

EXAMINING THE RELATIONSHIP BETWEEN MANAGERS' PERSONALITY CHARACTERISTICS AND THEIR EFFICIENCY IN LORESTAN UNIVERSITY OF MEDICAL SCIENCES IN YEAR 2009

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Abstract

Personality's characteristics of managers play a major role in the performance of directors in that organization. Recent research approaches conducted in this field have insisted on the influence factors: extroversion, temperamental personality, openness, adaptability and conscientiousness on directors' yield. The present study aiming to examine the relationship between personality's characteristics and directors' efficiency were designed and implemented in 2009 in Lorestan University of Basic Medical Sciences. Materials and Methods: This descriptive study was done by correlation way on 80 directors employ Medical Sciences University. Sampling was chosen according to Kerjesi- Morgan table by stratified proportional way. Research tool in the study was 5-factor personality questionnaire (NEO) and the range of a five-point Likert spectrum. Data was analyzed from the questionnaire and analyzed by SPSS software from descriptive statistics and inferential tests. 30-item questionnaire for managers' efficiency was assessed using Cronbach's alpha and Likert scale. There was a positive (direct) relationship between personality's characteristics and managers' efficiency in University of Basic Medical Science ($r = 0.274$, $p = 0.014$), also relation of extroversion factor ($P = 0.034$), openness factor ($P = 0.038$), adjustment factor ($P = 0.049$), conscience factor ($P = 0.008$) with efficiency is direct and significant. But there was a significant and inverse relationship between neuroticism factor ($P = 0.008$) and efficiency. Personality characteristics explain twenty percent of managers' efficiency. Above five-multiple personality characteristics are closely related to the managers' efficiency. An effective and efficient management must possess features such as accountability, flexibility, connectivity and amiability and avoid also temperamental personality factors (neuroticism).

Keywords: personality, efficiency, management, Medical Science University

Introduction

In today's turbulent health environment which different political, economic and social pressures are imposed on institutions are responsible for the health service, respective processes to deliver high quality health services as an organizational pattern have become

an integral part of service agencies life. Several issues and problems in the world today need more efficient management, special science and insights and innovative thinking than to be a gradual transition and recovery (1). Since no two people are the same and identical character, hence similar roles and situations will conduct differently. This means that each person with regard to perceptual patterns, needs, habits, motivations, abilities, values, beliefs, knowledge and skills who has perceive environment somewhat different from the way others do and react against it. This collection of features specifies a person character as an incentive system. The personality imbalance makes the person diverge to oneself role or an organization that works in, or because person could not establish a firm and stable relation with oneself role or misunderstands duties routinely that are determined, sometimes changing the role or the organization may not be able to remedy the problem of a person's personality. The performance of an organization and its success in achieving goals depends on the successful performance of the managers. Necessary for management successful performance, in one side, depends on the efficiency and, in other side, effectiveness. Although the effectiveness and efficiency of the organization rely on complex and several factors, it is often possible in educational organization through the proper and material use of human resources. Proper use of human resources involve gaining awareness towards personality, affective, and cognitive characteristics and employees' abilities and motivations and their application in educational organizations (3). Manager can observe the principles of mental health who does not suffer from a mental disorder. Principles of Health tells us that the manager must create the right environment is perfect for individuals and society, it involves issues such as respect for individuals, liking towards them, preparing encouragement and reinforcement of positive actions instead of punishment and deterrence methods, and not being skeptical and having confidence in colleagues. In this case, instead of employing force and fear, or contempt and disregarding people, the manager uses them positively for individuals (4). The results of studying personality characteristics in different studies suggest that individuals' behavior depends on personality traits and characters because personality characteristics underlie their behavior. Organizational behavior occurs when a person tries to adapt in consistent way with oneself personality characteristics pattern with an environment or situation which appropriates certain behavioral patterns. If individuals' character is commensurate with their job and or people's job is assigned to them while fitting the character, because of this suitability the person is later exhausted and shows much efficiency of them. On the other hand, the person's talent is high due to the motivation factor and he/she will flourish faster. The results of study are consistent researchers conducted by Bryce Mount of America (1991), E. Shahsavari (2007) and A. Khakpour (2004).

People who come early excited or angry quickly and easily lose their rein, cannot be good managers. This mode brings faintness of the will, whimsy which causes uncertainty or lack of programs and provides ways to address the abuse and lack of obedience. Fast switching, such as anger, joy, despair and hope, speak and enemies and vice versa are the management pest. The manager, who is gladdened by some success and suffers and becomes sad from the lowest failure and becomes panic and anxiety due to emerging a few problems, doesn't have enough emotional and mental balance. Such manager is always abused and cannot finish anything, considering which has the conflict, problems and risks for his/her own and

others. Considering the superior characteristics of extroverted people for connecting with individuals and their surroundings and opinion of Peter Drucker and Yu and Min (2001) who believes that manager does not manage people but motivates, guides and helps them to achieve organizational goals, manager's efficiency depends on his/her ability to communicate with staff, if the manager performs this role effectively, delays in work, misunderstanding, confusions and defender will be reduced at minimum. And coordination in various fields is prepared.

Consistency of aforementioned studies confirms that the extrovert managers, who have a sociable, optimism and adventurer character, will have a positive impact on organizational performance. Managers who are creative, curious and flexible, have a major role in the efficiency and effectiveness of organization and it can be said this personality attribute or characteristic is the origin of organizational transformation in order to realize goals. The results of this study suggest that managers are upbeat, affable and flexible are more efficient in their organization. Avoidance of spending unnecessary time and energy forecasting barriers and annoying agents, having appropriate administrative procedures, properly communicating, gaining accurate and classified information and most importantly having the self-discipline are of the factors affecting optimum use of time. Manager must create harmony and order between all affairs and staffs and facilities. The results of this research correspond to survey of Berike and Mount from America (1991), E. Shahsavari (2007) and A. Khakpour (1994).

Materials and Methods

This study is of correlation type and seeks to determine the relationship between variables of the research and management's efficiency. In this research, statistical population was one hundred managers and staffs of Lorestan University of Medical Sciences. The sample size based on Kerjesi-Morgan table was 80 managers and 125 employees who were in charge of different units. Relative cluster sampling method was used in sampling managers and simple random sampling method in sampling staff. In order to identify, select and choose efficient and effective and competent managers of university of Medical science and by using the five-factor model of personality (Neuroticism, extraversion, openness, adaptability, conscientiousness) which is considered a comprehensive model based on analyzing factor and the extensiveness of its use in the assessment of normal individual's personality and in clinical use by individuals (including Berike and Mount in America, Yuo and Miun in Korea, H.Mohammadikhani, A.Khakpour and E.Shahsavarzadeh) and confirming the role of these agents in managers' efficiency and occupational performance and as well as identifying and selecting and choosing efficient, effective and competent managers and promoting quality of efficient and effective provision of educational, health, therapeutic services, researcher concluded to research on topic "examination of the relationship between managers' personality characteristics and efficiency of Medical Science University in year 88.

Information requirements using both five-factor personality characteristic questionnaire of Costa, Carrie (NEO) and efficiency questionnaire were collected. Five-factor personality characteristic questionnaire NEO is derived from the first letters of the words: neuroticism, extroversion and openness, and it is completed and collected by basic managers of Medical Sciences University which is a well-known standardized and validated questionnaire. And

it is the most recent questionnaires to assess personality structure based on factor analyzing and now this is a world test application, also it measures five major factors of personality and 6 traits of each factor, i.e. 30 characteristics and provides a comprehensive assessment of personality. Answer of this questionnaire is based on Likert scale (totally disagree, disagree, indifferent, agree, and totally agree), which includes six codified questions that have been answered by the staff of the sample group. NEO-FFI Personality questionnaire was conducted by Costa and McCrae on 208 U.S. College students within three months, whose validity coefficients are obtained between 0.83 and 0.75. Normalization of the NEO test conducted by Garossy Farshi (2001) on a sample size of 2,000 university students in Tabriz, Shiraz and Universities of Medical Sciences in both cities, he has reported correlation coefficient of the five major dimensions between 0.56 and 0.87. Cronbach's alpha coefficients for each of the main factors: irritation of the mental temperamental, extraversion, openness, adaptability and conscientiousness, were obtained 0.86, 0.73, 0.56, 0.68 and 0.87, respectively. In the present study by using internal consistency, Cronbach's alpha coefficients for each of the five traits: neuroticism, extraversion, openness, adaptability and conscientiousness, were obtained 0.74, 0.55, 0.27, 0.38, 0.77, respectively. Managers' efficiency questionnaire consisted of thirty questions that two to four questions for each of observing rules and regulations of office discipline, appropriate behavior and connection with clients, persistence and seriousness of the problem analysis and providing appropriate solutions, spontaneity and innovation, increasing knowledge and job skills, flexibility and data transfer. Solution of managers' efficiency spontaneity has been assessed. This form was distributed randomly between one to five people and has been collected in self-honorableness method by managerial staff, managers under investigation. The efficiency questionnaire has been confirmed too by studies of Muhammad Pour (2001) entitled "the relationship between effective factors on making mental stress and efficiency of staff in Islamic Azad University of Dezful" and Shahsavari E. (2007) "the relationship between personality characteristic and performance of school principals of Poldokhtar". Data collected using the Kolmogorov-Smirnov tests, Pearson correlation test, a group test of independent and multivariate analysis of variance (MANOVA) and regression analysis were used to analyze.

Research Findings

Distribution of information on personality efficiency and characteristics is normal ($r=0.247$, $p=0.014$). As the Table 1 shows, the five-factor personality characteristics (annoyed temperamental and extroversion and openness and agreeableness and conscientiousness) explain twenty percent of changes in the criterion variable (managers' efficiency), according to the calculated value and 0.99 significant level, there is a significant inverse relationship between temperamental personality factors and basic managers' efficiency of Medical Sciences University, and in 0.95 significant level there is a relationship between extroversion factor and managers' efficiency of Medical Sciences University. According to the results obtained in 0.95 significant level there is a significant direct relationship between the openness and efficiency factors. In 0.95 significant levels, this conclusion was that there is a significant direct relationship between adjustment and efficiency of the basic managers of Medical Sciences University. And also the obtained value in 0.99 significant

levels, we can say that there is a direct and significant relation between conscience and efficiency of managers of Medical Science University.

Table 1: The relationship between personality characteristics and managers' efficiency.

Correlation between level	Pearson correlation coefficient	Significant
Personality characteristics and efficiency	+ 0.274	P=0.014
annoyed temperamental and efficiency	-0.296	P=0.008
extroversion and efficiency	+0.116	P= 0.304
openness and efficiency	+0.232	P=0.038
agreeableness and efficiency	+0.221	P=0.049
Adjustment and efficiency		
Conscientiousness and efficiency	+0.295	P=0.008

According to Table 2, the significant level of $P < 0.001$ and with degree of freedom 124, the average efficiency of managers in Medical Science University is more than average 90%.

Table 2: Comparison of average efficiency of managers with expected average

Statistics Variables	average of variable	Degree of freedom	Significant level
Managers' efficiency	110.21	124	$P < 0.001$

As Table 2 shows the level of significance $\alpha = 0.05$ and degree of freedom 123 indicate that there is no significant difference between average efficiency of male and female managers. Results of analysis of variance in terms of managers' efficiency and education with degree of freedom 3 and 121 and level of significance $\alpha = 0.05$ indicate that there is no significant difference between managers' efficiency in terms of their educational.

Table 3: Demographic characteristics of the studied samples

Variable	Statistics	Frequency	Percent
Gender	Male	25	31.3
	Female	55	68.8
Education	Associate degree	8	5
	B.S	36	45
	M.A and PHD	36	45
	total	80	100

Discussion and conclusions

It can be inferred that in 0.95 significant level there is a significant (direct) relationship between basic managers' personality characteristics and efficiency of Medical Sciences. Therefore, we stress efficiency is the relationship between organizational behaviors and individual needs and purposes. When individual organizational behavior is consistent with oneself personality, his/her behavior makes naturally and he/she is facing with less stress on his/her organization role. If the relationship is an inverse one and individual's

organizational behavior is not consistent with individual's needs and objectives, her/his behavior is inefficient, behavior may be effective but not efficient. In terms of model equations are discussed, efficiency is a function of organizational behavior in accordance with personal needs and goals. An abnormal manager can make individual's behavior abnormal, including school teachers, students, parents and staff. Managers who destroys individuals' personality and blocks their growth due to mental obsessions, scorn feelings or feelings of selfishness, distrust of others and Skepticism toward everything. Unfortunately, mental diseases destroy mental health of educational environments and take prevalent entire area like contagious diseases. Briefly, the management is a type of social ultra-transition and we define its context (organization) as the social system. The social system is composed of two dimensions: normative and personal. Behavior of any social system is subordinated by interaction between two factors of personality and normality. The self-centered and arrogant and uncompromising managers deprive existence of others and these managers interpret and change everything alter ego, they don't entitle others as a member of community or organization, some managers don't have high capacity aspect and control ability and cannot keep their dignity, character and respect in time. One of the critical and important issues is avoidance of controversy, these managers have little excuse to start contested ground, and in the eyes of others they will lose their basis of values and respect and the other party. Managers who are responsible for duties, conscientious, orderly and punctual will be the exact same pattern for other employees and subordinates. So if a manager has these personality characteristics will have a significant impact on the effectiveness and efficiency, because employees working in this area spend all their efforts to perform the task correctly and precisely and also official disciplines. Effective leadership requires open mindedness and the power of accepting ideas and opinions and even criticism of subordinates. Some managers think that if employees are critical of them, they lose their values and validity. However, it may be verified for managers react negatively to the comments and criticisms and resist, but contrary to managers who are flexible with respect to the others' opinions and welcome their colleagues' recommending to good, and enjoining not, take good results. If it is accepted that the manager open to true and reasonable criticism, while being took advantage of comments and over time the amount of feedback will be low and individual's empathy and harmony is added. Successful managers are those that create a sense of shared responsibility among all members of the institute. By doing so, in order to benefit from the efficient and effective management of the organization, it is recommended that:

1. In order to increase the efficiency and effectiveness of an organization, we should know all internal and external factors; one of these factors is appointment and actuation of competent, competent, qualified managers according to the personality characteristics in the organization. Choosing, selecting and employing the best and wisest and the most knowledgeable people to build better future is one of the most important and serious actions which should be happened, because in Chandler's words the organization cannot be entrusted to the hands of faceless people.
2. If individuals' character is commensurate with their job or career assigned to them would suit the character, because of that congruence, individual would be exhausted later and

more efficient, on the other hand, it will be due to the high motivation agent and the person's interests will flourish faster.

3. Managers of the organization because of having a responsibility in their jobs are more susceptible to stressful events. Therefore, it is necessary that managers with depressed mood and temperamental personality be not appointment for crucial managerial jobs.
4. It is suggested it is paid more attention to the characteristics of flexibility and variability and management's understanding which cause coordination in human relationships of organization individual for the appointment of managers.
5. It proposes to run courses and workshops for communication skills, especially newly appointed managers, because the management is with respect, compassion, humor, and the keeping rights of others, results in the satisfaction of employees and customers and impacts on organizational performance crucially.

Disciplinary regulations and rules and the policies and strategies of the organization should be such that managers and employees to comply with the orders, circulars and official discipline will spend their all abilities to increase the productivity and efficiency of the organization. In order to strengthen the working conscience in administrative system with respect to human and their superior thoughts and staffs' participation in decision-making process, employing self-motivated mechanism and efficiency evaluation can continually enhance the effectiveness of the organization.

Research Limitations

1. Complexity of individual's traits of some individuals in the community is one of the limitations for accurately assessing personality that is highly regarded.
2. The lack of institutional scientific study of personality.

Conclusions

Personality characteristics illustrate twenty percent of managers' efficiency. Above five-fold personality characteristics are closely related to the managers' efficiency. An effective and efficient management might possess features such as accountability, flexibility, connectivity and amiability and avoid also temperamental personality factors (neuroticism).

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