

**PERSONALITY TRAITS AND MANAGERIAL PRACTICES OF MANAGERS
INFLUENCES BOTH THE TRUST RELATIONSHIP AND QWL**

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Abstract: Recent organisational changes have refocused attention on the productivity and performance of sales representatives and consequently brought about a re-evaluation of the QWL these employees experience, as well as their trust in the organisation to support them. Responses to an internet-based survey methodology were analysed using quantitative techniques and structural equation modelling. Results confirm a positive relationship between Managerial Practices and Organisational Trust, and a lower relationship between the dimensions of Personality and Organisational Trust. A positive relationship was noted between QWL and Managerial Practices, and a lower relationship between QWL and the Personality constructs. This study accentuates the importance of management to be aware of the trust employees have in the organisation as well as their experience of QWL, as it seems as though the Personality traits and Managerial Practices of managers influences both the trust relationship and QWL experienced by employees.

Keywords: Quality of work life, Organizational Trust, Quality of Work Life, Structural Equation Modeling, the Big Five Personality, Managerial Practices, Trust relationship commitment.

Key Points:

- **Quality of work life** is an employee's reaction to his/her job, especially its personal Consequences in satisfying the needs and mental health.
- **Personality traits and Managerial Practices** of managers influences both the trust relationship and QWL experienced by employees.
- Quality of work life in the quality of relationship between the staffs and with the total working environment.

I. INTRODUCTION

The role of efficient management and human resources in achieving organizational goals is an undeniable. Competent managers attempt to increase organizational commitment, because it is considered necessary for the development of their organization. Quality of work life: Quality of work life is an employee's reaction to his/her job, especially its personal Consequences in satisfying the needs and mental health. Quality of work life in the quality of relationship between the staffs and with the total working environment. He reminds that in the programs and the activities that we conduct to enhance the quality of work life, along with technical and economic aspects which are more concern to the organizations, human affairs also should be considered. Organizational commitment is considered to be one of organizations' ultimate goals to survive. Staff who have a high level of organizational commitment are more friendly, happier, more efficient, loyal and more accountable.

Mayer et al. (1995, p. 711) states "one of the difficulties that has hindered previous research on trust has been a lack of clear differentiation among factors that contribute to trust, trust itself (the act of trusting), and outcomes of trust".

Brenkert (1998), Lämsä and Pučetaite (2006) and Schoorman et al. (2007) argue trust is an aspect of a relationship (an attitude) and not a trait-like disposition, meaning it varies within a person and across relationships.

Clark and Payne (1997) proposed a conceptual model resting on the distinctions between individuals' specific orientations, and generalised attitudes to trust. Mayer et al. (1995 p. 712) in turn proposed a model of trust which addressed the antecedents and outcomes of trust. Both these models however highlight the distinction between trust as a "state of mind that influences the wellbeing of employees" and trust as "an action or overt behaviour".

Trust has several dimensions, entailing a complex of meanings and conditions (Nooteboom, 2002).

Thaver (2010, p. 149) argues trust involves and applies to two levels, namely it relates to individuals and secondly it is "vested in „abstract capacities" (institutional processes and knowledge)" – in other words, the trust placed in systems, processes, institutions and immediate surroundings.

Research Hypotheses: The main hypothesis of the study is the following: There is a significant positive relationship between the quality of work life and organizational commitment. Based on the theoretical background three additional hypotheses, are developed: i. There is a significant positive relationship between the adequate and fair compensation and organizational commitment. ii. There is a significant positive relationship between safe and healthy environment and organizational commitment. iii. There is a significant positive relationship between development of human capabilities and organizational commitment. iv. There is a significant positive relationship between the growth and security and organizational commitment. v. There is a significant positive relationship between the constitutionalism and organizational

commitment amongst Customs employees of Guilan province. vi. There is a significant positive relationship between social relevance and organizational commitment. vii. There is a significant positive relationship between the total life space and organizational commitment. viii. There is a significant positive relationship between social integration and organizational commitment.

II. METHOD

The research method is descriptive – correlation and its goal is to be applicable. From data point of view it is quantitative. The trust segment of the questionnaire furthermore consists of three sections:

Section 2: Included 35 questions relating to the Personality characteristics of the manager as perceived by the participant. The participant had to rate the manager on a scale of one to nine, where 1 is a strong follower, 5 is unsure and 9 is a strong leader. Section 3: Included 35 questions on management practices linked to the trust relationship as perceived by the participant. The participants had to indicate the extent to which they agree/disagree with five statements, followed by 30 statements on aspects line managers do to be effected, rating them on a five-point scale where 1 is never/strongly disagree and 5 is always/strongly agree.

Section 4: Included 22 questions. The first 13 measure the changes implemented by management and how the participant perceives them i.e. interpersonal trust. The participants have to rate the line manager as generally highly efficient or very efficient, above average, moderately efficient, somewhat efficient or very inefficient. The final nine questions of the trust section include changes that have occurred in the organization over the past year and the manner in which they were implemented. Participants had to rate these changes on a four-point scale where 4 is very satisfied and 1 is very dissatisfied.

Sampling: The sample consisted of 196 employees of various industries from in and around Tuticorin

Results and Discussion

Research findings: Respondent profile: Analysis of demographic variables revealed that out of 196 selected samples in regard of sexuality (gender) the majority of the (54%) repliers were male, in regard of age the majority of (59%) of employees were between 30 ~ 41 years old, in regard of education the majority of (63%) had BA degree, from the years of service (47%) had served between 11~15 years, and in viewpoint of organizational level (5%) was at management level, (48%) were at common staff level .

TABLE:1

The Means and Standard Deviations of the dimensions of Organisational Trust and Quality of Work Life

Dimension	N	Mean	Std deviation	Min	Max
Conscientiousness	203	6.8725	1.78531	1	9
Extraversion	203	7.0113	1.53068	1	9
Agreeableness	203	6.7204	1.91986	1	9
Emotional Stability	203	6.5596	1.89552	1	9
Resourcefulness	203	6.6369	1.45027	1	9
Trust Relationship	203	3.9261	0.93250	1	5
Credibility	203	3.6608	0.89743	1	5
Work Support	203	3.7968	1.12450	1	5
Information Sharing	203	3.5554	0.89778	1	5
Team Management	203	3.9372	0.97782	1	5
Change which has occurred	198	3.0009	1.02827	1	5
Interpersonal trust	200		3.6333	0.77020	

TABLE: 2

Dimension	N	Mean	Std deviation	Min	Max
Skill Discretion	200	3.0000	0.38563	1	4
Decision Authority	200	2.6675	0.38348	1	4
Task Control	200	2.8188	0.48400	1	4
Work and Time pressure	200	2.7100	0.52658	1	4
Role Ambiguity	200	3.1575	0.50103	1	4
Physical Exertion	198	2.2407	0.65114	1	4
Hazardous Exposure	200	1.7981	0.59026	1	4
Job Insecurity	200	2.0700	0.45031	1	4

Lack of Meaningfulness	200	3.3283	0.48134	1	4
Social Support Supervisor	200	3.0117	0.59486	1	4
Social Support Colleagues	200	3.0882	0.50257	1	4
Job Satisfaction	200	2.8890	0.64651	1	4

According to Table 1 it is apparent *Extraversion* reflects the highest mean of 7.0113 which indicates most line managers are perceived as high in extraversion. With regard to the Personality dimensions the second highest is *Conscientiousness* (6.8725) and generating the lowest mean is *Emotional Stability* with a mean of 6.5596. This indicates employees perceive line managers to reflect less on absence of anxiety, depression, anger, worry and insecurity. Table 1 furthermore depicts with regard to results for the Managerial Practices as part of the Organisational Trust construct, *Team Management* reflects the highest mean of 3.9372 followed by the *Trust Relationship* with a mean of 3.9261. This reflects the employees perceive line managers to effectively manage team and individual goal accomplishments as well as handling conflict within the groups. It furthermore indicates employees perceive the relationship they have with their immediate supervisors as fairly open, honest and fair with the intention to motivate the employees. *Change which has occurred*, scored the lowest mean of 3.009 which shows employees are not always satisfied with changes which has occurred within the business.

Looking at the factors within the Quality of Work Life construct, *Lack of Meaningfulness* has the highest mean (3.3283) indicating employees perceive their jobs to be important and valued. This is followed by *Role Ambiguity* with a mean of 3.1575 and *Social Support from Colleagues* (3.0882). *Hazardous Exposure* had the lowest mean (1.7981). Considering these statistics, it seems as though employees have a clear understanding of their role and responsibility within the organisation and experience and value support from fellow colleagues. The low mean obtained by *Hazardous Exposure* indicates employees within this population are not really exposed to dangerous objects and situations.

Table 3
Pearson Product-Moment Correlations Coefficients

Dimension		Trust Relationship	QWL	Personality	Managerial Practices
Trust Relationship	Pearson Correlation	1	.545**	.793**	.760**
	Sig.(2- tailed)	203	.000	.000	.000
	N		200	.203	203
QWL	Pearson Correlation	.545**	1	.502**	.613**
	Sig.(2- tailed)	.000	200.	.000	.000
	N	200		200	200
Personality	Pearson Correlation	.793**	.502**	1	.702**
	Sig.(2- tailed)	.000	.000	203	.000
	N	203	200		203
Managerial Practices	Pearson Correlation	.760**	.613**	.702**	1
	Sig.(2- tailed)	.000	.000	.000	203
	N	203	200	203	

Highly significant positive relationships (at a 0.01 level of significance) are evident between the Trust relationship and Personality dimensions (.793), Managerial Practices and the trust relationship (.760) and Managerial Practices and personality (.702), suggesting that if Managerial Practices are regarded as positive, the trust employees experience will increase accordingly.

Moderate linear relationships are evident between Managerial Practices and QWL (.613), Trust relationship and QWL (.545) and QWL and Personality (.502).

Furthermore it was anticipated that data obtained from this study will enable management within the organisation to improve the Quality of Work Life of the employees by focusing energy and resources on those aspects which could make a significant difference. Thereafter, conclusions of the empirical research are formulated. Recommendations for future research

and limitations within the theoretical and empirical research will follow and finally conclusions will be drawn regarding the relationship between Organisational Trust and Quality of Work Life.

III. CONCLUSION

The first hypothesis test showed that the more quality of work life results in the higher organizational commitment of the employees. Accordingly, organizations can increase one's organizational commitment by utilizing strategies such as paying adequate and fair compensation, establishment of a safe and healthy environment, creating opportunities for development of human capabilities, creating security, Social integration and relevance, committing to constitutionalism in the organization and creating balance between employees' work and home environment. The second hypothesis test showed that there is not a meaningful relationship between Adequate and fair compensation with organizational commitment amongst employees. Adequate and fair compensation means that employees' wages either internally or externally should imply equality. This result is a little unexpected, because usually the salary is an important factor in increasing the motivation and commitment of individuals. The third hypothesis test showed that there is a positive and meaningful relationship between safe and healthy environment and organizational commitment amongst employees, while safe and healthy environment is including establishment a reasonable working hours and working conditions with minimum of physical risks and age limits for employment. In other words the more safe and Healthy work environment in organization prevails the more employees' commitment to the organization will be emerged. The fourth hypothesis test results showed a meaningful and positive relationship between organizational commitment and development of human capabilities among employees. Improving human capabilities, reflects in creation of opportunities such as independence and self-control, take advantage of a variety of skills, access to information about future and planning and implementation of activities for employees. In other words, organizations efforts to enhance the ability of individuals, increases the organizational commitment. The fifth hypothesis test results showed that a meaningful and positive relationship between growth and security with organizational commitment among employees. This result is a little unexpected. The sixth hypothesis test results showed a significant positive relationship between organizational commitment of employees. This variable (constitutionalism) reflects in the form of freedom of expression (the right to express opposing views without fear of punishment), the right to respond to the issues such as wages, bonuses and job security, and superiority of law authority to individuals authority the force of law). The results of the seventh hypothesis proved that there is a positive and significant relationship between social integration with organizational commitment in office.

Social integration can be seen in the absence of bias towards race and gender and ethnicity of human resources, improvement opportunities in the organizational hierarchy, socialization and the personnel's freedom to express their ideas and feelings. This finding coincides with finding of Garmabdari³ and Hosseini¹ studies.

The results of eighth hypothesis showed a positive and significant relationship between the total life spaces with organizational commitment in office. The importance of creating balance between work and life has attracted executives' attention to build organizational commitment through promotion of this organizational matter. This results of the ninth hypothesis didn't show a meaningful relationship between social relevance with organizational commitment among customs employees.

Suggestions: Suggestions based on the findings of the research (executive Suggestions): i. It is recommended that the human resources management of the office consider standards criteria when planning for safe working environment. ii. It is suggested that a performance assessment committee be formed to evaluate the organization's performance based on these indexes: development of human capabilities and skills, social relevance, constitutionalism and the total life space of the employees. iii. It is recommended that HRM of office, based on the results of continuous assessment, pay attention to the staff training needs and provide the necessary training to develop their capabilities. iv. It is suggested that the customs office directors, monitor the organization's work procedures and it's adhere to the principles and rules set out in the statute. v. It is suggested that management consider strategies and solutions to create balance in work life, such as teleworking, part-time work, vacation incentives, etc.

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