

AN ANALYSIS OF INFLUENCE OF PERSONALITY ON MANAGERIAL EFFECTIVENESS

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Abstract

The behaviour and effectiveness of the employees of the organisation depends on the effectiveness of the managers. Personality is one of the most sought after areas in management. Personality of the individuals is related to their behaviours. This paper aims to study the relationship between the personality of the managers and their managerial effectiveness. The study was carried out on 62 managers belonging to both public and private sector organisations using questionnaire. The statistical tools of means, standard deviation, product moment correlation and t-test are used for analyzing the data.

Key words: Personality, Managerial Effectiveness, 16 PF Scale

Introduction

Personality

The word personality has been derived from the Greek work “*Persona*” meaning “to speak through”. Personality refers to all the qualities that impact the way in which a person thinks and acts in an environment. **Allport (1961)** has defined personality as “the dynamic system that decides the behaviour, thought and feeling of an individual”. According to him personality refers to both physical and psychological traits.

A number of theories of personality have been proposed by various psychologists including trait, psychodynamic, psycho analytic, humanistic, biological, behaviorist and social learning perspectives.

Personality in refers to the enduring thoughts, emotions and behavior that a person has. It is the personality that differentiates the individuals from one another. The personality of the individuals unstable and changes with time. **Fred Luthans (2010)** stated “personality is how people affect others and how they understand and view themselves as well as their pattern of inner and outer measurable traits and person – situation interaction”.

The following are some of the factors that influence the personality:

- Heredity
- Environment

Personality impacts health and longevity, career and economic success, educational and occupational achievements, satisfaction in life, individual innovativeness and many other aspects of one’s life. It also predicts the behaviour which are the typical patterns of their behaviour but not about how they react to every situation they encounter.

There are a lot of theories on personality proposed by a number of authors which include psychoanalytic theories, non-psychoanalytic theories, humanistic theories, behavioural theories, genetic/behavioural theories, trait theories, cognitive and so on.

Managerial Effectiveness

Managerial effectiveness is one of the most concerned topics in the field of management. Managerial effectiveness lies at the heart of management and organisational theories (Walton & Dawson, 2001).

Managerial effectiveness refers to the extent to which the manager in an organization is able to achieve the established goals by efficiently using his skills and implementing the strategies. It is the managers who are responsible in getting the work done by the employees of the organization. Reddin (1974) stated managerial effectiveness as “the degree to which managers achieve the output requirements corresponding to their respective positions”.

According to Mott (1971), productivity, adaptability and flexibility are the key dimensions off managerial effectiveness. Katz (1974) stated the major dimensions of managerial effectiveness in managerial roles as technical, conceptual and human dimensions. Drucker (2006) identified need identification, familiarity with organisation culture and climate, development of action plans, responsiveness towards decisions, effective communication, taking advantage of opportunity, productive meetings and teamwork as eight important dimensions of managerial effectiveness. Analoui (2007) in addition to stating managerial perception, skills and knowledge, organisational criteria, motivation, constraints and difficulties, choices and opportunities, inter-organisational relationships and dominant managerial philosophy as dimensions of managerial effectiveness, also opined that these are significantly influenced by personal, organisational and environmental factors. Hamlin and Serventi (2008) stated managerial effectiveness in terms of three aspects namely managing self, achieving outcomes, and managing and leading a team.

Managerial Effectiveness in the Indian Context

Dhar (1978) enumerated physical courage, effective communication and influential talk, managing self-pace, job knowledge, concern for their team members and discipline and obedience of organisational codes as important characteristics of managerial effectiveness. Jain (1999) identified functional, interpersonal and personal effectiveness as the three dimensions to measure the managerial effectiveness among Indian managers. Sen and Saxena (1999) stated doing the right things, focus on self-contribution, time handling, motivational aspect, management of change, value system and ethics as the significant dimensions of managerial effectiveness.

Review of Literature

Crescentia Thomas and Vijay Pandey (2007) considered 20 factors of personality and tested whether these help in differentiating high performing managers from low performing managers. The results show that the factors of foresightedness, optimism and action orientation among the considered factors help to differentiated high performing managers from low performing managers.

Dr. Shalini Srivastava (2011) explored the relationship between personality of managers and their managerial effectiveness using the Big-Five model of personality. The study was conducted on 150 mangers of private organisations. The collected data were analysed using Pearson Product Moment Correlation and Hierarchical regression analysis. The results showed that the traits Openness to Experience, Conscientiousness, Extraversion and Agreeableness were positively related to Managerial Effectiveness while Neuroticism was negatively related to Managerial Effectiveness.

Sofia Loredana Tudor (2012) researched how the personality variables of school managers influence their behaviours. The study was carried out on 36 school principals who were also students of II MBA courses in educational management. The studied showed that the execution of managerial functions by the school managers is in accordance with their personality types.

Objective

The main objective of the paper is to find out the relationship between the personality of the managers and their managerial effectiveness.

Research Methodology

The research is carried out on 62 respondents who are approached using the method of convenience sampling. The respondents were asked to respond to the questionnaires and give scores to their managers on personality

and managerial effectiveness. The managers belong to both public and private sectors. Means, Standard Deviations, Product moment correlation and t-test are the statistical tools used for the analysis of the data.



Questionnaire

All interpersonal encounters we have include personality assessment atleast in a part. The data regarding the personality of the managers is collected using questionnaires for this study.

The questionnaire consists of three parts. The first part collects the demographic details of the respondents. The second part consists of the 16 PF scale developed by Heather E.P. Cattell and Alan D. Mead (2008) which was adopted as it is to collect the data regarding the personality. The third part consists of 20 questions on managerial effectiveness developed by the researchers.

Results and Discussion

Tool	Personality	Managerial Effectiveness
Mean	54.19	79.10
S.D.	8.20	13.03
Correlation	0.41	
t-test	9.05	

- The data were collected about 62 managers in total.
- Among the 62 managers, 14 lie in the age group 21-30 years, 25 lie in the age group 30-40, 13 in the age group 40-50 and the remaining 10 managers have their age above 50 years.
- Among the sample of 62 managers, 55 have Post Graduation and the remaining have Bachelor’s Degree as their Educational Qualification.
- The calculated average mean for personality of the managers is 54.19 and is greater than the middle value 40 for the scale. This indicates that the managers are on the positive side of personality.
- The calculated average mean for managerial effectiveness of the managers is 79.10 and is greater than the middle value 50 for the scale. This indicates that managers lie on the greater half in executing their functions effectively.
- The calculated standard deviations 8.20 and 13.03 for personality and managerial effectiveness indicate that there is consistency in both personality and managerial effectiveness of the managers and much deviation is not observed.
- The calculated product moment correlation is 0.41 indicating a positive correlation between the personality of the managers and their managerial effectiveness.
- Among the 16 Personality Factors considered for the study, the managers scored high on Abstractedness: Imaginative versus Practical, which implies that the managers are more practical in nature and less imaginary. The score for this is 80.
- The lowest score was observed against the factor Social Boldness: Uninhibited vs. Shy. The score was 42 which indicates that majority of the managers did not exhibit social boldness and were shy.
- Among the 20 statements given for measuring the managerial effectiveness, the managers scored highest on exhibiting professional behaviour when the work is done well. The score observed against this statement is 92.
- The lowest score of 73 is observed against the statement about the manager taking responsibility for the mistakes his/her subordinates do.
- The calculated t-test value of 9.05 indicates that the influence of Personality on Managerial Effectiveness is highly significant.

Conclusion

The study conducted on a sample of 62 managers from both public and private sectors to examine the relationship between the personality of the managers and their managerial effectiveness shows a positive correlation between both the variables. It also showed that the average means for both personality and managerial effectiveness are greater than the middle value for the scales representing more of positive side of personality and high managerial effectiveness among the managers. The standard deviation for both personality and managerial effectiveness is also depicting high consistency in their behaviours. Thus the objective of finding out the relationship between the personality of the managers and their managerial effectiveness

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