

Relation between Managers' Traits with their Assessment of the Successful Criterion in Iran

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Abstract

One of the problems being investigated about human behavior is the recognition of the influential traits on the behavior formation. We can recognize individual behavior through splitting up the behavioral patterns into some smaller units namely the traits. One of the results of the survey of traits in behavior form is individual success. Recognizing the successful managers' characteristics enables us to describe the effective patterns in society and specify the definite traits leading to desirable behaviors in organization. This study has applied the correlation method. The statistical population include of 68 top managers in Kerman public organizations. To collect the data 3 questionnaires pertaining to personality characteristics, motivation characteristics and managers' successful and to analyze data used SPSS software. The questionnaires' validity and reliability were assessed to be 0.93 and 0.90. The findings of this study indicate the positive and significant relation between managers' personality traits such as ingenuity, supervisory ability, self-confidence, decisiveness and maturity with their assessment of the successful criterion. Furthermore, the positive and significant relation between the managers' motivational characteristics such as need for job achievement, need for self – actualization with their assessment. However, no significant relation has been noticed between managers' personality traits such as intelligence, affiliation to personal and humane with their assessment of the successful criterion. No significant relation between motivational characteristics of managers such as need for power, need for Bonus and need for job – security with their assessment of the successful criterion has been discerned either. The managers who have a positive assessment about their successful share specific personality and motivational traits. It leads them to follow the definite desirable behaviors bringing about achievements in the organizations.

Keywords: traits, personality, motivation, successful.

Introduction

Nowadays the administrative organizations worldwide are entangled with numerous predicaments. Some of which are easily eradicable applying management techniques; however some dealing with human aspects are vexing to cope with. The human aspects mostly emphasize on the studying and identifying the individuals' behavior in the organizations. Studying the behavioral sciences in the organizations aims at responding the numerous questions relating to the human nature and his different aspects. More investigations are required to illuminate the abundant vague point pertaining to the human personality. Scrutinizing human behavior in the organizations is a concentrated issue in the behavioral sciences analyzing the behaviors of the individuals, groups and organizations systematically and scientifically, aiming at realization, prediction, and functions enhancement of the individuals, and the organizations in which they work(Tosi,1994). One of the issues being investigated about human behavior is the recognition of the influential traits on the behavior formation. Allport(1961) holds that recognition of an individual's behavior is accomplished merely through splitting his behavior patterns into some traits. One of the results of the traits study through behavior monitoring is individuals' achievements which have attracted the specialists' concentration.

The frequently asked question is that:" How a successful manager acts? What makes an individual a successful manager and what impedes one's progression in the same situations? Do achievements originate from the personality traits or from implementing management principles and techniques?" Some specialists believe that failures or achievements of an organization are generally outcomes of the managers' personality traits. Some other share that the achievements of an organization are subjected to the factors leading the individuals to act in specific manner to obtain the objectives. Besides the managers' personality traits, motivational characteristics are also influential on the achievements criterion. In other hand, some deem the management techniques and principles the only means toward the achievements of the organizations. Investigations reveal that even applying the most intricate organizational strategies and technology, the man power and managing the man power proficiently, is the uppermost in achievements. Therefore, the managers' behaviors are not only subjected to the organization circumstances, but to their personality and motivational traits as well. To describe an individual the lack of traits is not considered but the quantity/ extent of each trait existent/ pertaining in him/ her and the way the traits affect the personality pattern are significant.

According to Ghiselli's view on managers attributes, an essential trait for a manager is the trait which is mostly associated with the managers achievements not to the workers, and supervisors achievements. This implies that there should be more relation between the

manager traits scores with achievements in management as a profession, than the achievements in professions not concerning management (Kurman,1997).

The studies demonstrate that the successful managers generally have a specific pattern of traits in common. Ghiselli nominate the successful manager's attributes as: supervisory ability, intelligence, self-confidence. He suggests that the conservative and cautious individuals can not be successful managers. Those who intend to exert power on others, or the Confirming Ghiselli's attitudes, Dunnette tries to visualize a successful manager characterized with domination, self-confidence, courage, a great deal of ambition and general vision to effective activities(Kurman,1997). The findings on managers' achievements denote that an individual is naturally attracted by some motivations. This tendency affects the behavior specifying the major manners. Since each manner obviously issues an outcome, therefore an individual does what is valuable for him/her brings him/ her advantages. In other hand, the satisfying factors which guarantee achievements gratification are rarely displayed in form of behavior unless they are associated to the environment. Therefore, the successful managers often create an environment in which the appropriate objectives satisfying their aspiration are ongoing. This strategy undoubtedly results in achievements.

Indisputably the organization personnel seek for achievements and its patterns. Nevertheless, being aware that organization achievements are principally reliant upon optimal utilization of man power dealing with behavioral sciences, no one has asserted detecting/ formulating a set pattern for managers' achievements in organizations. Abundant studies have been carried out on the successful managers` traits and valuable outcomes have been issued. Recognition of the attributes does not suffice to formulate a set and stable pattern as the effective achievements pattern. Moreover, the successful managers` traits fluctuate in different societies presumably due to some reasons such as cultural, attitudes and ideas diversities. Therefore, it is not practicable to develop a definite outline of the successful managers' attributes or to apply other society's achievement patterns. The successful managers' attributes have to be extracted/ outlined in each society. This approach compels the mind to discern the attributes which induce achievements for the managers and the motivations impelling them toward achievements (Kurman,1997).

According to O'Reilly and Roberts (1974) Ghiselli has scrutinized 8 personality traits and 5 motivational attributes and assessed their effects on the managers` achievements. The personality traits are included ingenuity, supervisory abilities, self-confidence, affiliation, decisiveness, humane, maturity and intelligence. Also the motivational attributes are included need for job achievement, need for self-actualization, need for power, need for bonus and need for job-security. His pattern has been utilized as the pattern in this research in Kerman public organizations in Iran.

Hence, executing such investigations facilitates depicting the achievement pattern in society and details the specific attributes leading to the desirable behavior which guarantee the organizations achievements. Explaining the managers` efficiency reasons is an effectual tactic to enhance the levels of leadership qualifications in the situations that lack this aptitude.

Research hypotheses

The major hypotheses:

1. There is a significant relation between the managers` personality traits and their assessment of the successful criterion.
2. There is a significant relation between managers` motivational attributes and their assessment of the successful criterion.

The minor hypotheses:

1. There is a significant relation between the managers` ingenuity and their assessment of the successful criterion.
2. There is a significant relation between the managers` supervisory abilities and their assessment of the successful criterion.
3. There is a significant relation between the managers` self-confidence and their assessment of the successful criterion.
4. There is a significant relation between the managers` affiliation to personnel and their assessment of the successful criterion.
5. There is a significant relation between the managers` decisiveness and their assessment of the achievement magnitude.
6. There is a significant relation between the managers` humane and their assessment of the successful criterion.
7. There is a significant relation between the managers` maturity and their assessment of the successful criterion.
8. There is a significant relation between the managers` intelligence and their assessment of the successful criterion.
9. There is a significant relation between the managers` need for job achievement and their assessment of successful criterion.
10. There is a significant relation between the managers` need for self-actualization and their assessment of the successful criterion.
11. There is a significant relation between the managers` need for power and their assessment of the successful criterion.
12. There is a significant relation between the managers` need for bonus and their assessment of the successful criterion.
13. There is a significant relation between the managers` need for job-security and their assessment of the successful criterion.

Methods

This research has applied the correlation method to scrutinize the relation between managers` personality and motivational traits and their assessment of successful criterion. The statistical population include of all Kerman public organizations in Iran (68 organizations). On account of small number of the statistical population and convenient access to the whole statistical population sampling failed. 68 questionnaires have been distributed between all 68 senior

managers and 59 have been returned. To collect data 3 types of questionnaires have been utilized evaluating: personality traits such as intelligence, ingenuity, supervisory abilities, self-confidence, affiliation to personnel, decisiveness, humane and maturity variables. The motivational attributes questionnaire appraised the variables pertaining to need for job achievement, need for self-actualization, need for power, need for bonus, and need for job-security. To formulate the intelligence questions were used Kettle's 16 personality factors and to devise other questions were used management books and references. The third questionnaire formulated based on Thomas Arhorton's notions of successful managers' attributes, dealt with the managers' successful. According to Ar-Horton, the traits empower the managers to achievements are as follows: reality comprehension, group making skills, decisiveness with balanced judgments, concentrated strategies, perseverance and honesty or truthfulness.

The reliability of the questionnaires through numeral sigma method has been calculated as 0/92 for personality questionnaire, 0/91 for motivation questionnaire, 0/96 for achievements questionnaire. The validity of the questionnaires through retest method has been calculated as 0/92 for personality questionnaire, 0/90 for motivation questionnaire, and 0/89 for achievements questionnaire.

Findings

To analyze the data by means of SPSS software, frequency distribution table, bar charts, distribution diagrams, liner regression, have been utilized besides the Spearman correlation coefficient test, Kruskal wallis tests, unilateral variance analysis test, and post Hoc test. 59 copies out of 68 questionnaires have been answered. The most frequency rate has been discerned in the personnel aged between 46 up to 51. The most frequency rate in the managers expertise has been noticed in the managers aged between 22 up to 27. Regarding the spearman correlation coefficient ($P = 0/006$ & $r_s = 0/353$), a significant relation has been noticed between managers' personality traits and their achievements. Regarding Spearman correlation coefficient ($P = 0/069$ & $r_s = 0/238$) a significant has been discerned between the managers' motivational attributes and their achievements. Moreover, a significant relation has been discerned between the managers' successful and their ingenuity, supervisory abilities, self-confidence, decisiveness, maturity regarding Spearman correlation coefficient (table 1). However, no significant relation has been discerned between the managers' achievements and their intelligence, affiliation to personnel and humane regarding Spearman correlation coefficient.

Table 1. Spearman correlation coefficient of personality traits with successful

Title	Spearman correlation coefficient	
	rs	ρ
Correlation of intelligence with successful	0/026	0/845
Correlation of ingenuity and successful	0/218	0/097
Correlation of supervisory ability with successful	0/406*	0/001
Correlation of self-confidence with successful	0/273 *	0/037
Correlation affiliation to personnel with successful	0/106	0/426
Correlation of decisiveness with successful	0/386*	0/003
Correlation of manliness with successful	0/145	0/274
Correlation of humane with successful	0/396*	0/002

*The correlation coefficients are significant on the level 0/05.

Scrutinizing the correlation between the managers' achievements and their job achievement reveals a significant relation between these variables regarding Spearman correlation coefficient. Furthermore, scrutinizing authority the relations between authority aspiration and bonus requirements and occupational stability no significant relation has been discerned between these variables regarding Spearman correlation coefficient (Table 2).

Table 2. Spearman correlation coefficient between the motivational attributes and successful

Title	Spearman correlation coefficient	
	rs	ρ
Correlation between need for job achievement and successful	0/285*	0/029
Correlation between need for self-actualization and successful	0/379*	0/003
Correlation between need for power and successful	0/127	0/337
Correlation between need for bonus and successful	0/015	0/911
Correlation between need for job-security and successful	0/009	0/943

*The correlation coefficients are significant on the level 0/05.

The kruskal wallis test scrutinizing the various age ranges, occupational records, and education degree, in terms of the personality traits and motivational attributes variables, indicates the personality traits and motivational attributes do not differ in different age ranges. Regarding the personality traits and motivational attributes variables in various age ranges, education has

been ascertained the identical. Variance analysis scrutinizing personality traits and motivational attributes in various age ranges, occupational record and education degree denotes that merely intelligence average in various age ranges and occupational records are different ($F > F_a$). The other variables averages have been ascertained equivalent ($F > F_a$).

The findings discussed denote that supervisory ability, maturity, and need for self-actualization are highly influential on the managers' successful. However, need for power, need for job-security, and need for bonuses are not crucial for the managers successful. Ghislie's study reveals that supervisory ability, job achievement and intelligence are highly influential on the managers' achievements, however deems the variables humane, maturity and need for power insignificant.

Discussion And Conclusion

Behavior is principally originates from perception which is reliant on an individual's suppositions about the environment and the environmental stimuli. That which stimuli we notice, how is our perception, and which stimuli we usually regard to, originate principally from our personality. Mc Clelland(1996) deems personality the most expressive and revealing concept for behavior, holding that personality encompasses all the aspects and elements of an individual's behavior. In other word, the personality traits establishing the preliminaries in mind, can be considered as the attributes which impel an individual toward a specific manner. Therefore, it is inferred that the managers who deem their achievements positive share some unique traits the following of which leads them to the specific desirable manners in management and leadership. Day(1997) holds that the personality traits are the most influential factor on an individual's achievements. That why some incur failure while some other act successfully is definitely associated with their personality traits. Furthermore, Jotham's studies(1998) on correlation of personality traits and achievements denote that the successful people share some unique attributes such as decisiveness, self-confidence and the abilities to deal properly with the affairs. Therefore, the attributes such as supervisory abilities, maturity, ingenuity, self-confidence and decisiveness are highly essential for the managers' achievements, however the attributes such as intelligence, affiliation to personnel and maturity do not considerably inform the managers' achievements.

Scrutinizing the ingenuity variable denotes that this factor issued from the novel ideas, brings about some changes in an individual's manners. According to Druker(1985) reinforcing the ingenuity talents is deemed essential for development, endurance and organizational evolution in majority of the successful organizations worldwide. Furthermore, the managers rely on ingenuity to eradicate the predicaments consider it the way to the organization revitalization. They hold that through the novel ideas innovation is achieved. Therefore, the ingenious managers do not neglect formulating innovative methods and strategies in the organizations. Supervisory abilities also impel the managers to act in specific manners such as guiding the personnel in the organization affairs execution, attending to the personnel tasks and duties and creating an appropriate condition which contributes to the activities efficiency. According to the results of the study in Galup School the cooperation abilities has been recognized the most

principal factor in the 282 global institutions and organizations top and medium managers' achievements(Shoa, 1998). Ghislie's view considers the supervisory abilities as the most influential factor in managers achievements(Kurman, 1997). The managers' achievements are principally associated with their affiliation to personnel; therefore, to obtain the organizational objective the quality of the relationships is extremely influential. The variable self-confidence can be interpreted as one's certainty of his/ her aptitudes. This factor makes the personnel more, diligent and persistent. Ritchy(2000) considers an individual's certainty to his/ her aptitudes, thorough perception of the aptitudes, rapports with the cooperators and adjustment to the organization environment as the most influential factors on achievements. Robins holds that the successful people are those who act based on their self-confidence and belief. The variable decisiveness also brings about specific manners such as the ability to make firm decisions in the affairs execution. A decisive manager usually makes instantaneous decisions, is highly resolute, and comforts his/her personnel. Similar studies indicate that the decisive managers in the affairs execution mostly formulate realistic organizational resolutions to eradicate the involved predicaments. Such managers aim at eliminating the conflict in the organization (Ghilen, 1998). These manners definitely induce activities efficiency in the organization.

As discussed, perception is an influential factor on an individual's behavior. The quality of one's perception of the environment features in his/ her motivations (Moorhead & Griffin, 1996), inducing the interests, tendency, and emotions which impel an individual to amend his/ her manners (Ashofteh T,1976). In other word, the motivational attributes empower and control an individual's manners (Richard & Bray, 1986). According to Hackman and Lawler, the motivational attributes play an important role in quality of an individual's reaction to the career, and leads to activity efficiency (Moorhead & Griffin,1996). Therefore, the managers deeming their achievement positive share some specific motivational attributes through which they act in desirable manners in management. According to Niles & Sowa (1992), the managers tending to accomplish the affairs through eradicating the predicaments, formulating innovate resolutions, and making logical decisions are the most influential factor which originate the personal and organizational achievements. Many psychologists categorize the motivational agents contributing to the manager's achievements as follow, financial factors, self-actualization, affiliation, progression opportunities, and participating in making decisions (Rawley, 1997).

Yukl(1990), regarding the the study carried out in USA on the managers' manners, considers the motivations such as need for bonus, incentives, supports and cooperation as the influential factors on the managers' achievements. The results of the study carried out by William & Holtzman(1987) indicate that motivation is extremely influential on the achievements, besides the aptitudes, interests and tendency to accomplish the tasks, mantel health. Scrutinizing some successful figures such as Cherchil, Rozwelt, and Nash, some psychologists conclude that their motivational attributes principally featured in their achievements. The attributes as authority and need for achievement has been recognized as the most influential factors on their successful.

Scrutinizing the attributes maturity, the scholars concluded that the individuals with the potential personality are able to control their working environment and exploit fortitude and perseverance to fulfill the goals. Schlichter(2000) considers a manager's aptitudes evolution conveying thorough progression and integrity as a highly influential factor on achievements. According to him the techniques applied for impeding the organizational predicaments determines the manager's maturity.

The results of this study indicate no significant relation between the variables intelligence and the manager's achievements. Intelligence enables an individual to perceive thoroughly the affair of a circumstance, and react appropriately however it can not always guarantee one's achievements in different circumstances. Sometimes the managers utilizing their expertise realize the organizational objectives successfully, and do not rely on their intelligence to eliminate the predicaments. Robbins(1986) holds that specific motivational agents, stimuli, and one's interest to various affairs accomplishment are extremely influential on his/ her achievements, however, reactions recognition, outcomes recognition and flexibility are less influential on manners modification. According to him intelligence function is the least influential factor on achievements. Therefore it is not logical to declare that the intelligent and apt managers have been specified more successful in the statistic population, since other essential factors also feature in achievements.

Scrutinizing the variable affiliation to personnel, Mc Clelland concluded that this factor brings about affinity and social activities among the individuals. However, some psychologists hold that affinity do not alone contribute to the successful, since the attributes such as self-confidence, ingenuity and motivations are more influential factors(Baatez, 1996). Therefore, the successful managers give priority to other factors rather than this attribute; consequently they act in specific desirable manner due to limited affiliation to personnel and heeding other factors in the organizational affairs accomplishment. Affiliation to personnel has not been identified as an effective stimulus in this research for accelerating the organizational affairs accomplishment. Regarding the other factors is also essential.

Scrutinizing the variable humane, Ghislie concluded that this factor is not influential on the managers` achievements. Observing the moral principles in the organizational affairs accomplishment cannot always contribute to the objectives realization. According to Robbin (2000) regarding morality does not alone inform the managers` achievements, however guiding the personnel to execute the goals properly and follow the organizational objectives are greatly crucial. Therefore, regarding morality has not been identified influential on the managers` achievements in this research population.

Regarding the results of the research, the motivational attributes such as need for job achievement and self-actualization are associated with the managers` successful. Need for job achievement as a motivational agent impels the managers to utilize their entire potentiality to realize the objectives. The highly motivated managers in order to job achievement undertake their appointed tasks, growing enchanted of the optimal accomplishment, and endeavoring to

eradicate the hindrances. The studies carried out by Howard & Bray (1998) indicate that the motivational attributes contributing to the managers' successful is need for job achievement. In other hand, the studies carried out in the universities Harvard, MET, Chronel besides the majority of the researches carried out by Mac Grigur, Hertzburg and Mc Clelland confirm the high progression sensitivity of the majority of the successful individuals. Consequently, undertaking the responsibility to eradicate the predicaments, obligation to achieve the organizational objective, guarantee the organizational achievements.

Self-actualization is another motivational agent. The self-actualized people possess excellent perceptions, and regularly correct themselves reinforcing their weak points. Such people are highly devoted to organizational affairs accomplishment. The managers reached this standards, turn to formulating innovate approaches to reach upper level of expertise. Gollman (1998) holds that need for self-actualization is highly influential motivational agent on an individual's achievements. The self-actualized managers intend to practice and develop their aptitudes, believing in constant development in the organization. This attitude contributes to the functions enhancement.

Need for power as a motivational attributes can result in either positive or negative manners. According to Mc Clelland (1975), the managers' power practiced in two ways:

1. in negative way conveying domination on others/ personnel in a imposing manner.
2. in positive way conveying guiding the personnel with incentives and encouraging.

According to Robbins (1995), the managers of the first category intent to adopt an imposing manner, mostly aiming at/ long for higher position and reputation rather than regard the activities efficiency. Mc Clelland holds that this category intends to dominate/ control the personnel strictly. This approach leads to the personnel counter-attack diminishing the activity efficiency in the organization. According to his research 58% of Harvard alumni gained authority motivation variable high score, either have been suffering from blood pressure or have been died (Nayeli, 1994). The authoritative managers intend to dominate the personnel and mostly attending to their personal desires rather than the organization objectives imperil them. Therefore the more imposing a manager has been recognized in the research population, the fewer achievements have been obtained.

Deci theory deems bonuses influential probably diminishing the efficiency in the career competence and occupational autonomy. In light of his statement, Deci declares that the bonuses may be considered as an individual's competence and qualification reinforcing the idea that he/ she works for bonuses. Therefore one's competence and occupational autonomy diminish and activities efficiency diminution follows as a result. The studied carried out by White on Poly motivation diagram indicate that the monetary factors are not influential as much as supposed (Heresy & Blanchard, 1998). The studied carried out by Hertzburg confirm that the monetary factors are not the most influential motivational agents, but impedes the dissatisfaction. The journal Lupper reflects that the monetary factors sometimes abate one's internal interests resulting in activity efficiency diminution (Deci, 1976). The managers

regarding the monetary factors significant in the affairs optimal accomplishment do not adequately regard the organizational objective realization. The individuals, whose job security is assured, will act successfully and effectively in the organizational affairs accomplishment. However the prospective occupational position not assured, impel the personnel to neglect other factors. Mazlo holds that a successful individual in his/ her tasks accomplishment, will not be stimulated by safety needs, but by obtaining honor and self-actualization (Nayeli, 1994). Therefore, job security is not considerable for the managers who have a positive assessment of their achievements. Gollerman(1999) holds that illogical emphasis on the job security hinders desirable manners in the organizations. Therefore, the successful managers do not heed the prospective organizational and social achievements, but endeavor to realize other aspirations.

Recommendations

Since personality traits such as self-confidence, ingenuity, supervisory abilities and so on are considerable in the managers` achievements level assessment, to choose managers possessing these attributes are highly noteworthy. Considering to the other attributes such as self-awareness, optimism, humanism, social maturity, consciousness, not included/ in Giselle's pattern and appraising their correlation with the managers` achievements are also recommended. The managers` achievements had better to be assessed regarding the organizational objectives accomplishment.

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