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EXAMINE RELATIONSHIP BETWEEN MANAGER'S PERSONALITY TYPES AND THEIR EFFECTIVENESS IN ELEMENTARY SCHOOLS YASOUJ

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ABSTRACT

The purpose of this study is examination relationship between manager's personality types and their effectiveness in Elementary Schools Yasouj. This study is descriptive and its correlation nature is descriptive and inferential. Statistical society consists of managers of both public and private primary school for boys and girls in Yasouj that their number in 2014-2015 academic years is 104 schools according to the Office of Education report. Due to the limited number of directors whole counting method was used to collect data and questionnaires were distributed among all managers. In this study, two types of questionnaires were used. Myers- Briggs type indicator (MBTI) questionnaires that applies four personality dimensions to identify sixteen personality traits, these four personality dimensions are extraversion vs. introversion (E-I), sensory versus intuitive or no sensory (S-N), thinking vs. feeling (T-F), and Judgments against Perceived (J-P). The second questionnaire consisted of 30 questions and has been developed based on Dr. Ali Alagheband's questionnaire about behavioral characteristics of effective managers and manager's effectiveness questionnaire of Dr. Mohammad Hassan Pardakhtchi. Results showed that managers who have (ESTJ) and (ISTJ) personality have high efficiency, managers who have (ESTP) personality have average efficiency and managers who have (ISTP) personality have low efficiency.

Keywords: *Personality Types, Effectiveness, Extroversion and Thinking vs. Feeling*

INTRODUCTION

Now that is era of leadership and management and success of institutions and organizations largely depends on efficiency and effectiveness of management's performance (Mirkamali, 1996). Necessity accuracy of organization will be cleared more in selecting capable managers who are capable to grade field for expression and development all teacher's talent and creativity by selecting necessary measures and methods, especially in education system (Safi, 1995). If people are harmonized job and professional that does personality, will notice that have required talents and abilities to carry out task assigned to them and hence will be more successful (Parsian and Erabi, 2000). On the other hand, factors that are involved in selecting jobs differ from factors that lead to success (Beprozhe, 1998). This matter that job volunteer has thought, feeling, behavior and commensurate with job specific patterns (Baking and Kafman, 2001) it is an important aspect in selection managers, because managers manage issues in different methods due to individual differences and their task performing and duties is product of two important issues that they adopt I.e. personality characteristics and management practices (Goel, 1999).

"John Holland," is one of experts who says career selecting present kind of individual's personality and he makes a choice on base of this matter, Ketel belief that passion and interest are in direct relationship with individual's personality and it isn't a separate thing (Behperozheh, 1998).

Theories of "Carl Gustav and Jung " are most important and most profound theories about personality. As regard effectiveness is the most important criteria for evaluating effectiveness of organizations, if manager carry out their task efficiently organization will obtain to its goals (Pezeshk, 2000). Good selecting of applicants for management posts is important that their individual differences and personal

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characteristics should be considered in this regard (Keshmiri, 2000). Since evaluation of manager's behavior is done by different individuals and groups and present organizations unlike past ones need to other different groups beside main shareholders and owners to maintain their reputation and survival (Giorian, 2003) on the other hand, organizational scientists still have no specific definition of organization effectiveness. In this research, we will take advantage of new effective approach in terms of beneficiary satisfaction (Parsaeian and Erabi, 2002), (Barzegar, 2004). In this research, an idea elementary school principal is considered. Effective director of teaching's behaviors is studied by these 7 indicators (Alagheband, 1995):

1. Atmosphere
2. Leadership
3. Making decision
4. Materials
5. Results
6. References

According to lack of conducted internal research in this area particularly in relation to Yong's personality types, purpose of research is to determine whether personality can be considered as a criterion for the election of directors or not.

Research Literature

Personality

"Eric form" defines character as follow: personality is total acquired and inherited qualities that unique human. Personality represents those of individual or individuals' characteristics that is their mental, emotional and behavioral stable patterns form. Our study system includes thinking, emotions and external behaviors (visible); especially the relationship of these three aspects for building a unique and unparalleled personality is very important (Jalali, 2002).

When psychologists talk about the characters, their purpose is dynamic concept which describes growth and development of total person's mental health system, it means human consider whole instead of considering components. A definition that "Gordon Alpert "presented about 50 years ago, still characterized by everybody that said: Personality is dynamic character in the person that has consisted of mental and physical systems and it is only factor that determines individual's compatibility with environment (Parsaeian and Erabi, 2000). Individual's personality is a relatively stable set of characteristics, tendencies, and mood that is determinant factor collection of individual's differences and similarities (Tajer, 1996).

Theories of Employment and Personality Relationship

John Holland's Personality-Career Theory

"John Hollander" was born in year of (1918); he received his Masters degree from Omaha University in 1942 and his PhD degree in psychology in 1952 from the University of Minnesota. Then taught and also was supervisor of research center for a few years, in 1964 he became head of Research Center also, a professor at University of Iowa (Shafiabadi, 1993).

Halnd's segregation theory isn't just related to personality theories, but it is a personality comprehensive theory alone. Its underlying main assumption is that people can be classified into six personality types also; there are six types of environments that correspond with different personality types. People are looking for an environment that has coordination with their personality, because this integration allows them to show values and abilities of their personality. According to Holland, person's behavior at work is produced by his personality types and their contrast with environmental characteristics (Shakilton, 1992). Individual's abilities and motivations are different as different conditions and incentives are needed in different jobs. When there is poor coordination between personality traits and job-related characteristics, staff performance will be poor. This relevance is expressed in "Holland's theory. Holland is generally believed that peoples' personality is coordinator of their career choices and their talent and abilities are proportional to their job requirements. So people are more successful and generally most satisfied with their jobs. Holland's aim is provide a comprehensive theory of evolutionary path and career selecting. He

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was regarded to present a theory that wide range of research by use of all sciences and by attention to human's biological and environmental realities.

Table 1: Coordination of Job and personality (Parsaeian and Erabi, 2000)

Characters type	Personality characteristics	Good Job
Realistic: prefer works that it needs to skill, strength and coordination.	He is shy, with frost, stable, compromising and man of action.	Mechanic, drilling machine operator, assembly line worker, farmer
Probe: He prefers works that needs to thinking, organizing and understanding matter.	Analysts, curious, independent	Economist, biologist, mathematician, media reporter
Social: He prefers to can help others.	Intimate, warm, friendly , with a cooperation spirit	Social worker, clinical psychologist, teacher, counselor
Traditionalist: he prefers to do things that require law enforcement , unambiguous and regular	Compromising, efficient, a man of action, without imagination, inflexible	Accountant, corporate executives, responsible for receive and payment circle of bank, responsible for archives
Businessman: He prefers some works that have speak and colloquial aspect	With confident, ambitious and high-flying, high-energy, domineering	Attorney (lawyer), Ventures , public relations specialist, director of small organization
Artist: Rather vague and random things that they need to do that with initiative and creativity.	Fantasy, distorted idealistic, passionate, speak like (and not doing).	Painter, musician, writer, ornaments

Typology

Types commonly are referred as class of members that are distinct and discontinuous and two main approaches in typology are as follows:

"Law -looking approach" (which emphasizes on properties variable in different people) assume that dimensions are same for everyone.

"Holistic approach"(which emphasizes on uniqueness of individuals) that contract with some of these aspects as unique aspects of an individual.

Typology Theories

Rorschach's Theories in Personality Assessment

-"Introspective" is an individual who field of movement has overcome his, he is a autism human, stops his actual movement, his intelligence has individualized, his capacity for imagination and creativity is high. He has a deep and rich inner life. His emotional reactions are stable; his relationships are not numerous but are deep, are sufficiently aware of his nature. According to this system Rorschach correlates red to avoid and blue to excitation.

-"Extratensive" is a person who is sensitive to color and has re-creator intelligence, is compromise, is more skillful, is functional, has variable emotional reactions and his relationships are superficial. Unlike Jung morphology, creator's introspective and re-creator's Extratensive aren't two different natures, but are as two psychological actions that have coexist expansion and centralization in different degrees. He says that introspection constitutes foundation of culture and Extratensive constitutes foundation of civilization.

-"Prospective" is a name that Rorschach has made for a sort of inner resonance which isn't equivalent to Ambivalence and is a compilation of extroversion and introspection factors (here is sense of movement and color is equal), this person is among double-oriented impression.

-"Narrow approach": a name that has been interpreted to a sort of inner resonance which interprets is based on sense of movement in it and isn't based on color, in Rorschach's idea this person has a limited field of intellectual and adheres to appearances more (Moein, 1996).

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Kretschmer’s Theory in Body Structure and Mood (1921)

Kretschmer (1921) found that there is a clear correlation between body structure and nature:

“Agitated-depressed” persons belong to body structure so-called wide body, a form that specified with a medium, dense body, smooth and flat face that is on a bulky neck, a nearly fat abdomen that an outstanding has emerged and an underbody that gradually narrowed down to top.

Among patients with schizophrenia, we see “Fractured psyches” more unlike extensive body forms, a form that has grown crosswise, but is normal of length, i.e. some bodies that are thin and narrow added to these main body forms, broad-shouldered and ugly forms which are defined lesser than previous forms and their mental solidarity isn’t very dedicated. He has described two personally forms:

"Disjointed and people": that finally we can see them in form of patients with "Fracture psyche" schizophrenia and unrest-depression psychosis.

Finally he has classified types as follow:

-“happy talkative”, “calm gibbers”, “relaxed feel”, “Pleasure and welfare seeker” and “active pragmatists” are named as cyclothymia people.

-“people with elegant and distinctive spirit”, “dreamers’ goal –oriented”, “cold domination seekers and selfish”, “arid people and “stagnant people” can be named among Disjointed people. In these forms, correlation with body form in the case of normal characters isn’t established as disease cases.

Jung’s Psychological Types

Sixteen states may occur totally with combining two approach types and eight functional types. These sixteen mental states have stated follow:

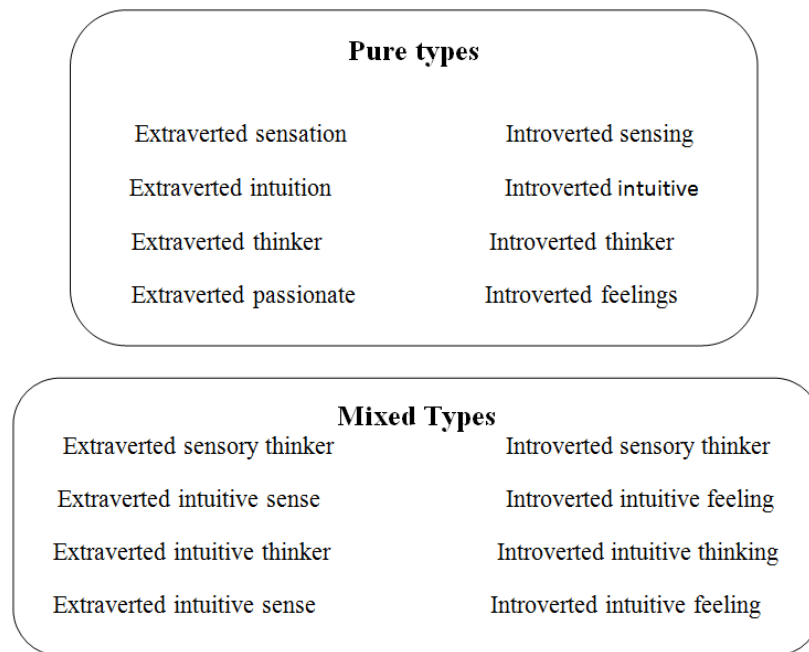


Figure 1: Personal types

Jung himself has discussed on eight “pure” type (i.e. combination dealing with application of unit). Motley type can be understood well by knowing two available types in pure types. For example, extraverted sensory thinker basically is a mix of introverted sensing type and extraverted intuitive thinker.

Describe Sixteen Types

Extraverted Sensation

These types tend to deep experience of material objects and physical activities, so he conscious tends towards outwards and those things and activities that is expected to give the most powerful experience sensory. Pragmatic people who affect achieve extreme objective experience and rather enjoyable one.

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Normal people of this type are fine-fashioned sensual who are fascinated by physical properties of individuals and objects, dress well, eat well, are hospitable, do not hesitate and don't have any ideal except sensory pleasure. Don't believe internal and mental processes and if they are neurotic, it is possible that they envy or suspicion unreasonable.

Introverted Sensing

This type pass of mentality filter and sensory perception is derived from picture of an object and so many layers arise from mentally perceived that initial image of object can't be portrayed longer. Mainly rely on internal mental processes that are different in various people. The most positive sense of introverted sensing is seen in creative artist personality. In its most extreme form is psychosis hallucinations, and alienation from reality. These people are indifferent in face of facts and concrete objects and see around world ridiculous or fiction. In neurosis cases, inability in distinguish separate Illusions of reality. Imagination world dominates on individuals' conscious completely and the person lives in a fantasy and completely mythical world and vague and imaginary threats feel with anxiety at risk of adverse events will appear.

Extraverted Intuition Type

This type tries to predict all inherent possibilities in an objective situation. People of this type see ordinary events as a set of clues and secret keys that hidden processes and potential possibilities can be realized by use of them. This type is an expert in knowledge and use of situations. These people find exciting opportunities in any new work and initiatives are extraordinary in recognition others' talents. The people are good in business world, stock market, launching new projects jobs. Extraverted intuition type has successful people, but they may be develop jumping from branch to branch and waste their life and talent or so to be sure that ignore others. In nerve, this type is appeared in people that have sense of attachment to people, objects or activities which cause creating feeling of joy and entering fear and finally, this dependence can be appeared in the form of fear, melancholy or thoughts obsessive.

Introverted Intuitive

Introverted intuition or insight on this type tends to unconscious. This person tries to identify internal phenomena with relation to public psychological processes or with other archetypal ideas. Therefore this understanding has a mythical, symbolic or prediction aspect. According to Jung, introverted intuitive can be artist, predictive or nuts. This person has dream and imaginary ideal. It may be mysterious and non-temporal and isn't interest to explain and justify their own personal dream and he is satisfied with its mere statements, consequently, nobody does not understand him. Artists' visual of this type are usually quite at the level of intuition remains, but it is possible that metaphorical illusionist and Sufism, or "queer " of this type be overwhelmed in their vision and their life becomes a symbolic state. Nervous people of this type of in oppressed intuitive form develop melancholy and obsession.

Extraverted Thinker

This type originally is from thinking and engages with internal views. Thinking always tends inner, mental attitudes and personal beliefs, not to practical consequences. The main goal of this kind of thinking is dealing with all details, minor details and seminal idea, consequently, introverted thinking can be complex, heavy and even overly obsessive and pedantic and it is possible to got into an abstraction, symbolic or mysterious state due to resignation of objective reality and in general, is indifferent and incapable for objective questions. He seems surly and arrogant. People of this type are often overwhelmed with their thoughts. Hardiness and surly can be seen in extreme neural people of this type and their mental understanding of true is so ingrained with their character that any critical in their thinking is considered as an attack against their existence.

Extraverted Passionate

The function of this type is in general applicability and adaptability against objective conditions for establishing peace and in harmony with outside world. Since people of this type rely on external stimuli, it is possible that subjective beliefs come into sight careless, superficial or ostentatious. People of this type pursuant fashionable things and feelings and public values of society. If thinking and logic does not support conclusion of heart beliefs, they will be ignored, because this person's thinking is function of

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feeling. This type of feeling is too strong and powerful in extreme or neurotic cases; they develop excitement of the moment and may change in the hundred and eighty degrees. Consequently, they may be considering as hysterical, unstable, unpredictable, or several characters. Suppressed think of this type may be appeared as childish and obsessive ways such as attribute hateful words and character to objects or people who loves.

Introverted Feelings

An introverted feeling tries to access a kind of internal focus that is away from any contact with foreign objects. He does not value for objective reality. If he gives any emotion, it seems generally negative and indifferent. He often focuses on internal processes and occult and archetypal images and he can be immersed in ecstasy and inner mysterious and extreme form or hide behind a childish mask. Such a person is often behind the scenes. He doesn't try to introduce himself and generally his face is cold, indifferent and neutral, although his inner feelings may be intense, deep and passionate. People like these tend religious or poetic affiliation. This type can be aggressive and arrogant in extreme case. Driven back and negative thinking is attributed to others by these people. As they imagine read people's think. Consequently, they can secretly pretense as paranoia (suspicion of madness) and competition and eyes and eye.

Research Hypotheses

Main Hypothesis

There is a significant relationship between the managers' personality types and their effectiveness.

Secondary Hypotheses

- The managers who have personality type of (ESTJ), have higher effectiveness.
- The managers who have personality type of (ISTJ), have higher effectiveness.
- The managers who have personality type of (ESTP), have medium effectiveness.
- The managers who have personality type of (ISTP), have low effectiveness.

MATERIALS AND METHODS

The present research was a correlation kind and the research's nature of this study is descriptive and inferential; also as this study tries to analyze the relationships between dependent and independent variables, so this research has the analytical nature. Statistical society consists of managers of both public and private primary school for boys and girls in Yasouj that their number in 2014-2015 academic years is 104 schools according to the Office of Education report. So in each school the managers responded to our questionnaires. According to the limited of managers number was used of the whole counting method for data gathering and the questionnaires were distributed among all managers. In this study two questionnaires have been used, Myers- Briggs type indicator (MBTI) which uses four personality dimensions, in order to identify the sixteen personality features, so that these four personality dimensions are based on extraversion versus introversion (E-I), sensational versus intuitive(S-N), thinking versus feeling (T-F), judgment versus perceptive (J-P). This questionnaire has been used to assess of the managers' personality type that in short (MBTI) is called. The second questionnaire consisted of 30 questions with 5-option of Likert response packet and based on the research questionnaire of Dr. Ali Alagheb and has been codified about the effectiveness managers behavioral characteristics (Alagheb and, 1992) and the effectiveness manager questionnaire of Dr. Mohammad Hassan Pardakhtchi, 1993).

Table 2: Cronbach's alpha coefficients for the questionnaire questions of personality type

Row	Subject	Cronbach's alpha coefficient
1	E-I	85%
2	N-S	96%
3	F-T	76%
4	J-P	69%

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For the internal validity of the questionnaire was used of Cronbach's alpha coefficient method for questions, which the results can be seen in the below table.

Table 3: Cronbach's alpha coefficient for the questionnaire of the managers' effectiveness

Row	Subject	Cronbach's alpha coefficient
1	Managers effectiveness	8957%

In this research, for study of the research hypothesis was used of chi-square.

The Data Analysis

First hypothesis: The managers, who have personality type of (ESTJ), have higher effectiveness.

The results of table 4, due to the obtained significance level shows significance of the ratio difference of the effectiveness different levels are among the individual who have this personality type and the ratio of effectiveness different levels has not followed of the ratio of equality. In regard to the personality type (ESTJ) has the greater amount of desired amount (30.7), so the managers who have this personality type, have high effectiveness. As a result, this hypothesis is confirmed as the first hypothesis of this research.

Table 4: Chi-square results of effectiveness personality type of ESTJ

Effectiveness	Observed	Expected	Chi-square	Sig
Low	2	30.7		
Average	30	30.7	54.87	0.000
High	60	30.7		

Second Hypothesis: The managers, who have personality type of (ISTJ), have higher effectiveness.

The results of table 5, due to the obtained significant level, shows significance of the ratio difference of the effectiveness different levels are among the individual who have this personality type and the ratio of effectiveness different levels has not followed of the ratio of equality. With regard to the personality type (ISTJ) has the lower value of desired amount (34.5), so the managers who have this personality type, are involved of the low effectiveness. As a result, this hypothesis is rejected as the second hypothesis of this research.

Table 5: Chi-square results of effectiveness personality type of IST

Effectiveness	Observed	Expected	Chi-square	Sig
Low	42	34.5		
Average	27	34.5	3.26	0.000
High	0	34.5		

Third Hypothesis: The managers, who have personality type of (ESTP), have medium effectiveness.

The results of table 6, due to the obtained significant level, shows significance of the ratio difference of the effectiveness different levels are among the individual who have this personality type and the ratio of effectiveness different levels has not followed of the ratio of equality. With regard to the personality type (ESTP) has the approximately amount equal to desired amount (14.00), so the managers who have this personality type, are not involved of the high effectiveness.

Table 6: Chi-square results of effectiveness personality type of ESTP

Effectiveness	Observed	Expected	Chi-square	Sig
Low	3	14		
Average	24	14	15.86	0.000
High	15	14		

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However, the medium effectiveness amount is greater than expected amount of it. And the low effectiveness has lower amount than expected of it. These results together shows that this personality type has the medium effectiveness. This hypothesis is confirmed as the first hypothesis.

Fourth Hypothesis: The managers, who have personality type of (ISTP), have low effectiveness.

The results of table 7, due to the obtained significant level, shows the ratio difference of the effectiveness different levels are among the individual who have this personality type, is not significance. So the ratio of effectiveness different levels has subordinate of the equality ratio. With regard to the personality type of (ISTP) has the greater value of desired amount (9.7), thus due to chi-square testing has not significance, as a result, this personality type has no high effectiveness and can't be said that this personality type has low effectiveness.

Table 7: Chi-square results of effectiveness personality type of ISTP

Effectiveness	Observed	Expected	Chi-square	Sig
Low	9	9.7	0.897	0.639
Average	8	9.7		
High	12	9.7		

Analysis of One - way Variance Results (ANOVA)

The analysis of one- way variance results (ANOVA) showed that there is a significant difference in 1 percent level between the effectiveness of Yasouj city schools managers. The results of Compare Means Test-Duncan showed that this difference the personality type of ISTP has allocated the lowest value and average of manager's effectiveness and the effectiveness of this group significantly is low. The personality types of ESTJ and ISTJ have the greatest average of manager's effectiveness. These two groups did not differ significant difference with each other. Finally, the results showed that personality type of ESTP has lowest effectiveness compared to the personality types of ESTJ and ISTJ, but its effectiveness is greater than personality type of ISTP.

Table 8: The analysis of one way variance results (ANOVA) and Compare Means Test-Duncan results in different personality types

Effectiveness	Average comparison	F	Sig
ESTJ	119 .84a	14.64**	0.000
ISTJ	114.77a		
ESTP	108.93b		
ISTP	101.27c		

** : significance at 99% level; * : significance at 95% level; ns: no significance; same letters represent no difference.

RESULTS AND DISCUSSION

The managers, who have personality type of (ESTJ), have higher effectiveness.

The results showed that the personality type of ESTJ is the high effectiveness. The study of first sub-hypotheses is confirmed Myers-Briggs theories about this personality type. Myers-Briggs in explanation of this personality type says:" The individual have the personality type of ESTJ are pragmatist, realistic and involved with real affairs and tangible and have tendency to handle of trade and industrial measures, because they are good managers that like organizing and directing to these activities. This result is close to the extroversion thinker (E-T) that it comes in Jung's theories. Although two preferences have been considered of above four preferences, but it has corresponded, Jung writes about extroversion thinker: The person of extraversion thinker, heuristic (subjective) thinking converts to passionate longing that is governed over lives. Such human beings are as like the scientists that spent all their energies into the

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further learning of their mind-set. These people establish each action based on objective data intelligent analysis.

The managers, who have personality type of (ISTJ), have high effectiveness.

The results showed that the personality type of ISTJ has the low effectiveness. So this hypothesis is not only confirmed, but also in the conclusion section, the opposite of it, is confirmed. Since that this personality type has a lower effectiveness, so this result is consistent with Yaghoubi results (2001).

The managers, who have personality type of (ESTP), have medium effectiveness.

The results showed that the personality type of ESTP is the average effectiveness. This result is opposed with Biranvand (2000) and with Myers- Briggs results (2001) is consistent. In this study is expected that this personality type has a medium effectiveness, but according to each society has different properties, as a result, in this personality type was observed a low effectiveness.

The managers, who have personality type of (ISTP), have low effectiveness.

The results showed that the personality type of ISTP is the low effectiveness. This result is opposed with Barati results (2000) and with Ghaforiyan (2003) and Biranvand results (2001) is consistent. In this study is expected that this personality type has a lower effectiveness, but according to each society has different properties, as a result, in this personality type was not observed a low effectiveness.

Because of in this research was tries that in different personality types that in this paper was based on four personality types, has determined the managers effectiveness. Then by testing of chi-square, the ratio of different levels were determined in four types, which it was identified by this testing that the ratio of different levels (low, medium and high) in each personality type has followed of the fixed and equal ratio or not.

If the effectiveness levels in one type has not subordinate of fixed ratio, thus this type makes changes in the effectiveness, therefore according to chi-square results, can be concluded that personality type of ESTP has not subordinate of this ratio. So due to be much of high effectiveness levels, can be said that this personality type has a high effectiveness. Since that the personality type of ISTJ has subordinate of this ratio, so cannot be said that this personality type has a high effectiveness. Because of the personality type of ESTP had not subordinate of the fixed (Constant) ratio and the proportion (Ratio) of persons with their medium effectiveness was high, can be said that this personality type has medium effectiveness. In the following, the results showed that personality type of ISTP has subordinate of the fixed ratio, so cannot be said that this personality type has a low effectiveness. Finally, the analysis of variance results showed that there is a significant difference in terms of the manager's effectiveness among of personality types. So that the personality types of ESTJ and ISTJ have the greatest and personality type of ISTP has the lowest effectiveness.

Research Proposals

1. It is proposed that the relationship of manager's personality type with students' academic achievement is examined.
2. It is proposed that the manager's performance in their personality type is evaluated.
3. It is proposed that the manager's commitment in their personality type is evaluated.
4. It is proposed that in another study the parent's satisfaction of school administrators are measured.

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