EXAMINATION OF THE RELATIONSHIP BETWEEN PERSONAL CHARACTERISTICS OF GOVERNMENT EXECUTIVES WITH POWER OF DECISION MAKING, ABILITY OF PLANNING, CREATIVITY AND TEAMWORK (CASE STUDY OF PUBLIC ADMINISTRATOR IN THE CITY OF MASJED SOLEIMAN, IRAN)

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ABSTRACT

The purpose of this study was to investigate the relationship between characteristics of government executives in Masjed Soleiman city and their decision-making power, capacity of planning, creativity and teamwork. Method of this study is descriptive and for relationship between demographic factors with the characteristics of Directors is of correlative nature and in terms of target is applicable. Data were analyzed in two levels of deductive-descriptive. Results indicate a strong positive relationship between characteristics of executives and their decision-making power, planning capability and it has a weak positive relationship with creativity and teamwork.

KEYWORDS: personal characteristics of managers, power of decision-making, capacity of planning, creativity and teamwork

INTRODUCTION

What is essential for the prosperity of society is competence and being qualified of directors and officers of the society. Also the organization's success in achieving organizational goals and missions depend on resourceful and competent managers. Therefore, choosing fittest brokers and managers deserve attention and much consideration, and the criteria must be considered for evaluation and selection them. Of course, criteria for evaluation in any society should be defined in accordance with the values and worldview of that community (Adel, 2000). Organizations' managers are among the most important factors affecting the performance and efficiency and management is necessary in all types of institutional collaboration and categories. Ability – their knowledge and characteristics whether individually or work will pave the way for other components and organization members and a high percentage of failure in organizations and companies is due to their ill-trained management. Since Masjed Soleiman faces plainly problems and lack of progress in all areas, it seems that managers' roles of various organizations are not
Literature review

Studying the characteristics of a leader pursues a historical process. The first study style called great man theory of leadership believed that with a study of most effective leaders, one can achieve a small set of common attributes for identifying future great leaders. In this theory, physical characteristics such as age, height, weight and power along with social context (e.g. education and social status), intelligence and long list of personality (e.g. jealousy, dominance, independence, confidence and objectivity) and social characteristics (e.g. tension and gravity, popularity and decency) were studied. Stogdill (1948) achieved the following individual factors for leadership by 120 studies that has done: ability (capability), intelligence, consciousness, precision, initiative, judgment, achievement (academic, information, and sports); responsibility (reliability, initiative, persistence, aggressiveness, confidence, and desire to excel); participation (activity, social cooperation, adaptability and humor); status (Socio-Economic position and popularity). Stogdill concluded that the approach of behavioral characteristics inherently causes poor and misleading results. Eugene Jennings also believes that: fifty years of the study could not provide a personality characteristic or a set of attributes that can be used to differentiate leaders (Alaghe Band, 1991). Stogdill also found in his research that the leader must be smarter than the rest of the group, but the difference between his intelligence and group must not be so that make the common understanding about the ultimate goal difficult. (Khosravi, 1999) has showed as well with his research that some personality traits are associated to some extent with effective leadership. Such as initiative and capability of action is independently associated with organizational level of leadership, i.e. the greater the person's position in the organization, more effective these properties are, but due to dissatisfaction at the way of traits, a new trait had arose which is focused on leader behavior. In this way, reliable observations will be emphasized rather than internal states or traits of leaders.

One of the most famous statements in this new method is of McGregor (1960). He suggested two major styles of leadership and management in their dealings with subordinates which is known as Theory of X and Y. Theory X which believed to unreliability, irresponsibility and underdeveloped growth of subordinates focuses on a highly authoritarian and autocratic leadership, and close control and supervision of members. Although McGregor himself believed that management may be unsuccessful in achieving the goal by directing and controlling because it is unable to create motivation in individuals and satisfying the physiological needs and their immunity and also their social needs, respect and self-discovery (Khan et al, 2009).

In contrast, the theory Y believed that people are not naturally lazy and unreliable and they effort and industrious to achieve perfection and success in their work and therefore management must change their potential talent to real. Later the studies of University of Michigan and Ohio
identified two distinct management styles: 1 - task-oriented style 2 - relation oriented style. Task-oriented style mostly focused on leader ability in performing his duty, structuring and being job oriented (Ji et al, 2013). In this behavioral manner, these three features of leader centered upon work and don't pay any attention to subordinates, their needs and abilities and their goals generally, and in a way it is similar to the management based on the theories X of McGregor.

On the other hand, a relationship-oriented approach (people-oriented) emphasizes on social relations of leaders with subordinates and being beloved, his consideration and his people orienting. In this approach, the most attention of the leader is toward his people, to support them and explaining them and their needs and it is somewhat similar to the management of theory of Y.

Research goals

The main objective of this study is to investigate the relationship between the personal characteristics of city government managers and decision making ability, ability to plan, teamwork and creativity.

Specific objectives of the research are to investigate:

1 - The relationship between the personal characteristics of managers and their decision making power

2 - The relationship between the personal characteristics of managers and their ability to Plan

3 - The relationship between the personal characteristics of managers and their creativity

4 - The relationship between the personal characteristics of the managers and their ability of teamwork

Research Methodology

The present plan is descriptive in nature and method and it is correlative in relationship of demographic factors and characteristics of directors and it is applicable in terms of target due to its applicability. In the research method, the researcher describes the characteristics objectively and orderly and he tries to report what exists with no interference or subjective reasoning and to achieve objective results (Khalil Ravanshouri, 1999). In discussion about the correlation, the main goal is to explore the relationship between two or more variables so here the aim is understanding the relationship and not expressing the cause and effect. We mean by relationship the correlation between changes of two variables. Change can be increase or decrease (Lee and et al, 2009) (Elbanna and et al, 2013). The increase or decrease in fact is the positive or negative
aspects of the changes that are common for changes. The statistical population in this study includes all administrators with any degree in Masjed Soleiman city in all its departments and organizations who are 45 according to the preceding statistics. The planned questionnaire for this study is set in two sections. Section I: Personal characteristics including gender, age, work experience, job level, education level in levels Diploma, Bachelor's Degree and higher. Section II: includes questions about creativity, planning, decision-making with open and closed questions and it is distributed among 12 and validated for ensuring the validity and reliability of questionnaire and after modifying P= 85% was calculated.

Results of data analysis

The statistical population in this study included a total of 45 administrators of offices and organizations of Masjed Soleiman city and the collected questionnaire are 35 in which all of managers are men.

Managers Age: 48.5% of managers were upper than 46 and 30% between 36-40 and the lowest belongs to under 35 years old directors with 5.5 percent.

Managers' background: 72% of experienced directors had over 15 year's background, and 25% between 10-15 years, 7% had less than 5 years of background.

Academic background: The vast majorities of directors had an associate degree 74.28% and 22.85 % were undergraduates and 2/85 percent had a master's degree.

![Degree Frequency Chart](image)

Chart 1. Frequency of Management Academic Degree
Before we begin to interpret the survey responses, we attract your attention to three different modes in decision-making, these procedures are as follows: style of risk takings and imagination oriented, moderates and conservatives. However, many practices can be observed in managers' decision making which is beyond the scope of this study.

**Imagination and risk taking practices:** in an era of increased uncertainty in decision making and in an era in which it is not easy for most managers to gather all the information needed to decide, some decide relying on personal judgment and imagination, they argue that in case of uncertainty about an object, imagination-orienting and relying on personal judgment are best practices.

**Conservatives method:** Another group of managers have a very conservative and cautious approach. This group won't decide unless collect all the required information and make sure in any aspect.

**Moderates method:** in this method, managers tend to moderation in choosing options that means trying to get a solution a mixture of possible solutions.

Examining the questionnaire showed that 12 directors or the 39.96 percent have an imagination decision making and 36.63% of them have a conservative style in decision making and 23.31% have a moderate decisions making method.

- Among the imagination – oriented Directors 52.4 percent had an associate degree and 31.6 percent had a bachelor's degree.
- Among Conservative Leaders 37.2 percent had an associate's degree and 35/2 percent had a bachelor's degree.
- Among moderate managers, 42 percent had a bachelor's degree and 33.17 percent had postgraduate education.
- Among Imagination-oriented executives 45.2 percent had 5 to 10 years' work experience. 31.6 percent had 10-15 years of experience.
- Conservative Leaders 61.2% had between 7-10 years of work experience and 20.6 had 5-10 years of work experience.
- Among moderate managers 47.8 had a work experience of 5 to 10 years and 32.5 percent had less than 5 years of work experience.

**Planning**

One of the duties of director is planning and foresight. The importance of planning is more tangible especially when resources available to management are limited and the expectations of
him are considered to be more. Most managers are willing to know the way of their plans in organization and to assess of how to do the task.

- Examining the questionnaire showed that 18 directors or 59.96 percent had an average capacity for planning, 3.33% was in suitable situation in planning and 36.73 percent fail in planning.
- Administrators with the average ability to planning 35.66% had an associate's degree and others had a bachelor's degree.
- Administrators with undesirable ability in planning 64.34 percent had an associate degree and 35.33 percent had a bachelor's degree.
- Only the administrator with the ability to plan well had a graduate degree.

### Power of Teamwork

With the advancement of technology and complexity of organizational activities one can dare to claim that individual working come to an end and today the management is managing the group before managing people. Today's managers must have the ability to create efficient groups and be able to make them coordinated and can perform their role as coordinator of the group, leader of the group and group members effectively. The results obtained of the questionnaire are as follows:

33/66% of the directors were efficient in the group and 66/34 percent had a character of coordinating.

- Among managers with effective characteristics in group 63.33 percent had a degree of bachelor and higher.
- Among the managers with coordinating characteristic 46.66% had an associate degree and 26.33 had a bachelor degree and the rest had a graduate.
- In terms of work experience in coordinating executive 72.66 percent of the executives had 10-15 years of work experience.
- In terms of work experience in effective managers in two groups 62.22% had 5-10 years of work experience.

### Creativity and Innovation

All of us can be creative and bring new things. Today, if management is not creative and innovative, it cannot survive. In this changing world we must rely on imagination and creativity and to benefit from innovation to be on pace with the evolution. Findings of the research show that:
The results obtained indicate a lower level of average in managers' creativity in managers to be tested.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average rating</th>
<th>Variance</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-making power</td>
<td>8.593</td>
<td>2.120</td>
<td>1.456</td>
</tr>
<tr>
<td>Creativity</td>
<td>10.450</td>
<td>2.672</td>
<td>1.634</td>
</tr>
<tr>
<td>Planning</td>
<td>14.117</td>
<td>3.290</td>
<td>1.813</td>
</tr>
<tr>
<td>Teamwork</td>
<td>19.640</td>
<td>4.360</td>
<td>2.088</td>
</tr>
</tbody>
</table>

In some studies, it is not possible to obtain interval data, or if it is, it lacks required properties. In such cases, we can substitute rank with the raw numbers, although rank data does not give us the information of raw data.

When data are collected in rank or have changed to ranks, one can use the Spearman rank correlation or Spearman ρ. The way of correlation and relationship of two variables is important and in this way one or two variables can be controlled or predicted. For measurement of this type of correlation, various coefficients are used. Which one of them is the Correlation Coefficient of Spearman which is one of the non-parametric methods (Behboodian, 2004, P 145).

The null hypothesis is that there is no correlation. We show the rank correlation coefficient with $r_s$. How the rank correlation coefficient is calculated for paired data $(x_i, y_i)$ for $i = 1, 2, \ldots, k$: first we rank all $x$ in terms of their values, and we also do it for $Y$, then we show the difference between the scores of each pair with $d_i$ and we calculate it. Then the quadratic of $d$ will be calculated, finally we calculate the rank correlation coefficient using this formula (December, 2000).

$$r_s = 1 - \frac{6 \sum_{i=1}^{k} d_i^2}{n(n^2 - 1)}$$
6.1 Determining the correlation coefficients between personality variables of Managers

Spearman correlation coefficients were used to determine the correlation coefficient which results can be seen in Table 1:

Table 2 - Correlation coefficient of personal characteristics

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>The correlation coefficient</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality trait</td>
<td>Decision-making power</td>
<td>0.633</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Creativity</td>
<td>0.237</td>
<td>0.01</td>
</tr>
<tr>
<td></td>
<td>Planning</td>
<td>0.578</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Teamwork</td>
<td>0.201</td>
<td>0.04</td>
</tr>
</tbody>
</table>

As the table shows, there is a significant positive correlation between all independent variables. Formally speaking it can be said that whatever the score of a person is higher in the variables, he has higher characteristics. Decision making and planning power have more correlation, but the correlation of creativity and teamwork variables is less.

The first question: is there a significant relationship between the personal characteristics of managers and their decisions making power?

As Table 2 indicates that the observed correlation coefficient is 0.633, which indicates a strong and positive relationship between the personality trait of executives and their decision-making power at a significance level of 0.00.

The second question: Is there any significant relationship between personal characteristics of managers and their planning power?

The calculated correlation in Table 2 equals 0.578 which expresses the relatively strong and positive relationship between character traits of manager and his power of planning at a significance level of 0.01.

The third question: is there any significant relationship between personal characteristics of managers and their creativity?
In Table 2, it can be noted that the observed correlation coefficient is 0.237 and represents the relatively weak positive relationship between the character traits of managers and their power of creativity at a significance level of 0.01.

The fourth question: Is there a significant relationship between personal characteristics of the managers and their power of teamwork?

As it can be seen in Table 2, the observed correlation coefficient is 0.201 and indicates a weak positive relationship between personality characteristics of manager and power of teamwork in the significance level of 0.04.

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