

An Investigation and Comparison of the Big Five Personality Traits, the Type of Management and Impact it on the Performance of Directors, Officials, Professors, and Staff of Islamic Azad University of Marand

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ABSTRACT

The aim of this research is an investigation and comparison of the Big Five personality traits, the type of management and its impact on the performance of Directors, top officials, professors, and staff of the Islamic Azad University of Marand. **Method:** This approach is causal - compared in this research and used the questionnaire method. Statistical community of research: President, officials, staff and workers in the Islamic Azad University of Marand Centre. Also among of them 50 people were selected of directors, officials and some of them professors and colleague of the Islamic Azad university abhar Centre and 50 person staff. Certainly, it was to seek that the groups are equal in terms of age, sex and educational of qualifications. In the next stage for study the research variables, the current research groups are: the questionnaire the ability of the administration of their viewpoint and from the viewpoint of others, questionnaire and individual characteristics, questionnaire of performance and questionnaire NEO short form. Data was collected from these questionnaires and using SPSS program in the form of a special analysis was descriptive tables, Pearson correlation coefficient and T-student test. **Results:** Results of the study indicate that the difference significant between the president, officials and staff of the personal qualities distribute. **Conclusion:** the end result of this research indicates that, given the different character traits between the president and university officials and staff, there was a difference significant from the standpoint of technique and kind of ability. Also, there was a significant difference of the compass six part of performance at the research groups.

Keywords: power sources, the performance and the five factors of personality. Superiors, associates, employees and staff Islamic Azad University of Marand.

1. INTRODUCTION

The Effective leadership is a complicated work for managers. Always when managers to exert worker influence by put their fingers of the one factor doesn't easy. Costa and McCrae (1995) showed in their study of one of the factors are ability and profiles managers personality. Managerial Leadership is a difficult work of ability official, skills, information, data, intelligence, courage, instinct, sense and endeavor. The work in the organization is not simple to get to the objectives of the organization and implementation of the success program. The organizational adaptable performance is determined by many variables and factors. In research and study line to identify factors and knowledge accurately and we find that some of the factors are under control by managers and others of outside have affect of performance that can not to be controlling. The performance management researchers drew attention to bases of ability, skills and behavior of managers. One of the most important factors that could have to set a leadership role to one of managers in the immunization performance be gauged and the use of manager of the types of bases of ability to improve control over subordinates and performance improvement and ways to control of staff and increase the use of staff to the conservation and maintains the life of successful and dynamic organization.

Hersey and Blanchard (1996) showed that legal ability is the strongest evidence for the response of employees to their managers and subordinates. Ability to the ranked of the bases of importance is: the specialization ability, the ability of reward, personal ability and the ability of the warning. Adolf Berle (1997) in the search to a conclusion that one of the laws of power today is to fill the capacity of desire and undesired each gap in the organization and technique to using of ability. It affects mainly on how. Also the type of power of the human performance and objectives of the organization has effect mainly and related to position it. Harris & et al (1997) showed of his study the result is that when information due uses for study and research of theme of organization human resource as one of the most important factor to increase the organization productivity with use special performance evaluation tools less than the results of evaluations that managers used to performance evaluation of staff under their supervision like identify rights and wages of them. Harris & et al are propose that managers should be known value realism and the origin station of performance evaluation staff to increase quality tools and programs are related with performance evaluation in organization. Also the managers can use the results in the spectrum more broadly. The researchers believe that the point of view and awareness of the

Managers has impact direct realism compared to the value of the results of the performance evaluating in quantity, quality and finally in nature the performance evaluation tools of staff. Boluestone (1998) in research is very beautiful in the area of influencing factors in reducing productivity and level performance organizations. The results of research carried out by Boluestone showed the most important reasons and the multiple factors involved in reducing productivity and level performance organizations including the following: unexpected increase of the workload, activities without result, the plan is inappropriate for work; the efficient education of staff organization is inadequate or non-effective, management errors with using of resource and ambiguity of objectives organization.

Pater Beshyazing & G.Shuster (1999) two of specialists of the field in salaries and wages in their research have developed with special method as new method of performance that consists is:

- Taking into account the inestimable salary for the sales staff in organizations.
- Taking into account the remuneration for managers efficiency.
- Taking into account the remuneration of the movement in the way of new aims.
- Taking into account the remuneration for the awareness and conscientiousness workers
- Taking into account the remuneration to own skill.
- Taking into account the proper remuneration with the authorities.

The basic question that investigators are looking to answer when all the bases ability under the influence of managers is Which one of sources and bases ability that managers can use them to get to the higher efficiency of the activities management themselves?

The objective of this research study and comparison of the five major factors of personality, work the type of management and impact it on the performance of managers and staff of the Islamic Azad University of Marand.

2. RESEARCH METHOD

In this research was used causal - Comparative method. The statistical community constitutes of all managers, staff and professors Islamic Azad University of marand centre for period academic 2010-2011. After creating the list of the president, managers and staff of the Islamic Azad University of marand was selected 50 heads, officials (who are members of the faculty and professors of university) as a model for the group of the President and officials. Then, 50 people were selected among employees at random method. Also, it was taking into account the number of 50 people from a group of ordinary people as samples group of control. The research after choosing samples has been completed questionnaires.

For study the possibility relationship to the variables of research used T-test, Pearson correlation coefficient, standard deviation, median... and for data analysis was used SPSS 16 program.

Tools of this research to collect data are a follows:

- 1 - NEO form short questionnaire. In this research used a questionnaire NEO-FFI (Costa and McCrae 1989) to measure the big five personality factors. This questionnaire is the perpetuity coefficient. The results of factors are use the Cronbach's alpha coefficient and showed between .73 and .86 of this questionnaire. (Jaafar Nejad 2003).
- 2 - The ability questionnaire from the standpoint of personal and from the point of view of others: the use of this questionnaire is free with the capacity at the Center for Management Research in Escandid and California that has been formatted by Paul Hersey and Walter Nate Meyer. In the two questionnaires described above, it has been determined to be high considered and appropriate testimonials of supervisors and assistants.
- 3 - Performance Questionnaire: using of a questionnaire performance and efficiency by Dr. Tabayian 2002, who reports in his study that Cronbach's alpha coefficient own 87%.
- 4 - Subjective characteristics questionnaire: The study including components of age, gender, marital status and qualifications, place of issuance the qualification, the situation of employment, experience of management and teaching experience.

3. RESULTS

Table 1: median and standard deviation big five personality factors components of 3 groups (managers, staff and ordinary people)

big five personality factors	managers		staff		ordinary people		Total	
	median	standard deviation	median	standard deviation	median	standard deviation	median	standard deviation
neuroticism	19.32	5.85	20.74	4.68	26.70	6.78	22.26	6.62
extroversion	26.68	4.57	30.28	3.98	23.18	4.16	23.18	4.16
openness	28.02	6.80	29.62	5.07	25.56	6.11	27.73	6.22
agreeableness	27.54	4.79	28.36	4.59	22.98	4.13	26.29	5.07
conscientiousness	31.36	8.86	31.10	5.99	26.52	6.64	29.66	

Results reported in table 1 shows neuroticism median of ordinary people group has superior than other groups and neuroticism median of staff group is superior to managers group. Extroversion factor median of staff has Upmost, and presidents and officials group has superior than ordinary people. The median of openness and agreeableness factor in staff has upmost and the median of openness and agreeableness factor in presidents and officials group has superior than ordinary people too. The median this factor in staff has upmost and presidents and officials group has superior than ordinary people group too. The median of conscientiousness of presidents and officials group has upmost size. Then, sequence staff group and ordinary people group, but the difference is small and imperceptible.

Table 2: The relationship between the big five personality factors and style ability of works

Variables	proficiency	Information	personal	legal	remuneration	relationship	coercive	Total
neuroticism	-.08*	.10*	.11	.11*	.02	-.04	-.01	-.01
	.04	.01	.80	.01	.54	.30	.67	.80
extroversion	.36**	.13**	-.02	.188**	.34**	.17**	.25**	.38**
	.00	.00	.55	.00	.00	.00	.00	
Openness	.20**	-.04	.09	-.01	.23**	.04	.01	.06
	.00	.36	.03	.81	.00	.28	.71	.15
Match quality	.42**	.04	-.02	.04	.29**	.31**	.08	.26**
	.00	.33	.64	.34	.00	.00	.04	.00
conscientious	.35**	.02	.19**	.01	.24**	.05	.10*	.15**
	.00	.97	.00	.68	.00	.18	.01	.00

Results reported in table 2 shows neuroticism with style ability of works in proficiency (-.80), Informational (.10), and legal (.11) has Significant relationship of level .05. Also, extroversion with style ability of works in proficiency (.36), Informational (.13), legal (.188), remuneration (.34), relationship (.17), and coercive (.25) and with all consolidation of method (.34) has significant relationship of level (.001). Openness with style ability of works in proficiency (.20) and remuneration (.23) of level (.001) and with style ability of works in personal (.09) has significant relationship of level (.05). Match quality with style ability of works in proficiency (.42), remuneration (.29), relationship (.31) and with all consolidation of method (.26) has significant relationship of level (.001), and with style ability of works in coercive (.8) has significant relationship of level (.05). Conscientious with style ability of works in proficiency (.35), personal (.19), remuneration (.24) and with all consolidation of method (.15) has significant relationship of level (.001) and with style ability of works in coercive (.10) has significant relationship of level (.05).

Table 3: Correlation between personality, Match quality, Openness and extroversion with performance

components	Education	Management	Official-Financial	proficiency	Researchable	Human relations
neuroticism	-.31*	-.43*	-.12	-.33*	.15	.10
	.03	.002	.41	.02	.30	.48
extroversion	.10	.44**	-.12*	.22	-.33	.44**
	.48	.001	.41	.12	.02	.01
Openness	.15	.22	.25	.25	.19	.25
	.30	.12	.08	.08	.41	.08
Match quality	.35*	.149	-.33*	.44**	-.43**	
	.013	.41	.02	.001	.002	
conscientious	.40**	.35*	.15	.10	.31*	.33*
	.001	.013	.30	.48	.03	.02

Results reported in table 3 shows correlation between personality, Match quality, Openness and extroversion with performance. Neuroticism with management performance type (-.43) has negative and significant relation of level (.001), also with management academic performance (-.31), Official-Financial (-.12), proficiency (-.33) has negative, inverse and significant relation of level (.05). Extroversion factor with management performances (.44) and human relations (.44) has significant relation of level (.001), and with official-financial (-.12) and researchable (-.33) has negative, inverse and significant relation of level (.05). Openness factor hasn't relation with any performance variables. Match quality factor with proficiency (.44) and researchable (-.43) has negative, positive and significant relation. Conscientious with education performance (.40) has significant relation of level (.001) and with management (.35), researchable (.31) and human relations (.34) has significant relation of level (.05).

Table 4: Comparing of median managers and vicars group and staff group with using of ability resources of type.

Ability resources	Groups	df	median	Deviation Free	t	significant
Education	Managers and Vicar group	58	6.93	1.64	-0.82	.41
	Staff group		7.26	1.51		
Management	Managers and Vicar group	58	23.90	4.31	1.89	.05
	Staff group		22.16	2.59		
Official-Financial	Managers and Vicars group	58	4.46	2.46	-3.66	.001
	Staff group		6.40	1.52		
proficiency	Managers and Vicars group	58	16.70	2.78	-10.96	0.00
	Staff group		26.60	4.09		
Researchable	Managers and Vicars group	58	13.17	2.74	-7.27	0.00
	Staff group		8.7	2.24		
Human relations	Managers and Vicars group	58	15.10	2.09	-9.59	0.00
	Staff group		10.17	2.02		
Total	Managers and Vicars group	58	90.53	7.60	-10.93	0.00
	Staff group		70.77	6.70		

Results reported in table 4 shows comparing of median managers and vicars group and staff group with using of ability resources of type. The median of staff group with using of education resource more than median of managers and vicars group, but t (table 1) is non- significant. ($t=-.82$, $p < .41$). So, the different between managers and vicars group and staff group with using of education resource is non- significant. The median of managers and vicars group with using of management resource more than median staff group and t (table 1) is significant. ($t=1.89$, $p < .05$) So, the different between managers and vicars group and staff group with using of management resource is significant. The median of staff group with using of official-financial resource more than median of managers and vicars group and t (table 1) is significant ($t=-3.66$, $p < 0.01$). So, the different between managers and vicars group and staff group with using of official-financial resource is significant. The median of staff group with using of proficiency resource more than median of managers and vicars group and t (table 1) is significant. ($t=-10.96$, $p < 0.00$) So, the different between managers and vicars group and staff group with using of proficiency resource is significant. The median of managers and vicars group with using of researchable resource more than median of staff group and t (table 1) is significant. ($t=-9.59$, $p < 0.00$) So, the different between managers and vicars group and staff group with using of researchable resource is significant. The median of managers and vicars group with using of human relations resource more than median of staff group and t (table 1) is significant. ($t=-7.27$, $p < 0.00$) So, the different between managers and vicars group and staff group with using of human relations resource is significant. The total median of managers and vicars group with using of all ability resource more than median of staff group and t (table 1) is significant. ($t=-10.93$, $p < 0.00$) So, the different between managers and vicars group and staff group with using of all ability resource is significant.

Table 5: comparing managers, vicars and staff groups of sixth performance area

components	Groups	median	Standard Deviation	df	t	p
Education	Managers and Vicar group	24.41	7.01	127	4.32	.001
	Staff group	18.33	5.82			
Management	Managers and Vicar group	30.04	6.11	127	1.32	.19 N.S
	Staff group	31.73	6.33			
Official-Financial	Managers and Vicars group	33.90	4.96	127	2.19	.03
	Staff group	27.60	53.73			
proficiency	Managers and Vicars group	36.76	6.10	127	5.70	0.001
	Staff group	29.03	2.72			
Researchable	Managers and Vicars group	36.43	6.29	127	1.42	0.15 N.S
	Staff group	34.6	5.69			
Human relations	Managers and Vicars group	34.67	9.40	127	4.99	0.001
	Staff group	44.00	7.22			

Results reported in table 5 shows comparing managers, vicars and staff groups of sixth performance area. The different between managers and vicars group and staff group with education, official-financial, proficiency and human relations performances is existence, but with management and researchable performances has inexistence.

4. Conclusion

The first hypothesis in this research is different of dispersal the big five personality traits as profiles personality of study groups. Results in table 1 shows neuroticism median of ordinary people group has superior than other groups and neuroticism median of staff group is superior to managers group. Extroversion factor

median of staff has Upmost, and presidents and officials group has superior than ordinary people. The median of openness and agreeableness factor in staff has upmost and the median of openness and agreeableness factor in presidents and officials group has superior than ordinary people too. The median this factor in staff has upmost and presidents and officials group has superior than ordinary people group too. The median of conscientiousness of presidents and officials group has upmost size. Then, sequence staff group and ordinary people group, but the difference is small and imperceptible. So the different is confirmed of the first hypothesis between three groups of study.

The second hypothesis in this research is assessing relationship between the big five personality factors and style ability of works. Results in table 2 shows neuroticism with style ability of works in proficiency (-.80), Informational (.10), and legal (.11) has Significant relationship of level .05. Also, extroversion with style ability of works in proficiency (.36), Informational (.13), legal (.188), remuneration (.34), relationship (.17), and coercive (.25) and with all consolidation of method (.34) has significant relationship of level (.001). Openness with style ability of works in proficiency (.20) and remuneration (.23) of level (.001) and with style ability of works in personal (.09) has significant relationship of level (.05). Match quality with style ability of works in proficiency (.42), remuneration (.29), relationship (.31) and with all consolidation of method (.26) has significant relationship of level (.001), and with style ability of works in coercive (.8) has significant relationship of level (.05). Conscientious with style ability of works in proficiency (.35), personal (.19), remuneration (.24) and with all consolidation of method (.15) has significant relationship of level (.001) and with style ability of works in coercive (.10) has significant relationship of level (.05). So these results are confirmed of the second hypothesis that relationship between the big five personality factors and style ability of works.

The third hypothesis in this research is correlation between personality, Match quality, Openness and extroversion with performance. Results in table 3 shows neuroticism with management performance type (-.43) has negative and significant relation of level (.001), also with management academic performance (-.31), Official-Financial (-.12), proficiency (-.33) has negative, inverse and significant relation of level (.05). Extroversion factor with management performances (.44) and human relations (.44) has significant relation of level (.001), and with official-financial (-.12) and researchable (-.33) has negative, inverse and significant relation of level (.05). Openness factor hasn't relation with any performance variables. Match quality factor with proficiency (.44) and researchable (-.43) has negative, positive and significant relation. Conscientious with education performance (.40) has significant relation of level (.001) and with management (.35), researchable (.31) and human relations (.34) has significant relation of level (.05). So these results are confirmed of the third of this study.

The fourth hypothesis in this research is existence or inexistence the different between median managers and vicars group and staff group with using of ability resources of type. Results in table 4 shows the median of staff group with using of education resource more than median of managers and vicars group, but t (table 1) is non- significant. ($t=-.82 \cdot p < .41$). So, the different between managers and vicars group and staff group with using of education resource is non- significant. The median of managers and vicars group with using of management resource more than median staff group and t (table 1) is significant. ($t=1.89 \cdot p < .05$) So, the different between managers and vicars group and staff group with using of management resource is significant. The median of staff group with using of official-financial resource more than median of managers and vicars group and t (table 1) is significant ($t=-3.66 \cdot p < 0.01$). So, the different between managers and vicars group and staff group with using of official-financial resource is significant. The median of staff group with using of proficiency resource more than median of managers and vicars group and t (table 1) is significant. ($t=-10.96 \cdot p < 0.00$) So, the different between managers and vicars group and staff group with using of proficiency resource is significant. The median of managers and vicars group with using of researchable resource more than median of staff group and t (table 1) is significant. ($t=-9.59 \cdot p < 0.00$) So, the different between managers and vicars group and staff group with using of researchable resource is significant. The median of managers and vicars group with using of human relations resource more than median of staff group and t (table 1) is significant. ($t=-7.27 \cdot p < 0.00$) So, the different between managers and vicars group and staff group with using of human relations resource is significant. The total median of managers and vicars group with using of all ability resource more than median of staff group and t (table 1) is significant. ($t=-10.93 \cdot p < 0.00$) So, the different between managers and vicars group and staff group with using of all ability resource is significant. So these results are confirmed of the fourth hypothesis of this study.

The fifth hypothesis in this research is existence or inexistence the different between median managers and vicars group and staff group of sixth performance area. Results in table 5 shows the different between managers and vicars group and staff group with education, official-financial, proficiency and human relations performances is existence, but with management and researchable performances has inexistence.

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