

The Study of Relationship Between Managers Personality Types with Their Efficacy (Case Study of Islamic Azad University of Qaemshahr)

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Abstract: The present study has been done to examine the relationship between managers personality types with their efficacy in Islamic Azad University of Qaemshahr. The main hypothesis is as follows: there is a meaningful relationship between managers personality types and their efficacy. The statistical universe of this study is divided into two groups of managers and employees that according to the report of administration unit 20 persons are managers and 210 persons are employees that 136 persons were chosen as a sample in simple random manner among employees. Among personality models, eight styles were chosen that consist extroverted, sensation seeking, logical and disciplined. Efficacy index is also based on the elements of Wikipedia encyclopedia. In forming collecting tools in this research are two questionnaires as follows: Employees. Research results were confirmed the main hypothesis namely the relationship among special kinds of personality styles with management efficacy. In lateral results we found that the most efficacious personality style is sensation seeking style in managers.

Keywords: personality, efficacy, extrovert personality, sensation seeking personality type, thinking personality type, judging personality type

1. Introduction

Nowadays administrative organizations of world engage abundant problems and difficulties. Some of these difficulties are resolvable through applying management techniques and some others which deal with human aspects are not resolvable.

Human aspects more emphasize on the examination and identification of people within the organizations are the search to find answer to complex questions about human nature and different aspects of his essence. There are unknown problems about human behavior that deal with the systematic and scientific analysis of individuals, groups and organization and its objection is to understand, predict and improve people performance and finally the organizations they work in (management knowledge, 1383, 91). Answers of unknown problems of human behavior (personality and personal differences) can help in solving many difficulties, when we accept that people are different in acquired and inherent abilities, we won't expect a similar behavior from everyone. Everyone with special personality traits which is different from others, can have different cognitive mechanisms. Acts, of course, it is assumed that some personal differences often have been existed.

In values, belief, views, tendencies and personalities of organization people (Schneir, 1987). The psychological role and specially personality, usually have been under the consideration of scientists and management science in organization and management during current years and the focus of their attention, and maybe one of difficulty and challenges that the managers of organizations are faced during their job different periods, and often have seen that most of misunderstanding among manager and employee is resulted from lack of recognizing the manager personality.

On the other hand, organization efficacy is left as a significant problem for organization experts and analysis and managers personality type plays a basic and fundamental role in reaching to efficacy for organization. Efficacy is essential to success in management affairs and nowadays, an organization can be found less that doesn't need efficacious managers (Management Development magazine, Bahman 1384, 24)

Personality word has its stem in the Latin word of persona. This word refers to a mask that theater players use (Shamlou, 1389, 11).

This interpretation explicitly refers to this subject that everyone's personality is a mask that use at his face to make him different from other (Karimi, 1389, 3).

Eventually, its meaning became more spread and encompass the role that actor plays. Thus, the main and primary concept of personality is a facial and social image and is drawn based on a role that an actor plays in society (Shamlou, 1377, 11).

A glance into personality definition, shows that we can not only find the personality meanings in a certain view, but also in reality, personality definition depends on theory type or view of each scientist (Shamlou, 1377, 12)

Rabinz writes in a personality definition when psychologists talk about personality they mean a dynamic concept that implies the growth and evolution of persons mental system. when personality problem is pronounced, the whole collection have been considered, that is something more than sum of persons ingredients rather than attention into persons different ingredients (Rabins.T;parsaeeyan and Arabi,1378,135). In the other place McShane and VonGlinow know the personality as a relatione stable patterns of behavior and consistent internal moods that represent persons behavioral tendencies (Maghimi,1387,37).

2. Statement of problem:

Today that is a era Of management and the success of organizations and institutions greatly depends on the efficiency and efficacy of managres performance (Mir kamali, 1375) and according to the fact that the direction of society pass towrd success or failure is in the hands of society managres, especially the administrator of education, individual traits have been considered mentally, morally, psychologically and emotionally.

Since the administrative managers like other people of society have personal differences, unique aeelitudes, motivations, delights and desires and different

Viewpoint, knowledge and value system that these personal and personality differences will have influence on their behavior and manner. All managers wont act in a similar practice since they are managres. These differences notr only can affected by the difference of knowledge level, view point and their value system, but also arise from the differences resulted from their personality (yarmohammadzade, 1389).

Unity and fitness among individual personality and responsibility assigned to them and the know ledge and ability of action cause satisfaction in human essence and increase efficiency and efficacy (Naser Mirsepasi, 1389, 270).

And in contrast, when people are not proportionate with job, then they will be unwilling after meeting their primary need and this state causes non job satisfaction and escaping from responsibility and reducing efficacy. Awarness of personal and personality differences can help us in solving many difficulties.

Nowit should be shown that whether personality elements such an mental, moral, emotional aspects, attitude and cognition have influence on managres success and efficacy or not?

3. Research Objectives:

- 1) To determine managres personality type of Islamic Azad University of Qaemshahr
- 2) To identify and evaluate the amount of managers efficacy
- 3) To determine the relationship between personality and managres efficacy
- 4) The history of personality studies:

Pssychologists have examined personality in different viewpoints. Some have examined it in traits view point (Gordon Alport, Rimon ketel, Goldberg), some othey in psychoanalysis view point (freud) and finally a group in biology (kerchmer, Sheldon) humanistic (Abraham Mazlou, Carl Ragers) and social view point (Eric Ericson).

The Sigmund Freud (1856-1939) is one of the well-know Astrian psychiatrists. The primary plan of Freud is divided into three levels:

Conscious, subconscious and unconscious. later freud

Changed his opinion about personality level and and interduce three basic structure: nature, ego, superego. Freud for the first time conveys that human behavior, not only is created because of will of aware conscience, but also many of them are created because of the complex and result from unconsios conscience (Moghimi: et al, 1387, 89).

Another well-known psychologists is swiss carl Gustav Yong (1875-1961).

Yong accepts Freud emphasis but incorporate collection unconscious to it. Freud emphasizes on the importance of childhood on personality growth whil yong emphasizes on middle-ages (Parvin Javadi and John.T. Kediver,1389).

4. Personality types:

- Theoreticians of personality domain, attributed the oldest classification of typiology into Greek old philosophers Hippocrates and Galen. Hippocrates conceives human body has four kinds of humor: blood, phlegm, bile and soda (Karimi, 1389, 119).

In these scuientists stand point human inviduals have special behavior because of overcoming these humors. The resulted personalities of these four humors consist of phlegmies (easygoing, less active, relaxed

and dull), atrabilious in work) plethorices (pleasure seeking, optimistic, serious and active) and bilious (easy angered, ambitious, jealous and stable) (Alavi, 1381t 174).

- Personality Five elements model that its elements consists of: (affective instability, exogenous, openness

Consistent and conscientious Andrew. G: Dubrin. T Memarzade et al. 1387 p 98-99 F personality model or authoritarian was posed in 1940. the characteristics of this kind of model include: mental petriches non forgiveness toward others mistake. having race discrimination tendencies strongly self – oriented flattery toward power resources but unreasonable toward subordinates advocate of harsh and violent punishments (karrimi, 1379 , p143).

Other personality characteristics also have been identified that it seems that they have more direct relationship with description and anticipating behavior in organizations. they include: A, B personality model, control focus, Machiavellianism, high – mindedness, consistency with condition and risk taking (rabins, T, parsaeian and Aarabir 1378, p 143- 156).

5. Islam theory about human personality:

You say the people every one will take an action in terms of his / her nature and essence and your God is the most aware of who finds the guidance way. (Asra sura , 84 verse)

As one of the Iranian contemporary Islamologists scientists says human have a surprising story in Islam worldview, in Islam man is introduced as a very complex, multidimensional, evolutionary, wise and great existence that his/ her nature at the same time reflects some aspects of creation complexities. Iman ali says: Badness and lack of health is hidden in every ones nature.

If one overcomes his/ her nature, badness becomes hidden in the unconsciousness and if not, his/ her badness finally open its opening as a volcano and will destroy his/ her self and the environment.

Freud and other psychologists as it was said divide personality into 3 segments of nature, ego and superego but Islam was divided man personality into these three categories before it. Each segment exists in human and objective in personality formation. these three categories include: spirit of lasciviousness trustful and rebuke which are respectively equal with nature, ego and superego in Freud theory.

6. Stylistics of Carl Gustav Jung

One of the well – known theories that is applied in management domain is Jung typology.

Jung believes that the aware and informed mind can understand the reality through four ways: sensually, intuitive, thinking, feeling. In Jung theory four functions as two pairs were placed in opposite poles.

First two unreasonable (irrational) functions of sensual and intuitive and in the opposite pole namely thinking and feeling In addition to the above mentioned functions, Jung have been recognized two other basic attitudes for man awareness that they one called introvert and extrovert, respectively (Daniels, T, Fasih, 1386,96)

7. The proportion of job with employee

Management is totally related to human. It seems that most of behavioral theories and models have talked about people as a whole. thus the question is that rather than the mere attention into similarities, to what extent differences must become important? Choosing the employee who.

Are consistent with general objectives of organization while retaining their valuable individuality is the key of organizational health and efficacy (Moqimi et al. 1387.p 43). When Joseph, the prophet introduced himself for the responsibility of treasury, referred to.

His two characteristics proportional with this responsibility, namely honesty and awareness and said: put me the supervisor of this land treasuries that I am retainer and aware (Sharifi , 1378, p204)

Then, according to this point, job can cause dissatisfaction, weakness in physical and mental strength and finally disease because of lack of proportion among.

Personal characteristics and job traits and conditions (Moghimi et al 1387, p44). The most usable theory of job proportion and personality is John Holland model. Based on Holland theory people want to choose a job that is consistent with their personality. In addition, if person is able to choose a job and profession Which are consistent with his/her personality, It is more likely to be happy of his/her job and continue the job for a long time (Saatchi, 1383,65). This

Resenrcher presents six type of personality and recommends that job satisfaction and desire to guit the job are depend to a degree that person can make him/herself consistent with work place. Each six types of personality one consistent with his/her certain job environment.

These types include: realist, searcher, social, conven tionalist trader and artist. some instances of jobs that convey these ix types of personality include:

Suitable job	Personality traits	Personality type
Mechanics, digging machine operator, worker of montaye line , former	Shy, stable, keen consistent and mon of action	Realist: prefers the job which needs skill, physical strength and coordination
Economist, biologist,mathematician, reporter of multimedia	analyst , curios independent	Searcher: prefers the job which needs skill, physical strength and coordination
Social work , clinical psychologist, tcacher counceLOUR	Friendly, warm intimate, having cooperating morale	Sacial: prefers social prefers the job which needs skill which can help other
Accountant, corporation director, officer of bank payments, filing anthorily	Consisten, efficient, man of action, man of action , free from imagination , inflexible	Conventionalist: prefers the job which needs skill, Which necessitates performing laws, without ambiguity and organized
Lawyer(jurist),in charge of real estate , expert of genert of general relations, manager of small organization.	Self- confident, ambitious and energetic, powerful.	Trader: prefers the job which needs skill,which have verbal aspect in order to have influence on others by his/ her utlerance.
Painter, musician, author , decorative.	Imaginative, messy, ideologist, emotional talkative.	Artist: prefers the job which needs skill that are ambigious and unorganized that creativity and innovation is need to do it.

Table1-Job fit with personality

The above mentioned theory implies that when ones personality and their job kind are matched, the highest level of job satisfaction will be met and in conclusion employee displacement declines to the lowest level.

According to the type of one personality, a suitable job must be assigned to him/ her.

The main points of john Halland theory include:

- 1- People have real and intrinsic differences in personality viewpoint.
- 2- Jobs are different.
- 3- People who have a job matched with their personality, will find more job satis faction and it is unlikely that resign optionally (Rabins.T, parsaeeyan and Aarabi, 1378,158-161).

8. Management efficacy

Peter Dracker, difficity as doing the right work. Other definitions such as management procedural modification, succeed, creating new ideus, enforcing organizational values, group thinking, participation and etc that in management is equal with efficacy (soltani,1380,41).

Amanagers job efficacy must be measured by management out put not the amount of inputs, nameu/, the successes, neither the set of works that delegates him/her nor daily works. Efficacy consists of the amount of managers success about efficiencyand the results of works he/she does (zareie, 1384,2).

9. Efficacy indices:

In Wikipedia encyclopedia seven indices have been presented to measure efficacy which include:

- 1- Im plementation: management programs, to what extent are done by organization members.
- 2- Leadership: to what extent is management communicate efficaciously and trans fers organization view points and strategies to members (Moghimi and ramzan,1390,23).
- 3- Submission: general efficacy of each manager depends an her/ his cognition method of colleagues and work with them. Works submission process just is effective when power subordinates have the submitted works (karnahan et.al , T . Mirhosseini and dari, 1372).
- 4- Capital return: to what extent organization management employs the financial, physical and human resources, to have wceptable return for stockholders.

- 5- Conflict management: how much management is able to employ similar and different skills.
- 6- Motivation: How does management try to understand others need and meet them.
- 7- Reward (attention): How does management try to recognize and evaluate others value (Moghimi, and ramzan, 1390; 23-24).

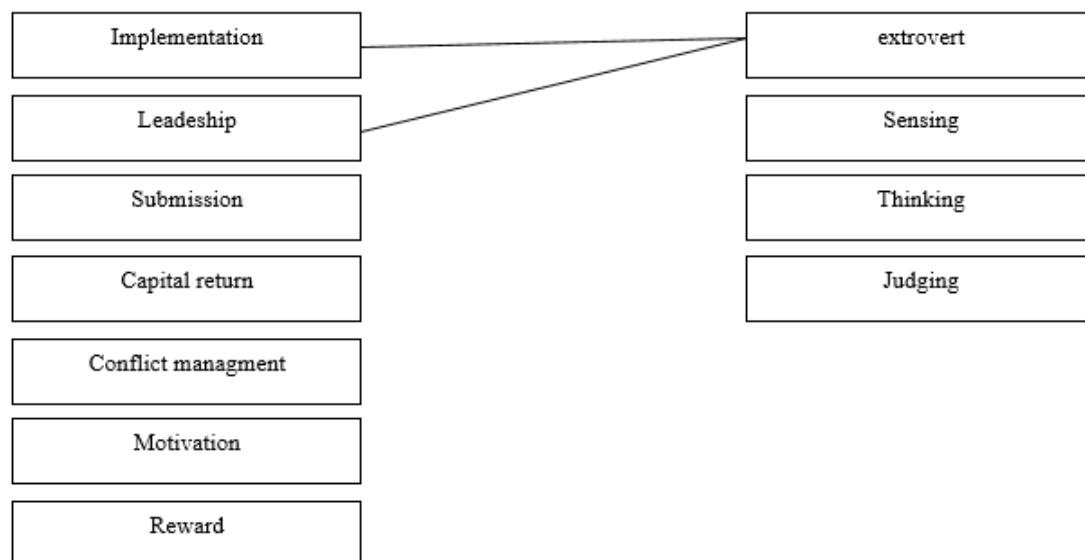
In John Laker's view, an efficacious manager should be as such:

1. determines, announces and keeps the obvious and related to work objectives.
2. Makes decision, makes them clear and takes step toward their efficacy.
3. Obtains human, monetary and machinery resources, supervises them and meets and improves them.
4. Expects difficulties and problems and solves them.
5. Maintains the work high level standards.
6. Expects change and directs them (John Laker; T; Aminollah Alavi, 1376,16).

10. Methodology:

To compile research hypothesis, researcher needs conceptual model in addition to identify hypothesis variables, expresses the

Relationship among these variables and their conceptual definitions. Based on it, according to what has been stated in Jung's typology, in this study four types out of Jung's eight types are examined which include: extrovert, sensing, thinking and Judging and also the elements of efficacy of Wikipedia encyclopedia have been used in this research.



Shape1- Conceptual (proposed) model of research

11. Research hypothesis

Main hypothesis:

There is a meaningful relation between managers' personality types and their efficacy.

Secondary hypothesis:

- 1- Managers who have Extrovert personality type, have high efficacy.
- 2- Managers who have Sensing personality type, have high efficacy.
- 3- Managers who have Thinking personality type, have high efficacy.
- 4- Managers who have Judging personality type, have high efficacy.

12. Research method and type:

Since the objective of this research is to examine the relationship between personality types and efficacy, so the present study is correlational. In terms of research nature, this study is descriptive and deductive. In terms of objective, this research is applied. This research is done in Islamic Azad of Qaemshahr in 1390.

13. Statistic Universe and sample:

Statistic universe of this study includes 2 community of managers and non-managers(employee) of Islamic Azad of Qaemshahr that their number according to the report of administrative department of university is as follows:

Female employee	Male employee	Managers
57 persons	153 persons	20 persons
Total : 210 persons		

Table2-Statistical Society

In the research, researcher has been used the method of simple random sampling and has been used morgan table to evaluate sample valume that statistical universe (numbers of male and female employees) is 210 persons, sample volume is 136 persons according to morgan table.

14. classification of research variables:

In this research are personality types (independent variable) and management efficacy (dependent variable)

16. Tools of collecting data and information: In this research field method has been used in addition to library method. That two questionnaires (M ayers- Brigz personality profile type) and (measurement the efficacy of organization management) have been used that Mayers – Brigz personality pro file type questionnaire were gotten to managers and efficacy questionnaire were gotten to employees.

The questionnaire of measurement the efficacy of organization management has likert scale. A pre- test stage was done to measure the reliability of efficacy questionnaire; At first 20 questionnaires were distri buted and collected and then reliability coefficient (cronbach alpha) was computed that was determined 0.79.

Scoring efficacy questionnaire and interpreting the results:

For each item completely agree 5, agree 4, not agree not disagree 3, agree 4, not disagree 2 and compeletly disagree are: considered. We calculate total scores of questionnaire and:

Scores 110-160: represents high efficacy of management in organization.

Scores 60-110: represents that organization management is effacious to some extent

Scores below 60: represents low efficacy of management in organization.

15. Data analysis:

The studied people are 68.2 percents men and 31.8 percents woment who 0. 9% hud degree of diploma, 13.6% upper – diploma, 65.5% bachelor and 20% had . MA and phd.

percent	abundance		Acquired score
1.8	2	low efficacy	0-60
56.4	62	To some extent efficious	60-110
41.8	46	High efficacy	110-160
100.0	110		total

Table3-Abundance of employees with different levels of managerial effectiveness

Table 4-4 shows that in the examined sample, 46 employee have managers with high efficacy.

62 persons partial efficacy and two persons low efficacy.

Deviation coeffiaent	number	average	gender
17.56558	35	106.5429	woman
14.29216	75	109.7600	man
15.40087	110	108.7364	total

Table4-Descriptive statistics of the effectiveness of managers in terms of employees by gender

Table 5.4 descriptive statistics of managers efficaey variable in employee view with gender .

Table 5.4 shows that in the vieupoints of men employees , managers have more efficacy.

Efficacy average	Employee numbers	Managers personality type
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113.9855	69	Extrovert	
99.9024	41	introvert	1
117.8	50	Sen sational	2
101.11	60	intuitive	3
113.7188	64	thinking	4
101.8043	46	emotional	
115.5088	75	judging	
101.45	35	conservative	

Table5- Descriptive statistics of managers 'personality types and their effectiveness from the employees' point of view

Table I. descriptive analysis of managers pet sonality types and their efficacy in employee views.

Table and graph I show that in the examined sample of managers with extrovert personality type than intoovert , managers with sensing personality type thatn intuitive , managers with sensing personality type than intuitive, managers with thinking personality type than emotional and managers with judging personality type than conservative have average of the higher efficacy. Also, it is seen that thr highest efficacy.

Also, it is seen that the highest efficacy is related to managers with sensing personality type.

Auni – sample t- test has been used to test hy pothesis.

	hypothesis	t-test index	Confirm/ reject
1	extrovert	2.191	confirm
2	sensing	4.170	confirm
3	thinking	1.934	confirm
4	Juding	2.986	confirm

Table6- One-sample t-test of managers' effectiveness

Table 2. results of testing hy pothesis

First secondary hy pothesis: managers who have extrovert personality type have high efficacy.

According to the fact that the amount of t-test index is 2-191 and t amaunt of table with 0.05 meaning ful level, namely 1.65 is bigger, so in confidence level 95 percents zero hypothesis is rejected and research hy potothesis is confirmed, In the other word managers who have extrovert personality type have high efficacy.

The second secondary hypothesis: managers who have sensing personality type have high efficacy.

According to the fact that amount of test index, the calculated t is 4.17 and is bigger than amount of table with 0.05 meaning fullness level, namely 1.65, Zero hypothesis is rejected and research hypothesis is confirmed, In the other word managers who have extrovert personality type have high efficacy.

The Second secondary hypothesis: Managers who have sensing personality type have high efficacy.

According to the fact that amount of test index, the calculated t is 4.17 and is bigger than t amount of table with 0.05 meaningfulness level, namely 1.65, so in 95 percent of confidence level zero hypothesis is rejected and research hypothesis is confirmed, In the other word managers who have sensing personality type have high efficacy.

The Third secondary hypothesis: Managers who have thinking personality type have high efficacy.

According to the fact that amount of test index, the calculated t is 1.934 and is bigger than t amount of table with 0.05 meaningfulness level, namely 1.65, so in confidence level of 95% zero hypothesis is rejected and research hypothesis is confirmed, In the other words managers who have thinking personality type have high efficacy.

The Fourth secondary hypothesis: Managers who have judging personality type have high efficacy.

According to the fact that amount of test index amount, namely the calculation t is 2.986 and is bigger than t amount of table with 0.05 meaningfulness namely1.96, so in 95% confidence level, zero hypothesis is rejected and research hypothesis is confirmed, In the other words, managers who have judging personality type have high efficacy.

16. Research Findings:

- The obtained results of hypothesis test, confirmed the theoretical principles, namely the existence of relationship between personality style and efficacy.
- In research secondary results, we find out the most efficacious type in managers is sensing personality type.
- In this research we find that employee with higher grades (bachelor and Master) get lower scores to their managers than employee with lower grades (diploma and upper diploma), In the other word they believe that their managers possess lower efficacy.
- Research results showed that managers have higher efficacy in male employees view and women believe that their managers have lower efficacy.
- In Islamic Azad University of Qaemshahr such as other organizations in Iran, the number of women is management level in very few.

17. Recommendations:

- According to the fact that in our country most of management position appointedly not optionally, it is recommended that in order to examine the personality traits of managers, participation in special compact courses of management for managers will be considered as one of stages to get management position.
- It is recommended that before choosing or appointing managers by using pre-tests, the personality characteristics and their capability should be evaluated and measured.
- Entering employees in participation in actions will increase efficacy and utilization of organization.
- It is recommended that pave the way to give management positions to women through a comprehensive planning and proper education.

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