

Studying the Managers' Personality (Five-Factor Personality Model of McCrae and Costa) and Its Effects on Workers' Efficacy

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ABSTRACT

This study aims at investigating the managers' personality (five-factor personality model of McCrae and Costa) and in Doroud. Considering the research goals, this study methodically is an applied correlation survey. To determine the sample members, a simple random sampling method has been utilized. Statistical population is 120 workers of Government personnel in Doroud and Aleshtar. Based on Morgan and Kerjesy table, 92 individuals were selected as the sample volume. Questionnaires have been used in this paper to study the managers' personality and its effects on workers' efficacy. In order to analyze the questionnaires, five-option Likert scale (very low & very high –very weak & very strong) was applied. Cronbach's Alpha coefficients of managers' personality and workers' efficacy questionnaires have been computed as 83.0 and 78.0, respectively. Also, hypotheses were examined through Pearson correlation test. Results indicate that there are no relationships in Government of Doroud and Aleshtar.

KEYWORDS: Managers' Personality, Five-Factor Personality Model of McCrae and Costa, Efficacy.

INTRODUCTION

The existential philosophy of most organizations is to be able to realize the various demands of human beings and on the other hand, the organizations need the expertized and skilled human forces to achieve their pre-determined goals. As the number and variety of organizations in the society increase, the individuals' behaviors, characteristics and motivations get complicated so that it is difficult to understand them. Accordingly, the recognitions related to how to form the individuals' features and personality, motivate the individuals and understand their behavioral reasons are considered as controversial issues of management psychology. Due to its significance and roles, management science generally studies the management of organizational behaviors specifically reviews the behavioral phenomenon and relatively predicts the human behaviors in the organizations.

Nowadays, management scholars and theorists believe that individuals spend most of their life in the organizations and the managers should create an appropriate and pleasant climate for encouraging the workers to attend the workplace eagerly and provide the opportunities for the individual and organizational achievements. Personality is defined as a set of organized components and ordered characteristics that are relatively permanent and durable distinguishing the persons from each other (Shamloo, 2009). A manager is able to be successful or experience a failure due to his/her temporary influence on the people's behavior. However, if a manager is unsuccessful or ineffective, his/her power and influence will lead to the stable organizational growth.

RESEARCH BACKGROUND

The term "personality" has been derived from the Latin word of "persona" meaning a mask which actors put on according to their roles in the past (Parsa, 2004, pp. 24-29). One of these masks' features is the stability and permanency during the play (Ganji, 2005, p. 20; Batmani, 2002).

The term "personality" has a wide range of concepts for the experts and people and cannot be definitely defined (Alavi, 2002, p. 166). A variety of definitions have been presented for personality by scholars including Ezadi (1972), Kavadar (1993) and Saatchi (2000). Therefore, we can reach a relatively acceptable definition involving common features of various definitions. It can be noted that personality is a combination of an individual's physical, mental and behavioral characteristics which distinguish him/her from the others (Karimi, 2000).

Robbins argues that a person's personality indicates a set of psychological traits which are applied to classify the individuals (Robbins, 1969).

Royce (1983) defined the personality as a combination of physical and mental features which give the identity to an individual. Personality is combined of psychological traits (e.g. ambition, calmness, aggression, loyalty and associability) which are used for the individual classification (Robbins, 2003, p. 30). McSheinand

Vangelinos specify the personality as relatively constant patterns of behavior and inner states which reveal the individual's tendencies (Wilcoxon & Chatham, 2006, p. 697).

Five-factor model of McCrae and Costa

Regarding the personal differences and personality, various opinions and assumptions have been given so far. But the field of personality along with five factor model of Robert McCrae and Paul Costa have been dominated till two decades (1987, 1997, 1999). Through studying and analyzing the factors and fundamental personality traits, results have introduced five-factor model of personality by which McCrae and Costa found five dimensions of individual differences and personality traits (Shokri, Kadivar & Daneshvarpoor, 2006). These five dominant features are as follow:

Extroversion: It refers to a chain of characteristics and the degree to which an individual is energetic, active, confident, bold and associable with positive feeling. Extrovert individuals are willing to be social, sensitive and friendly, especially with different people (Huczynski, A. & Buchanan d., 2000). Extroverts have positive views on their jobs leading to the increase in their job satisfaction and better feelings toward the organization and environment (Ivancevich & Matterson, 2002).

Adjustment: It indicates the individuals' tendency to be homogeneous with the others. Such individuals are frank, altruist, reliable, kind and of some traits including self-sacrifice, follower, humble and good-hearted. They are usually considered as the team leaders. Also, they are the appropriate and desired individuals for consulting and doing affairs and social activities. Since they seek to be compatible with the others, they try to avoid the controversial issues (George & Jones, 1999).

Responsibility, conscience or compassion: This dimension is used as a criterion to measure the reliability. An ordered and dutiful person has such characteristics as being conscionable, punctuality and competence. Responsibility is of high importance in a variety of organizational circumstances and an appropriate index to predict the job performances (ibid, 1999). These individuals significantly tend to achieve a success.

Neuroticism or emotional stability: It is related to an individual's ability to tolerate the tensions. Neurotic individuals have low emotional stability. They are angry, nervous, disappointed, shy, vulnerable and hasty. They usually create a negative climate in the workplace and negatively view their jobs resulting from the sobering influence. It is formed by presenting the negative aspects of decisions at group levels (ibid, 1999).

Experience openness: Finally, it shows the extent to which the individuals are interested in acquiring new experiences. These persons are highly imaginative, interested in arts, man of action and curious to others' ideas with open feelings and new ideas. The individuals who freely accept the experiences can be appointed to the positions which require innovation or considerable risks and are associated with lots of changes. For example, entrepreneurs, architects, artists and theorists can be mentioned for high levels of experience openness (Huczynski & Buchanan, 2000).

Management Efficacy

An efficient manager is able to achieve long-term goals or durable successes. It is not sufficient to have a high performance day of working unit but rather high performance weekdays (Shermer Horn, 1999).

Scholars have specified the efficacy as a function of behavioral compatibilities with organizational expectations (Seyed Javadin, 2004).

Management Efficacy Indices

Seven following indices have been presented to measure the efficacy:

1-Implementation: To what extent the management plans are implemented by the organization members.

2-Leadership: To what degree the management effectively communicates and transfers the organization outlook and strategies to the members.

3-Empowerment: To what degree the management leaves the tasks to the members.

4-Capital return: To what extent the organization management uses financial, physical and human resources to have an acceptable capital return.

5-Conflict management: To what degree the management is able to apply similar and different skills.

6-Motivation: How the management tries to understand the others' needs and meet them.

7-Reward: To what extent the management attempts to realize and evaluate the others' values.

Mahmod Abolghasemi (1991) studied the relationship of personality and schools' management procedures and reported that there are no significant relationships between objectivity, subjectivity and orientation and function-based styles.

Henry Berg (1993) investigated the differences between personality and managers' leadership styles in the schools of Minnesota and stated that no significant relationship exists between leadership styles, managers' personality and personal traits (e.g. age, sex, experience and management records).

Through studying the leadership styles and personality of supervisors and workers, Herck and Sonder (1993) argue that a relationship is observed between various degrees of efficacy and managers' leadership styles and no relationship exists between the efficacy rate and workers' personality.

RESEARCH METHODOLOGY

This study is of an applied and correlation survey type. To choose the sample members, a simple random sampling method has been utilized. Statistical population is the total of 120 workers in Government of Doroud and Aleshtar. Based on Morgan and Kerjesy table, Sample volume of 92 individuals was determined. Questionnaires have been distributed to study the managers' personality and workers' efficacy. In order to analyze the questionnaires, five – option Likert scale was utilized. Cronbach's Alpha coefficients of 83.0 and 78.0 have been computed for the managers' personality and efficacy questionnaires, respectively. Due to standardized questions, Pearson test was applied to examine the hypotheses.

DATA ANALYSIS

H₁: There is a significant relationship between subjective managers' personality and workers' efficacy.

Table1: Pearson test of H₁

Significance level	Pearson	Number	α
0.829	-0.033	46	0.05

As Pearson test is not significant at any levels (1.5%), no relationship exists between these two variables. So, it can be stated that H₁ is rejected and consequently, there is no significant relationship between subjective managers' personality and workers' efficacy.

H₂: A significant relationship is found between compatible managers' personality and workers' efficacy.

Table2: Pearson test of H₂

Significance level	Pearson	Number	α
0.817	-0.035	46	0.05

Since Pearson test is not significant at any levels (1.5%), these two hypothesis variables are not related. Therefore, it can be concluded that H₀ is confirmed and there is no significant relationship between compatible managers' personality and workers' efficacy.

H₃: A significant relationship exists between dutiful managers' personality and workers' efficacy.

Table3: Pearson test of H₃

Significance level	Pearson	Number	α
0.795	-0.039	46	0.05

According to the table3, there is no significant relationship between these two variables because Pearson test is not significant at any levels (1.5%). Consequently, H₀ is confirmed and H₃ is rejected. We can conclude that no significant relationship is found between dutiful managers' personality and workers' efficacy.

H₄: There is a significant relationship between emotionally stable managers' personality and workers' efficacy.

Table4: Pearson test of H₄

Significance level	Pearson	Number	α
0.662	-0.066	46	0.05

As Pearson test is not significant at any levels (1.5%), no relationship is seen between these two hypothesis variables.

H₅: There is a significant relationship between experienced managers' personality and workers' efficacy.

Table5: Pearson test of H₅

Significance level	Pearson	Number	α
0.770	-0.044	46	0.05

Due to non- significance of Pearson test at any levels (1.5%), these variables are not related so that H₅ is rejected. In other words, no significant relationship is observed between experienced managers' personality and workers' efficacy.

CONCLUSION

According to the research results, there are no relationships between managers' personality (Five-factor model of McCrae and Costa) and workers' efficacy; in other words, managers' personality has no impacts on workers' efficacy. On the other hand, some investigations indicate a meaningful relationship between these two variables. Consequently, Government of these two towns, Doroud and Aleshtar should perform wide studies in this regard.

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