

PRESIDENT DUTERTE'S COMMUNICATION STYLE AND PERSUASIVE APPEAL AND DEGREE OF RESPECT TOWARDS HIM AMONG THE EMPLOYEES OF THE CITY GOVERNMENT OF STA ROSA

Alma Torres – Jallorina
Faculty, College of Arts and Sciences

Abstract

The main objective of the study is to determine the respondents' perception of President Duterte's communication style, how persuasive is President Duterte's appeal as rated by the respondents and their degree of respect towards the President. Descriptive correlational method was used to see whether there is a link or between the variables of interest. The study found out that the communication style of Pres. Duterte is expressing his thoughts directly and openly. Pres. Duterte has a persuasive appeal as rated by the respondents. The respondents have high degree of respect towards Pres. Duterte. It was also found out that the more positive is their perception of President Duterte's communication style, the greater is his persuasive appeal. The more positive is their perception of President Duterte's communication style the higher is the respondents degree of respect towards him and the better is the persuasive appeal of President Duterte, the higher is the respondents' degree of respect towards him.

Keywords: communication style, persuasive appeal, respect, President Duterte,

Introduction

One of the reasons communication is difficult is that not everyone communicates in the same way, with the same tendencies or styles. As a leader, communication skills and style rank near the top of list of important skills. Because of their importance, these skills are talked about and written about a lot. Much more relevance comes in if the communication style which also entails persuasive appeal as it connects to a certain audience involves the most powerful person of the country, no less than President Rodrigo Duterte.

Being able to identify and apperceive different communication style is something that people customarily do in their circadian interactions with other people. It is additionally very consequential that they develop an efficacious communication style (Newton,2011).

An astute understanding of the fundamental styles of communication will avail one to learn and understand themselves preponderant. It gives the person the chance to optate what communication style he will employ (Bourne, 1995). Leanne (2008) has written key factors why the then Senator B. Obama was elected president of the United States of America. There were two key factors. His outstanding communication faculties, which enabled him to garner support from one of the most diverse coalitions in American history; and his excellent facility to launch and lead a formidable organization—he exhibited leadership and managerial skills of the highest

order. His competency to utilize communication in all of its forms—from body language, to voice inflection, to gestures—to establish a vigorous first impression and to sustain that positive impression. His facility to utilize communication to tear down barriers and build up bridges, fixating on areas of commonality that enable him to gain support from a diverse set of people. His facility to utilize oration to win the hearts and minds of listeners. He has shown great adeptness in utilizing key communication practices to inspire people, securing their adhesion and zealous support. His facility to communicate his vision excellently, utilizing words that resonate with people.

Persuasion is an implement of communication. It can be utilized by both good and lamentable people for good or deplorable purpose. The motives of persuaders determine the nature of categorical strategies and provide a context for judgment. By its very nature, persuasion coerces us to the ethical consequences of our own acts. (Woodland, G., Denton, 2013) Contrary to popular notion, persuasion is not a lamentable thing. Persuasion is not identically tantamount to manipulation. The difference is the intent abaft the action. While persuasion can be utilized as an implement to manipulate, ill intent and self-accommodating motives are the hallmark of manipulation (Williams, 2009).

In a study that investigated on the cognations between leaders' communication styles and charismatic leadership, human-oriented leadership (leader's consideration), task-oriented leadership (leader's initiating structure), and leadership outcomes among 279 employees of a governmental organization conducted by De Vries (2009), it was ascertained that the study showed charismatic and human-oriented leadership are mainly communicative, while task-oriented leadership is significantly less communicative. The communication styles were vigorously and differentially cognate to culture sharing demeanors, perceived bellwether performance, contentment with the bellwether, and subordinate's team commitment. Multiple regression analyses showed that the leadership styles

The communication style is an indicator of a pattern of a person who organizes his interpersonal relationships. In fact, the style of communication is a way which shows how the pupils optically discern and judge the information around them. According to these, the teachers, families can amend their interactions. The art of effective communication should not just stop at the correct utilization of language, but withal at other forms of communication. The study ascertained that there is a desideratum among students to engender an orientation towards interpersonal communication for prosperity in the future and for the formation of human society. The teachers must realize the consequentiality of communication in their relationships with students and inspire the development of quality communication skills to avail children communicate better in the future. Communication skills are very paramount for the future personality of the puerile person. (Panisora, 2015)

A study was conducted with virtually 500 employees and asked for critical instances where they felt that reverence had or had not been shown. Through this, 149 standardized verbal expressions were developed defining leadership comportments aligned to deference, which then distilled to 12 that accurately captured the essence of the answer to the question "what is deferential leadership?" This led to the creation of leadership scale. When applied to matters of respect, the karmic idiom "what goes around comes around" advises that how we treat others is

how they will treat us. However, the truth is much broader than that. The research shows that receiving reverent treatment from a superior can make one feel very group oriented. Such actions embolden to spread our own respectfulness, not just in a reciprocal fashion to those who gave veneration, but to the whole group or team to which they belong. There is often the notion in management that if you treat employees too nicely, with an extravagant amount of deference, that the efficacy of bellwethers is emasculated. Indeed, managers are often edified that it is very arduous to be a popular bellwether and run a prosperous company (Quaquebeke, 2011).

Understanding the communication style and persuasive appeal of the President is crucial because he is not an ordinary person in terms of his statements that are socially and politically relevant. As what he says determines the course of our development as a country and as a people, determining his communication strategies and appeals are basic to understanding his political leadership.

It is for this reason that the researcher looked into the communication style and persuasive appeal of President Rodrigo Duterte and the degree of respect towards him among the Government employees of the City of Sta. Rosa. Specifically, it addressed the following sub-problems: 1. What is the respondents' perception of President Duterte's communication style? 2. How persuasive is President Duterte's appeal as rated by the respondents? 3. What is the respondents' degree of respect towards the President? 4. Is there a significant relationship between the respondents' perception of President Duterte's communication style and his persuasive appeal as rated by the respondents? 5. Is there a significant relationship between the respondents' perception of President Duterte's communication style and their degree of respect towards him? 6. Is there a significant relationship between how persuasive the President is and the respondents' degree of respect towards him?

Methods

The respondents of the study were 62 employees of the City government of Sta. Rosa, Laguna. These employees were from offices handling communication / correspondence and execution of programs and activities. This research used a researcher-made questionnaire for the purpose of collecting the needed primary data. The questionnaire was composed of three parts. Part I focused on the communication style and Part II focused on his persuasive appeal. Part III focused on the degree of respect among the government employees of the City of Sta. Rosa towards Pres. R. Duterte. The questionnaires were tested, corrected and validated by a panel of experts. After corrections and suggestions were incorporated, it was personally administered by the researcher. The researcher explained to the respondents the purpose of the study and its objectives. They were also informed that they would be subjected to certain interviews and the information gathered from them would be treated with utmost confidentiality.

The questionnaire was considered as the most appropriate data-gathering instrument for the descriptive research study. In conducting the survey, first, the researcher asked the permission of the City Mayor to conduct the survey among the employees. After acquiring the approval, the researcher explained the directions of answering the questionnaire clearly and understandably to the respondents and personally conducted the survey. The questionnaires were

retrieved and the responses were tallied and summarized and were subjected to statistical treatment of data.

To measure the communication style of Pres. R. Duterte, the evaluation and scoring tools used were the following: 3.51-4.0 Strongly Agree, 2.51-3.5 Agree, 1.51-2.50 Disagree, 1.00-1.50 Strongly Disagree . To measure the persuasive appeal of Pres. R. Duterte, the evaluation and scoring tools used were the following: 3.51-4.0 Very persuasive, 2.51-3.5 Persuasive , 1.51-2.50 Less persuasive , 1.00-1.50 least persuasive. To measure the degree of respect towards Pres. R. Duterte, the evaluation and scoring tools used were the following: 3.51-4.0 Very High Degree, 2.51-3.5 High Degree, 1.51-2.50 Low Degree, 1.00-1.50 Very Low Degree .

Weighted Mean, used to determine the (a) respondents’ perception of President Duterte’s communication style, (b) persuasive appeal of President Duterte as rated by the respondents, and (c) respondents’ degree of respect towards President Duterte meanwhile Pearson r, used to determine if there is significant relationship between (a) the respondents’ perception of President Duterte’s communication style and his persuasive appeal as rated by the respondents, (b) the respondents’ perception of President Duterte’s communication style and their degree of respect towards him, and (c) how persuasive the President is and the respondents’ degree of respect towards him.

Results and Discussions

Table 1
Communication Style of Pres. R. Duterte

Indicators	Weighted Mean	Verbal Interpretation	Rank
1 He achieves his goals by presenting himself as “ what you see is what you get”	3.48	Agree	2
2. He expresses his thought directly and openly	3.52	Strongly Agree	1
3. He always speaks with a very sweet voice	2.68	Agree	10
4.He directly asks for needs to be met, while accepting the possibility of rejection	2.90	Agree	8
5. He always injects humor in his messages	3.27	Agree	3
6. He finds his way to convince people to agree with him.	2.95	Agree	7
7. He has ways to show that he understands the plight of the “common tao”	3.03	Agree	6
8.He employs simple and ordinary language that could be easily understood by ordinary people.	3.18	Agree	4
9. He connects with the Filipino people easily by injecting jokes/ humor.	3.10	Agree	5
10. He communicates his message of change and discipline with conviction.	2.81	Agree	9
Average Weighted Mean	3.09	Agree	

Table 1 presents the Communication Style of Pres. Duterte. Indicator 2 which states that “He expresses his thought directly and openly” obtained a weighted mean of 3.52 verbally interpreted as strongly agree ranked first. Indicator which states that “ He achieves his goals by

presenting himself as “ what you see is what you get” obtained a weighted mean of 3.48 verbally interpreted as agree ranked second. Indicator 5 which states that “He always injects humor in his messages” obtained a weighted mean of 3.27 verbally interpreted as agree ranked 3rd. Indicator 8 which states that “He employs simple and ordinary language that could be easily understood by ordinary people.” Obtained a weighted mean of 3.18 verbally interpreted as agree ranked 4th. Indicator 9 which states that “He connects with the Filipino people easily by injecting jokes/ humor.” Obtained a weighed mean of 3.10 verbally interpreted as agree ranked 5th. Indicator 7 which states that “ He has ways to show that he understands the plight of the “common tao” obtained a weighted mean of 3.03 verbally interpreted as agree ranked 6th. Indicator 6 which states that “He finds his way to convince people to agree with him” obtained a weighted mean of 2,95 verbally interpreted as agree ranked 7th. Indicator 4 which states that “He directly asks for needs to be met, while accepting the possibility of rejection” obtained a weighted mean of 2.90 verbally interpreted as agree ranked 8th. Indicator 10 which states that “He communicates his message of change and discipline with conviction.” Verbally interpreted as agree ranked 9th and indicator 3 which states that “He always speaks with a very sweet voice” obtained a weighted mean of 2.68 ranked 10th. The communication style of Pres. Duterte obtained an average weighted mean of 3.09. The communication style of Pres. Duterte is expressing his thought directly and openly.

Salo- Lee (2006) Person-centered communication style is informal and emphasizes the individual and equalitarian relationships. The person-centeredness is reflected, for instance, by the use of the pronoun *I*. The contextual style is status and role oriented. Formality and asymmetrical power distance is often emphasized. Personal pronouns are not often used. All information does not need to be explicitly expressed. Yet common background knowledge is assumed, or in essential parts conveyed during the interaction, often indirectly.

Table 2
Pres. R. Duterte’s Persuasive Appeal

President Duterte’s persuasive appeal	Weighted Mean	Verbal Interpretation	Rank
1. He injects humor when delivering messages.	3.15	Persuasive	1
2. He stimulates sentimental images and he combines it with the use of a pleasant tone of voice.	2.69	Persuasive	10
3. He predicts something that people hope will be true because the people want to believe it.	3.13	Persuasive	2.5
4. He persuades people through flattery	3.13	Persuasive	2.5
5. He presents positive concepts so that everyone will give support.	2.85	Persuasive	9
6. He offers fresh ideas.	2.97	Persuasive	7
7. He encourages his audience to look ‘back to a better time in history thus reminding them of a time when life was simpler and better.	3.06	Persuasive	6
8. He uses analogy to compare situations and at the same time proposes something that is simple and unblemished.	3.10	Persuasive	4
9. He presents solutions rather than blame others for certain issues	3.08	Persuasive	5
10. He makes people feel that they are always considered before he makes a decision.	2.89	Persuasive	8
Average Weighted Mean	3.00	Persuasive	

Table 2 presents the Persuasive appeal of Pres. R. Duterte. Indicator 1 which states that “ He injects humor when delivering messages” obtained a weighted mean of 3.47, verbally interpreted as persuasive ranked first. Indicators 3 which states that “ He predicts something that people hope will be true because the people want to believe it” and 4 which states that “ He persuades people through flattery” obtained a weighted mean of 3.13 verbally interpreted as persuasive ranked 2.5 Indicator 8 which states that “ He uses analogy to compare situations and at the same time proposes something that is simple and unblemished” obtained a weighted mean of 3.10 verbally interpreted as persuasive ranked 4. Indicator 9 which states that “ He presents solutions rather than blame others for certain issues” obtained a weighted mean of 3.08 verbally interpreted as persuasive ranked 5th. Indicator 7 which states that “ He encourages his audience to look ‘back to a better time in history thus reminding them of a time when life was simpler and better” obtained a weighted mean 3.06 verbally interpreted as persuasive ranked 6. Indicator 6 which states that “ He offers fresh ideas” obtained a weighted mean 2.97 verbally interpreted as persuasive ranked 7. Indicator 10 which states that “ He makes people feel that they are always considered before he makes a decision” obtained a weighted mean of 2.89 verbally interpreted as persuasive ranked 8. Indicator 5 which states that “He presents positive concepts so that everyone will give support” obtained a weighted mean of 2.85 verbally interpreted as persuasive ranked 9. Indicator 2 which states that “He stimulates sentimental images and he combines it with the use of a pleasant tone of voice” obtained a weighted mean of 2.69 ranked 10.

The persuasive appeal of Pres. Duterte as rated by the respondents obtained an average weighted mean of 3.00. This means that Pres. Duterte has a persuasive appeal as rated by the respondents because he injects humor when delivering messages and persuades people through flattery.

Bao, S. (2010) states that persuasion is a two-fold process. It is both persuading the audience as well as oneself. If a speaker seems engaged and invested in the argument, the audience is more likely to feed off of that energy and not only be more attentive to what the executive is saying, but also be in more agreeability. This phenomenon is also known as emotional contagion. In a simplified explanation of emotional contagion, developmental psychologist Goldie (1999) related it to “catching” another’s emotional state in the way in which children can catch each other’s excitement or hysteria”. It is about infecting the audience with the energy or spirit that is framing the argument and exuding the executive’s passion about it. Half of the persuasive process is getting the audience engaged and enthralled, the next half is actually forming the potential for them to change their minds or beliefs on a matter, making a possibility into a reality.

Table 3
Respondents' Degree of Respect for Pres. Duterte

I respect Pres. Duterte because ...	Weighted Mean	Verbal Interpretation	Rank
1. he presents himself as a very simple man	3.47	High	1
2. he deals with issues fairly	3.27	High	2
3. he makes people feel his sincerity	3.19	High	3.5
4. he is a very hands on leader	2.94	High	8
5. of his unconventional leadership style	3.06	High	5.5
6. of his decisiveness	3.06	High	5.5
7. he gives time to people who are truly in need	3.00	High	7
8. he says what he wants to say	3.19	High	3.5
9. he listens to his people	2.84	High	9.5
10. he knows how to control his people	2.84	High	9.5
11. he builds better relationship both personally and professionally	2.68	High	12
12. he takes full responsibility of his actions and decisions	2.81	High	11
Average Weighted Mean	3.03	High	

Table 3 presents the respondents' degree of respect for Pres. Duterte. Indicator 1 which states that "he presents himself as a very simple man" obtained a weighted mean of 3.47 verbally interpreted as high ranked first. Indicator 2 which states that "he deals with the issues fairly" obtained a weighted mean of 3.27 verbally interpreted as high ranked second. Indicator 3 which states that "he makes people feel his sincerity" obtained a weighted mean of 3.19 verbally interpreted as high and Indicator 8 which states that "he says what he wants to say" obtained a weighted mean of 3.19 verbally interpreted as high ranked 3.5. Indicator 5 which states that "I respect Pres. Duterte because of his unconventional leadership style" and indicator 6 which states that "I respect Pres. Duterte because of his decisiveness" both obtained a weighted mean of 3.06 verbally interpreted as high ranked 5.5. Indicator 9 which states that "he listens to his people" and indicator 9 which states that "he knows how to control his people" both obtained a weighted mean of 2.84 verbally interpreted as high ranked 9.5. Indicator 12 which states that "he takes full responsibility of his actions and decisions" obtained a weighted mean of 2.81 verbally interpreted as high ranked 12. Indicator 11 which states that "he builds better relationship both personally and professionally" obtained a weighted mean of 2.68 verbally interpreted as high ranked 12.

Degree of respect towards Pres. Duterte obtained an average weighted mean of 3.03. This means that the respondents have high degree of respect towards Pres. Duterte because he presents himself as a very simple man

Table 4
Relationship Between the Respondents' Perception of President Duterte's Communication Style and His Persuasive Appeal

Indicator	Pearson r	p value	Interpretation
Respondents' Perception of President Duterte's Communication Style and His Persuasive Appeal	0.697	0.000	Significant

0.01 level of significance

As shown in the table, for the relationship between the respondents' perception of President Duterte's communication style and his persuasive appeal, a Pearson r value of 0.697 was obtained. A p value of 0.000 which was lower than the 0.01 level of significance showed that there is significant relationship between the respondents' perception of President Duterte's communication style and his persuasive appeal. The more positive is their perception of President Duterte's communication style, the greater is his persuasive appeal.

Table 5
Relationship Between the Respondents' Perception of President Duterte's Communication Style and their Degree of Respect Towards Him

Indicator	Pearson r	p value	Interpretation
Respondents' Perception of President Duterte's Communication Style and their Degree of Respect Towards Him	0.672	0.000	Significant

0.01 level of significance

As shown in the table, for the relationship between the respondents' perception of President Duterte's communication style and their Degree of Respect Towards Him, a Pearson r value of 0.672 was obtained. A p value of 0.000 which was lower than the 0.01 level of significance showed that there is significant relationship between the respondents' perception of President Duterte's communication style and their degree of respect towards him. The more positive is their perception of President Duterte's communication style the higher is the respondents degree of respect towards him.

Table 6
Relationship Between the President Duterte's Persuasive Appeal as Rated by the Respondents and their Degree of Respect Towards Him

Indicator	Pearson r	p value	Interpretation
President Duterte's Persuasive Appeal as Rated by the Respondents and their Degree of Respect Towards Him	0.707	0.000	Significant

0.01 level of significance

For the relationship Between the President Duterte's Persuasive Appeal as Rated by the Respondents and their Degree of Respect Towards Him, a Pearson r value of 0.707 was obtained. A p value of 0.000 which was lower than the 0.01 level of significance showed that there is significant relationship between President Duterte's Persuasive Appeal as Rated by the Respondents and their Degree of Respect Towards him. The better is the persuasive appeal of President Duterte, the higher is the respondents' degree of respect towards him.

Conclusions

The respondents' had positive perception of the communication style of Pres. Duterte which is expressing his thoughts directly and openly. Pres. Duterte has a persuasive appeal as rated by the respondents. The respondents have high degree of respect towards Pres. Duterte. The more positive is their perception of President Duterte's communication style, the greater is his persuasive appeal. The more positive is their perception of President Duterte's communication style the higher is the respondents degree of respect towards him. The better is the persuasive appeal of President Duterte, the higher is the respondents' degree of respect towards him.

Future Directions

In the light of the findings and conclusions, the following are offered as recommendations for possible actions: Government officials conduct an assessment/ evaluation on their communication style to make them aware how effective their communication style and make their constituents understand them better. Be more persuasive by stimulating sentimental images and combine it with the use of a pleasant tone of voice. Respondents are also encouraged to maintain their respect to people in the position by adhering to whatever policies that will be implemented.

References

- Azar, B. (2010) More Powerful Persuasion, American Psychological Association, date retrieved March 15, 2017 retrieved from <http://www.apa.org/monitor/2010/04/brain-imaging.aspx>
- Bao, S. (2010) The Principles of Persuasion in Executive Leadership, Claremont McKenna College retrieved from http://scholarship.claremont.edu/cgi/viewcontent.cgi?article=1026&context=cmc_theses March 22, 2017 date retrieved
- Bourne, E. (1995) The Anxiety and Phobia Workbook. 2nd edition. . New Harbinger Publications, Inc. 1995.
- Dasmarinas, M.(2016) President Elect Rodrigo Duterte's Communication Style retrieved from <http://marinojdasmarinas.blogspot.com/2016/05/president-elect-rodrico-dutertes.html> date retrieved February 25, 2017
- De Vries R. (2009) Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes date retrieved February 21, 2017, retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2912722/>

- Eshbaugh – Soha (2016) Going Public and Presidential Leadership, retrieved from <http://politics.oxfordre.com/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-57> February 22, 2017 date retrieved
- Foster, E. (2003) Persuasive Communication: Theories, Skills & Techniques, retrieved from <http://study.com/academy/lesson/persuasive-communication-theories-skills-techniques.html> March 12, 2017 date retrieved
- GMA News and Public Affairs YouTube account, Inquirer.net, CNN Philippines, Rappler, ABS-CBN News Rodrigo Duterte as a leader retrieved from <http://primer.com.ph/blog/2016/05/21/rodrigo-duterte-as-a-leader/> date retrieved March 12, 2017
- Goudreau , J. (2013) Why Attractive People Are More Likely To Be Leaders retrieved from <http://www.businessinsider.com/why-attractive-people-are-more-likely-to-be-leaders-2013-9> date retrieved February 12, 2017
- Leanne, S. (2008) *Say It Like Obama: the Power of Speaking with Purpose and Vision* (McGraw Hill, 2008 – www.sayitlikeobama.com) retrieved from <https://www.fastcompany.com/1070311/communicative-power-barack-obama-how-he-became-president-elect> date retrieved January 20, 2017
- Salo – Lee L. (2006) Communication Styles date retrieved February 21, 2016 retrieved from <https://moniviestin.jyu.fi/ohjelmat/hum/viesti/en/ics/20>
- Newton, C. (2011) Five Communication Styles retrieved at <http://www.clairerewton.co.za/my-articles/the-five-communication-styles.html> date retrieved January 23, 2017
- Panisoara, G. (2015) Comparative Study Regarding Communication Styles of The Students retrieved from <http://www.sciencedirect.com/science/article/pii/S1877042815023265> date retrieved January 24, 2017
- Quaquebeke, N (2011) adapted from RSM Insight, date retrieved January 15, 2017, retrieved From <https://www.erim.eur.nl/centres/leadership/featuring/detail/1160-defining-respectful-leadership/>
- Sauer SJ. (2011) Taking the reins: the effects of new leader status and leadership style on team Performance, date retrieved March 15, 2017, retrieved from <https://www.ncbi.nlm.nih.gov/pubmed/21319878>
- Stefansson, JK (2010) The effects of perceived dominance in persuasion retrieved from <http://munin.uit.no/bitstream/handle/10037/3698/thesis.pdf?sequence=1> date retrieved March 12, 2017
- William M., Neblo, M, Esterling, K, Lazer, D. (2015) Field experiment evidence of substantive, attributional, and behavioral persuasion by members of Congress in online town halls

retrieved from <http://www.pnas.org/content/112/13/3937.full.pdf> February 12, 2017
date retrieved

Wood, W. (2000) ATTITUDE CHANGE: Persuasion and Social Influence, Department of Psychology, Texas A&M University, College Station, Texas 77843; date retrieved May 20, 2017 retrieved from <http://www3.psych.purdue.edu/~willia55/392F-'06/Wood-Influence.pdf>

Oduaran, B. (2010) Communication Methods, Effective Ways to Improve Internal and External Communication System Development retrieved from <http://www.umsl.edu/~sauterv/analysis/Fall2010Papers/Oduaran/> date retrieved February 12, 2017

Orji, R. (2016) Persuasion and Culture: Individualism–Collectivism and Susceptibility to Influence Strategies retrieved from <http://ceur-ws.org/Vol-1582/16Orji.pdf> February 24, 2017 date retrieved

Pentland, A. (2012) New Research: Communication in Effective Teams, Harvard Business Review retrieved From <http://www.quickbase.com/blog/new-research-communication-in-an-effective-team> March 18, 2017 date retrieved

Winter, D. (1987) Leader Appeal, Leader Performance, and the Motive Profiles of Leaders and Followers: A Study of American Presidents and Elections retrieved from <http://www.uky.edu/AS/PoliSci/Peffley/pdf/Winter%201987%20JPSP%20Leader%20Appeal,%20Leader%20Performance.pdf> date retrieved March 12, 2017