

Observing the Effect of Personality Characteristics on the Performance and Effectiveness of Nasooz Gostaran Company Managers

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Abstract

The main objective of this research is investigating the relationship between the personality features of Nasooz Gostaran managers and their performance and effectiveness. The research methodology is descriptive and correlational and in terms of objective, and also can be seen as one of fundamental researches. We have used the Sambasiwan's Personality Features Questionnaire, Poploa's Management Proficiencies and Management Effectiveness questionnaire. In Personality Features Questionnaire, manager's personality was measured in two dimensions of introversion or extroversion and stability or instability. In order to analyze the findings, we used statistical descriptive methodology such as redundancy, percentage and standard deviation and inferential descriptive methodology such as Pierson's correlation factor, analysis of variance (ANOVA), independent T, Multivariate regression and etc. The results was: 1- Out Of each 52 managers and assistances of Nasooz Gostaran Co., 76% were extroverted and 23.7% were introverted and the same amount, 91% were stable and 8% were instable. 2- Human relation dimension with average of 41.3 and educational dimension with average of 9.03 have better effectiveness. 3- There is no relationship between personality feature extroversion-introversion of managers and their effectiveness. There is significant relation between personality feature stability-instability and managers' effectiveness which is that stable managers have better effectiveness. 5- There is significant relationship between extroversion personality feature and managers' stability and their effectiveness. 6- Results demonstrated that there is a significant relationship between level of managers' educational degree and their effectiveness and work experience. 7- Results demonstrated that there is a significant relationship between managers' management experience and their effectiveness.

Key words: effectiveness, personality features, managers, performance.

Introduction

It is obvious that society's sublimation, progression and development are impossible without existence of human organizations. The principal philosophy of organizations' existence is that they may able to satisfy different human demands however in order for organizations to achieve their goals, they require to expert and efficient human resources. Therefore, as we go along; the number plus the diversity of organizations adds up and on the other hand, behaviors, personal and individual specifications and also human motivations get more complicated thus it's more difficult to assess them. So the recognizing the human specifications and features, plus defining how they form and behavioral causes and how humans motivate are serious management issues and due to their role and importance, management science in general and organization behavior management specifically study and investigate the behavioral phenomena and to somewhat it could understand and predict the human behaviors in organizations. Also experts believe that today most of human time is spending in organizations and they are managers who create proper organizational environment and rule the pleasant environment to develop more propensity in staff and provide success tendency in organization and ultimately to achieve the increasing efficiency and effectiveness.

For this reason, the role of managers' personality features in organization effectiveness was so obvious. Due to this intention, the study intends to investigate Nasooz Gostaran Fidar

managers' personality features according to Ayzenk Questionnaire firstly and define this managers' effectiveness secondly. And finally the relationship between them will be specified. In addition we point out to some managers' individual features.

Particular Objectives of Study

The main objective of this study is to investigate the relationship between Nasooz Gostaran Fidar Co. managers' personality features and their performance and effectiveness. Also some particular objectives of this study are:

1. To describe some selected features of Nasooz Gostaran Fidar Co. managers according to introversion from our point of view.
2. To describe some selected features of Nasooz Gostaran Fidar Co. managers according to extroversion from our point of view.
3. To describe selected features of Nasooz Gostaran Fidar Co. managers according to stability from our point of view.
4. To describe selected features of Nasooz Gostaran Fidar Co. managers according to instability from our point of view.
5. To define the relationship between components of managers' personality features and effectiveness.

Hypothesis

This study has multiple hypotheses. The important ones are:

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1. There is no relationship between Nasooz Gostaran Fidar Co. managers' personality features (extroverted or introverted) and their effectiveness.
2. There is no relationship between Nasooz Gostaran Fidar Co. managers' personality features (stability or instability) and their effectiveness.
3. There is no different between components of Nasooz Gostaran Fidar Co. managers' effectiveness (management, human relations, educational).
4. There is no relationship between effectiveness of Nasooz Gostaran Fidar Co. managers and their level of education.
5. There is no relationship between effectiveness of Nasooz Gostaran Fidar Co. managers and their management experience.

Theories

Personality features: One of people desire is to have a deep recognition of their selves and also others. So that personal features which can help us to have better recognition of ourselves and others and be popular among people and have stronger connection than before, is called *personality* (Alavi, 2000).

There are various definition of *personality* by experts such as Izadi(1973), Authors' Group(1993), Kadivar(1994), Sa'atchi(2001) and etc. so we can achieve relatively to a acceptable definition which include common features of different definitions thus *Personality* is the set (collection) of physical, mental and behavioral features which distinct one from others(Karimi,1999).

One of the important opinions is Hanss G. Ayzenck's point of view. He graduated from the university in United Kingdom and after receiving his PhD, he started to his job at Institute of Psychology in department of Psychiatry at London University. Since in this case we have used Ayzenck Questionnaire to evaluate managers' personality, here we explain Ayzenck approach about personality features. Ayzenck after many researches concluded that the personality can be defined in extroversion, introversion, neuroticism and psychosis dimensions.

Ayzenck believes that there are two criterions for this classification.

A: Category criterion: In this classification we can place people in 4 sections of a circle so that put each temperament in a quarter. As Galen, Hippocrates and Wentworth believed that that there is nothing between these temperaments.

In this classification, there are two continuums that one of them is extroversion-introversion and one another is perpendicular to it with stability-instability dimension. While a person is placed in extroversion-introversion continuum, he has a degree in terms of stability or instability which is determined on the continuum. Then with connecting the junctions of the one's degrees in two continuums, it shows his place in bigger circle which is consist of two axis.

Personality Theories

There are low agreement about different concepts of personality types and issues in psychology and yet the best way to understand human behavior hasn't been created. In fact

psychologists try to develop different systems of internal constant concepts sets (Larry et al, 2001).

However, human nature issue is to understand the diversity and complexity of human performance. So to in order to understand human behavior completely, we refer to personality theories. In the same way people define the personality, scientists also have submitted some views. This diversity is caused by complexity of personality concept in each human mind. So because of different point of views, we can't provide definite boundaries for different types of personality. Now there is no theory which is generally accepted. Psychoanalytic theories which are historically important are affected by Freud's psychoanalytic theories. The traditional theory of personality traits also tried to organize this diversity in a way although both of these perceptions had their own particular role. However none of them were able to provide a general theory about personality because personality traits theories were descriptive and their analytical aspects weren't significant. Instead, new phenomenological theories and social learning try to integrate the diffused and different parts of personality to general one. It seems that the concept of self-analysis include combination of personality theories but social learning theories which are recently proposed are more related to organizational behavior analysis and explanation(Sarmad,1994).

Effectiveness

Organization managers' responsibility is necessitated that their performance in the offices which should be both efficient and effective, is also so critical. In Draker (1964) approach, effectiveness is organization key. He said, managers through creation of proper and successful conditions and opportunities, implicitly consider effectiveness rather than efficiency. So in first place the main issue is not doing thing right but it is right things and focusing resources and activities to do things right (Alvani, 1993). Experts have different points of view about effectiveness and we indicate to some of them here. Robbins (1998) defines effectiveness in Organization Theory as follows: Organizational Effectiveness can be defined as a level or degree that an organization fulfills its long-term and short-term goals and also as a level which organization can recognize the strategic factors and meet its requirements. Also Alagheband (1996) believes that effectiveness means doing right things and in other words, effectiveness is obtained while organization's goals and results are achieved. In other statement, Seltcher (1992) said that the objective of effectiveness is doing successful the tasks, responsibilities and activities to reach approved organizational goals.

In an approach, to achieve organizational goals is effectiveness and in another approach, it emphasizes on the tools, equipments and facilities which are needed to reach preset organization's goals. Also from a point of view, to be effective the organization should recognize and satisfy the benefits of key and influential forces to be able to continue its useful and effective lifetime. Another approach to organization effectiveness is considering the competitive values that any assessment of organizational effectiveness is considering to the multiple and conflicting criteria (flexibility vs. control, attendance to the organization vs. attendance to individual,

considering the long-term goals vs. considering the short-term goals).

Literature Review

Hereof, many researches has been conducted that we mention to some of them:

A: Researches about managers' personality features

Bazafshan Moghaddam (1997) has conducted a study about school principals' personality and concluded that there is a significant difference between effective school principals' personality and non-effective school principals' personality.

Rezaeian (2000) has conducted a research which is titled the description of sport organization managers' personality features in Isfahan state and their impact on the effectiveness. In this study 75 of sport organization managers and 225 of sport organization staff in Isfahan state participated to describe the personality features according to the Ayzenck Questionnaire and for level of effectiveness, the effectiveness questionnaire was used. In addition the relationship between managers' individual features and level of their effectiveness was studied. The results were provided in descriptive and inferential sections as follows:

The Results of Descriptive Section

About 57% of managers were introverted and 42% of them were extroverted.

About 12% of managers were neurotic (instable) and 88% of them were no neurotic (stable).

100% of managers were no psychopathic.

3.5% of managers had diploma, 28% had associate degree, 54.7% had bachelor degree and 12% had master degree.

About 61% of managers had relevant educational degree and 39% had irrelevant educational degree.

The Results of Inferential Section

There is significant statistical relationship between personality features (extroversion or introversion) and managers' effectiveness.

There is no significant statistical relationship between neurotic feature and managers' effectiveness.

There is no significant statistical relationship between psychopathic feature and managers' effectiveness. In discussions, he indicated that after obtaining managers' effectiveness scores, it is specified managers who were extroverted had more effectiveness rather than introverted managers. He has cited that its reason is sincere behavior with people and subordinates and easy communication with them.

Another research which is conducted by Halden(1995) resulted in that personality traits such as compatibility and extroversion are good predictors for effectiveness.

Quitzy (1990) conducted a study on managers' self-perception personality trait and resulted in that the managers' final decision and recognition depends on managers' self-perception personality trait.

In another study by Latib (1990) about subordinates interactions and behaviors, he resulted that managers' personality features directly affected their behaviors in organization.

In another research which is conducted by Kintz Henry (1993) is about the investigation of differences between Minnesota school principal's leadership style and different personalities, personal characteristics and the location of school. He resulted that there is no significant relationship between leadership style and personal characteristics (age, sex, variability or instability and management experience).

Researches about Managers' Effectiveness

Nostrat panah(1993) in his research about individual features and managers' performance in local organizations concluded that there is positive relationship between factors such as age, work experience, management experience, level of education and managers' field of study and their success.

Rismanchian(1994) in a study investigated the relationship between school principals' performance and their educational degree and experience in Isfahan state and concluded there is no significant relationship between principals' performance and their experience but there is a significant relationship between principals' performance and their educational degree.

In another study by Kabiri(1996) about effective school principals' personality feature in Tehran high schools, following results had reached:

A: Increase of principals' age resulted in increasing principals' effectiveness.

B: Increase of management experience resulted in increasing principals' effectiveness.

C: Effectiveness of principals who have high educational degree is more than principals who have no high educational degree.

D: Effectiveness of principals who have assistance experience is more than principals who were not assistant.

Karimi(1995) conducted a research about effective managers' personality in Tehran high schools. The results show that the effectiveness of principals who have high educational degree is more than principals who have no high educational degree.

Pourgoodarzi (1997) in his study about investigation of the relationship between organization environment and principals' behavioral effectiveness in Babol primary schools points out that there is a significant relationship between principals' behavioral effectiveness and different educational degree.

Ziaee(1997) conducted a study about investigation of the relationship between principals' job stability and their school effectiveness in teachers' point of view in Mashhad. The results show that there is a significant relationship between educational degree and school principal' effectiveness.

Nejatbakhsh (2000) in his study about principals' job stability and the level of their effectiveness in Fereydoonkenar city indicates that there is no significant relationship between management experience and effectiveness.

Rezaeian(2000) in his study about personality features of sport organizations managers and their impact on management resulted in:

A: There is a statistical significant relationship between effectiveness and educational level of sport organizations managers.

B: There is a significant relationship between effectiveness and educational level of sport organizations managers.

C: There is no statistical significant relationship between effectiveness and sport organizations managers' experience duration.

D: There is no statistical significant relationship between effectiveness and their age.

Tabaeian (2003) conducted a research about the relationship between authority positions and effectiveness and university presidents and directors' performance in sport education of all universities and concluded:

A: There is a significant difference between effectiveness components from faculty members' point of view and management experience.

B: There is a significant difference between effectiveness from faculty members' point of view educational degree.

Collin (1990) in her study about women's personality in West Kentucky University concluded that the difference between effective managers and non-effective managers is result of managers' management style. So this is management style which impacts on effectiveness and non-effectiveness and the sex (male or female) has no significant impact on effectiveness.

Hook and Sanderaly (1993) in their study about different types of leadership styles and supervisors an workers' personality concluded that there is a relationship between different degrees and effectiveness of managers' leadership style and almost 26% of variability in managers' effectiveness scores is explained by differences in leadership styles of supervisor and consultant. There is no relationship between level of effectiveness and consultants' personality type and the percentages of variability in consultant's effectiveness scores is recommended through the differences in supervisor and consultant's personality type.

Lee Song Gee(1998) conducted a research about the relationship between personality type and performance effectiveness in Academic Directors of sport in Republic of Korea. He used compare measuring Tape-A from Minnesota combined personality inventory for measuring the personality type and used from managerial and professional status for measuring the management performance. In this study 30 managers and 139 faculty members in sport universities of Korea participated. He concluded that there is no significant relationship between personality type an management effectiveness.

Methodology

The methodology of this study is correlational and descriptive research which its information is collected by field method. In this study, the researcher through using the standard questionnaire investigates the correlation or disrelation between managers' personality features of sport universities' and their effectiveness.

The Research Statistics: This research statistics includes Nasooz GostraranFidar Co. managers.

Research Case Studies

1. The case studies were 68 of CEOs and assistants of Nasooz GostraranFidar Co.
2. And 50% of Nasooz GostraranFidar Co. managers.

Measuring Tools

Ayzenck personality feature Questionnaire: this questionnaire is designed and edited by Ayzenck. In 1971 is normalized by Mahmoud Taghi Berahani for Iranian society and 69% to 77% is validated. This questionnaire is completed by CEOs and it has 57 questions which are answered yes or no.

Effectiveness Questionnaire: This questionnaire is edited by Mozaffari and Barati and its validation is calculated 84% by the questionnaire researcher. This questionnaire is answered by average managers to measure their effectiveness. This questionnaire contains 26 questions which are arranged to answer in five options (very good, good, average, weak, very weak)

Statistic Methodology

Analyzes of this research is done in two levels of descriptive and inferential. In descriptive statistics, we used statistical characteristics such as redundancy, percentage and standard deviation and in inferential statistic according to data and statistics tests defaults, we used analysis of variance (ANOVA), independent T, homogeneity of variance, Kolmogorov test, Pearson T and the Pearson correlation coefficient multiple variants.

Research Findings

After collecting the raw data and analyzing them, these results are achieved which we mention them briefly.

1. Out of 68 managers and assistants, 60 people(88.2%) were extroversion and 8 people (11.7%) were introverted and in same amount, 66 people(97.1%) were stable and 2 people (2.9%) were instable.
2. Results show that women in comparing with men are more introverted. This means that 85% of female managers are introverted while 19% of managers have introversion personality feature.
3. Results show that managers' effectiveness in management field has higher scores than other managers' effectiveness components.
4. Results show that that managers' effectiveness inhuman relations field has higher scores than other managers' effectiveness components.
5. Results show that correlation coefficient of managers' introversion or extroversion and their effectiveness in level of $P>0.05$ is not significant thus there is no relationship between personality features (extroversion-introversion) and their effectiveness.
6. Results show that correlation coefficient of managers' stability or instability and their effectiveness in level of $P>0.05$ is significant. It means the more managers are stable, their effectiveness is increased thus there is a direct relationship between managers' personality features (stability-instability) and their effectiveness.
7. In level of education, 32% of managers have bachelor degree, 62% have master degree and 12% have Ph.D.
8. Results show that 47% of managers have less than 5 years experience, 30% have less than 10 years experience and 23% have more yhan 10 years management experience.

9. Results show that there is no significant relationship between managers' effectiveness and their educational degree.

10. Results show that there is a significant relationship between managers' effectiveness and their management experience.

Results and Conclusion

Since testing the hypotheses is the most important part of analyzing the information therefore the researcher tries to analyze the data through considering theoretical basis and literature review and then adapted the findings with literature review and achieve to final result.

Hypothesis 1: Findings of this research show that managers' extroversion-introversion personality has no relationship with effectiveness.

Hypothesis 2: This study indicates that managers' stable personality has relationship with effectiveness and this result has conformity with Rezaeian research therefore the second hypothesis of this study is rejected.

Hypothesis 3: The results of this research show that there are some differences between managers' effectiveness components. This means that the level of managers' effectiveness in human relations section has higher scores rather than other effectiveness components (managerial and educational). This result has conformity with Tabaeian research therefore third hypothesis of this study ...

Hypothesis 4: The results of this research show that there is no relationship between managers' effectiveness and their educational degree. This result has confliction with researches of Nosratpanah, Rismanchi, Kabiri, Karimi, Rezaeian, Ziaee therefore the forth hypothesis is confirmed.

Hypothesis 5: The results of this research show that there is a relationship between managers' effectiveness and their work experience. This result has conformity with Nosratpanah and Kabiri's researches and has confliction with Rismanchi, Nejatbakhsh and Rezaeian researches. Therefore according to the results, this hypothesis is rejected.

Conclusion

According to the results of this research and the results of other studies, we can say that researches indicate the relationship between managers' personality features (extroversion-introversion, stability-instability) and their effectiveness. So some of researches concluded that the extroverted and stable managers are more effective rather than introverted and instable managers. Also there so many researchers which confirm the impact of work exoerience on effectiveness and there is a significant between both of them. Therefore managers who have more than 5 years of work experience are more effective than mangers who have less work experience. On the other hand some of researches show that mangers' educational degree has no important role in their effectiveness. Therefore mangers' effectiveness is not due to their educational degree and link the effectiveness to other factors such as management experience, sincere relations with others and etc. according to the research results 88% of managers' personality is extroverted and in other dimension 97% of managers' personality is stable. Also 53% of

managers have more than 5 years of work experience and on the other hand 67% of managers have master and Ph.D. degree so the better effectiveness is provided for managers.

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