

The Correlation between Managerial Performance and Conscientiousness

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Abstract

Performance management is a continuous process that focuses on aspects like planning, monitoring, and evaluating employee objectives in an attempt to enhance employee performance. This helps employees to put in their best efforts to achieve company goals. Performance management does not aim at enhancing every skill. The value of conscientiousness for job performance peaks when employees aim to accomplish conventional goals through persistence and operate in predictable environments; regardless of job or setting, conscientiousness is the key to understanding motivational engagement and behavioral restraint at work.

Keywords: job performance, managerial performance, conscientiousness, professional ethics, etc.

Introduction

The value of conscientiousness for job performance peaks when employees aim to accomplish conventional goals through persistence and operate in predictable environments; regardless of job or setting, conscientiousness is the key to understanding motivational engagement and behavioral restraint at work.

Levels of Management:

Management in most organizations is divided into 3 levels. High-level, middle-level and low-level management. Top-level management consists of people in charge of the overall management of the organization. This includes the Chairman, Chief Executive Officer, Board of Directors of the organization. At the middle level of an organization you find managers. Lower levels of management include branch and department supervisors, which include foremen.

Features of Management:

1. Managers are the leaders of the organization.
2. Managers are people in an organization who share common goals.
3. Most managers work in organizations.
4. Managers are in charge of the managerial functions of any organization.

Relationship between Organization and Management:

1. Managers run and control the organization.
2. Without management, there can be no chain of command in an organization.
3. Management strengthens the internal structure of the organization.
4. For decentralized organizations, management is necessary and important.
5. Made possible by order management in an organization.
6. Management rings about the organization of functions in an organization.
7. Management skills are essential for organizing.
8. Management is the backbone for organizing processes in an organization.
9. Organizational structure requires management.
10. Linking management and organization is very important for the success of any business.

Managerial Efficiency:

Managerial efficiency refers to the amount of total organization resources that contribute to productivity during the production process. The higher this ratio, the more efficient the manager. The more resources are wasted or used during the production process, the more efficient the manager is. Managers can be efficient but not effective and vice versa. Managers are effective if they achieve the

organization's goals, but if they use or waste large amounts of resources, the manager concerned is certainly not efficient.

On the other hand, if the manager is very efficient using resources in a limited manner, but misses the achievement of organizational goals and objectives.

Meaning & Definitions of Management:

What management has to do is called management. (Management is what management does) Management involves three important concepts of planning, supervision and control.

1. Prof. James Lundy

According to Prof. James Lundy "Management is principally a task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective".

2. Prof. Koontz

According to Prof. Koontz "Management is the art of getting things done through and with people in formally organised groups".

3. George Terry

According to George Terry " Management is a distinct process consisting of planing, organising, actuating and controlling performed to determine and accomplish stated objectives by the humen beings and other resources."

4. Dalton Mcrfarland

According to Dalton Mcrfarland, " The process by which managers creates, direct maintain, and operate purposive organisation through coordinated, cooperative humen efforts."

5. Henri Fayol

A person does to manage is to forecast, to plan, to organise, to command, to co-ordinate and to control is called Manager.

Conscientiousness is also defined as a range of constructs that describe individual differences in the propensity to be rule-abiding, hardworking, self-controlled, orderly, and responsible to others (Roberts, Jackson, Fayard, Edmunds, and Mainz, 2009).

Conscientiousness is related to better health, fewer criminal activities, and better economic, interpersonal, and workplace outcomes (Roberts et al., 2009, Chapter 25).

According to Roberts, Hill, and Davis (2017), revealing conscientious behaviour is essential for several reasons. First, it will increase our understanding of the trait itself because it can clarify or enhance the range of potential aspects that constitute the field of conscientiousness.

Objectives of the Study:

The major objectives of the study are:

- 1) To study the relation between managerial performance and conscientiousness.
- 2) To analyze the performance level and achievement of management.

Research Methodology :

The data has been collected from secondary sources.

Secondary data: Essential secondary data has been collected using-

1. The library books
2. Magazines
3. News papers
4. Use of internet
5. Pamphlets
6. Brochures
7. Journals etc.

Statistical Tools:

For the analysis and interpretation of data appropriate statistical tool following tools has been used as per requirement.

1. Average
2. Percentage.
3. correlation
4. F-test, t-test, chi-square test etc.

The most common way towards measuring conscientiousness is to use self-reports. Additionally, observer ratings of knowledgeable friends and family members can be used to complement observer ratings (Vazire, 2006). Researchers can also use indices that are more "objective", such as those derived from experiments, or even use implicit methods that are believed to be less susceptible to prejudice to evaluate constructs. The methods are reviewed as follows:

1. Self-Report Measures

According to the analysis level of the researchers approach to a task, self-report measures may vary. The most common method is to use global personality trait self-report ratings. Three false assumptions are often made by researchers about self-report measures.

First, the majority of people believe that personality trait ratings reflect estimates of the frequency of specific behaviours. Most personality scale measures for conscientiousness include mixed thoughts, feelings, and behaviour items. In addition, these items are naturally heuristic (for example, "I believe people should be punctual").

2. Implicit Measures

The fourth viable alternative to self-reporting or observer reporting is implicit measures to measure conscientiousness. Historically, implicit measures have relied on projection tests, such as subject perception tests or picture story exercises (Schultheiss & Pang, 2008).

Since there is no functionally equivalent projection test for conscientiousness, this approach seems to have little or no evidence. However, newer implicit assessment methods, such as implicit association tests, have been applied to accountability assessment (Vianello, Robusto, and Anselmi, 2010).

3. Experimental or Behavioral Approaches

Finally, experimental methods can be used to evaluate the structure of the conscientiousness family. Experimental conscientiousness measures include standardised laboratory-based computerised tasks to assess specific behaviours of interest directly.

4. Observer Report Measures

Observer measures are usually collected from knowledgeable informants (including friends, colleagues, and family), and these involve a viable and often overlooked method for assessing conscientiousness constructs (Vazire, 2006). Similar to self-reports, observer ratings tend to have internal consistency, with the relatively high inter-judge agreement (Roberts et al., 2014) and the same high test-retest reliability.

In addition, observer reports often show the same level of predictive validity as self-reports (for example, Connelly & Hülshager, 2012; Lodi-Smith et al., 2010; Vazire, 2010). This is not to say that observer reports can be compared with self-reports.

Conclusion & Suggestions

It has been shown that conscientiousness is essential as it makes people great planners and potential leaders in the workplace. The main dimensions of conscientiousness include industriousness, orderliness, impulse control, reliability, and conventionality.

Improving conscientiousness involves being reliable, developing a strong work ethic, being organised, punctual, and creating realistic goals. More so, building relationships with colleagues is of importance; hence conscientious people engage in social interactions.

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