EFFICIENT MANAGEMENT AND MANAGER'S PERSONALITY

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Abstract

Some standards of quality management are enumerated that are focused on the process of detecting and capturing the defects, meeting the technical requirements, as well as satisfying the customers and the employees. Some principles of quality management are presented that are focused on the customers, related to the employees and to the managers, to some specific work situations. In Bulgaria, 34 managers (8 men and 26 women) were asked 6 questions related to quality management. The biggest part of the managers was not excited by the conflict situations between people. They considered themselves as goal-orientated, reflexive and satisfied with the completion of some difficult and important tasks, but they had negative attitude towards being monitored in their work. What is important in quality management concerning the managers is their motivation to set the appropriate goals, to commit own performance to the taken decisions, the tasks to be finalized (even if they are considered monotonous and difficult), the conflicts to be resolved and used for innovations, the monitoring and supervision to be perceived as a way of demonstration of own achievements and strengths.
Key words: *quality management, goal achievement, monitoring.*

Standards of Quality Management

There is a variety of international standards for quality management - ISO 9001:2000, ISO 14001:2004, OHSAS 18001:1999, ISO 27001:2005, NATO AQAP 2110 and a set of "Kaizen" activities such as "5S". "5S" is a shortening from the 5 Japanese words starting with "S". Translated into English the five S mean: sorting, arrangement, cleaning, standardizing, prevention (Cholakov, 2008: 18).

Total quality management is looking for continual on-going improvement. It is sometimes referred to as kaizen, a term including customer orientation, quality control, co-operative labour-management relations and making products with zero defects (Webley & Cartwright, 1996).

The principles of good practice and quality management are described in the EU GMP guidelines and ISO 9000-series standards (Bolbate, 2008: 87). ISO 9000 standards dominate the world scene of quality practice in the last two decades (Majstorović & Marinković, 2012: 143).

There are some statistical quality control tools or non-statistical quality tools. Quality management includes inspection, quality control, quality assurance and total quality management. There are some different understandings about the quality. The general understanding is that quality is the process of inspection to detect and capture defects. The BS standard defines quality as the process of producing the product to meet the technical requirements. Total Quality Management (TQM) aims to satisfy the customers through empowered employees, higher revenue, lower cost, continuous improvement of the quality of goods and services. Quality management aims to improve both product and process (Liang, 2010: 66-67).

ISSN 2029-9575

QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

80

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

There are three key concepts of quality - technical conformity with norms and standards, or specifications based on engineering science; "fitness for use" based on systems analysis; fulfil or exceed customer's expectations based on customer psychology (Cristian & Costel, 2011: 31).

The quality management is related to process control, inspection (Bolbate, 2008: 87; Majstorović & Marinković, 2012: 143; Sliwa & Wilcox, 2008: 97; Cristian & Costel, 2011: 29), supervision (Cazañas-Rivero, González-González & de los Ángeles González-Solá, 2011); defining the documental structure and preparing documents, audits (Bolbate, 2008: 87; Cazañas-Rivero, González-González & de los Ángeles González-Solá, 2011); corrective and preventive actions (Bolbate, 2008: 87); quality assurance (Majstorović & Marinković, 2012: 143; Cristian & Costel, 2011: 29).

Quality management needs audits. The PDCA (Plan-Do-Check-Act) cycle is the core component of quality management systems. In this cycle, an audit represents the step "check". Audits verify whether the performed actions and their results conform to the requirements (Ertl-Wagner & Steinbrucker, 2011: 851).

Quality Management Focused on the Customers

Quality management has the highest level of impact on customers followed by commitment of senior management to quality, continuous improvement, and finally the administrative systems (Khasawneh, AL-Hashem & Al-Zoubi, 2012: 1).

Quality Management principles include customer focus (Radlovački et al., 2011). Quality management is related to identification of the customer's need in order to satisfy the customers (Cazañas-Rivero, González-González & de los Ángeles González-Solá, 2011). Quality Management is focused on service improvement for satisfying the clients' needs (Eraghi & Atharinejad, 2012).

Quality Management Related to the Employees

Quality has been associated with engineers, statisticians and quality professionals (Sliwa & Wilcox, 2008: 105). The statistical control is an important factor in delivering products and services (Milosan, 2011: 43). Enhancing the information system (and especially a computer network with a network administrator) is likely to provide better quality management (Radlovački et al., 2011: 859).

Quality management is more effective if there are several small groups of employees in the organization with similar responsibilities - to identify the problems faced in everyday work; to analyze the causes of these problems; to find adequate and rational solutions; to create mechanisms for prevention of these problems (Cholakov, 2008: 18).

Quality progress could be achieved by increased abilities, continuing development, through preventive actions and guidelines for performance improvement (Bolbate, 2008: 87). Quality management is related to high performance and continuous quality improvement (Fields, Roman & Blum, 2012: 1068).

Total Quality Management is an organizational strategy founded on the idea that quality is achieved through involvement of the entire organization in improving processes permanently. The objective is to increase the efficiency and effectiveness in satisfying the customers. The organization should focus on confidence, training, teamwork, leadership, recognition, and communication in order to implement successfully TQM. The trust helps the full participation of all employees (Milosan, 2011: 43), but it is difficult to be achieved. There are some studies whose results indicate that the satisfaction with the trust in the colleagues is expressed in the lowest degree (Vaneva, 2011).

Quality management is related to team building, special formation and education (Cazañas-Rivero, González-González & de los Ángeles González-Solá, 2011).

Quality Management includes involvement of people, continual improvement, mutually beneficial relationships, employee satisfaction, productivity and performance measuring (Radlovački et al., 2011: 852-853, 855).

The employees with low state and trait anxiety are more satisfied with their work than the employees with high state and trait anxiety. High trait anxiety is related to low satisfaction with the challenge of the tasks and low satisfaction with the relationships with the colleagues. Low trait

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

ISSN 2029-9575
QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

81

anxiety is related to high satisfaction with the task-oriented manager. State anxiety increases when the employees' work is assessed and their satisfaction with the manifestation of their knowledge and skills diminishes, as well as their satisfaction with the tasks and with the manager's attitude diminish. When the workers are satisfied with their salary, they are satisfied with their manager and work with pleasure (Hidzheva, 2009).

The different kinds of work satisfaction correlate between them (Vaneva, 2011; Hidzheva, 2009). The workers with secondary education are more unsatisfied with their work than the employees graduated from the universities who perceive their work as appropriate for their self-realisation. More work experience in the same organization is related to more work satisfaction (Hidzheva, 2009).

There are even some cross-cultural differences in work satisfaction. Serbian workers are more work satisfied than Macedonian workers and Bulgarian workers are the least satisfied with their work (Russinova et al., 2007).

Nine key psychological processes underlie total quality management: identification by the employees with the company, equity, equality (a friendly management), consensus (management and workers share the same goals and vision), instrumentality, rationality, development, group dynamics and internalization (Webley & Cartwright, 1996).

The achieved development, recognition, creativity and self-realization are estimated as higher by the employees guided by the relationship-oriented managers than by the employees guided by the task-oriented managers (Popova & Skripkina, 2010: 138-139).

Successful Management in Conflict Situations

Conflict management could be direct, indirect, distant, constraining, enabling, and communicative. Managers are often in an exceptional position to contribute to and even dominate the meanings for others. When engaging in conflicts as participants or third parties, managers ought to withdraw from pushing their views. The managers should pay special attention to the conflict parties' opportunity to voice their perspectives instead of aiming at quick resolution of the issue (Siira, 2012: 182, 201). A forcing manager in conflict situations increases employees' stress experience in task completion, and relationships. A conflict-avoiding leader amplifies employees' stress in task completion. Leaders' problem-solving behaviour decreases employees' stress in the relationships (Römer et al., 2012: 269).

Quality management is related to safety management (Rajendran, Clarke & Andrews, 2012: 37).

Quality Management Organized by the Manager

Quality Management principles include leadership, factual approach to decision-making, profitability (Radlovački et al., 2011: 852-853, 855). Quality Management results in continual improvement of the organizations, achieving competitiveness in domestic and global market, improved products, financial performance and services, reduced costs, more satisfied customers and employees (Karuppaiyan, 2012).

Leadership Abilities and Quality Management

The leadership is the most important element of total quality management. Leadership means that the manager must have the vision to inspire, to trace the strategic directions that would be implemented by all employees. Personal involvement and commitment is necessary from the management in determining values and goals for all levels in line with company objectives and define the systems, methods and measurable indicators to achieve these goals (Milosan, 2011: 44).

There is no doubt that the degree of effectiveness of management largely depends on the characteristics of the individual engaged in business. Human behaviour is influenced by the personal characteristics and abilities, social living conditions and circumstances.

Leadership ability includes forcefulness (a person's readiness to pursue consciously set objectives even against resistance); self-assertion (need for power, and recognition); self-confidence;

ISSN 2029-9575

QUALITY ISSUES
AND INSIGHTS
IN THE 21ˢᵗ CENTURY
Vol. 2, No. 1, 2013

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

composure (a stable basic mood in life; one does not easily lose own mental balance); openness to contact (the readiness to accept others, and the wish to be accepted by others); aggressive extroversion (the readiness to impose own opinion to the others); low proneness to conflict (people make some efforts to prevail against persons who oppose them, or to experience something exciting at the expense of others); low irritability; low degree of feeling overstrained; mental balance (the ability to create a relaxed atmosphere) (Schmidt, 2002).

Motivation-evaluation Aspect of Manager's Abilities

There are some common indicators that characterize the capability (skills and qualities) for business – estimation of the target, motivation, cognitive operations/functions, moral evaluation, and the execution (Trifonov, 1996).

In one aspect, the business is search and orientation, thus the estimation of the target includes purposefulness of the action, imagination, intuition in the orientation.

Motivation in the business activity is related to the needs, interests, attitudes and desires of the managers, workers, and customers. Operating cognitive components such as properties of memory and thinking, intellect and perception corresponds with skills in business. The moral - evaluation unit finds expression in the trust. Prevalence of motivational and estimation of the target aspects is manifested in the manager's economic behaviour by clear and precise formulation of the company's goals, good orientation in concrete but constantly changing economic conditions, strengthening of the identified needs, and interests. These two aspects determine the efficiency and hence the success of the activities. The excessive dominance of these units, however, more than the cognitive operations and functions could result in assuming unreasonable risk by the manager in a precarious economic situation. Therefore, the best would be these two units to be in balance with cognitive operations/functions unit. Because if the latter dominates over the other two, one could be formed as a person without a great initiative and need for business activity. He becomes a good specialist, but not a good businessman.

Under certain conditions, some role plays moral evaluation that adds a few adjustments in the manager's economic behaviour, resulting in compliance, refrain from dismissals of staff.

Decision – making in Business Situations

Some special qualities and abilities are important for business success and effective management. One of them is the capacity for making good business decisions. Usually, it is manifested in the presence of a problematic situation, as often it occurs in business. It involves setting goals, highlighting the various options and alternatives, identification of interim decisions, processing new information, change in some conditions, making a final decision, and checking its correctness (Shvalbe & Shvalbe, 1993). The stages of the capacity for making good business decisions are:

1. Precisely defining the subject matter in respect of which must be decided;
2. Defining the objectives of the decision and the means by which it will be achieved;
3. Development of several alternatives consistent with the objectives of the decision;
4. Analysis of the alternatives as possible and desired;
5. Evaluation of the negative consequences of the different options;
6. Approval of the final decision.

Readiness for Risk-taking in Business

Another important capacity for business success and effective management is the readiness for taking the economic risk. The risk is a socio-psychological phenomenon that occurs under the conditions of uncertainty. It is determined by anticipation of possible danger and the threat of unintended consequences. A successful action requires courage and hope for success. Manager and entrepreneurial

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

ISSN 2029-9575
QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

83

activity is always associated with personal willingness to risk behaviour. This is because there is no activity or area of business with a surely guaranteed income (Keynes, 1993).

Readiness for taking risk is a stable individual characteristic. People could be divided into three groups - with aversion to risk, with risky behaviour and neutral to risky situations. The impulsive people with an external locus of control take more risks (Krastev, 2001).

There are also some gender differences in the risk as men tend to manifestate more risky economic behaviour. In terms of age aspect, risky behaviour is very attractive especially for young people. Risky behaviour is also influenced by temperament and self-esteem (Batarshev, 2003). The businessman-beginner with choleric temperament is more ready to take risk in a much more uncertain economic situation.

Innovation and Intuition

Another important capacity for business success and effective management is innovative thinking (innovation). It is related to suggestion of ideas and methods for rapid development of new technologies and new work organization, quick receptiveness to everything new, the ability to predict the new economic phenomena. Therefore, innovation characterizes man as a creative person and requires initiative, lateral thinking and the ability to easily give up the routine and tradition. Innovation is an intellectual and volitional process influenced by the personal differences (age, temperament, extraversion-introversion, locus of control).

Another important capacity for business success and effective management is intuition. Intuition is an unconscious mental process that occurs on the basis of awareness of earlier events. It influences on decision-making, enhancing the degree of impulsiveness. Intuition in economic area is associated with hypersensitivity to company activity. It incorporates the experience and hunch that helps correct orientation in the present situation. Intuition also helps to a more accurate perception of different business partners and contractors for the assessment of their strengths and weaknesses, as well as their intentions. It is not associated with education, intelligence, or the differential characteristics of personality.

The Goals of the Study and the Hypothesis

A study was conducted among some top and medium level managers aiming to reveal their perception of conflict situations, their feelings when their activities are monitored, their striving for goal achievement, and their commitment with the task and the taken decisions. The results from the previous studies reveal that the execution of the tasks with low personal value is related to the rigidity of the behavioural strategies aiming the maintenance of the achieved minimal standards for success and the striving for avoiding failure (Stoyanova, 2010: 311). All of these phenomena that are the focus of our study are considered as being important in quality management related to the manager personality and not being investigated enough. The hypothesis of the study was that the managers would be focused more on the task and committed to the taken decision, but they would not be prone to intervene in a conflict situation, nor they would like to be monitored in their work.

Methodology of the Research

In Bulgaria, 34 managers (8 men and 26 women) answered a temperament questionnaire (Paunov, 2001) and they were asked 6 questions related to quality management. The managers were informed that these questions were related to their work. The managers were the heads of commercial departments, advertising managers, PR managers and marketing managers in Sofia and Blagoevgrad, Bulgaria. They were between 22 and 53 years old. Mean age was 37 years old. The standard deviation was 10 years old.

The managers expressed their agreement with the following statements:
- The conflict situations between people do not excite me. They do not disturb me.

ISSN 2029-9575

QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

84

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

- I can perform slow and monotone tasks without being embarrassed, if I achieve my goal at the end.
- I like working alone and not being monitored.
- I am very satisfied when I manage to finish a difficult and important task.
- When I start a task, I like finishing it to the very end.
- I think over my decisions and I act energetically to implement them.

The data were analyzed by means of SPSS using frequency distributions and chi-square analysis.

Results of the Research

The results from the temperament questionnaire revealed that most managers had choleric temperament (N=18 out of 34), as the results from some previous studies indicated, too (Vaneva, 2011). Only the results concerning the six questions related to quality management are presented below.

The biggest part of the managers (19 women and 5 men) stated that the conflict situations between people did not excite, nor disturb them. Only 7 women and 3 men managers expressed their concern about the conflict situations in human relations.

A big deal of the managers (21 women and 3 men) considered themselves as being able to perform slow and monotone tasks without being embarrassed, if they would achieve their goal at the end. Only 5 women and 5 men managers considered the content of the work as more important than the final goal.

The majority of managers (20 women and 7 men) liked working alone and not being monitored. Only a small part of the managers (6 women and 1 man) expressed their positive attitude towards monitoring in their work.

Pretty all of the managers (24 women and 8 men) were very satisfied when they finished a difficult and important task. Only 2 women managers were not satisfied when finishing a difficult and important task. They preferred doing simplest tasks, because they felt too exhausted otherwise.

Again, pretty all of the managers (24 women and 7 men) liked finishing the started task to the very end. Surprisingly, 2 women and 1 man managers did not pay importance on finishing their tasks.

Most managers (23 women and 5 men) thought over their decisions and they acted energetically to implement them. Only 3 women and 3 men managers took their decisions more impulsively and this impulsiveness could be the reason for not very energetically implementation of their decisions.

Most managers who liked working alone and not being monitored also liked finishing a task to the very end (N=26). Another 5 managers who did not object being monitored also liked finishing a task to the very end. One manager who did not like being monitored declared liking the finalization of a task. The trend was the managers who did not like finishing a task to the very end neither like to be monitored – hopefully, only 2 managers ($\chi_{|1|}^2$=4.273; p=0.039).

All of the managers who liked working alone and not being monitored were satisfied when finishing a difficult and important task (N=27). Also 6 managers who did not object being monitored were satisfied when finishing a difficult and important task. One manager who did not like being monitored declared being unsatisfied with the finalization of a difficult and important task ($\chi_{|1|}^2$=3.974; p=0.046).

All of the managers who finished the started task were very satisfied with finishing a difficult and important task (N=31), while one manager did not like to finish the started task and she was not satisfied with finishing a difficult and important task. Two other managers (1 man and 1 woman) declared that they did not like to finish the started task, but they were satisfied with finishing a difficult and important task ($\chi_{|1|}^2$=10.646; p=0.001). The content of the task again seems to be important for the managers.

Discussion

The study of the managers' perception of conflict situations, their feelings when their activities are monitored, their striving for goal achievement, and their commitment with the task and the taken decisions revealed the following tendencies.

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

ISSN 2029-9575
QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

85

About 1/3rd of the managers expressed their readiness to engage and negotiate as a third part in a conflict situation. They took a communicative position while the other preferred a distant position. What is important is the manager to refrain from imposing own opinion and they prefer to give the possibility to the conflict parts to speak differently. Both positions expressed by the managers in our survey contain some dangers for resolving conflicts in an inappropriate way and some advantages in the given freedom to the employees to decide if they need assistance and what kind of assistance they need for addressing the manager.

Only 1/5th of the managers realized the necessity of being monitored and assessed as an important part of the quality control that could be related to better results in the productivity and efficiency. The other bigger part of the managers expressed their anxiety and negative attitudes towards the idea of being controlled. The fear of negative estimation is a natural human feeling. The managers should put more efforts to realize that the control does not threaten their image as good professionals.

About 1/3rd of the managers shared that the content of the task was very important for them and they would not be able to finish some slow and monotone tasks without being embarrassed. This could be an indicator for sincerity when responding. About 8% out of the studied managers preferred doing simply tasks and they did not pay great importance on finishing their tasks. About 15% out of the managers in this study expressed some impulsiveness in taking decisions and not a serious commitment in their implementation. These trends are not quite favourable for the quality of their management. On the other side, the fact the mean age of the subjects was about 40 years old indicated that even impulsive decisions could be based on significant work experience and intuition. It is difficult the last to be measured, but it is good the intuition to be taken into account, because it includes a global prospective on the current economic situation and anticipation of its future development based on the intensity of the perceptions, previous knowledge, skills and experience (Jung, 1993).

Special attention should be paid on motivation for commitment in finishing not attractive and difficult tasks, as well as on perceiving monitoring and control as necessary and useful, not as irritating, insulting and causing anxiety.

The hypothesis of the study was proved (the managers would be focused more on the task and committed to the taken decision, but they would not be prone to intervene in a conflict situation, nor they would like to be monitored in their work). More efforts should be put to motivate for quality management because between 10% and 30% of the studied managers in Bulgaria expressed some degree of unwillingness to perform their activities related to the content of the task, the peculiarities of the manager's role in a conflict situation and quality control of manager's work.

A bigger number of the respondents could be more appropriate for clarifying the gender and the age differences, as well as the differences in the types of the organization when dealing with such aspects of quality management.

Conclusions

The managers' needs during the process of quality management are often neglected or not paid enough attention both by the managers and the controlling bodies. The study of the managers' perception of conflict situations, their feelings when their activities are monitored, their striving for goal achievement, and their commitment with the task and the taken decisions could contribute to the understanding of the managers' needs and improving the quality in products and services by means of special trainings aiming to increase the managers' satisfaction. The individuals differ in their peculiarities, but the knowledge of own strengths and weaknesses would assist in their use for improvement of the satisfaction of all – managers, employees and customers and the effectiveness of managers and employees. The selection of managers and employees is an important part of the process of quality control. Except for the work experience in the same organization or similar position, what is important in the process of managers' selection is their motivation to set the appropriate goals, to commit own performance to the taken decisions, the tasks to be finalized (even if they are considered monotonous and boring), the conflicts to be resolved and used for innovations, the monitoring and supervision to be perceived as a way of demonstration of own achievements and strengths.

ISSN 2029-9575

QUALITY ISSUES
AND INSIGHTS
IN THE 21st CENTURY
Vol. 2, No. 1, 2013

86

Stanislava STOYANOVA, Ivan KRASTEV. Efficient Management and Manager's Personality

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87

Leaders' Conflict Management Behavior on the Conflict–Stress Relationship of Employees. *Negotiation Journal*, *28* (3), 253-277. doi: 10.1111/j.1571-9979.2012.00340.x.,

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