

THE STUDY OF RELATIONSHIP BETWEEN MANAGERS' PERSONALITY AND EMPLOYEES' EFFECTIVENESS

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Abstract

The aim of this research was to study relationship between manager's types of personality and employees' effectiveness for Borujerd Educational Organization. According to the objectives, this research could be considered as a practical one, and according to the methodology; it could be considered as descriptive – deductive. The statistical society included 120 employees of Borujerd Educational Organization, among whom 92 persons were selected as sample, using Morgan Table and random selection. We used two standard questionnaires, beside library research. The validity and reliability for the personality type questionnaire was 0/83 and for the effectiveness questionnaire was 0/78, which were tested through Alpha Coefficient, and then they were accepted. Moreover, the researchers used Pearson test to analyze the data gathered. The results showed that there is no relationship between managers' type of personality and employees' effectiveness.

Keywords: Personality, Effectiveness, Employees, Management

Introduction

Due to the fact that success and failure of a society are in the hands of managers and especially those managers who are responsible of educational program, therefore, their personal characteristics must be paid attention in terms of thoughts, concepts, mentality, and emotional behaviours. Moreover, these managers, like others in the society, have different kinds of abilities and desires, consequently these differences influence their behaviours and performances. This is not true to say that all managers act the same because of the reason that all of them are at the same organizational level. These differences not only are because of the knowledge they have, but also they are because of different kinds of personalities that they own. Scholars and experts of management believe that today most of individuals' times spend in their organizations and these are managers who can inspire them to be present at their work and prepare the frameworks of success for them by means of creating a desirable organizational atmosphere. By doing so, consequently they can improve effectiveness.

Literature Review

Personality: The word personality has got different meanings for scholars and ordinary people and it is very difficult to identify a general definition for it. Robbins defined personality of a person as the "combination of psychological characteristics" (such as being relaxed, aggressive, aspiring, loyalty, and social) which we use to "categorize" that person (Robbins 1990, p. 30). Besides, McShane and Van Glinow defined personality as a fixed behavioral and inner feelings pattern which shows a person's behavioral desires.

Extraversion: It refers to a person who is interested in people and subjects of the real world and is living at the present time. He/she values his/her possessions and successes and is interested in the real and touchable world. They are active and logical and make decisions easily. Jung defined extraversion as "an attitude type characterised by concentration of interest on the external object" (Jung 1995, pp. 414–415).

Introversion: It refers to a person who is interested in his/her own thoughts and emotions and is living in future. He values his/her believes and standards and is interested in fundamental forces and natural

rules. He/she likes daydreaming and prefers analysis and designing. He/she is doubtful in decision making. Jung defined introversion as an "attitude-type characterised by orientation in life through subjective psychic contents" (focus on one's inner psychic activity) (Jung 1995, pp. 414–415).

Management for Organizational Effectiveness: Putting the emphasis on the abilities of a leader cannot be counted as an exaggeration. Edgar H. Schein in this regard stated that "a good and successful manager must be a good recognizer and must value the spirit of research. If his/her subordinates are different in their abilities and motivations, he/she should be able to recognize and value these differences". In other words, a manager should be able to understand signs and evidences. Nevertheless, a manager having the ability of recognition might not be able to be an effective one unless he/she adapts his/her leadership characteristics with the needs and necessities of the environment. He/she should have personal flexibility and an alternative range of needed skills to change his/her behaviors when it is needed. If subordinates' desires and needs are different, he/she should behave them differently.

Effectiveness: It pays attention to the approach of entrepreneurship. In other words, it is decision making about what to do. Some scholars and researchers believe that "effectiveness is as the center and core of all organizational analyses and the goal of organizational planning and development" (French, Bell, and Zawacki 1978). Moreover, due to the fact that there is a kind of adaptation for natural balance-oriented system, objectives, and decision makings in majority of organizations, therefore, effectiveness can be depending upon being successful in three dimensions below:

- 1) Survival and growth,
- 2) Meeting Objectives, and
- 3) Controlling and keeping the organizational direction.

Related to these issues mentioned, there have been done many researches which their results are to some extent important to be discussed here. Mrs. Kafi Ahmadi in her paper under the title of "The study of relationship between managers' personalities and their success" found out that those managers who are kind, glad, interested in others, intelligent, exact, realistic and relax are more successful than who are not so.

Research Methodology and Materials

The present study is descriptive – correlative, and has applied its objective in a practical manner by means of library research. Since, it measures the relationship between two variables; therefore, it can be considered as a correlative one. The statistical society included 540 employees of Lorestan Communication Organization, among whom 222 persons were selected as sample, using Morgan Table and random selection. The statistical society included 120 employees of Borujerd Educational Organization, among whom 92 persons were selected as sample, using Morgan Table and random selection. We used two standard questionnaires, beside library research. The validity and reliability for the personality type questionnaire was 0/83 and for the effectiveness questionnaire was 0/78, which were tested through Alpha Coefficient, and then they were accepted. Moreover, the researchers used Pearson test to analyze the data gathered.

Research Findings

This research contains seven alternative hypotheses whose variables and results are analyzed.

The null hypothesis: There is no relationship between paired variable and impaired variable.

The alternative hypothesis: There is a relationship between paired variable and impaired variable.

The 1st alternative hypothesis test: The relationship between personality of introversion managers and employees' effectiveness.

The null hypothesis: There is no relationship between personality of introversion managers and employees' effectiveness. **The 1st alternative hypothesis:** There is a relationship between personality of introversion managers and employees' effectiveness.

Table 1-Pearson Coefficient

α	N	Pearson	Significance
0.05	46	-0.033	0.829

The result of the 1st alternative hypothesis: According to table 1, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between personality of introversion managers and employees' effectiveness.

The 2nd alternative hypothesis test: The relationship between personality of extraversion managers and employees' effectiveness.

The null hypothesis: There is no relationship between personality of extraversion managers and employees' effectiveness.

The 2nd alternative hypothesis: There is a relationship between personality of extraversion managers and employees' effectiveness.

Table 2-Pearson Coefficient

α	N	Pearson	Significance
0.05	46	0.193	0.198

The result of the 2nd alternative hypothesis: According to table 2, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between personality of extraversion managers and employees' effectiveness.

The 3rd alternative hypothesis test: The relationship between personality of logical managers and employees' effectiveness.

The null hypothesis: There is no relationship between logical managers and employees' effectiveness.

The 3rd alternative hypothesis: There is a relationship between logical managers and employees' effectiveness.

Table 3- Pearson Coefficient

α	N	Pearson	Significance
0.05	46	-0.035	0.817

The result of the 3rd alternative hypothesis: According to table 3, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between logical managers and employees' effectiveness.

The 4th alternative hypothesis test: The relationship between evident oriented managers and employees' effectiveness.

The null hypothesis: There is no relationship between evident oriented managers and employees' effectiveness.

The 4th alternative hypothesis: There is a relationship between evident oriented managers and employees' effectiveness.

Table 4 (Pearson Coefficient)

α	N	Pearson	Significance
0.05	46	0.123	0.416

The result of the 4th alternative hypothesis: According to table 4, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between evident oriented managers and employees' effectiveness.

The 5th alternative hypothesis test: The relationship between thought oriented managers and employees' effectiveness.

The null hypothesis: There is no relationship between thought oriented managers and employees' effectiveness.

The 5th alternative hypothesis: There is a relationship between thought oriented managers and employees' effectiveness.

Table 5- Pearson Coefficient

α	N	Pearson	Significancy
0.05	46	-0.039	0.795

The result of the 5th alternative hypothesis: According to table 5, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between thought oriented managers and employees' effectiveness.

The 6th alternative hypothesis test: The relationship between emotions oriented managers and employees' effectiveness.

The null hypothesis: There is no relationship between emotion oriented managers and employees' effectiveness.

The 6th alternative hypothesis: There is a relationship between emotion oriented managers and employees' effectiveness.

Table 6-Pearson Coefficient

α	N	Pearson	Significancy
0.05	46	0.079	0.601

The result of the 6th alternative hypothesis: According to table 6, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between emotion oriented managers and employees' effectiveness.

The 7th alternative hypothesis test: The relationship between willing managers and employees' effectiveness.

The null hypothesis: There is no relationship between willing managers and employees' effectiveness.

The 7th alternative hypothesis: There is a relationship between willing managers and employees' effectiveness.

Table 7- Pearson Coefficient

α	N	Pearson	Significancy
0.05	46	0.066	0.662

The result of the 7th alternative hypothesis: According to table 7, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, there is no relationship between willing managers and employees' effectiveness.

From the results obtained, there is no relationship between the variables especially in this research. We should mention that the results only belong to this case study.

Conclusion

In this research, we studied the influence of knowledge management on increasing productivity. According to the objectives, this research could be considered as a practical one, and according to the methodology; it could be considered as descriptive – deductive. The statistical society included 120

Kuwait Chapter of Arabian Journal of Business and Management Review

Vol. 6, No.8, April 2017

employees of Borujerd Educational Organization, among whom 92 persons were selected as sample, using Morgan Table and random selection. We used two standard questionnaires, beside library research. The results showed that there is no relationship between managers' type of personality and employees' effectiveness.

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