



“INFLUENCE OF PERSONALITY AND COMPETENCY ON PERFORMANCE OF PEOPLE MANAGERS”

Stephen Deepak Asst Professor
Department of Management Studies
Prof.stephendeepak@gmail.com
Mount Carmel Institute of Management
Bengaluru, Karnataka

Abstract – Personality and Competency are two defining variables that determine the functioning of any manager. Personality is a stable set of characteristics and tendencies that determine those commonalties and differences in the psychological behaviour (thoughts, feelings and actions) of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment and Competency is a set of defined behaviours that provide a structured guide enabling to the identification, evaluation and development of the behaviours in individual employees.

Many previous research studies have proved that the Influence of personality and competency has a great bearing on the decision making of people managers. The study was conducted on people managers and their subordinates from the three sectors of Retail, Information Technology and B.P.O to study the influence of these two variables on the functioning of the managers. The findings present a clear picture that since Retail, I.T and B.P.O are sunrise sectors and people oriented, the people managers need to work with more dynamism, energy and effective people understanding, as the demands of these sectors offer competitive scenarios, the handling of these produces good results for the firms and the managers.

Keywords–**Personality,Competency,Leadership, Extroversion, Conscientiousness, Neuroticism**

Introduction

Human resource management (HRM) is an approach to the management of people, based on four fundamental principles.

First, human resources are the most important assets an organization has and their effective management is the key to its success. Second, this success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. Third, the corporate culture and the values, organizational climate and managerial behaviour that emanate from that culture will exert a major influence on the achievement of excellence.

This culture must, therefore, be managed which means that organizational values may need to be changed or reinforced, and that continuous effort, starting from the top, will be required to get them accepted and acted upon.

Personality and competency of managers who interact with people has a bearing on the functioning of the employees reporting under them. Performance per se is a whole factor output that is due to a complex contribution of the various factors such as Attitude, Perception, Motivation, Learning, Interactive relationships with the managers representing the management and the work environment.

Conceptual Framework

Personality is a stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour (thoughts, feelings and actions) of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment. "Personality" can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, emotions, motivations, and behaviours in various situations. The word "personality" originates from the Latin persona, which means mask. Significantly, in the theatre of the ancient Latin-speaking world, the mask was not used as a plot device to disguise the identity of a character, but rather was a convention employed to represent or typify that character.

Personality may also refer to the patterns of thoughts, feelings and behaviours consistently exhibited by an individual over time that strongly influence our expectations, self-perceptions, values and attitudes, and predicts our reactions to people, problems and stress.

Measuring Personality

There are three main ways personality is measured

- Self-report surveys: They are completed by the individual. They are the most common way to measure personality. One concern with self-report surveys, however, is that the individual might lie or practice impression management that is, the person could fake good on the test to create a good impression
- Observer-rating survey: It has been developed to provide an independent assessment of personality. Therefore, instead of an individual taking the survey as in the case of self-report surveys perhaps a coworker could do the rating. Even though self-reporting surveys and observer-reporting surveys are strongly correlated, research suggests that observer-reporting surveys are better predictor of success on the job

Competence (or competency) is the ability of an individual to do a job properly. A competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees. Competency is also used as a more general description of the requirements of human beings in organizations and communities.

Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act.

The process of competency development is a lifelong series of doing and reflecting. As competencies apply to careers as well as jobs, lifelong competency development is linked with personal development as a management concept. And it requires a special environment, where the rules are necessary in order to introduce novices, but people at a more advanced level of competency will systematically break the rules if the situations require it. This environment is synonymously described using terms such as learning organization, knowledge creation, self-organizing and empowerment.

Competencies are personal capabilities that are demonstrated through measurable knowledge, skills, abilities, and personal attributes, which can contribute to enhanced employee performance and, ultimately, to the individual's and organization's success. In a system, competency is the system's ability to connect various competencies/skill sets, job roles, and learning events, to build employee training plans and monitor each individual's learning progress.

Review of Literature

1. In a study titled “**An examination of personality in occupational outcomes: antagonistic managers, careless workers and extraverted salespeople**” opined that

Human capital variables are found to exhibit strong credentialism effects and there is evidence for some small dynasty hysteresis. Personality effects are found to be significant, relatively large and persistent across all occupations. The personality effects are strong enough to rival that of various education credentials. These personality effects include but are not limited to managers being less agreeable and more antagonistic; labourers being less conscientiousness; and salespeople being more extraverted Authors: Wells, Robert, Ham, Roger, Junankar, P. N. (Raja), Source: Applied Economics. Feb2016, Vol. 48 Issue 7, p636-651. 16p.

2. The study titled ‘**Core personality traits of managers**’

As hypothesized, compared to non-managers, managers had significantly higher scores across nine traits, all of which correlated significantly with managerial career satisfaction. Research limitations/implications – Although job tenure and managerial level are not examined, the findings align with managerial competence models, the Attraction-Selection-Attrition model, and vocational theory and raise questions for research on the adaptive value of these traits for managers’ satisfaction and effectiveness. Authors: Lounsbury, John W.1, Sundstrom, Eric D., Gibson, Lucy W., Loveland, James M., Drost, Adam W, Source: Journal of Managerial Psychology. 2016, Vol. 31 Issue 2, p434-450. 17p.

3. **MBTI Personality Types of Project Managers and Their Success: A Field Survey**

This paper describes a survey of 280 project managers that reveals both their personality types (via Myers-Briggs personality inventory) and their success in project management. The results show that a project manager's personality is better suited for functioning with partial data and under ambiguity than the rest of the population. These traits were found for both women and men. The conclusion is that project managers (females and males) have a unique personality-type distribution that distinguishes them from the general population. The findings can contribute to better understanding the traits that characterize the project management population, and their relationship to project success. Authors - Yuval Cohen, Hana Ornoy and Baruch Keren

Project Management Journal. Volume 44, Issue 3, pages 78–87, June 2013

4. **Competencies, Personality Traits, and Organizational Rewards of Middle Managers: A Motive-Based Approach**

The goals of this study were (a) to identify a motive-based competency structure and (b) to understand the antecedents and consequences of these motive-based dimensions. We found that a three-factor structure formed by “achievement,” “power,” and “affiliation” fit our data well. Each of the three dimensions showed a distinct pattern of personality correlates. Power was found to have the strongest impact on organizational rewards. Our results further suggested that personality impacts organizational rewards mainly through the motive-based dimensions. Theoretical and practical contributions are discussed.

Author - Laura Guilléna& Willem E. Saris. Human Performance, Volume 26, Issue 1, 2013

5. **Key personality traits of sales managers.**

The sample of 978 sales managers had higher levels of Assertiveness, Customer Service Orientation, Extraversion, Image Management, Optimism, and Visionary Style; and lower levels of Conscientiousness, Agreeableness, Intrinsic Motivation, Openness, and Tough-Mindedness

than a sample of 79,512 individuals in a variety of other occupations. Nine of these traits were significantly correlated with sales managers' career satisfaction.

Based on the results, a psychological profile of sales managers was presented as were implications for their recruitment, selection, training, development, and mentoring.

Author - Lounsbury JW, Foster NA, Levy JJ3, Gibson LW

6. The Big Five personality traits, material values, and financial well-being of self-described money managers

Results suggest that (a) individuals who believe that material possessions can provide happiness manage their money less and (b) highly conscientious individuals manage their money more because they have positive financial attitudes as well as a future orientation. Further, money management is significantly related to increased savings, decreased debt, and less compulsive buying even after controlling for numerous socio-demographic and dispositional variables. Authors - [Grant Donnelly-Ravi Iyer](#), [Ryan T. Howell](#)

Journal of Economic Psychology. Volume 33, Issue 6, December 2012, Pages 1129–1142

7. Personality Type and Leadership Focus: relationship between self and line manager perceptions

The relationship between personality type and leadership focus is examined in this article. Personality type is assessed by means of the Myers-Briggs Type Indicator (MBTI), and leadership focus is explored both with participants and their line-managers using a Leadership. Results showed that in circumstances associated with change, Feeling and Perceiving types are favoured for managing the stress of competing leadership demands. Line-managers of participants rely more on Intuition while participants prefer Sensing in dealing with external stakeholders. Article in SA Journal of Human Resource Management 7(1) · April 2009

8. The Great Eight Competencies: A Criterion-Centric Approach to Validation

The author presents results of a meta-analysis of 29 validation studies (N = 4,861) that uses the Great Eight competency factors (Kurz& Bartram, 2002) as the criterion measurement framework. Predictors of the Great Eight competencies based only on personality scales show moderate to good correlations with line-manager ratings for all 8 of the competencies. On their own, ability tests correlate with 4 of the 8 competencies, and together ability and personality data yield operational validities ranging from 0.20 to 0.44 for the 8 competencies. Authors: Bartram, Dave. Source: Journal of Applied Psychology. Nov2005, Vol. 90 Issue 6, p1185-1203. 19p.

9. The Identification of Key Managerial Competencies as a Tool for Increasing Business Competitiveness.

The article deals with defining the impact of key managerial competencies on the performance of organizations by identification of key managerial competencies and the creation of competency models.. This article focuses on the competencies of managers as a key factor in raising the overall competitiveness of the company. Managerial competency is the ability of managers to apply their knowledge, skills, attitudes, and personal characteristics in practice to achieve a desired performance. Competency directly relates to factors that contribute to the performance of both managers and the company. This is the primary reason why companies should value the importance of key managerial competencies and focus on their development. If companies wish to elevate their overall performance, they should clearly address the identification and long-term development of key managerial competencies. Identifying competencies forms the basis of a Competency Model. The Competency Model describes a specific combination of knowledge, skills, and other personality characteristics that are necessary for the desired performance of a manager. Many consulting companies offer

Competency Models, but there's no guarantee that these Competency Models will address the key managerial competencies for a given, specific company. Authors - [Bañasová, Lucia, Cagaňová, Dagmar, Čambál, Miloš](#)

Statement of the problem

The purpose of this study is to identify the relationship between personality, competency and behaviour of people managers in performing their jobs. The study covers people managers from four different sectors - IT, BPO & Retail. This research is conducted to understand the relationship these factors have on decision making. The study will also help in identifying the gaps in performance. This enables the firm to determine appropriate HR interventions dealing with people of different traits and competencies to help them reach higher levels of performance.

Objectives of the study

- To understand and analyze personality traits & personal characteristics of people managers
- To study job characteristics & competencies required for job performance by people managers
- To identify & analyze personal & work outcomes based on job characteristics & personality.

Methodology

The study includes a sample of different people managers in Retail, Information Technology and B.P.O sectors. The data was collected through survey using questionnaire and also by understanding the records and journals maintained in the organization. Information was gathered by using both primary and secondary data. Primary data was collected from the managers through Questionnaire, Face to face interviews and Telephonic interviews. Secondary data was collected through review of literature conducted from notable management journals Non random sampling with (N=140), People manager (N=70), Reporting Subordinates (N=70) Retail (N=60), I.T (N=60), BPO (N=20)

Analysis and Interpretation:

Table 1: Personality type of people manager's in Retail, IT, BPO sectors.

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage (IT)	Percentage (BPO)
Openness to experience/intellect	32	36	20	112	53%	100%	100%
conscientiousness	32	40	20	92	53%	67%	100%
Extraversion	60	60	4	124	100%	100%	20%
Agreeableness	32	40	20	92	53%	67%	100%
Neuroticism	32	32	20	84	53%	53%	100%

Analysis

The Analysis is drawn from the survey conducted in these three sectors with the help of the Big Five Model Personality test. This test is taken from the authorised website (www.outofservice.com/bigfive) for the data collection. The table shows that openness and extraversion are the most sought out attributes in IT. It can be seen that all the qualities are equally wanted in Retail. And almost all the qualities are very important

Table 2: Essential competency required for people manager

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage(IT)	Percentage(BPO)
Communication	56	60	20	136	93%	100%	100%
Team Work	60	60	20	140	100%	100%	100%
Initiative & Enterprising	36	56	04	96	60%	93%	20%
Problem solving	40	56	20	116	67%	93%	100%
Planning & Organizing	52	56	20	128	87%	93%	100%
Self Management	32	56	04	92	53%	93%	20%

Analysis

Majority fo the respondent believes that above mentioned competencies are essential for a people manger.

Retail:93% of the respondent said that communication is an essential competency for a people managers,100% of them said that team work is essential competency,60% of them said that initiative & enterprising skill is essential for a people manger,67% said problem solving is also a relevent competency for a people manger,87% said planinng &organizing is essential skill for a people manger,53% of the respondent said that self magement is also a essential competency for people manger to lead a team.

IT:100% of the respondent agree with communication as a competency required for a people manger,100% of them said team building is an essential competency required,93% of them said initiative & enterprising,problem solving,planning & organising and self management is an essential competency required for a people manager to lead a team.

BPO:100% of the respondent said that communication and team work is essential competency for a people manager,20% of the respondents said that initiative & enterprising and self management are essential competency for a people manager,100% of the respondent said that problem solving and planning & organising are essential for a people manger to lead a team.

Table 3: Ranking of competency according to priority

Options	Retail	IT	BPO	Total	Percentage (Retail)	Percentage (IT)	Percentage(BPO)
Communication	18	18	20	56	90%	90%	100%
Team Work	16	18	20	54	80%	90%	100%

Initiative & Enterprising	12	16	08	36	60%	80%	40%
Problem solving	10	16	12	38	50%	80%	60%
Planning & Organizing	18	20	20	58	90%	100%	100%
Self Management	08	12	12	36	40%	60%	60%

Analysis

This table shows the ratings of different competencies. From the above table the analysis drawn in each sector is that the people managers consider communication and team work as the priority, then it comes planning & organizing and then initiative & enterprising and self management

Table 4: Relevant job characteristics of people manager's job

Option	Retail	IT	BPO	Total	Percentage(Retail)	Percentage(IT)	Percentage(BPO)
Ability to lead	56	44	10	110	93%	73%	100%
Ability to planning & organizing	56	40	08	104	93%	67%	80%
Ability to analyse information	48	16	10	74	80%	27%	100%
Ability to serve customer needs	44	40	10	94	73%	67%	100%
Ability to work with team	36	32	16	84	60%	53%	80%
Ability to achieve business	32	32	16	80	53%	53%	80%
Ability to manage the process	28	44	08	80	47%	73%	40%

Analysis

Planning and organizing & analysing information are important for retail. Ability to serve customers is very much required in BPO.

Retail:93% of the respondent said that ability to lead and ability planing & organizing is an essential job characteristics for a people mangers job,80% of them said ability to analyse information,73% said that ability to serve customer needs,60% of them said ability to work with team,53% said that ability to achieve business,47% of them said that ability to manage the process,these are the the relevent job characteristics of a people managers job.

IT:73% of the respondent said ability to lead is relevent job characteristics,67% of them said that ability to analyse to planning & organizing and ability to serve customer needs are relevent job characteristics,27% said that ability to analyse information is relevent job characteristics,53% of them said that ability to work with team and ability to achieve business are relevent job characteristics,73% of the respondents said that ability to manage the process is relevent job characteristics of people mangers job.

BPO:100% of the respondents said that ability to lead,ability to serve customer needs and ability to analyse infromation are relevent job charcteristics,80% of them said that ability to planning & organizing,ability to work with team and ability toacheive business are relevent job cahracteristics,40% of them said that ability to manage the process is relevent job characteristics of people managers job

Table 5: Rating of degree of autonomy on people mangers job

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Very high	0	08	0	08	0%	13%	0%
Moderate	60	52	20	132	100%	87%	100%
Low	0	0	0	0	0%	0%	0%
Very low	0	0	0	0	0%	0%	0%

Analysis

The above table denotes the rate of degree of autonomy on people manager’s job. 100% of the respondents in Retail and BPO sector said that the degree of autonomy is moderate,87% of them in IT sector said that the degree of autonomy is moderate,13% of them in IT sector said that the degree of autonomy is very high on people manager’s job. And no respondent opined that the degree of autonomy is low or very low on people manager’s job.

Table 06: Frequency of people manager’s get feedback for their job

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Immediate	04	24	08	36	7%	40%	40%
Weekly	36	36	16	88	60%	60%	80%
Quarterly	04	00	00	04	7%	0%	0%
Half yearly	00	00	00	00	0%	0%	0%

Yearly	16	00	00	16	27%	0%	0%
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Analysis

Table shows that the feedback was given immediately or weekly in all the three sectors and 7% of them said feedback is given quarterly in Retail sector, 27% said feedback is given yearly in Retail sector.

Table 07: Rating of quality on performance of people managers

OPTION	RETAIL	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Very high	00	16	00	16	0%	13%	0%
Moderate	60	24	20	104	100%	87%	100%
Low	00	00	00	00	0%	0%	0%
Very low	00	00	00	00	0%	0%	0%

Analysis

The table denotes that 100% of the respondent in Retail and BPO sector rated that quality of performance of people managers as moderate, 87% of them said in IT sector rated that quality of performance of people managers as moderate, 13% of them said in IT sector rated that quality of performance of people managers as moderate.

Table 08: Areas were people managers seek improvement

Options	Retail	IT	BPO	Total	Percentage(Retail)	Percentage (IT)	Percentage(BPO)
Ability to lead	32	32	20	84	53%	53%	100%
Ability to planning & organizing	32	32	20	84	53%	53%	100%
Ability to analyse information	08	12	04	24	13%	20%	20%
Ability to serve customer needs	28	24	20	72	47%	40%	100%
Ability to work with team	32	32	04	68	53%	53%	20%
Ability to manage the process	08	04	04	16	13%	7%	20%

Analysis

The table shows that the area where the people manager's seek improvement is on ability to lead, Ability to planning & organizing is second. Ability to analyse information is, ability to serve customer needs, ability to work with team have almost equal level of required improvement.

Table 09: Current HR interventions used in the firm to improve performance of people manager

Options	Retail	IT	BPO	Total	Percentage (RETAIL)	Percentage (IT)	Percentage (BPO)
Feedback interview	16	48	20	84	27%	80%	100%
mentoring	08	00	00	08	13%	0%	0%
Re-training	32	60	20	112	53%	100%	100%
workshop	20	00	00	20	33%	0%	0%

Analysis

Majority says that the current HR interventions used in the firm to improve performance of people manager are Feedback interview. 27% in Retail, 80% in it, 100% in Bop and re-training 53% in Retail, 100% in it and 100% in Bop and mentoring 13% in Retail and workshop 33% in Retail sector are the current HR interventions used in the firm to improve performance people managers.

Table 10: Feedback of subordinates about their people managers

OPTION	RETAIL	IT	BPO	Percentage (Retail)	Percentage (IT)	Percentage (BPO)
My manager Empowers me to do my job.	18	16	16	90%	80%	80%
My manager Identifies clear, attainable goals and objectives, by stating what needs to be accomplished	20	20	20	100%	100%	100%
My manager provides an environment that motivates me to achieve my goals and objectives.	16	16	18	80%	80%	90%
My manager provides me challenging opportunities that maximize the use of my skills	12	16	14	60%	80%	70%

My manager acts as a sounding board for ideas.	12	16	16	60%	80%	80%
My manager recognizes and rewards innovation and creativity.	12	20	20	60%	100%	100%
My manager enables good performance by clearing roadblocks and providing support.	12	14	16	60%	70%	80%
My manager provides opportunities for professional development and improvement of skills	14	20	18	70%	100%	90%
My manager demonstrates flexibility in management style	16	20	20	80%	100%	100%
My manager communicates and departmental goals and objectives	16	16	00	80%	80%	0%
My manager acts as coach and mentor.	16	20	20	80%	100%	100%
My manager helps to builds a cohesive team	12	16	14	60%	80%	70%
My manager provides honest and constructive feedback about my performance	16	20	18	80%	100%	90%
My manager delegates effectively.	12	16	16	60%	80%	80%
My manager conducts regular one-on-one feedback meetings.	10	14	14	50%	70%	70%

Findings based discussions:

In the Retail sector, the following Job characteristics were considered relevant.93% - Ability to lead and ability plan & organize, 80% - Ability to analyse information,73% - Ability to serve customer,60% -Ability to work with a team. In the I.T sector - 73% - Ability to lead,67% - Ability to plan & organize ,27% - Ability to analyse information as relevant job characteristics. In the BPO sector - 100% -Ability to lead, Ability to serve customer needs and Ability to analyse information are relevant job characteristics. The findings produce before us the nature of the respective Industries – as these are Sunrise Industries becoming relevant in the last 15 years are the new face of jobs in India. Since the nature of the Industry is competitive and since IT and the BPO sectors are dependent on clients from the Western world, the findings go hand in hand to prove the competitive nature, higher demands from clients, superior customer service delivery, analyzing information for informed decision making are relevant job characteristics.

Performance of employees or people managers in charge of their respective departments or teams can do jobs well if they are provided the much needed autonomy to execute their job responsibilities. The findings from the study reveals that 100% of the respondents in Retail and BPO sector said that the degree of autonomy was moderate,87% of them in IT sector said that

the degree of autonomy was moderate, 13% of them in IT sector said that the degree of autonomy was high. A higher degree of autonomy ranging from 80% to 100% shows the decentralized setups and freedom that managers are given to work within their job responsibilities.

Feedback on Job performances is also a relevant indicator as this can provide information on what a people manager is doing and what he/she has to do. The frequency of feedback was weekly, in the Retail sector was 60% , and in the IT sector was 60% , and the BPO sector was . 80%. Feedback as a relevant factor does provide inputs that can enable the manager to be more job focused and address issues immediately.

Areas of improvement for people managers were in the following areas.

Ability to lead, Ability to plan & organize, Ability to analyse information , Ability to serve customer needs, Ability to work with team.

These improvement areas establish job responsibilities where competencies are most needed and people to managers have opined that they need training and further assistance to improve in these areas.

Current HR interventions used in the firm to improve performance of people manager are Feedback interview. 27% in Retail, 80% in IT, 100% in BPO and re-training 53% in Retail, 100% in IT and 100% in BPO and mentoring 13% in Retail and workshop 33% in Retail sector are the current HR interventions used in the firm to improve performance people managers. The identified HR interventions can help HRD managers to formulate HRD Interventional training modules to assist managers to become further skilled, equipped and performing.

Conclusion:

Personality of an individual and competency of an individual are linked – It is the person who possesses competencies and whole self is at role while performing job duties. The study that was conducted on people managers in three sectors – Retail, I.T and B.P.O threw up the following interesting results.

People managers in all sectors are open to new experiences in their jobs, as these are challenging sectors where work experiences remain varied, hence majority of managers surveyed were well organized and reliable in their outlook. Since these are service sectors people managers are outgoing, social and energetic. They tend to consider others feelings and are empathetic towards the needs and requirements of fellow employees. These findings provide us ample information to prove that personality traits and personal characteristics have a strong influence and bearing of the job performance of people managers.

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