

# The Influence of the Corporate Executive Self-Monitoring Personality on the Characteristics of the Inter-Organizational Social Network

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**Abstract:** Based on the review of the research on self-monitoring personality and the construction of social network, this paper is about the relationship and the influence mechanism of the self-monitoring personality on the inter-organizational social network, which combine the personality analysis in the psychology with the social network analysis in the sociology. Make the research on the possible Impact of CEO's personality difference on the dynamic change of the inter-organizational network to provide the reference for the enterprises to build the optimal social network.

## 1. Introduction

With the development of the market economy and the progress of the information technology, enterprises and individuals are in the huge network. How to build a social network with excellent performance and how to make better use of the social resources by the network have become the question that management researchers and practitioners hope to answer.

The operation carrier and the executing subject of the enterprise organization are ultimately the members of the organization, so the enterprise should also have personality. (Xu Guoliang, Gu Baoguo, 2005. Among them, the entrepreneurs or the senior decision-makers play an important role in the operation of enterprises. (Qi Shanhong, Dai Bin, 1999. Documents have confirmed that CEO's personality characteristics can shape strategic behavior at the enterprise level. (Chatterjee & Hambrick, 2007; Nadkarni & Herrmann, 2010), The organizational strategy and the performance outcome are the cognitive foundation and value of the authoritative actors in the organization. (Hambrick & Mason, 1984), which have important influence on the inter-organizational social network. The personality affects one person's behavior very much, and since the self-monitoring personality emphasizes the clues in the personal monitoring environment, It can adjust and manage the expression and behavior and have the influence on the formation and development of the relationship.

Error (Snyder, 1987: 59-70; Mehra, Kilduff, and Brass, 2001), CEO's self-monitoring personality and the number of the connections between the CEO's self-monitoring personality and the enterprise's entry and exit from the alliance network (volume), connection diversity (composition) and network pattern (Including the transitivity and the structural balance, pattern) There may have a special relativity. The existing literature on organizational level analysis mainly emphasizes how an enterprise's existing network of collaborative linkages affects the subsequent changes of the enterprise's linkages. (Gulati & Gargiulo, 1999; Zaheer & Soda, 2009), The characteristics of inter-organizational networks and the organizational behavior factors affecting the characteristics of inter-organizational networks are seldom researched.

This paper is about the relationship and the influence mechanism of the self-monitoring personality on the inter-organizational social network, to provide the reference for the enterprises to build the optimal social network.

## 2. Research on the Impact of the Corporate Personalization and the Senior Personality on the Corporate Behavior

### 2.1 The Influence of the Executive Personality on the Corporate Behavior

Behavioral economics think that people are the main body of enterprise behavior for the enterprises. The purpose of the enterprise existence, the formation and the law of development are based on the people's desire and purpose as the logical starting point, and belong to the people's economic activities and behavioral purposes. Therefore,

enterprises are completely personalized. According to the entrepreneur theory by the Economist Schumpeter (Joseph A. Schumpeter), The personalized behavior of businessman represents the personalized behavior of the enterprises. So what characteristics of the senior managers affects the corporate behavior? According to the Upper Echelons Theory by Hambrick and Mason, The performance and performance of an organization are partly determined by the background characteristics of its senior managers. (Hambrick & Mason, 1984), Executives individualize their understanding of the strategic situation that they face and carry it on. These individualized understandings are functions of their experience, values and personality traits. (Hambrick, 2007).

Therefore, when we study on the behavior of the enterprises, we must consider the personality characteristics and the behavior style of their executives. However, when studying the influence of the characteristics of senior managers on the strategic behavior of enterprises, the Upper Echelons Theory neglects the complex psychological factors, which is paying attention to the background characteristics of managers, such as the age, the education background and the socio-economic status, rather than the psychological dimensions. (Hambrick & Mason, 1984), Using the demographic characteristics of the corporate executive to approximate the psychological processes such as the cognitive basis and values of the corporate executive 'teams' (Hambrick, 2007).

Many scholars recognize this insufficiency of the Upper Echelons Theory, and they try to find such a key personality trait concept. Simsek Z., Heavey C., and Veiga J.F. (2010) Develop and test the model of the CEO self-evaluation's influence on the entrepreneurship orientation, and test the moderating effect of the environmental dynamics on this influence. It is found that the degree of CEOs' core self-evaluation is positively correlated with their positive influence on the entrepreneurship orientation and support the positive moderating effect of the environmental dynamics on this influence. Nadkarni and Herrmann (2010) use the five personality model on the psychology. (McCrae & Costa, 1987), Five factors, responsibility, emotional stability, affinity, extroversion and open learning are considered as the dimensions of the CEO's personality traits and summarize the influence of CEO big five personality on the corporate performance. Chatterjee and Hambrick (2007) focus on the narcissism of the CEO, we think that narcissistic CEO choose more bold strategy, which leads to big losses or big wins. Numerous studies have confirmed the influence of CEO's personality traits on organization. (Zajac and Westphal, 1996; Finkelstein and Boyd, 1998; Sanders, 2001). Researchers have examined the effects of CEO personality traits on organizations in many ways, such as self-esteem, locus of control, emotional stability, arrogance, conceit and narcissism. (e.g. Miller and Toulouse, 1986; Hayward and Hambrick, 1997; Simon and Houghton, 2003; Chatterjee and Hambrick, 2007). But, these traits have to be inferred from second-hand data. This personality study of executives leaves us an incomplete and "split understanding" (Hiller and Hambrick, 2005 : 297). Few studies have focused on some of the most vivid characteristics of CEOs: high levels of self-monitoring personality.

## **2.2 Research on the Self-monitoring Personality**

Snyder (1974) developed the self - monitoring concept, and Use it to explain the individual differences in expression control and self-presentation. Previous researchers have suggested that the high self-regulators are highly aware of their situation - they pay more attention to the social environment. Emotional control - a more positive response to the social and interpersonal clue of the situational suitability. Because the self-monitoring theory emphasizes that how the recognition and expression management affect the construction of the interpersonal relationships, self-monitoring personality is particularly relevant to the social construction (Snyder, 1987: 59 - 70; Mehra, Kilduff, and Brass, 2001; Flynn et al., 2006). Hundreds of studies have been conducted from the two cores of the self-monitoring. The role of self-monitoring personality in the behaviour, cognition and interpersonal communication has been confirmed. (e.g. Snyder, 1987; Gangestad and Snyder, 2000; Day and Schleicher, 2006). A large number of studies have found that through verbal and facial expression, high self-monitoring people can accurately convey a variety of intentional emotion. (Snyder, 1974; Riggio and Friedman, 1986; Gangestad and Snyder, 2000). At the same time, they are keenly aware of the clues that are appropriate for the situation. (e.g., Harris, 1989). Highly self-monitored people can actually better understand the network around them, and they can get the social status by changing their communication behavior. (Flynn, et al., 2006). On the other hand, by creating a good and favorable image in the eyes of their contacts, high self-regulators are motivated to use the rich strategic information to create value. (Sasovova, Mehra, Borgatti and Schippers, 2010). Although the self-monitoring personality has been extensively studied in the construction of social network by the individuals, little research has been done on the influence of the self-monitoring personality with the special identity of the of the corporate executive on the social network.

## **2.3 Research on the Inter-organizational Social Network**

For a long time, the importance of the organizational one-to-one relationship and the interaction between the vertically connected bilateral organizations has been recognized. (Achrol, Reve, and Stern 1983). However, the empirical research on the channel, which is one-to-one and interrelated, is very rare recently. (e.g., Antia and Erazier, 2001; Wathne and Heide, 2004). Many studies on this structural problem have shifted from the one-to-one bilateral

perspective to the trilateral perspective, and some scholars have used the social network theory to analyze this relationship. (e.g., Wuyts, Stremersch, Van Den Bulte and Franses, 2004) . The strong linkages facilitate the mobilization of the support and the transfer of the complex knowledge, while non-overlapping weak linkages can help to achieve the intelligent aggregation and monitoring of the new developments. (Wuyts, et al, 2004) , The relationship dimension in social network theory has become the recent focus. In the study of buyer's preference for the buyer, middleman and the supplier relationship model of the complex products, Wuyts, Stremersch, Van Den Bulte and Franses (2004) Consider that the buyer pay attention to the strong connection of selectivity. At the same time, more and more weak linkages are emphasized. The buyer's value evaluation of its social network structure lies in the extent to which its social network structure can improve their ability to mobilize resources directly or indirectly. This preliminary trilateral study confirms that when the buyer evaluates the value of a channel, the buyer goes beyond one-to-one bilateral channels. (Wuyts, et al., 2004) , This also reflects the value of the broader social network perspective. At the same time, in the market economy, opportunities, abilities and willingness are the essential condition for the actual transfer of knowledge or resources.(e.g., Granovetter, 1982; Hansen, 1999), So, what kind of behavioral agent can satisfy these three conditions very well? It is necessary to study personality.

### 3. Feasible Research Content

The behavioral agent in the intermediary position of social network have the competitive advantages, At the same time, "the bridge" is very difficult to be built, It takes cost to maintain and it's easy to disappear. (Burt, 2002; Kossinets and Watts, 2006; Ryall and Sorenson, 2007). Bridge construction may have great benefits, but at the same time it seems that not everyone has the motivation or ability to build it. (Sasovova,Mehra, Borgatti and Schippers, 2010) . In the organizational social network, enterprises have the motivation to become the star in the network ,or to build the bridge to play as the intermediary role. The personality of the corporate executive will affect the behavior of enterprises in building networks. This paper explores a feasible research framework.

The self-monitoring personality of the enterprise executives will influence the social network among the enterprises because of the personalization of the enterprises, and also the social network within enterprises, especially the whole network of the management team, the external network of the enterprises. Focus on the influence mechanism of the self-monitoring personality on the dimensions of the social network relationship and structure among the enterprises, The self-monitoring personality of the corporate executive, the number of connections, the number of the strong connections, the density of the network and the nature of connections among the enterprises—the Influence of the competitive and cooperative linkages. At the same time, the characteristics of the internal network of enterprises, especially the internal network of management team, will have the influence on the external inter-organizational network of enterprises. Based on the existing theories and taking small and medium-sized enterprises as an example, this paper puts forward that the self-monitoring personality of the corporate executive of the enterprises has a non-linear relationship with the number and the nature of the strong linkages between the enterprises' social network.

### 4.Conclusion

This paper explores the analysis of " Executive Personality - Corporate Network", and pay attention to the psychological self-monitoring personality of the corporate executive. Use the social network theory in the sociology to study the relationship between the organizations, including the measurement of the relational dimension and the structural dimension. The corporate executive make their own experiences, preferences and temperaments to their decision-making and leadership behavior, to provide the reference for the enterprises to build the optimal social network. Secondly, through the new perspective - social network perspective and the theoretical innovation to expand the boundaries of knowledge. Make research on the inter-organizational social networks, such as the linkages across organizational boundaries, and connect the buyers and other buyer enterprises, suppliers, or the channel partners. It is much more important than a large number of existing studies on the organizational purchasing behavior, and will provide the valuable insight for the relationship between the people and departments within and among the organizations.

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