THE ROLE OF ROMANIAN MANAGERS PERSONALITY IN CHOOSING A LEADERSHIP STYLE, A COMPARATIVE APPROACH

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Abstract:

Managers are that empowered group of people, specially trained, who direct, coordinate and direct the work of all members of an organization. Managers are those specialists who can make decisions with a large impact on the business activity. No matter the activity profile or size, companies need good managers, who are able to adapt to the specific economic conditions of our times. This paper aims to study the personality of three managers from Romania, who working in the field of road transport and within educational institutions.

The purpose of this paper is to identify the personal traits of the analyzed managers and what leadership styles they have. However, through this paper we try to answer questions like: Who are managers and what qualities they must have?

Based on both quantitative and qualitative methods, this paper consists in an exploratory research, by highlighting the relevant information in the field.

The fact is that a manager is the main pawn in an organization. On his professional training, management, and psycho-behavioral depends the smooth running of the organization.

Keywords: *personality managers, management style, psycho-behavioral profile of managers, managerial psychology, Romania.*

JEL Classification: M12

1. Introduction

We live today in a world that is in constant evolution. No matter if we conduct a business or we work in Banking, Finances, health, or that we have our own company we are surrounded by people. In all activities human resources are used. The analysis of individual and collective professional performance, revealed that they are influenced by a number of psychological dimensions, some related to individual personality, others to organizational context.

In this respect the exercise of management of a company requires a person namely the existence of manager. "*The manager plays the main role in sizing drive performance driven or her country undertaking any kind of education or cultur*e." (Puiu, 2007, p.36). Manager performs consistently and organized specific activities of the management process: forecasting, organization, coordination, training, evaluation control.

Numerous studies on managerial activity reveal almost entirely, the manager of an organization is the key element in the organization he leads. He put a decisive stamp on: ensuring a positive moral-psychological climate of collaboration and relaxation within the organization, making most decisions, motivate people and solve problems.

2. Managers' personality and leadership style, conceptual approaches

The concept of "**manager**" or "**management framework**" is found in literature through different opinions of experts.

"Managers are people who -are using a series of laws, principles, methods, and so on, depending on personal skills – succeed to achieve the pursued objectives." Purcarea Anca, Niculescu Cristian, Constantinescu D., *Management- For Students* http://ebooks. unibuc.ro/ StiinteADM/management/2.htm, accesat la 21.07.2013.

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The manager is "***the right man in the right place***" or is the person who best fits in the Romanian popular proverb "***the man who sanctifies the place***." Loren B. Belker in his paper "*I am manager"* (2002, p.12.) states that "***a manager*** *is the one who can see the future and view the results of his decisions,is a man who puts aside personal issues and taked decisions based on facts"*. That does not mean that we ignore the human factor, but we have always worked on the basis of facts and not on emotional perceptions.

When asked "What is the job of a manager?" Peter Drucker points out that *"the manager must focus on resources and firm action in order to have the opportunity to obtain significant results in economic terms*". (Drucker P., 1998, p.71).

In addition, Zlate M., in trying to define the definition of management, refers to the **qualities and skills** required for the successful **manager** of business and its functions. These skills include: *conceptual skills* -which consist in the ability of the manager to see organization as a whole, to think strategically, to make long term desicions; *human abilities* which assumes the capacity of the manager to work with people and through them; *technical skills*, understanding of specific tasks that require knowledge of methods, techniques, equipment involved in production activities. (Zlata M., 2004, p.171). A hierarchical classification of managers divides them into: *top managers,* who possess conceptual skills and have subordinated other hierarchical levels of the organization; *middle manager*s, who are in charge with the human skills and have subordinated both executives and other managers; *first-line managers*, who work directly with contractors and technical skills. (Zlate M., 2007, p.217-218).

The personality of the manager, is one of the central issues and complexities of human factor analysis and is a subject for psychology, but also for managerial psychology.

By personality we mean usually "*human subject*" considered as bio-psycho-social unit, as the bearer of epistemic, pragmatic and axiological functions. Psychology considers personality as a macro-and operational information with defining characteristics for the subject. Of the many definitions of personality, GW Allport, in his work on Jovinian "The structure and personality development" (1991, p.34) defines personality as "*personality is the dynamic organization within an individual,of those psychophysical systems that determine his characteristic of thinking and behavior"* .

Dafinoiu I., (2002) states: "*The concept of person is reffering to an individual human being. Personality, by contrast, is a theoretical construct developed by psychology for understanding and explaining the scientific theory-the method of being and functioning that characterize the person as psychophysiological body "*.

The personality of the being is always developing in time,under the influence of all environmental, social, cultural and educational factors with which the man comes into contact along its development. Managerial personality is not given, but can be build gradually over time. In this sense, " *The managerial psychology studies the personality of the manager from the view of the achievement functions: forecasting, decision, organizing, commanding, coordination and control.*" (Boghaty Z., 2007). Co-operation with managerial psychology of the behavioral psychology leads to achievement and realization of managerial functions. "*The personality of the manager must accommodate to the specific requirements of the enterprise, which depends in turn on the stages of its evolution".* (Savu Victoria Dana, *The social and managerial actions. Psychological dimension, digital paper*, http://www.bibliotecadigitala.ase.ro/biblioteca/carte2.asp? id=248&idb, accessed on 21.07.2013. Also managerial psychology considers in making relationships between managers and employees in a calm way and are interested in optimizing them to achieve managerial functions in a silent mode, with minimal blood pressure effects and conflict. (Avram E., Cooper C., 2008).

An important element in addressing the role of a personality manager is the managerial **capacity of leaders,** which is a "*multidisciplinary skill, the profession of manager assuming a set of skills, knowledge, techniques, aiming at the organizing of the skills, the strength and skill to establish international business, and the capacity to highlight the human and material resources through correct decisions. "* (Puiu A., 2007, p.35.).

Management capacity must reflect a dual aspect: "**a. the management capacity** as **potentially** being crowned by a sum of qualities, traits, knowledge and experience required to perform managerial functions; **b. the managerial capacity as a factor of production**, being a special resource with valences as: entrepreneurial spirit, innovative attitude, competence and effective responsibility . "(Petrovich V., 2001, p 48.). The managerial capacity as a potential as is shown in Figure 1.

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                    ┌─────────────────────────┐
                    │  The managerial capacity │
                    │      as a potential      │
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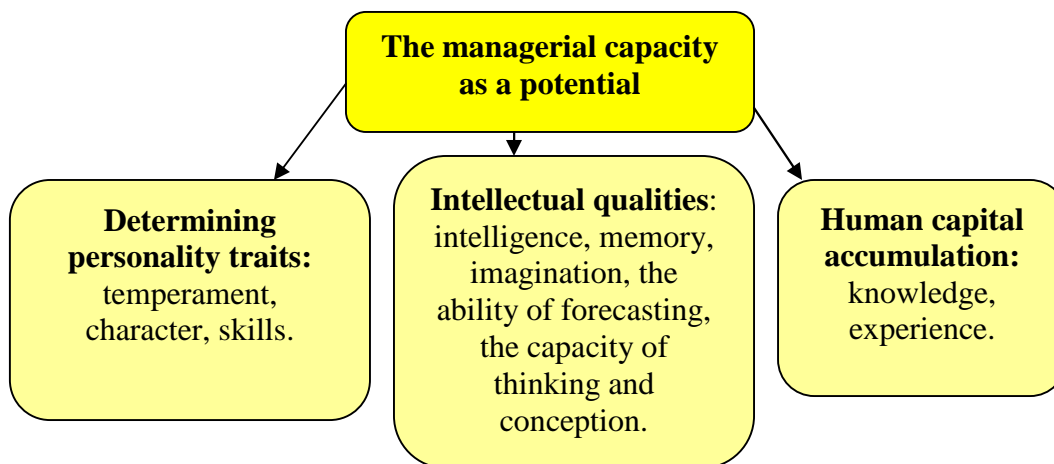| **Determining personality traits:** temperament, character, skills. | **Intellectual qualities**: intelligence, memory, imagination, the ability of forecasting, the capacity of thinking and conception. | **Human capital accumulation:** knowledge, experience. |

Figure 1. Managerial capacity as a potential
Source: created by the author based on data from V. Petrovich. "*Leadership styles and management efficiency"* Economic Publishing House, Bucharest, 2001, p. 49.

Our attention is being kept by determinant personality traits of the manager (Zlate M. 2000):

The temperament represents the manifestation of the personality under the appearance of energy, speed, regularity and intensive mental processes. It is the dynamic aspect if personality with influence of the character. The temperament is given by the four "*humors": blood, phlegm, black bile and yellow bile.* On this basis the four classical typed of temperament can be determined.

Choleric -is energetic, restless, impetuous, irascible, sometimes impulsive and scatters its energy. He can do surprisingly actions but is a good strategist. *Sanguineic-* is characterized by rhythm and balance. Is lively, cheerful, optimistic and easily adapts to any situation, active thinking, changing his activities very often because he feels the urge for something new. *Phlegmatic* – is quiet, calm, unruffled, thoughtful in everything he does and seems to have endless patience. *Melancholic* is as slow and expressionless as phlegmatic, but it lacks the strength and vigor. Emotional and sensitive, he has a hectic inner life due to excessive demands of its own self. He is less resistant to long effort. Less communicative, introvert, the melancholic has social integration difficulties.

The character is a structure, that relational-value and self-adjustment subsystem of personality, which express itself mainly through a set of attitudes and values. Traits can be grouped into: cardinal (1-2), persistent, dominant and representative for the matter and central or principal (20-30)- which define the profile of the person: side features- very numerous, less clear and have a minor and latent existence.

Success which is obtained in some areas of human activity entail the existence of psychological known traits which are called *skills*. These represent the individual particularities characteristics of people. They are considered as a condition for creating certain activities at a higher level. Skills can be divided into: a) general: memory, observation, attention, intelligence b) special: technical, psychomotor, sensory, special skills, leadership and organizational skills.

Also, an important element in addressing the managerial personality is **the leadership style.** "*Leadership is the own way of being, behaving and acting for a manager in the leadership process. The concept of leadership style brings together in a dynamic way the characteristic and peculiarities of physical and psychosocial skills, knowledge and behaviors in the performance of a right manager*". (Petrovich V., 2001, p. 133).

The leadership style " *reflects the use of knowledge, qualities and skills in dealing with subordinates and effective implementation of these working processes*". (Verboncu I., 2005, p.25).

The leadership style designate   the specific manner for exercising the role of a manager. **Depending on the exercise of power by leader there are three management styles**: autocratic (authoritarian), democratic (participative), free (permissive or "laissez-faire"). http://ebooks.unibuc.ro/Stiinte ADM/secretariat/12-5.htm, accessed on 23.07.2013.
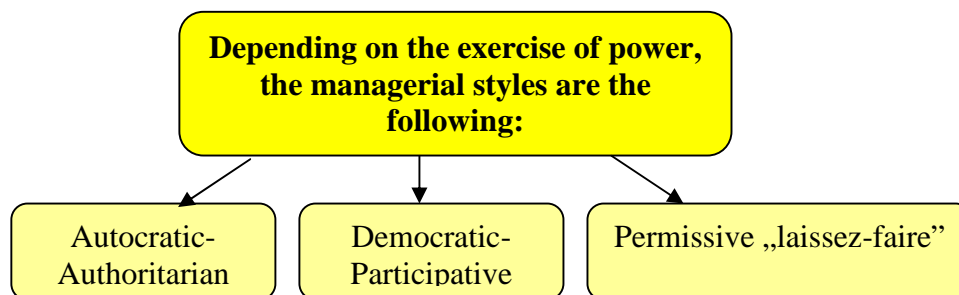

Figure 2. Leadership styles depending on exercising of power
Source: created by the author based

- *Autocratic- authoritarian style* "includes the managers who refuse to accept the participation of subordinates in initiating personal actions for exercising the functions of management. They unilaterally establish unit goals and means of achieving them. They give unlimited trust to the organizational measures in order to achieve the set targets". (Popescu G., Vidu A., *Indentifying management styles*, http://www.upm.ro/ facultati_departamente/ea/ onm2007, accessed on 23.07.2013)

- *Democratic leadership style* involves "a flexible and responsible leadership, through which they can identify new ways of action and procedure. This leadership style is best suited for organizations where employees are well aware of organizational processes and the need for change is accepted as useful and necessary. This leadership style is useful for example when a new introduction of procedures, objectives, strategies is prompted in order to optimize the old organization processes". (Popa Rl., *Personality and leadership styles in organizational context* (meta-analytical approach and diagnostic organization in Romania), PhD Thesis, University of Bucharest, Faculty of Psychology 2012, p.19. http://www.unibuc.ro /studies/Doctorate 012Decembrie/POPA%20RADU%20IOAN %20 Personalitate%20si%20stiluri%), accessed on 24.07.2013.

- *Liberal "laissez-faire" style* when "the leader leaves his subordinates complete freedom of decision and action, provides additional information and are not interested in carrying on, though at first they favor the installing of a relaxed atmosphere and the style generates a low efficiency because the group is working without deep engagement in work and

they work at random" (Stanciu L., *Theoretical approaches of leadership styles*, http:// www. armyacademy. ro/biblioteca /anuare/ 2003/ABORDARI2.pdf), accessed on 24.07. 2013.

According to the three-dimensional theory, which takes into account features such as concern for task, concern for human contact the concern for efficiency, there exist the following management styles (Verboncu I., 2005, p 27-28):

- **Negative**- refers to a lack of interest from the manager when the tasks are not completed and this means avoiding complications
- **Bureaucracy**- is characterized by the lack of interest from the manager who respects all the laws and instructions.
- **Autocrat**- is characterized by the fact that the manager puts the moment tasks before any considerations. Not interested in contacts with people who he does not trusts, he can stifle any conflict.
- **Autocrat with good will** – the managers gives the priority to achieve production, he is ambitions. He knows the company's problems, is up to date with all new working methods and techniques. He knows how to get people perform without irritation.
- **Selfless** - is a charity soul, working to create a cordial and friendly atmosphere. He discuss the issues with staff but there's a poor performance. He can't solve all the problems.
- **Hesitate** - swinging, balancing and hesitation characterizes him. He takes decisions only when pressured by events. He can stimulate the others but only at a low rate.
- **Promoter** - is working hard, encouraging the others to work, believes in the power of personal example. He spends a lot time between staff and frequently used delegation.
- **Maker -** the central objective is consisted by effective organizing of all efforts in order to achieve immediate and future results.

Depending on personal trait and on the propensity of risk there exist the following types of managers (Puiu. A., 1999, p 68.):

o **The leader** - is a manager with a high capacity in decision making. He can be pervasive in dealing with people, at this earns him respect at both lower and higher levels.

o **The manufacturer** - this type of manager is more balanced, is concerned in a large extent on the construction of a substantiation decision without cracks, having less decision force and less natural talent.

o **The destroyer** - He can have the grace of a leader, but he is especially inclined to destroying of existing structures, often putting personal interests ahead.

o **The innovative** - Is the leader who is in the forefront of his profession with great aptitude for innovation, for a change that is on the orbit of real requests of socio-economic life.

In view of all these, a socio-psychological research has been conducted in administration and services and applied to the categories of subjects belonging to the following category: subordinates, intermediaries chiefs and commanded chiefs. From this resulted a psycho-behavioral portrait of a manager that should include: (http://andreivocila. wordpress. com/2010/05/10/personalitatea-managerului tabloulpsihocomportamental -al managerului-eficient/) accessed on 25.07. 2013:

- *high level of general culture, with a rich experience in life;*
- *have creative solutions, quickly find efficient solutions in order to achieve objectives;*
- *react quickly to changes in the environment;*
- *communicate easily;*
- *have strategic thinking;*
- *have the capacity to organize and drive people to achieve an objective;*

- *above average intelligence, initiative and self-confidence;*
- *"a view form helicopter" (the ability of a manager to rise above a certain situation and view it in the occurrence context, and then to descend and handle the details) , experience and value system, confidence in subordinates or colleagues , personal contributing.*

To be efficient is important for the manager to like what he's doing and devote himself entirely to the profession " In order to be effective, a manager must know the duties (the nature and scope of his employment responsibilities). After that, he must train to improve their skills in order to perform these tasks, and to know better the environment in which they operate. To conduct efficiently a business, the manager must know these aspects of his work, have basic skills and knowledge required by his position. Today however, organizations are increasingly asking more from the entire staff and especially from the manager, an identification with the company's goals and personality. (Emilian R., G. Tigu, State O., Emilian L., *Foundations of company management. Chapter 4: Manager of the contemporary world.* http://www.biblioteca-digitala .ase.ro/biblioteca/pagina2.asp? id = CAP4, accessed 25 July 2013).

3. Research methodology

In the process of making this paper we used research methods: quantitative method (questionnaire, interview); qualitative method based on accurate analysis and various industry publications and study cases that were used to collect and assemble information and data more accurately. The aim of this research is to determine what personality traits characterizes the tested managers and how they influence the management activity they perform.

The primary objective of this research is to highlight the existence of some personality traits such as: negativity, resentment, irritability, direct hostility, suspicion and verbal abuse, found on managers from the analyzed organizational environment or on managers of transportation companies and managers of learning institutions. As secondary objectives were established as following: identification of the possible link between the personality of the analyzed mangers and identification of potential effects of these traits on the activity.

In the current context it was formulated the following hypothesis: the personality traits influence the leadership style and leadership ability

In this paper I try to show that organizational success depends on the management style and personality.

4. Data analysis and results of research

In order to demonstrate the importance of manager's personality within an organization and also its role and purpose in the management, we chose to study three different managerial activities: a manager of a road transportation company doing his business both internationally and internally, and two manager of scholar institutions. For the privacy we realized the following notation: Manager A- manager of the road transportation company , Manager B- manager of a high school, Manager C- manager of a secondary school. Manager A is a male, aged 28 years and with 16 years of experience Manager B is a 48 years aged male with 24 years of experience and Manager C is a 36 years aged male with 14 years of experience. The subjects were informed that their responses will be used ,confidential in a research paper.

So, we used a personality questionnaire named 13 O, which aims to investigate some of the personality traits. It consists of 66 questions. The questions (items) of the questionnaire measures the following dimensions of personality: *negativity, resentment, hostility, direct attempt, suspicion, irritability and verbal hostility.* The listed scales contain between 5 and 13 items which are characterizing the discussed aspects. The scores on each

scale range from 4-9; the higher scores indicate personality manifestations investigated over acceptable limits, deviations from the analyzed traits; and the smaller represent the normal integration of personality. The subjects' responses are assessed by true or false and reported at the indicated scores.

There are also required data about subjects such as: name, age, position, seniority. The subjects were also asked to answer all the question and to avoid possible neutral answers. The questionnaire was applied individually to the participants and they were instructed to answer the questions truthfully.

After completion, the questionnaires were collected and the results (which are the options chosen by each subject) will be interpreted by reference to the standard questionnaires.

Table 1. Scores obtained by the three managers

Subjects	Investigated personality traits						
	Negativity	Resentment	Indirect hostility	Attemp	Suspicion	Irritabiliy	Verbal hostility
Manager A	4	4	6	6	6	7	11
Manager	3	2	3	1	2	3	6
Manager C	2	2	5	3	3	3	8

Source: created by author

According to Table No.1 , we can see that Manager A is characterized by having an opposing behavior towards authorities, he manifests a refusal for cooperation and a rebellion against rules (negativity). He manifests a feeling of anger towards others. Because of mistreatment (resentment). He is the kind of person who doesn't like malice, gossip and jokes, and doesn't lose his temper under pressure (indirect hostility). He imposes his point of view from the wish of justice (attempt). He has a high degree of suspicion and irritability, which implies the readiness of an explosion at the slightest provocation. The verbal hostility is manifested by raising the tine and hypercriticism.

When communicating the result, the manager confirmed that he is the kind of person who doesn't like the rules, especially those imposed in road transport. He lives a feeling of anger against the way Romanian drivers are treated, incorrectly, mostly by foreign authorities when they take penalties. He dislikes malice and gossip and focuses on the development of the company he runs, he doesn't like tensed situations but at the time one injustice occurs he acts. The status of suspicion irritability and verbal hostility is mainly due to the current economic conjunction and to the high risk encountered in this sector. (the lack of races both imports and exports, the increasing of the oil price, the lowering of the prices for transports, the growing prices for oil, the salaries for employees, loan rates and traffic accidents within the company.)

Also from Table 1. Manager B is characterized by an open conduct towards other forums, he doesn't manifest a refusal of cooperation with others or a lack of good will(*negativity*). The manager has no feelings of hatred, jealousy or anger towards those who he works with (*resentment).* The managers doesn't share his feelings generated by *hostility* (gossip, malice, irony) neither towards the subordinates nor as a general expression.   He is a peaceful person, doesn't use the violence against others and he doesn't have the wish to use it (*attempt*). The suspicion and irritability reveals that the manager doesn't lose the temper, doesn't display a vulgar or acute complaints and doesn't explode at the slightest provocation. The manager has no resentment towards the self or the others, he doesn't prefer arguing or harming the loved ones. He doesn't bring the arguments by raising the tone, shouting or threats (*verbal hostility*).

When communicating the result, manager B confirmed that he is a peaceful person and doesn't prefer the violence either in speech or expression. Usually he would collaborate with others, although sometimes the rules are not pleasant. Due to the tense situations he has slight discontents, but that is not meaning that he can explode at the slightest provocation.

The scores obtained by manager C are the following: *Negativity*, which requires a collaborative behavior from the manager to the authorities, a cooperation with the other members of the organization. *Resentment*, which indicates   that the manager doesn't like gossip, malice, ironies or other forms of discharging the negative feelings generated by hostility. *Attempt*, indicates that the manager is a peaceful man, doesn't want to use the violence while discussing with others. *Suspicion,* which implies a slight determination from the manager of losing his temper. *Irritability*, the managers manifests a slight dissatisfaction with himself and the others. *Verbal hostility* which indicates that there is a slight trend towards increasing his tone while arguing.

Manager C is a very energetic person. For him the rules are not an impediment , he has the slight tendency to analyze the behavior of others but with the purpose of improvements. He does not like physical violence, he is a man of words but with little tendency towards suspicion and irritability manifested by raising the tone, but not to extreme.
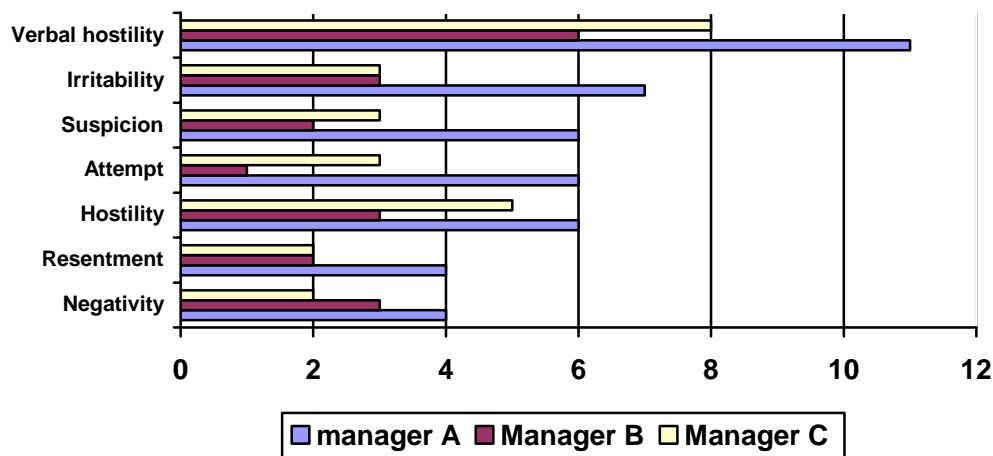

Figure 1. The scores obtained by the three managers on personality traits
Source: Made by author based on data from Table 1.

Comparing the three managers in terms of managerial personality and leadership style it can be said that **Manager A** has a *choleric temperament* and an *autocratic leadership style*, manifested by the energy which governs it. Sometimes moody, sometimes impulsive, he is unequal in his actions. The moods may succeed rather quickly. He tends to dominate the group, but not by force, but by ideas and plotting the tasks, and he may give himself in to an idea on which we wants to complete with any price. **Manager B** has a *phlegmatic temperament* and a **democratic and altruistic leadership style**, being quiet, calm, thoughtful and patient. He has a great working power and can achieve outstanding performance, especially in long labors. He is very tenacious, meticulous in everything he does. But he successfully borrows sanguine temperament characteristics: being communicative, he prefers activities involving other people. **Manager C** has *a sanguine temperament* with a *builder-democratic leadership style*, which is characterized by rhythm and balance. He is lively, optimistic and adapts easily to any situation. He always feels the urge for something new. Races over failures and establish contacts easily with other people.

5. Conclusions

I believe that managerial business is complex by having an educational, professional and human components. The art of dialoguing with subordinates, to find the best way of transmitting the working tasks or to fix the achievable objectives is one of the basic features of a successful managerial leadership.

Also, the managerial personality, as we have seen at three different analyzed test managers differs by the type of business. The higher the risks for the work they perform, the more these personality traits manifests differently.

As we noticed, *the managerial personality and leadership style* are two characteristics that had to accommodate to the specific needs of each sector. The main function of the manager is to coordinate the efforts of a group and to ensure the smooth realization of the intended purpose.

I consider that by *being a good manager*, meaning trying a good managerial capacity, it doesn't suppose to actually perform the tasks or objectives that are subsumed under a specific activity, but rather it means a person ability to coordinate and lead a group of people in order to obtain the desired results.

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