

Investigation on the Relationship between Personality Model and Management Effectiveness in Managers of Government Organization

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Abstract— "Position Approach" in leadership explains some interacted factors in the effectiveness process of effective management such as characteristics and behaviors of leaders, subalterns and the position that they are interacted with. In the current research, we focus on the effects of personality characteristics of managers on their effectiveness. Today, the important issue for employment and human resources is compatibility of mental and personality traits of job applicant with the considered job, the code for modifying management and administrative systems. Among personality models, four models of Jung solution were selected including pragmatic, reasonable, social and innovative. Effectiveness indices are based on the components of Kritner and Krinschi. The results were confirmed that there is a relationship between some special personality traits and effectiveness of management. We also were found that the most effective personality type is Sensing - Intuition (Social) for chief administrators and Thinking - Feeling (pragmatic) for operational managers.

Index Terms— Personality Model, Management Effectiveness, Managers, Government Organization, Human Resource Management

1 INTRODUCTION

Nowadays, organizations are greatly emphasized on selecting the leaders in all levels, from first level administration up to highest operational levels [1-27]. Industrial/Organizational psychologists are found that success and failure of an organization is widely related to the quality of their leaders. The main difference between a successful organization and an unsuccessful one is mainly defined in terms of leadership [28-53]. Half of newly founded commercial institutes are failed during two first years of their operation and only one third of those are remained until five years of operation [13]. Groups and organizations are focused on leadership for their effectiveness; the results of previous researches have been shown that leadership is the most important issue in the field of organizational behavior and human relationships [19]. The researches during last five decades inconsistently supported from characteristics approach. Gradually, people were found that a leader may be succeeded in some occupations and failed in others [54-90]. Psychologists concluded that leadership effectiveness might not only related to "personality of leaders", but also related to "the nature of position in which, leaders and subalterns are interacted" and "demands and personality of their followers" [13]. The word "personality" is derived from a Latin word "Persona" which means the mask used by actors in their plays. One of the characteristics of the mask was its consistency and permanency during a play [2],

[9].

Personality of an individual is a combination of psychological characteristics (such as cool, aggressive, high-flying, loyal or social) [8], [28]. Mc Shane and Von Glinow believe that personality is a combination of relatively consistent behavioral patterns and internal compatible moods which show behavioral attitudes of an individual [29].

Effective leaders are most basic and rare resources of organization. The failure of organization to achieve optimal productivity is mainly related to its inefficient leadership and management [3].

In this regard, Supreme Administrative Council legislate the criteria for selecting, appointing and changing the administrators during its 100th session, March 15, 2017, based on the proposal of Management and Planning Organization of Iran in order to improve productivity and efficiency of human powers and management of operational offices, to establish appropriate system for selecting and appointing liable and expert managers, to make stability in managements and to enhance the motivation of personnel for job promotion [10].

One of the most important aspects of employment is compatibility of mental characteristics of job with applicant.

In the current research, we are looking for responding the question that "if the personality type of manager is one of the effective factors on management effectiveness?"

Investigation on the relationship between personality type of managers and management effectiveness in Refah Bank of Saveh branch, to achieve secondary objectives.

1. Identifying four personality types that affect the effectiveness of government organization managers.

2. Investigation on the relationship between some demographic components of government organization managers and their personality types.

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3. Representing necessary tools and strategies for selecting government organization managers regarding the personality traits identified in the current research.

Psychologists have studied personality from various points of view such as characteristics (Gordon Allport, Raymond Kettel, Goldberg), psychoanalysis (Freud), biology (Kerchmer, William Sheldon), humanity (Abraham Maslow, Karl Rogers), and social (Erik Eriksson) [11], [6], [26]. Sigmund Freud (1856-1939) is one of the most well-known Austrian psychologists. He was the first argued that human behaviors is not only originated intentionally from conscience but also, most of those, are originated from complicated factors presented in unconscious conscience [1]. Jung, opposite to Freud, was believed in collective unconscious [26]. The mental pictures that transformed from one generation to the other one and make a specified culture for the society was called by Jung as archetype [26].

2 RESULTS AND DISCUSSION

The classification of personality types has a long history. Some of the most important models are as following:

- (a) Hippocrates and Galen were believed that personality and behavior of human are related to humor [8].
- (b) The Eysenck model of personality typology is a combination of Hippocrates and Galen theory, two types of Jung model namely introverted and extroverted, and stability and instability (neurosis) added by Eysenck [11].
- (c) Personality types A and B were introduced during 1960-1970. Personality type A is aggressive, powerful in opposition, very sensitive to time and strong emphasis on progress [4], [8]. Researches have been shown that most of chief administrators of organizations are categorized in personality type B [4], [28].
- (d) Six other personality characteristics have been identified which seems to have more direct relationship with explanation and prediction of behavior in organization. They are including locus of control, Machiavellianism, self-esteem (pride), self-control, risk appetite, and personality type A [28], [20].

One of the most well-known theories used in the field of management is Jung typology.

His typology is relied on two elements; attitudes and functions:

- (1) Attitudes - Extraversion and Introversion;
- (2) Functions of Perceiving - Sensing and Intuition;
- (3) Functions of judging - Thinking and Feeling [17], [24].

Extraversion and introversion show the direction of flowing the mental energy [15], [17].

There are dominant, inferior, undeveloped and unconscious functions in each human [17]. By combination of these two sets of conjugated functions, four personality types can be obtained as following:

Personality type Sensing - Thinking (ST): People with this personality type are pragmatic, realist, unfeeling and cold heart, interested in reality, ordering, accuracy and scrutiny, without ambiguity, efficiency of values and light lines of authority in organizations.

Personality type Intuition - Thinking (NT): People with this

personality type are reasonable and creative; they can understand the future possibilities through analysis.

Personality type Sensing - Feeling (SF): People with this personality type are social, interested in realities about other people and not interested in ambiguities, interested in making conditions in which people can support and protect from each other.

Personality type Intuition - Feeling (NF): People with this personality type are innovative, respected to imagination and kindness, enthusiastic, with glorious goals and not interested in rules [15], [22].

Variation of types is related to the number of each personality type in the team. Three other characteristics of effective teams, namely "effective leadership", "intra-team relationships", and "group cohesion", are also relatively related to personality types of team members.

In fact, none of us is perfect but a group of people that their strengths and talents complete each other can be perfect [26], [31].

The most widely used proportion of job and practitioner theory is six personality types model. This model explains that job satisfaction for an employee and his/her desire to desertion is related to the degree of proportion between the personality of employee and work environment [27]. Types are realistic, explorer, social, classic, entrepreneur and artist. Characteristics and the jobs fitted with these types are described in detail [28].

In addition, the following suggestions are proposed for fitting Jung types with proportion jobs [12], [30]:

Moreover, Keegan presented eight decision-making types instead of four types of Jung solution:

- (1) Intuition with Thinking (Intuition as the primary function and Thinking as the secondary function);
- (2) Intuition with Feeling;
- (3) Thinking with Intuition;
- (4) Thinking with Feeling;
- (5) Feeling with Thinking;
- (6) Feeling with Sensing;
- (7) Sensing with Feeling;
- (8) Feeling with Intuition [12], [25].

An efficient manager can obtain long-term goals or continuous success. It is not sufficient that a work unit have a high performance only in one day, but it should be able to continue this in each day [5]. Researchers showed that effectiveness is a function of fitting the behavior with organizational expectations [4], [7].

In Wikipedia, seven indices are presented for effectiveness measurement as following:

- (1) Performance: How management plans are performed by organization members?
- (2) Leadership: How management is able to make an effective relation and to transform the perspective and strategy of organization to members?
- (3) Devolution: To what extent management devolve its responsibilities to others?
- (4) Return on investment: To what extent management apply financial, physical and human resources to make an acceptable return for stakeholders?

- (5) Conflict management: How management is able to apply different and similar skills?
- (6) Motivation: How management try to understand the demands of others and to meet those?
- (7) Reward (attention): How management try to understand and evaluate the values of others?

To compile the research assumptions, each researcher needs a conceptual model to explain the relationships between these variables and their conceptual definitions, in addition to identifying the variables of assumptions, based on the conceptual model. As a result, regarding four personality types presented by Jung, i.e. pragmatic, reasonable, social and creative as well as effectiveness components presented by Kritner and Krinschi which previously introduced in theoretical fundamentals section, a combined conceptual model is made.

Regarding the conceptual model of research, its assumptions are as following:

General Assumption: There is a relationship between a specified type of personality and management effectiveness among the managers of Refah Bank of Saveh branch.

Specific Assumptions:

- (1) There is a relationship between reasonable type (NT) and management effectiveness among the managers of Refah Bank of Saveh branch.
- (2) There is a relationship between pragmatic type (ST) and management effectiveness among the managers of Refah Bank of Saveh branch.
- (3) There is a relationship between innovative type (NF) and management effectiveness among the managers of Refah Bank of Saveh branch.
- (4) There is a relationship between social type (SF) and management effectiveness among the managers of Refah Bank of Saveh branch.

Research methodology is descriptive, a branch of survey research. At the other hand, since the goal is to investigate mutual relationships of variables presented in the research, descriptive research is correlation type. The current research is an applied research from objective point of view.

The current research was performed in Refah Bank of Saveh branch (location) in order to investigate the relationships between personality types of managers and management effectiveness (subject) during May-June 2017 (time).

The statistical population of the current research is all managers of Refah Bank of Saveh branch were classified using random sampling method to take 54 samples (in two classes of chief administrators and operational administrators). There is no middle class manager in this organization.

In the current research, personality types were considered as independent variable while management effectiveness and management level were considered as dependent and control variables, respectively.

In the current research, in addition to interview, two questionnaires were represented to manager called "identification of personality type" and "measuring the level of effectiveness". The questionnaires were prepared by researchers in Lickert scale and in order to validate the questionnaires, those were confirmed by elites and experts. To measure their reliability, a pre-test step was performed; firstly, 35 questionnaires were

distributed and collected and then, reliability coefficient (Cronbach's alpha) was calculated as 0.84.

The investigated population in the considered sample was consisted of 98% male and 2% female managers. This is a clear sign of low number of female managers in the considered organization which is a general issue in all Iranian organizations.

Regarding the education, 20% of managers in the organization have associate degree, 67% have bachelor degree and 13% have higher education.

Regarding work experience, only 5% of managers have 5 years or lower work experience, 38% have 5-15 years, 37% have 15-20 years and 20% have more than 20 years' work experience.

In order to investigate the research assumptions, one-way variance analysis test and Spearman correlation coefficient test were used.

General Assumption: There is a relationship between a specified type of personality and management effectiveness among the managers of Refah Bank of Saveh branch.

By performing the considered test, in 95% reliability level, P-Value = 0.019 which is lower than acceptable error level. Hence, zero assumption for equality of effectiveness score for four types is rejected and the following assumption about difference of effectiveness score for at least two personality types is accepted: There is a relationship between a specified type of personality and management effectiveness among the managers of governmental organizations.

First Specific Assumption: There is a relationship between reasonable personality type and management effectiveness among the managers of Refah Bank of Saveh branch.

By performing the considered test, in 99% reliability level, P-Value = 0.000. Hence, zero assumption is rejected and the following assumption is accepted: There is a relationship between personality type NT and management effectiveness. Spearman correlation coefficient for this test is 0.619.

Second Specific Assumption: There is a relationship between pragmatic personality type and management effectiveness among the managers of Refah Bank of Saveh branch. By performing the considered test, in 95% reliability level, P-Value = 0.44. Hence, zero assumption is rejected and the following assumption is accepted: There is a relationship between personality type ST and management effectiveness. Spearman correlation coefficient for this test is 0.275.

Third Specific Assumption: There is a relationship between social personality type and management effectiveness among the managers of Refah Bank of Saveh branch. By performing the considered test, in 99% reliability level, P-Value = 0.006. Hence, zero assumption is rejected and the following assumption is accepted: There is a relationship between personality type NF and management effectiveness. Spearman correlation coefficient for this test is 0.368.

Fourth Specific Assumption: There is a relationship between innovative personality type and management effectiveness among the managers of Refah Bank of Saveh branch. By performing the considered test, in 99% reliability level, P-Value = 0.344. Hence, zero assumption is rejected and the following assumption is accepted: There is a relationship be-

tween personality type SF and management effectiveness. Spearman correlation coefficient for this test is 0.131.

(a) In order to investigate the relationship between demographic variables and management effectiveness, two complementary tests were performed:

1. Investigating the relationship between work experience and management effectiveness
2. Investigating the relationship between education and management effectiveness

There is an agreement with one-way variance analysis test about the larger P-Value than accepted error level. Hence, zero assumption is accepted about that there is not a relationship between these two variables and management effectiveness.

(b) In order to investigate about the secondary goals of the research, one-way variance analysis test was performed. The most effective personality type in chief administrators is Intuition – Feeling type.

3 CONCLUSIONS, PERSPECTIVES, USEFUL SUGGESTIONS AND FUTURE STUDIES

The results obtained from assumptions tests confirm the fundamental theories about the presence of a relationship between personality type and effectiveness. Specific assumptions test shows that the effective personality types are Intuition – Thinking, Intuition – Feeling and Sensing – Thinking. There is not a relationship between Sensing – Feeling type and effectiveness.

We found that the most effective type for chief administrators is Intuition – Feeling and for operational managers is Intuition – Thinking. However, the dominant type for both management levels is Intuition – Feeling.

Among demographic components, there is not relationship between work experience and education and effectiveness.

In Refah Bank of Saveh branch, similar to other organizations, the number of women in management levels is very low.

According to hypothetical fundamentals, people with Intuition – Thinking personality type are pleasant, intent and leader in activities and while they are reasonable, they are creative, too, and have flexibility in complicated and ambiguous conditions. They are appropriate options for management since the results of tests are indicated the strong correlation of this type with effectiveness in managers.

People with Intuition – Thinking personality type are more effective for operations management since in this level, manager needs to be analyzer, accurate and clear-cut for subalterns and must motivate them, in addition to be creative. Hence, it is suggested to the considered organization that in next selections, consider these people for operational management.

According to hypothetical fundamentals, it seems that people with Sensing – Thinking personality type are most needed for management positions which demands for strong analyses

and accurate attention to details (such as planning management which demands for budget analyses). In addition, where the situation is active and there is no need to more complicated and creative solutions and ambiguity is negligible, this personality type is preferred. For instance, operational manager is highly interacted with internal environment of organization which is highly predictable and compare to chief administrators, operational manager is encountered with lower ambiguous conditions.

Although this type is not the most effective personality type, its correlation with effectiveness of managers is confirmed. Hence, the recommendations of first and third hypotheses are preferred for selecting managers and if those people are not available, people with personality type ST are more preferred.

People with Intuition – Feeling personality type are charismatic. They are able to take the problems with sufficient attention to the feelings of others, ethics and justice. Hence, there are appropriate options for management. The results of tests also indicate high correlation of this type with management effectiveness.

Regarding the fact that chief managers who have this personality type gain highest scores for effectiveness and these managers are only 9% of all chief administrators, it is suggested to the considered organizations that select people with NF personality type as manager.

The results indicate that there is no relationship between personality type SF (Sensing – Feeling) with effectiveness. Although hypothetical fundamentals of the research show that people with this personality type are of coordinating ability and are social, due to their upset in ambiguous conditions and their low interest on reasonable thinking, it is suggested to the considered organizations that does not select people with SF personality type as manager.

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