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## **Relationship of managers' ability in performing managerial threefold roles with staffs' productivity by considering the moderating role of managers' personality characteristics within Shiraz's Social Security Branches**

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### **ABSTRACT**

The current research was aimed at exploring the relation of managers' ability in performing managerial three-fold roles with staffs' productivity by considering the moderating role of managers' personality characteristics within Shiraz's Social Security Branches. The methodology is descriptive and falls under correlative type researches. The statistical population of this research consists of staffs at the Social Security Organization in the city of Shiraz who amounted to 367 people as well as managers of Social Security Branches who numbered 50 people. By using Krejesi and Morgan Table and via simple sampling method, the number of 186 staffs and 45 managers was selected. In this research, tools for gathering data involved inventories and three questionnaires were applied where the reliability of the questionnaires was measured based on Cronbach's alpha coefficients. Cronbach's alpha value for the Managers' Personality Traits Inventory was 0/73, Managerial Roles Inventory, 0/79, and Staffs; Productivity Inventory 0/87. Data were analyzed via using PLS software, the path analysis research model and by using SPSS software as well as Pearson tests paired T, Wilcoxon and Man Whitney. Results pertaining to path analysis research model suggested that Managers' Personality Traits modified the relation between managerial roles with staffs' productivity in a positive way. Also, data analysis results illustrated that there was a significant relationship between the ability to conduct threefold managerial roles (decision making, information and communications roles) and staffs' productivity. Also, ability in performing threefold managerial roles did have the capacity to predict staffs' productivity. Therefore, all research hypotheses were confirmed.

**Keywords:** Managers' ability; Performance of managerial roles; Staffs' productivity; Personality traits

## **1. INTRODUCTION**

The basic element in creating and improving productivity is the human force. The organizational human force is the only source which is rare and cannot be easily copied or imitated by rivals; as a result, this issue results in creation of competitive privilege for the organization. The subject of human resources productivity in service and treatment organization assumes paramount importance, because in addition to their routine duties, they should special missions and needs to enjoy necessary skills and capacity to face crises. Human force productivity is referred to as maximal appropriate use of the human force in order to move in the direction of organizational goals with the least time and costs possible. According to the Iranian National Productivity Organization, productivity is a rational view towards labor and life. This is similar to a culture while aim is to make activities more intelligent for a better and transcendental life. Productivity means acquiring maximum profit possible from labor force, talents and human force skills, in order to promote social welfare, such that its promotion is considered by policy makers, management and economy section as a necessity for the improvement of humans' life levels. Human resource accounts for a major pillar of productivity in any organization. Today, as organization's structure and performance become complicated, arranging the working environment and creating a comfortable and productive setting in organizations and factories such that it will lead to activation of human forces, their cheerfulness, removal of possible risks, increasing of labor quality and of goods, reduction of depression, development of production, increasing of positive services and in the end, acquisition of intended productivity are among concerns by executive managers and organizations' officials (Ghasemi, 2000).

The significance and necessity of the human capital and its productivity in any organization is evident because it is associated with all parts in an organization. Due to changes in the existential philosophy of the human capital and also indispensability of organizational; issues from human capital issues, human capital management should involve major planning and special strategies and thus, its productivity and evaluation should be focused attention. Given the paramount significance of human force productivity within the process of organizations' and countries' development process, numerous researches have taken place in the area of factors affecting productivity, where all of which place emphasis on the fact that the human force is widely applicable in a set of factors affecting productivity (Hoffman et al, 1999).

The significance and major role the human force has in each organization as well as addressing subjects that will engender in increased staffs' performance, reduced absence and leaving the working place and in the end, increased productivity are focused attention by scholars. Numerous variables affect human resources productivity in organizations; of which organizational commitment, job satisfaction and organizational citizenship behavior as well as working life quality. One of these variables appears to be managers' skills in performing managers' managerial roles. In regard to studying variables, Minstberg can be known as the first individual who studies managerial roles comprehensively. In a study conducted on executive managers, he offered ten roles for understanding the nature of managerial tasks. He

classified general dimensions of managerial tasks into three general categories, where each of which involves several roles: Communication roles (protocols, leadership, and liaison), information roles (superintendent, communicating information and spokesman), and decision making roles (entrepreneurship, problem solution, resource allotment, and negotiating). In his own theory, Minstberg refers to this reality that managers should not necessarily play all the roles, however, in their functions in line with labor type, there are some of these roles. Managers' performance in the direction of performing managerial roles is influenced by numerous variables. It looks one of the variables that moderates the relation between these two variables, is the peoples' personality trait. Results pertaining to examination of peoples' personality traits suggest that people's behaviors depends on their traits and features; thus, people's personality traits pave the way for their behaviors (Moghanloo, 2007). Personality has been defined as a clear and certain pattern of thinking, emotion and behavior which marks the individual personal style in his interactions with the normal situation and his community. Also, personality is a clear pattern of thoughts, feelings and certain behaviors which distinguishes one from others and remains stable in different times and places (Moghanloo, 2007).

Goldberg (1990) considers personality as a series of unique traits and behaviors with relative stability which managers expose in different managerial levels in decisions, managerial behaviors and while treating others. Personality refers to traits which enable the person to create communications with others. The notion of personality is important for managers in that it plays a major role in perceptions, evaluation and personal reaction against the environment (Goldberg, 1990). Since promoting satisfaction of the Social Security organization's insured people is thought to be the major mission of this organization and supporting people against events and ailments as well as maintain organizational resources for a better future are among the Social Security Organization's Objectives, and the fact that it is expected one of the factors promoting clients' satisfaction is to increase managers' ability to play managerial roles and consequent utilization of human force. Thus, the current research was aimed at exploring the relation of managers' ability in performing managerial threefold role with staffs' productivity by considering the moderating role of managers' personality characteristics within Shiraz's Social Security Branches.

### **Managerial roles**

Since the beginning of 1950s, many researchers have striven to study managers' activities in their own researches. In this connection, by using various methods, they have attempted to conduct this issue. They have intended to go beyond theoretic issues and observe in practice what organizational' managers do. The objectives of these researches include understanding of managers' educational needs and applied use of models. Criticizing and reforming activities are done through preparing temporal distribution table of activities, exploring the effects of organizational pyramid and the kind of organizational ownership on behavioral patterns of managers as well as standard position of professions and organizational basics. In the direction of studying managers' roles in the organization, such researchers such as Aldrich and Minstberg have also addressed managers' activities. For example, Minstberg was working in an organization for a while to observe what managers were doing during the day. Consequently, according to researches by Greg and Aldrich, managers were doing 34 kinds of activities in the day; this number in Minstberg's research was 22 kinds of activities.

The interesting trait that exists in regard to managers'; activities briefness and conciseness. For instance, given the Minstberg's research, close to 49% and given Aldrich and Greg's research, as much as 63% of managers' activities take less than 3 minutes.

### **Minstberg's managerial roles**

Principally, any evaluation of managers' performance, their behavioral analysis and determination of management ailments requires deep understanding of roles that managers play. Though understanding roles assumes high significance, necessity of studying roles is in that the very basic of measures and later studies lies in the improvement of management systems and functional reforms of organizations. The very cornerstone of managerial roles is those managers' activities or roles via considering that which they do. One of the studies that have taken place in regard to managers' roles is studies by Minstberg. By systematically considering executive managers' activities in five organizations, he introduced 10 roles in order to conduct duties of planning, organizing, coordination and controlling. The roles he mentions include personal reciprocal roles, information roles and decision making roles. On the other hand, researches by Iranian researchers have demonstrated that this classification for managers holds true in Iran. For Minstberg, managers' roles are grouped in three; reciprocal roles, information roles and decision making roles (Rezaiyan, 2010).

### **Personal reciprocal roles**

This category of roles focuses on behaviors of managers that refer to the relations of the managers himself with other people inside or outside the organization. Roles are directly originated from powers and position of managers which are linked with the office or the organization; personal reciprocal roles are divided into three major roles which are:

Ceremonial roles: given the legal position and powers of managers in organizations who are in the top of each organization and are considered to be symbols of each organization, they are duty bound to conduct a series of ceremonial affairs of the organization. Presence in formal ceremonies of the organization, signing of contracts and legal documents, welcoming counterparts and other official guests of the organization from other organs and entities, visiting and meeting with all people to whom they have to establish relations (e.g. clients. Staffs and the like) are among examples of ceremonial role of managers. For instance, corporates' sale managers invite its major clients to a dinner festivity. Researches by Minstberg demonstrate that 12% of managers' interaction time is spent with others for formal ceremonies and also 17% of the letters sent to them as related with letters of approval and requests due to special situation of managers will return to them and they are ceremonial in nature.

### **Leadership**

The most important and widespread role of managers is their leadership role in the organization. Leadership refers to human relations between managers and their inferior. The manager is held accountable for his own staffs' work and beneficiaries. Thus, managers need to lead and guide their own forces in a proper direction. As an example, managers, in each organization, employ necessary human forces, teach them and create motivation in them for

doing organizational affairs. The duty of the manager, as the leader of the organization, is to encourage staffs and create coordination and interaction between personal needs of the staffs and organizational objectives. The manager's influential power is manifested in form of his leadership role. Managers' formal position grants them a considerable power while handling the organization; however, managers' leadership quality determines to what extent they enjoy such formal power.

### **Liaison**

Empirical studies have placed emphasis on the significance of side effect and horizontal communications of managers in all levels. The establishment of this sort of communication has been stated with the liaison role of managers. In fact, the role of being a liaison establishes communications with the chain of people outside of the organization and acquires necessary information for the organization. Minstberg' s researches illustrate that executive mangers spend as much as 44% of their own time interacting with people outside the organization on average; meantime, managers allot 48% of their own time spending with staffs and 8% to board of trustees and counselors. Managers strive to bring about necessary information for their own organization by establishing effective interaction with their own peers and counterparts. By creating such information systems inside of their own organizations, managers acquire information, either, informal, formal, private or oral but meantime effective information from the outside of the organization, where this information is quite helpful on their organizational performance.

### **Managers' information roles**

The second group of managerial roles is fundamentally related with the managers' necessary information processing process. The manager, in interaction with others either his inferior, or people outside of the organization acts as a centerpiece of his in office; i.e. a flow of all information is provided to him. He maybe knows a little and but he knows more than the individual members of the organization. Research by Minstberg show that executive mangers spend 40% of their own time interacting with others and exchanging information while 70% of the letters they receive are information letters which contain information about inside and outside of the organization.

### **Superintendent and recipient of information**

This term has been chosen since all managers' activities in the area of receiving information involve internal and external parts of the organization (which is related with the organization) and also monitoring and control over them. In organizations, managers have legal powers so that they have information exchange with all members of the organization through formal channels and thus monitor their affairs. Thus, as the focal point of organization's information, the manager can have more information about his own organization more than any other member in there. Managers, due to their own special situation in the office, and since they assume such roles as being a liaison, need to be aware of the information about various people outside of the organization; thus they receive widespread information about the organization and the milieu and act as a centerpiece. On the

other hand, the manager as a controller and monitor always examines his own surrounding for acquiring more information and explore the relationship between the members and staffs exactly. They also receive unnecessary and unwanted information through networks. The best kind of information for managers is exact verbal information and information which baseless and not real is of no value for them.

### **Provider of information**

Managers need to share an immense volume of information they have at their disposal to other members of the organization in levels it can be necessary and thus to distribute it within the organizations. The information managers might acquire in interaction with the outside of the organization may sometimes be needed by their inferior; often, the managers' inferior cannot establish explicit and easy interaction with exchange of information with each other. Thus, managers need to provide necessary information to the members or assume the very exchange of information among them. Information that managers assume to disseminate it involve two kinds of nature; some information have nature of true propositions; for example, that how much production level of rival factories was in the past year, where this information is acquired from the outside of the organizations or the managers' inferior. The second class refers to information which has a value nature. In these instances, managers, as a mechanism, interact with organizational influencers (e.g. owners, beneficiaries, governments, working groups and even general climate). The managers need to specify preferences and that which is deemed favorable for the organization very well so that the decision among process of the inferior and the very principal is based on preferences of the beneficiaries and organizational influencers.

### **Spokesman**

Of other roles managers paly in exchange of information is the role of being a spokesman. In this role, they strive to convey the necessary information to people outside of the organization (who are in communication with the organization). Managers should provide information surrounding organizational functioning, polices and organizational planning to organizations' beneficiaries and influencers. This role is manifested through managers' formal lectures within lobbies or via offering recommendations for reforming production of organizational providers and the like. Manager's at large organizations spend a major part of their time spending interaction and awareness raising with influencers. Through awareness raising and role of managers being as spokesperson, beneficiaries and shareholders are encouraged by organizational financial performance reports; consumers will be assured about the organization doing social responsibilities and state organizational will feel satisfied upon acting on formal rules and regulations. Thus, channel of formal information transference inside the organization to all groups and departments outside of the departments is the manager whose duty embodied in form of his role as being spokespersons (Rezaiyan, 2010).

### **Managers' decision making roles**

Information is not the only thing organizations need for main decisions; rather it is considered as a basic entrance for the major profess of decision making in the organization.

One of the major factors in decision making is the manager himself who leaves important effects on all or parts of the organization. The manager, due to legal position and powers must assume the responsibility of major tasks in the organization. On the other hand, that managers are in the focal point of organizational information could only understand complex decisions but how can they act with regard to formulating strategies for the organization? Managers need to consider various factors for their own decisions and do not rely only on information. This process, in fact, refers to the formulation of a strategy. The four roles considered for managers in the following describe managers' control on a system of formulating a strategy as a decision maker within the organization.

### **Entrepreneurship**

As entrepreneurs in their own organizations, managers initiate, design and implement controlled changes in the direction of accommodating the organization to the rapid environmental changes. Managers seek to identify opportunities and challenges as well as possible problems that might be brought about for the m. Managers are constantly seeking new ideas for their own organizations. Upon finding new ideas and appropriate future, they define an improvement project for the materialization of that idea for the promotion of the organization and they, they or others get down to fulfill that.

### **Détente**

Détente as a role for managers refers to voluntary and arbitrarily changes on the managers' part within organizations. However, managers during their own movement of their own organization, are faced with pressure, changes and compulsive forces (from outside to inside) that need to handle them. In fact, managers must spend part of time facing and reforming turbulences and disruptions created in the organization. Surely, no organization can standardize all the current affairs well and fulfill its objectives fully, unless they make use of all possibilities and states within an unclear environment, prevailing over their organization. Of course, this task is impossible in a turbulent setting. Thus, managers should maintain their own organization in a state of changes and turbulence as well as comfort and stability. For this, managers play the détente role under special conditions and in situations where the organization has not yet experienced and hence they handle disturbances and disruptions. Managers seek some kind of dynamic stability.

### **Allotment of resources**

The third role of managers is the role of resource allotment. Managers, via allotting and controlling resources, maintain their own authority, dominance and influence over systems related with formulating organizational strategies. Managers via deciding who will have resources and what kind of resources will handle and lead their own organizational series.

### **Negotiator**

The last role from then view of Minstberg is that manager should participate in organizational negotiations. Of course, some do not consider negotiation as part of managers'

job; rather they consider managers' privilege as honorary and arbitrary. Negotiation is a supplementary task of manager's task. Experienced managers assume a high position for negotiations, because they call it a way for life. They enter into discussion and negotiation with those for whom they want to determine and set some standards, those who want to do supportive acts for the organization and even with those who want to sell their services to them. Due to legal powers the managers hold and given such roles as being a spokesperson and allotter of resources, they need to attend ii major sessions of the organization. Negotiation at a real time is referred to as exchange of resources (Rezaiyan, 2010).

### **Human force productivity**

Abtahi and Kazemi (2000) consider productivity as the index of outputs to index of inputs. Describing the notion of productivity, the International Labor Organization states that different products are produced with the interaction of four main factors where these four factors are: land, capital, labor and organization. For the European productivity Agency, productivity is explained in the following ways:

1. Productivity: degree to which each of the production factors is effectively used.
2. In the first glance, productivity is a thinking view which constantly seeks to improve than which is currently existing;
3. Productivity is grounded on the notion that man can fulfill his tasks and duties better via considering better results.

The basic element in creating and improving productivity is the human force. Consistent with this point, all maintain that the human force is the most important and most valuable organizational resource and a determinant of success or failure of organizations in reaching their missions or goals. Staffs are the main elements of each organization. An organization which has more productive and useful staffs is more successful. By full understanding and analyzing human force productivity, one can promote organizational productivity.

Fundamentally, the subject of productivity is different in the state or private sectors. State organizations act in a very different situation: in fact they are faced with more complicated situations; their objectives and mission are legally established and clear; their operations and activities are subjected to public auditing; social services and budgetary systems will limit their freedom for transferring forces. State productivity and their improvement have always been a challenge to management researchers as well as executive managers and they have always been seeking to find ways for improving productivity indices within organizations (Abtahi and Kazemi, 2000). In a research done on data from 1165 corporates, it was determined that a high level of human capital and labor forces productivity was associated with abnormal returns of corporates shares. In this research, human capital was estimated in form of costs incurred for human resources and productivity of human force within sale form for each person.

### **Managers' personality traits**

Many believe that Gordon Allport, the famous personality theorist, is the first psychology scholar who offered a relatively comprehensive definition of Personality. For

Allport (1961) personality is a dynamic organization inside the individual which includes certain physical and mental be inferred as:

*Firstly:* personality is a coherent organization not a combination of incoherent and unparalleled elements;

*Secondly:* elements inside the personality have interactive effects on each other;

*Thirdly:* personality is situated inside physical totality of the individual;

*Fourthly:* personality is the cause behind the emergence of behaviors and thinking of the individual.

After the definition provided by Allport, various researchers and theorists have sought to yield an exact definition of personality in their own style. For Parvin (2001), personality is indicative of that category of individual (s) characteristics which involve stable thinking, affective and behavioral traits. Ganji (2006) has also offered a definition somewhat similar to that provided by Parvin. For him, personality is a set of inherited and social traits which are relatively stable and determines features and differences of people from the view of attitudes and behaviors. One can conclude from this material that personality is a set of cognitive (thinking), affective and motivational features and characteristics which grow, during starting years up until 20 years of age and thus show resistance against external factors; though their resistance is not absolute and stable. Upon studying these traits, one can accurately address an estimate of behavioral patterns, orientations, lifestyle and future performance of the individual and people as a whole. In the current era, understanding peoples' personality features in many situations in life is necessary. Since, people are different from the view of talents, interests and abilities and other personality traits, it is evident these individual differences will cause differences in human behaviors and the first origin of these differences is the personality of mankind which is focused attention by sociologist (Hersey and Blanchard, 1998).

That which is inferred from the results of these studies and researches is that the factor of personality has a considerable role in many cases; meaning that this trait makes man prone to doing different behaviors in special situations and thus results in complication of affairs in working and organizational settings (Hersey and Blanchard, 2006). Not all managers act the same way; rather they have individual differences, and different talents and motivations like other members of a community and enjoy different value systems, knowledge and attitudes (Friedson, 1999). Though these differences could be apparently partial, when they go through intermediate cognitive processes of people, they lead to larger differences and totally different behavioral results. Such differences mainly originate from differences of personality of each of the people. Goldberg (1990), regards personality as a series of unique individual behaviors and traits which is relatively stable which is exposed by managers in different managerial levels in their own decisions, managerial behaviors and while interacting with others. The notion of personality is important for managers in that it plays a major role in perceptions, evaluation and personal reaction against the environment (Goldberg, 1990).

Mehrabyan (2011) did a research with the heading of Exploring level of importance of identified components pertaining to human force productivity from the view of staffs and faculty members at the faculties of The Guilan Medical Sciences University. Findings revealed that among factors affecting human force productivity, including motivational factors, organizational culture and environmental conditions, leadership style is thought of factors for promoting human force productivity at the said University. Husseini (2011) carried

out a research with the title of exploring the relationship between staffs' entrepreneurship personality traits and the human forces' productivity. Results indicated that there is no significant relation between components of adventurism, internal control center, success seeking and tolerating ambiguity with human force productivity.

Morris et al. rejoining the question: what category of managers' personality characteristics could anticipate their future performance, did several widespread researches. For this, they measured a wide class of managers' personality traits and examined their relation with their job functioning. The data indicated that several factors were contributing to anticipating managers' functioning: feeling of responsibility, self-esteem, progress centeredness, power, motivation (dominance seeking), and extroversion. These researches have stated that level of significance for each of these traits for managers of different ranks is different.

## **2. METHODOLOGY**

The current research was aimed at exploring the relation of managers' ability in performing managerial three-fold roles with staffs' productivity by considering the moderating role of managers' personality characteristics within Shiraz's Social Security Branches. The methodology is descriptive and falls under correlative type researches. Research data were gathered through survey and in questionnaires form. This research describes statistical population in terms of managers' ability relationship in conducting managerial three-fold roles along with staffs' productivity with considering moderating role of managers' personality traits within Social Security Branches in Shiraz. The statistical population consists of all staffs and managers at Social Security Branches in Shiraz which amounted to five branches. These branches involved 8 units; income unit, insured unit, registration unit, payment unit, administrative affairs unit, accounting unit, inspection unit and implementation unit for as many as 417 people. In this universe, the number of managers of branches was 50 people who were selected based on Krejesi and Morgan Table. The statistical population of this research consists of staffs at the Social Security Organization in the city of Shiraz who amounted to 367 people as well as managers of Social Security Branches who numbered 50 people. By using Krejesi and Morgan Table and via simple sampling method, the number of 186 staffs and 45 managers was selected. Questionnaires were used in this research for gathering data. This research contained three questionnaires and includes two parts; one part of which relates to managers which includes two managerial roles questionnaires consisting of three components and 28 questions and Personality Traits Questionnaire (Mc Crae, 1985) including 60 questions as well as Staffs' Productivity Inventory (Hersey and Goldsmith, 1980) that includes 26 questions.

### **Validity and reliability**

Nominal and content validity of the current research questionnaires were confirmed by professors and several members of the statistical population. Though reliability can be estimated with various methods, most applicable index of which is Cronbach's alpha. This method is applied for estimating internal constancy of measurement tools, including questionnaires whose items contain an answer with over two options and thus measure

different traits. Cronbach's alpha coefficient can be defined from a range of 0-1, where 0 indicates lack of reliability and 1 suggests full reliability (Sarmad, 2003). The value greater than 0/8 is regarded as fully appropriate. In this research, Cronbach's alpha has been conducted through SPSS software.

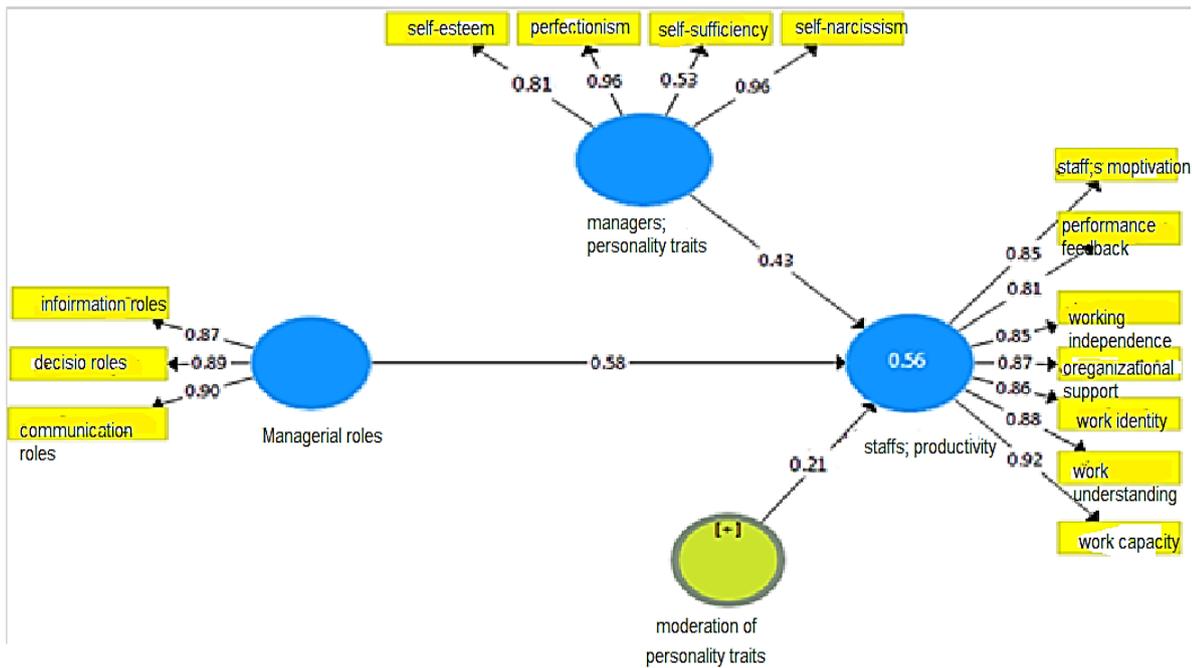
**Table 1.** Research variables reliability values.

Research variables	Total Alpha	Component	Components alpha
Managers' personality traits	0/73	Self-sufficiency	72%
		Self esteem	80%
		Perfectionism	75%
		Self-narcissism	74%
Managers' roles	0/87	Information	73%
		Communication	77%
		Decision making	82%
Staffs' productivity	0/79	Work capacity	64%
		Job understanding	71%
		Work identity	90%
		Work independence	86%
		Organizational support	79%
		Staffs' motivation	88%
		Performance feedback	92%

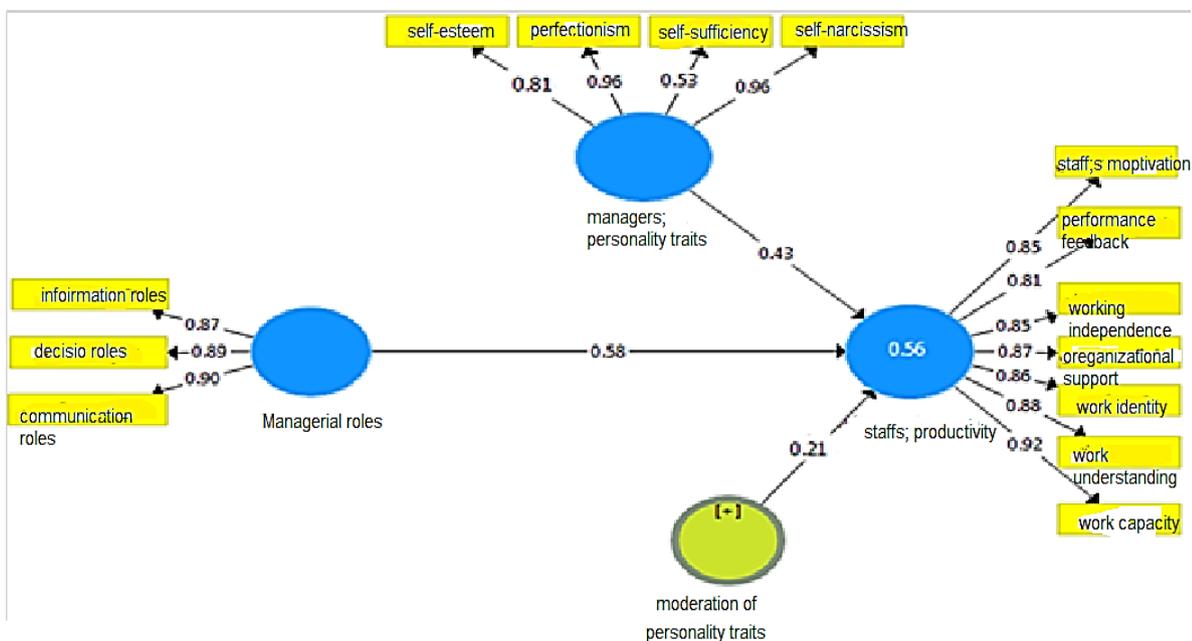
### 3. FINDINGS

#### Testing main research hypothesis

In this part, research inferential findings have been regulated based on research hypotheses. Main hypothesis: Managers' personality traits have a moderating role in the relation between ability in conducting managerial role and staffs' productivity at Social Security branches in Shiraz. To investigate the moderating role of managers' personality traits, the structural equations model was modeled like the following by the Smart\_PLS\_3.2.1 software



**Graph 1.** Investigating moderating role of managers' personality traits on the relation between managerial roles with staffs' productivity by using Effects Coefficients by Smart\_PLS\_3.2.1 software



**Graph 2.** Investigating significance of moderating role of managers' personality traits on the relation between managerial roles with staffs' productivity by using P value

**Table 2.** Regression coefficients estimate.

Moderating role of personality traits on relationship between managerial role and staffs' productivity	Effects coefficient	R <sup>2</sup>	Error of standard deviation	T value (critical ratio)	Sig.
Managerial role ↓ Staffs' productivity →	0/21	0/56	0/085	4/26	0/000

Effects coefficients estimated in Table (2) indicate whether components are effective or not. In the first column, value of effect coefficient and R<sup>2</sup>, as well as error of standard deviation and significant have been reported. Given the fact that the T value pertaining to moderating relation of personality traits on the relation between managerial roles with staffs' productivity is greater than 1/96, thus effects coefficient of 0/21 is significant at the confidence level of 95% and moderating role of personae 7 traits on relation between managerial roles with staffs' productivity is confirmed and given the fact this coefficient is positive, i.e. managers' personality traits will increase managerial roles effects on staffs; productivity, or in other words, manager's' personality traits moderates managerial roles with staffs' productivity.

**Table 3.** Indices of structural equations model goodness of fit by the software.

Research variables	AVE (average variance extracted)	CR (Combined reliability )
Managerial roles	0/57	0/78
Staffs' productivity	0/51	0/74

**Testing secondary research hypotheses**

*Secondary hypothesis 1:* There is a significant relationship between performing managerial roles and staffs' productivity

**Table 4.** Correlation coefficient between managerial roles and staffs' productivity

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of managerial role	Correlation coefficient	Correlation squared coefficient	Sig.
	0/539	0/291	0/000

Given the fact that the number of the sample is greater than 30 people, and also given the confirmation of data distribution in i research, Pearson correlation coefficient was used for investigating the availability of relation between two variables of managerial role and staffs' productivity and Laos also

Table 4 findings reveal that correlation coefficient between managerial role and staffs' productivity is significant; i.e. there is a significant relationship between managerial roles and staffs' productivity ( $r = 0/539$ ). According to determination coefficient ( $r^2$ ), 29/1% of the managerial role variance is shared with staffs' productivity. Thus, the first secondary hypothesis stating there is a significant relationship between managers' managerial roles and staffs' productivity at Social Security branches is confirmed.

*Secondary hypothesis 1-1:* There is a significant relationship between ability in performing managers' decision making roles and staffs' productivity.

**Table 5.** Correlation coefficient between managers' decision making roles and staffs' productivity.

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of decision making role	Correlation coefficient	Correlation squared coefficient	Sig.
	0/678	0/459	0/000

Table (5) findings reveal that correlation coefficient between decision making role and staffs' productivity is significant; i.e. there is a significant relationship between decision making role and staffs' productivity ( $r = 0/678$ ). According to determination coefficient ( $r^2$ ), 45/9% of the decision making role variance is shared with staffs' productivity. Thus, the secondary hypothesis 1-1 stating there is a significant relationship between managers' managerial decision making role and staffs' productivity at Social Security branches is confirmed.

*Secondary hypothesis 1-2:* There is a significant relationship between managers' information roles and staffs' productivity.

**Table 6.** Correlation coefficient between managers' decision making roles and staffs' productivity

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of managers' information roles	Correlation coefficient	Correlation squared coefficient	Sig.
	0/624	0/389	0/000

Table 6 findings reveal that correlation coefficient between managers' information roles and staffs' productivity is significant; i.e. there is a significant relationship between managers' information roles and staffs' productivity ( $r = 0/624$ ). According to determination coefficient ( $r^2$ ), 38/9% of the managers' information roles variance is shared with staffs' productivity. Thus, the secondary hypothesis 1-2 stating there is a significant relationship between managers' information roles and staffs' productivity at Social Security branches is confirmed.

*Secondary hypothesis 1-3:* There is a significant relationship between managers' communication roles and staffs' productivity.

**Table 7.** Correlation coefficient between managers' decision making roles and staffs' productivity.

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of managers' communication roles	Correlation coefficient	Correlation squared coefficient	Sig.
	0/612	0/374	0/000

Table 7 findings reveal that correlation coefficient between managers' communication roles and staffs' productivity is significant; i.e. there is a significant relationship between managers' communication roles and staffs' productivity ( $r = 0/624$ ). According to determination coefficient ( $r^2$ ), 37/4% of the managers' communication roles variance is shared with staffs' productivity. Thus, the secondary hypothesis 1-3 stating there is a significant relationship between managers' communication roles and staffs' productivity at Social Security branches is confirmed.

*Secondary hypothesis 2:* there is a significant relationship between managers' personality traits and staffs' productivity.

**Table 8.** Correlation coefficient between managers' communication roles and staffs' productivity.

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of managers' communication roles	Correlation coefficient	Correlation squared coefficient	Sig.
	0/612	0/374	0/000

Table 8 findings reveal that correlation coefficient between managers' communication roles and staffs' productivity is significant; i.e. there is a significant relationship between managers' communication roles and staffs' productivity ( $r = 0/816$ ). According to determination coefficient ( $r^2$ ), 66/5% of the managers' communication roles variance is shared with staffs' productivity. Thus, the secondary hypothesis 2 stating there is a significant relationship between managers' communication roles and staffs' productivity at Social Security branches is confirmed.

*Secondary hypothesis 3:* there is a significant relationship between managers' personality traits and ability in conducting managerial roles dimensions.

**Table 9.** Correlation coefficient between managers' personality traits and ability in conducting managerial roles dimensions.

Criterion variable	Staffs' productivity		
Statistical index of the predictive variable of managers' personality traits	Correlation coefficient	Correlation squared coefficient	Sig.
	0/649	0/421	0/000

Table 9 findings reveal that correlation coefficient managers' personality traits and ability in conducting managerial roles dimensions is significant; i.e. there is a significant relationship between managers' personality traits and ability in conducting managerial roles dimensions ( $r = 0/649$ ). According to determination coefficient ( $r^2$ ), 66/5% of the managers' personality traits and ability in conducting managerial roles dimensions variance is shared with staffs' productivity. Thus, the secondary hypothesis 3 stating there is a significant relationship between managers' personality traits and ability in conducting managerial roles dimensions at Social Security branches is confirmed.

#### 4. DISCUSSION

The current research was aimed at exploring the relation of managers' ability in performing managerial three-fold roles with staffs' productivity by considering the moderating role of managers' personality characteristics within Shiraz's Social Security Branches. Results pertaining to hypotheses analysis indicated that there is a significant relationship between managers' ability to play managerial three-fold roles with staffs' productivity in Social Security branches via considering the moderating role of managers' personality traits. Also, there was a significant relationship between the ability to play managers' decision making roles and staffs' productivity; there is a significant relation between ability to play information roles and staffs' productivity; there is also a significant relation between ability to play managers' communication roles and staffs' productivity and also there is a significant relationship between manager's personality traits and ability in playing managerial dimensions. Thus, all research hypotheses were confirmed at the 95% confidence level.

Moreover, regression results demonstrated that in the statistical population intended, managers' ability to play information and decisions making roles did have significant effects on staffs' productivity. Managers' decision role is a better predictor for staffs' productivity, meaning the more managers execute their own role better, staffs' productivity will increase. Also, managers' personality traits moderate this relationship. From among managers' personality traits, self-narcissism did have the highest effects on staffs' productivity, i.e. with an increase in narcissism in managers, productivity will rise. Results pertaining to secondary hypotheses analysis indicate that there was no significant difference in none of the research hypotheses in terms of gender and age and education level. However, in regard to the dependent variable of staffs' productivity, there was a significant difference such that staffs' productivity in then group with record of over 20 years was higher than those with a record of 10 to 20 years. Based on the research analysis, we can argue that Thus, as the focal point of organization's information, the manager can have more information about his own organization more than any other member in there. Managers, due to their own special situation in the office, and since they assume such roles as being a liaison, need to be aware of the information about various people outside of the organization; thus they receive widespread information about the organization and the milieu and act as a centerpiece. On the other hand, the manager as a controller and monitor always examines his own surrounding for acquiring more information and explore the relationship between the members and staffs exactly. They also receive unnecessary and unwanted information through networks. The best kind of information for managers is exact verbal information and information which baseless and not real is of no value for them.

## **5. CONCLUSIONS**

However, managers during their own movement of their own organization, are faced with pressure, changes and compulsive forces (from outside to inside) that need to handle them. In fact, managers must spend part of time facing and reforming turbulences and disruptions created in the organization. Surely, no organization can standardize all the current affairs well and fulfill its objectives fully, unless they make use of all possibilities and states within an unclear environment, prevailing over their organization. Of course, this task is impossible in a turbulent setting. Thus, managers should maintain their own organization in a state of changes and turbulence as well as comfort and stability. For this, managers play the détente role under special conditions and in situations where the organization has not yet experienced and hence they handle disturbances and disruptions. Managers seek some kind of dynamic stability.

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