

BULGARIAN MANAGERS' GENDER DIFFERENCES IN PERSONALITY QUALITIES, MANAGERIAL SKILLS, AND VALUES

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Abstract

Successful management of individual behavior requires knowledge about the personality and the organizations. The management functions of planning, controlling, organizing, and assessing are fundamental components of manager's role. The literature review shows that there is variety of classifications about managerial style. In this article are considered some gender differences between managers as predictors of managerial behavior. This study is important because it reveals many of the often reflexive ways that gender differences, and the behaviors associated with them, are enacted in the organizations. Many the issues discussed in this paper are spontaneous, and reflect who managers are by virtue of the ways in which their professional realization took place. Women and men in organizations tend to have different communication and work styles. This provokes researchers to continue the debate about why such professional differences exist in the workplace. Gender-based group differences in organizations can create misunderstandings. Managers need to be especially aware of the potential for such misunderstandings in the work environment, both in their own actions and reactions as well as those of their colleagues and staff toward each other. The study shows significant gender differences in the manager's professional sphere of activity and also in personality.

Key words: *gender, differences, management, personality, values, styles.*

Introduction

Today we understand very little about managerial behavior, because in all studies of behavior we focus our attention on what the observers sees the manager doing. Thus we are incapable of deciding what the behavior of manager really means. Consequently we should observe the manager's whole system. This involves the effective management of human resources and their power on organization.

The purpose of this study is to present some gender differences between managers with a hope to explain the essence of effectiveness, capacities, experience, and personal traits. The relation between personal-level effectiveness and common organizational effectiveness is very strong, because the successful performance demonstrates significant influence on organizational success. The most successful organizations make the best use of their employees' skills, knowledge, and energy. A manager who has deep understanding about organizational behavior and specific of work with a variety of individuals will be able to work effectively and achieve organization goals. Gregersen, Morrison & Black, (1998) identified five characteristics of successful manager; 1 context specific knowledge and skills, 2 inquisitiveness, 3 personal character, 4 duality - the ability to balance tensions or the capacity to manage uncertainty, and savvy.

The understanding of individual differences in managers with respect of personality, skills and values is essential because they have an impact on the feelings, thought and behavior of each member of an organization.

Differences between managers based on personality traits, may be an incentive for the development of creativity and a source of conflicts and other problems existing in the organization. There are so many different tests which can help to predict or describe personality. For example, there are two popular methods - The Myers Briggs Type Indicator (MBTI) and The Big Five Personality Model, that measure personalities, and which managers can use to help them to determine the precise type of individual they want to bring to the organization or how to effectively manage the people (Maltby, Day & Macaskil, 2007).

Differences in managerial skills are another important component of managerial activity is the set of skills necessary to carry out basic functions and fill fundamental roles. Professional skills are those skills necessary to accomplish specific tasks within the organization. These skills are generally associated with the operations employed by the organization in its production processes. Interpersonal skills comprise the manager's ability to communicate with, understand, and motivate individuals and groups. Managers spend a large part of their time interacting with others. Thus, it is clearly important that they are able to relate to, and get along with other people. Anticipation skills refer to the manager's ability to think in the abstract. A manager with strong anticipation skills is able to predict the future and to see potential or opportunities that others miss. Justice skills are important for most successful managers and organization. Justice skills allow the manager to better understand cause-and-effect relationships and to recognize the optimal solution to problems.

The way in which managers exercise their authority and carry out their responsibilities is important, Reddin (1967) identified four major leadership styles on the high effectiveness plane and four corresponding styles on the low effectiveness plane, effectiveness being where the leadership style matched the demands of the situation (see Table 1):

- (i.) *Bureaucrat* – interested mainly in rules and procedures to manage the situation;
- (ii.) *Developer* – concern mainly with developing;
- (iii.) *Deserter* – bipolar (positive/negative);
- (iv.) *Benevolent autocrat* – knows how to achieve the goal;
- (v.) *Compromiser* –poor decision-maker;
- (vi.) *Autocrat* – lack of confidence;
- (vii.) *Executive* – good motivator;
- (viii.) *Missionary* – interested mainly in preserving balance in the organization.

Table1. Managerial Effectiveness and Styles (Reddin, 1967).

Concern for:	Managerial styles							
	I	II	III	IV	V	VI	VII	VIII
Task	✓	✗	✓	✓	✓	✓	✓	✗
Relationships	✓	✓	✓	✗	✓	✗	✓	✓
Effectiveness	↔	↑	↓	↔	↔	↓	↑	↔

According to Motamedi (2006), there are seven neurotic managerial styles (see Table 2) which indicate a person's limitation in learning needed skills to adjust and cope effectively in social and work settings. Such styles often reflect an impossibility to self-reflect, self-monitoring, perception of a situation, respective role, impact on others, and others' impact on self for developing and engaging in more effective behavior. While managers might demonstrate multiple neurotic styles, identifying the dominant style is a obstacle to understanding the complexities involved and subsequent needed alteration. These changes require managers to respond with new ways of thinking and behaving.

Table 2. Selected Attributes of Neurotic Styles (Motamedi, 2006).

Neurosis	Management Style	Orientation toward others	Expect Work Done
Explosive	Moody, destabilizing	Don't get my way.	The manager's way.
Implosive	Passive-aggressive	Don't let me down.	The manager's way.
Abrasive	Superior, emasculating	No one is good enough.	Always better.
Narcissistic	Self-aggrandizing	Are they useful to me?	Benefits the manager.
Apprehensive	Watchful	No one can be trusted.	Very cautiously.
Compulsive	Tunneled, unswerving	Get them focused.	Repeatedly, precisely.
Impulsive	Rule "de jour", flippant	Change for change's sake.	Facetiously.

The Explosive leaders' judgment is influenced by exaggerated perceptions and the loss of control of situations. The Implosive style is also known as passive-aggressive. Abrasive managers often view themselves as high achievers: knowledgeable, analytical, and professionally competent. The Narcissist style is characterized by their self interests and compete fiercely to receive approval, visibility, and influence in the pursuit of their goals. The Apprehensive managers have low trust in others and believe that even words spoken in confidence may be revealed, thereby compromising themselves and causing trouble. The Compulsive managers are often preoccupied with the details of a given activity and may disregard other important aspects of their job. The Impulsive managers take abrupt actions that are often unplanned and unanticipated (Motamedi, 2006).

Problem of Research

The main purpose of that research was to present a psychological description of women and men in managerial activity using a comparative analysis on personal, professional characteristics, and values of Bulgarian manager. The complex and contradictory conditions and the social situation in our country create a specific combination of personal and professional features characterising local management with respect of gender differences as a part of the management process.

Research Focus

The present research is based on the conceptual and research development, seeking to advance our knowledge concerning the ways in which aspects of managerial activity are linked to personal traits of men and women managers in Bulgaria.

Methodology of Research

General Background of Research

The research has been conducted in three stages. On the first stage our participants had to give answers about the personality area (self-confidence; close relationships; optimism; extroversion; neuroticism; locus of control; trait anxiety; state anxiety; security need; anticipation). On the second stage we conducted vast interviews with managers about their professional skills, practices, style, capacities, skills that are helpful for effective business relationships and successful managerial activity (delegate responsibilities; rational actions; results-oriented; situation assessment; authority; risk behavior; business skills; innovations). On the third stage we had to measure different values in the business environment, material values, motivation for achievement, prestige, innovation, and communication values. We interviewed managers about their values orientations, motivation toward different spheres and aspects of managerial activity (creativity; financial well-being; professional challenges; improvement; inner comfort; career growth).

Sample of Research

All participants are volunteers. From Plovdiv 219: 97 women and 122 men. From Sofia 393: 205 women and 187 men. All managers included were approximately at the same organizational level. The age of participants varied from 25 to 59 years old.

Instrument and Procedures

1. Bulgarian adaptation of Eysenck Personality Questionnaire (*EPQ*) by Paspalanov I., Shtetinski D., Eysenck S., 1984, Cronbach's $\alpha = 0.74$. The reliability of this adaptation for each scales is very good and is sure that it measures stable personality traits.
2. Bulgarian adaptation of Improvement Need Scale by Paspalanov I., Shtetinski D., 1985. The prognostic value of scale is about individual behavioral strategy toward decision making of curent tasks. The scale has 42 items and each of them require answers with "yes", "no", and "It is hard to answer", Cronbach's $\alpha = 0.74$.
3. Measurement of Individual Differences in Security Need Scale by Velichkov A., Radoslavova M., Vasileva S., Todorov V., 1998. According authors there are 4 groups of separations: I group – low level of security need; II group – medium level of security need; III group – over medium level of security need; IV group – high level of security need.
4. Bulgarian adaptation of Measurement of Locus of Control Scale by Velichkov A., Lukarski G., Radoslavova M., Genova S., 1987, Cronbach's $\alpha = 0.67$.
5. Bulgarian adaptation of Spielberger's State-Trait Anxiety Inventory (*STAI*) by Paspalanov I., Shtetinski D., 1989. Trait anxiety - Cronbach's $\alpha = 0.75$. State anxiety Cronbach's $\alpha = 0.81$.
6. Bulgarian adaptation of Subjective Economic Status Scale (SESS) by Krastev L., 2007.
7. Bulgarian adaptation of two scales by Krastev L, (2005): the first measures manager's professional qualities; the second measures business values. The both scales are 5 degrees. The reliability is very good: first scale - Cronbach's $\alpha = 0.76$; second scale - Cronbach's $\alpha = 0.71$.

Data Analysis

Data analysis is made by SPSS software. Student's *t*-distribution for assessing the statistical significance of the difference between two sample means.

Assumption: There will be significant gender differences between Bulgarian managers.

H 1: A significant gender differences will be found in personality area.

H 2: A significant gender differences will be found in professional qualities.

H 3: A significant gender differences will be found in business values.

Results of Research

The three hypotheses of the research were partly confirmed. The main findings show a gender effect in personality area and managerial skills (see Table 3 and Table 4).

Table 3. Means and standard deviation scores in personality area

Variables	Men			Women			Student's t-distribution		
	N	M	SD	N	M	SD	df	t	Sig.
Personality area									
Extroversion	180	3.72	8.62	205	4.08	7.05	382	0.444	0.148
Neuroticism	179	0.81	4.3	198	2.53	5.47	375	3.411	0.002
Locus of control	187	5.4	9.36	201	2.16	8.24	386	3.608	0.001
Trait anxiety	181	-1.79	3.72	205	2.86	4.28	384	-2.628	0.007
State Anxiety	187	1.47	9.26	205	1.82	8.72	390	0.384	0.126
Security need	187	0.74	7.6	204	1.09	6.29	389	0.493	0.203

Table 4. Means and standard deviation scores in professional qualities.

Variables	Men			Women			Student's t-distribution		
	N	M	SD	N	M	SD	df	t	Sig.
Professional area									
Delegate responsibilities	114	2.46	1.4	92	2.31	3.16	204	0.781	0.683
Rational actions	116	2.93	0.64	96	2.68	0.84	210	2.377	0.002
Results-oriented	119	3.41	1.19	97	3.46	1.08	214	0.323	0.695
Situation assessment	118	2.98	1.13	93	3.02	1.07	209	0.263	0.703
Authority / Power	119	2.77	0.76	97	2.83	0.81	214	0.559	0.53
Risk behavior	120	2.85	1.26	97	2.37	1.53	215	2.485	0.005
Business skills	117	3.08	0.98	95	3.11	0.7	210	0.26	0.846
Innovations	121	2.12	1.57	96	2.16	1.23	215	0.21	0.786

Table 5. Means and standard deviation scores in business values.

Variables	Men			Women			Student's t-distribution		
	N	M	SD	N	M	SD	df	t	Sig
Values									
Subjective economic status	120	2.52	0.48	96	2.59	0.67	214	0.868	0.26
Improvement	113	2.54	1.12	92	2.46	1.3	203	0.466	0.592
Inner comfort	116	2.12	0.71	97	2.15	0.46	211	0.375	0.62
Career development	121	3.3	1.2	94	3.26	1.13	213	0.251	0.744

H1: A significant gender differences will be found in personality area. The significant gender differences are found in:

***Neuroticism** ($N_M=179$, $X_M=0.81$, $SD_M=4.3$; $N_W=198$, $X_W=2.53$, $SD_W=5.47$, $df=375$, $t=3.411$, $Sig=0.002$). Neuroticism is frequently characterized as compulsive efforts to gain perfection, power and independence. Neurotic person is afflicted by feelings of anxiety, obsessional thoughts and compulsive acts. Neuroticism in management may be considered as perceived organizational anxiety that provokes personality to demonstrate impulses and habitual patterns of responses of which the managers are unaware or which they are unwilling to change and control. Women have higher level of neuroticism rather men.

***Locus of control** ($N_M=187$; $X_M=5.4$; $SD_M=9.36$; $N_W=201$; $X_W=2.16$; $SD_W=8.24$; $df=386$; $t=3.608$; $Sig=0.001$). Locus of Control refers to those causes to which individuals attribute their successes and failures. Managers with a high internal locus believe their behavior is directed by their own internal decisions and thus feel as if they have more influence on their environment. Manager guided by high external locus involves the belief that one's behavior and results are guided by circumstances out of one's control, fate, luck, and so on. Men have higher levels of external locus of control than women.

***Trait anxiety** ($N_M=181$; $X_M=-1.79$; $SD_M=3.72$; $N_W=205$; $X_W=2.86$; $SD_W=4.28$; $df=384$; $t=-2.628$; $Sig=0.007$). It refers to a general level of stress that is characteristic of an individual, that is, a trait related to personality. Trait anxiety varies according to how individuals have conditioned themselves to respond to and manage the stress. What may cause anxiety and stress in one person may not generate any emotion in another. People with high levels of trait anxiety are often quite easily stressed and anxious. Women have more expressed levels of trait anxiety than men.

H2: A significant gender differences will be found in professional qualities. The significant gender differences are found in:

***Rational actions** ($N_M=116$, $X_M=2.93$, $SD_M=0.64$; $N_W=96$, $X_W=2.68$, $SD_W=0.84$; $df=210$, $t=2.377$, $Sig=0.002$). A decision-making process based on making choices that result in the most optimal level of benefit or utility for the individual and organization. There are significant differences – men demonstrate more rational behavior than women.

***Risk behavior** ($N_M=120$, $X_M=2.85$, $SD_M=1.26$; $N_W=97$, $X_W=2.37$, $SD_W=1.53$; $df=215$, $t=2.485$,

Sig. =0.005) The critical factor in predicting risk behavior is consisted in understanding the manner in which choice problems are coded. This is especially relevant in a specialized professional context such as corporate financial decision making since managers are exposed to many different types of financial data in a variety of decision context. There are significant differences - men demonstrate more risky behavior than women.

H3: A significant gender differences will be found in business values. The significant gender differences are not found. The third hypothesis of the research was not confirmed.

Discussion

1. Why personality is the most significant area of gender differences in management?

Extraversion is a preference to focus on the world outside the self. Extraverts enjoy social interactions and tend to be enthusiastic, verbal, assertive, and animated. They enjoy large social gatherings and any kind of group activity. Extravert managers are likely to enjoy time spent with people and find themselves energized by social and business interactions. There are no significant gender differences.

Neuroticism is frequently characterized as compulsive efforts to gain perfection, power and independence. Neurotic person is afflicted by feelings of anxiety, obsessional thoughts and compulsive acts. Neuroticism in management may be considered as perceived organizational anxiety that provokes personality to demonstrate impulses and habitual patterns of responses of which the managers are unaware or which they are unwilling to change and control. Women have higher level of neuroticism rather men.

Locus of Control refers to those causes to which individuals attribute their successes and failures. Managers with a high internal locus believe their behavior is directed by their own internal decisions and thus feel as if they have more influence on their environment. Manager guided by high external locus involves the belief that one's behavior and results are guided by circumstances out of one's control, fate, luck, and so on. Men have higher levels of external locus of control than women.

Trait anxiety refers to a general level of stress that is characteristic of an individual, that is, a trait related to personality. Trait anxiety varies according to how individuals have conditioned themselves to respond to and manage the stress. What may cause anxiety and stress in one person may not generate any emotion in another. People with high levels of trait anxiety are often quite easily stressed and anxious. Women have more expressed levels of trait anxiety than men.

State anxiety is characterized by a state of heightened emotions that develop in response to a fear or danger of a particular situation. State anxiety can contribute to a degree of physical and mental paralysis, preventing performance of a task or where performance is severely affected in pressure situations. There are no significant differences.

Security is the need to feel safe and to know ahead of time what the plans are. Security can be different for different people but the most given examples defining security are: Having lots of money in the bank; Having a planned savings/retirement program; Having a secure job; Having a house, home and family; Paying off the mortgage or having no debts; Having excellent personal and family health, or health insurance that covers any possibility; Having life insurance to protect their family; Living near friends and family. There are no significant gender differences between managers on security need level.

2. Why rational actions and risk behaviour is a sphere of differences between women and men in management?

Delegation is organizational process that transfers certain responsibilities to subordinates giving them the necessary authority, which is necessary to discharge the responsibility properly. There are no significant differences between men and women.

Rational actions in decision-making process based on making choices that result in the most optimal level of benefit or utility for the individual and organization. There are significant differences – men demonstrate more rational behavior than women.

Results-oriented is linking to corporate strategy focused on outcomes and achievements. A results-oriented manager concentrates on meeting objectives, delivering to the required time, cost and quality, and holds performance to be more important than the procedures. There are no differences.

The situation assessment is especially useful as a method of identifying a wide array of interconnected issues and underlying trends that can impact the business. It provides a high level view of the in-depth analysis on a regular basis in the planning process of the business. There are no differences.

Authority is the right given to a manager to achieve the objectives of the organizations and to take decisions. It is the ability of a person or a group to influence beliefs and actions of other people and to influence events. There are no differences.

Predicting risk behavior is consisted in understanding the manner in which choice problems are coded. This is especially relevant in a specialized professional context such as corporate financial decision making since managers are exposed to many different types of financial data in a variety of decision context. There are significant differences - men demonstrate more risky behavior than women.

Business skills include business coaching, communication skills as public speaking tips, negotiation tactics, and lessons on brand building. There are no differences.

3. Why gender differences have not established in Bulgarian managers' business values?

Subjective economic status refers to subjective perceptions and objective indicators of individuals' personal financial status. Objective indicators of financial circumstances include income, debt, savings and aspects of financial capability while subjective perceptions include individuals' satisfaction with their current and future financial situation. There are no differences.

Improvement includes a broad variety of new opportunities and experiences. The managers play a major part in seeking improvement by programming of work and maintaining of resources as time, money, manpower. Continuous changes in both the economy and technology, as well as changes in the speed of change, suggest that managers who lead modern organizations need to be engaged in a constant learning process. It is axiomatic in today's world of business that change is the only constant. Successful managers walk a learning treadmill to keep up, and run that treadmill to succeed.

Inner comfort is connected to balancing and maintaining the team by ensuring a suitable division of work and seeing that tasks are performed in harmony. There are no differences.

Career development is a lifelong process of managing life, learning and work. It involves individual planning and making decisions about education, training and career choices as well as developing professional skills and knowledge. There are no differences.

Conclusions

The review of research articles demonstrates that theory development in the realm of Bulgarian management is exceptionally schematic. The results indicate that the study of management is still extremely fragmented especially in the field of gender differences. Consequently further researches are necessity to better understanding of managerial activity toward facilitation collective actions within and across organizations.

The literature review indicates that men and women vary in the personality area where they employ different management tactics that are extremely influenced by manager's individual characteristics. Each link in this chain needs to be more carefully examined by future researchers. For now, it remains an intriguing empirical question whether or not these gender differences are part of the managerial system where men and women experience different organizational outcomes.

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