



## Sociology of Education

# Designing a Model of Effective Personality Dimensions on the Level of Managers' Communication Skills

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### Research Paper

### Abstract

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**Purpose:** The managers' communication skills are one of the most important factors of continued success in any organization, and for this purpose it is important and necessary to know the managers' personality characteristics to improve their communication skills. Therefore, the aim of this study was to designing a model of effective personality dimensions on the level of managers' communication skills.

**Methodology:** This study in terms of purpose was applied and in terms of implementation method was descriptive from type of survey. The research population was managers and assistants of Iran's National Oil Products Distribution Company, which the sample size was determine based on the Krejcie and Morgan table 191 people, but 210 questionnaires were distributed among managers and assistants. The research tools were included the researcher-made questionnaire of managers' personality dimensions (35 questions) and the questionnaire of managers' communication skills (18 questions). Data were analyzed with exploratory factor analysis and structural equation modeling methods in SPSS and Amos software.

**Findings:** The findings showed that 10 questionnaires were excluded from the analysis due to incompleteness and the analysis was done for 200 people. The findings of the exploratory factor analysis showed that 9 questions were removed from the questionnaire of managers' personality dimensions due to low factor loading, and the final form had 26 questions in 6 components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility and these six components could explain 80.37% of the total variance. Also, the factor loading of all six components was higher than 0.70, the average variance extracted of all was higher than 0.50, and the reliability of Cronbach's alpha and combination of all was higher than 0.70. In addition, the model of effective personality dimensions on the level of managers' communication skills had a good fit, and in the mentioned model, all six components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility had a direct and significant effect on the managers' communication skills ( $P < 0.001$ ).

**Conclusion:** The results of this study indicated the impact of all six components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility on the managers' communication skills. Therefore, in order to improve the managers' communication skills it is possible to provide the basis for increasing and promoting the managers' personality dimensions through the improvement of working conditions and training workshops.



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## Detailed abstract

**Purpose:** The communication is an inherent need of every human being and the growth and development factor of an individual, group, organization and country, and everyone should learn and use the way to communicate and influence others by both verbally and non-verbally method to achieve goals. The communication is an interaction between at least two people, which its result is a message that is sent and received to achieve a goal, and this communication is one of the most important tools of modern society and the most important factors of human and organizational development and excellence. The ability to correctly communicate is one of the basic skills of social life, and its importance in human life is so great that some experts consider the basis of growth, progress, and various damages in the process of communication. The communication is a conscious or unconscious and intentional or unintentional process which through feelings and opinions are expressed through verbal and non-verbal messages and then sent, received and perceived, and finally feedback is given to them. The success of today's people and organizations is largely dependent on its employees, and many employees and organizational managers consider the role of communication skills in itself and organization's success to be more important than technical skills. The communication skills are a set of activities and interactions that provide and fulfill the needs of people and as a human need between people who live together. Therefore, people must have the ability and skill of good and effective communication so that they can decipher the words of others and meet their needs including emotional, economic, social and etc. As a result, the communication skills mean that each person has the ability to correctly and appropriately communicate with the beliefs and feelings of others. The three main communication skills include verbal, listening and feedback skills; So that verbal skill means talking individually and groups and holding effective meetings and sessions, listening skill means the ability to pay attention to the suggestions and questions of others and understand them, and feedback skill means a kind of control over the communication process, which indicates the return of the result of the message to the sender. The managers' communication skills are a combination of various fields of specialized job skills, client communication skills, psychology, management and communication, and managers who have this skill can establish proper communication with each other. An organization whose managers and employees do not have effective communication with each other cannot acquire the necessary capabilities to perform their duties. Because communication is a suitable platform for exchanging information, knowledge and experiences. One of the effective factors on the communication skills is personality dimensions. The personality is a set of almost fixed and unbiased features and attributes that may change in different situations. The personality dimensions of people can be a model for predicting people's behavior and mental states, and the difference in personality dimensions is an important factor that shows why some people cope better than others with environmental conditions and variables and have different levels of motivation, satisfaction and health. In general, personality dimensions include six characteristics or traits of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility. The managers' communication skills are one of the most important factors of continued success in any organization, and for this purpose it is important and necessary to know the managers' personality characteristics to improve their communication skills. Therefore, the aim of this study was to designing a model of effective personality dimensions on the level of managers' communication skills.

**Methodology:** This study in terms of purpose was applied and in terms of implementation method was descriptive from type of survey. The research population was managers and assistants of Iran's National Oil Products Distribution Company, which the sample size was determine based on the Krejcie and Morgan table 191 people, but 210 questionnaires were distributed among managers and assistants. The reason for distributing more questionnaires was the possibility of dropping samples. The sampling method in the present study was a multistep cluster, which for this purpose first a number of provinces of the country were randomly selected, then a number of townships were randomly selected from each province, and all the managers and assistants of those townships were selected as a

sample and responded to the research tools. The research tools in addition to the demographic information form (gender, education level, age and service history) were included the researcher-made questionnaire of managers' personality dimensions (35 questions) and the questionnaire of managers' communication skills (18 questions). Data were analyzed with exploratory factor analysis and structural equation modeling methods in SPSS and Amos software.

**Findings:** The findings showed that 10 questionnaires were excluded from the analysis due to incompleteness and the analysis was done for 200 people. The most of the samples of the present study were male (67.50 percent) and had a master's degree (49.00 percent), age of 46-55 years (38.50 percent) and service history of 21-25 years (33.50 percent). The findings of the exploratory factor analysis showed that 9 questions were removed from the questionnaire of managers' personality dimensions due to low factor loading, and the final form had 26 questions in 6 components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility and these six components could explain 80.37% of the total variance. Also, the factor loading of all six components was higher than 0.70, the average variance extracted of all was higher than 0.50, and the reliability of Cronbach's alpha and combination of all was higher than 0.70. In addition, the model of effective personality dimensions on the level of managers' communication skills had a good fit, and in the mentioned model, all six components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility had a direct and significant effect on the managers' communication skills ( $P < 0.001$ ).

**Conclusion:** The results of this study indicated the impact of all six components of honesty, extroversion, conscientiousness, flexibility, adaptability and responsibility on the managers' communication skills. Therefore, in order to improve the managers' communication skills, it is possible to provide the basis for increasing and promoting the managers' personality dimensions through the improvement of working conditions and training workshops.