

**Research Article**

## **The Relationship between Personality Types of Managers and Their Effectiveness in Crisis Management with the Approach of Contingency Plans**

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### **ABSTRACT:**

The most important issue in the era of management and leadership is managing efficiency in performance. Therefore, choosing effective and empowered managers in organizations is of great importance. According to recent research, successful and influential managers have special and unique personality trait that characterizes personality psychology as a personality type. Accordingly, the present study was conducted to investigate the relationship between managers' personality types and their effectiveness in crisis management with the contingency planning approach in Agricultural Jihad Organization of southern Kerman province. The main hypothesis of this research is that there is a relationship between the personality types of managers and their effectiveness. The data gathering tool in this study is Myers-Briggs personality type questionnaire for determining the personality type that was answered by the managers. Also, a researcher-made questionnaire was used to determine the effectiveness of managers that was answered by the staff. The research method in this study is correlational and consensus tables were used to test the main hypothesis, and data was analyzed using the SPSS software. The results of this study indicate that there is an important relationship between the dimensions and personality of managers with their effectiveness, especially in crisis situations, and on this basis, organizations which have been able to hire managers with the appropriate personality type, are more successful - especially in confronting numerous and complex crises. Managers who have an effective character, depending on the nature of the organization, its activities and objectives, as well as the crises expected by the organization based on its nature.

**Keywords:** Yung personality type, Managers' efficiency, Crisis management, Contingency planning.

### **[I] INTRODUCTION**

In advanced organizational thinking, human is considered as the most important asset for an organization. In this regard, the organizations are nowadays trying to achieve rapid growth, continuous improvement, effectiveness, and increased productivity in their area of their activities through their highly respected human resources world-wide, for their survival, discipline and improvement [8]. Organizational managers

are defined at the highest level of each organization, and this issue which is called the era of management and leadership in the present age, highlights the fact that the success of institutions and organizations depends to a great extent on the efficiency of the performance of managers [12]. In management, some employees are more suitable than others for some works, and the interest and talent of all employees is not equal to do the job,

and there are differences between them. Therefore, researchers are looking for finding how one can find the best person with the best performance and reach the best results [1]. The precision of organizations in choosing the empowered managers who are able to detect more by adopting measures and methods especially in the Agriculture Jihad Organization, which is the most important trustee for producing and supplying the country with agricultural products and livestock products in Islamic republic of Iran.

An overview of the researches conducted by organizations in different societies on the psychological parameters on various aspects of manpower suggests that one of the important variables in measuring performance, predicting the effectiveness and success of individuals are the variables of personality and personality traits [14]. Studies by Alexander (2011) confirm the fact that studies conducted over the last two decades by personality models have often highlighted the role of personality as one of the most important determinants of job performance, effectiveness, and success [2].

Individuals have specific and unique features in their behavior due to certain genetic, psychological, social, cultural and educational factors that shape the totality of these personality factors. In fact, it can be said that the personality of the individuals reflects their desires, needs, capabilities and features, and every individual has certain characteristics that distinguishes him from others [15]. As a result, people have sufficient talent and preparedness to perform some roles and responsibilities and beside them they are unable to fulfill some other roles. In addition, due to the importance and outstanding role that human resources, and particularly managers have in each organization, dealing with issues that improve the quality of managers' performance and increase their effectiveness has always been of interest to scholars and researchers [1]. Managers, like other people in the community, have individual differences, talents and motivations, aspirations and desires. They have

different interests and abilities, and they have different attitudes, knowledge and value systems. In addition, they are different from each other regarding personality. Personality type is a model by which we can evaluate the real person. Obviously, individual and personality differences will have a definite influence on managers' performance, where the effect on planning and programming, which is one of the main duties of managers, is no exception to this because human behavior is generally the result of interaction between his personality and the environment. Thus, it can be expected that managers, depending on their type of personality, have different ways of working and planning particularly in critical situations.

In crisis management, planning is one of the important keys of the manager's performance effectiveness and success. In this regard, a planning process has been introduced in recent years, which is referred to as the contingency planning process. The contingent planning process is, planning ahead and is in an uncertain situation in which there is an agreement regarding the scenarios and objectives, management and technical measures are defined, and potential reaction systems for preventing, or better responding to an emergent or critical situation are embedded. Contingency planning is preoperative thinking planning, but the more uncertain the planning environment, the probability of the inappropriateness of initial assumptions increase with predictions and even initial intentions. In such environments, there are continually unexpected events and occurrences, as a result, make the changes necessary in planning; therefore, it's best to always predict what changes will occur in the programs if the works do not go as expected or which alternative programs should be prepared to prevent the manager from having problems [4]. This situation, due to its specific sensitivities, forces the organization to choose directors who, regarding their personality type in crisis situations, can ensure the success of the organization as an effective manager. Because

managers, manage the issues in different ways because of personal and individual differences, and fulfilling tasks and their operation are the product of two important issues, namely, the personality traits and the management style that they adopt [5]. Considering these characteristics, it can be argued that if people are personally relevant to the occupation and profession they are doing, they will be aware that whether they have the necessary talents and abilities to perform the task they are assigned to, and hence they will succeed [4].

Organizational effectiveness is a goal that all organizational efforts are to achieve it. Sometimes we define effectiveness as an emphasis on work results in terms of quantity, quality, time and cost; in this case, effectiveness also includes efficiency. That is, in addition to the suitability of the goals to the values and norms contained in the work goals, it also includes the impact of work on the individuals of the organizations [6]. The effective manager is an orderly creator who by determining clear objectives and planning tasks, avoids disturbing and aimless activities that some other managers are trapped in [9]. Now, we must see whether the internal factors of personality such as emotions, feelings, thinking, learning and intelligence, or external factors such as the way of judgment and perception, or effect have any relationship with the success and effectiveness of managers or not?

Gahramani et al. (2012) are one of the experts who says that job selection represents a person's personality type and he selects based on his personality [8]. Mirsepasi (2008) believes that interests and propensities are directly related to the personality of the person, and that there is - nothing separate [13].

Theories of Freud, the prominent Austrian psychologist (or German as said) on personality suggests the influence of instincts as the most important stimulus of behavior. He spoke of the latent energy called "libido", which can be effective by shifting to successive goals in determining personality. He also believed in the

analysis of dream, which represents three levels of personality (me, beyond me, nature) [7].

Adler believed mostly in social motives and conscious thoughts (rather than unconscious processes) that is he considered personality as yjr superior signs of social factors rather than life factors, and he was among the few who developed four types of personality [3].

Eisenck was one of the other experts in epistemology and personality who believed in statistical factor analysis. After his research, he discovered two perspectives of introversion-extroversion and stable and unstable spirit (it is interesting to note that his four interests based on theories of old physicians are consistent with the theories and the four types provided by Avicenna [12].

The views of Carl Gustaving the Swiss psychologist who was based on Freud's theories but who believed in the factor analysis of personality, added the notion of collective deprivation to Freud's beliefs, and stated that there is a struggle between the Persona (the mask we had on the face) and the real self within us [7]. Based on Yung's theories that offer 16 types of personality in relation to the profession, no doubt that certain types are suitable or appropriate for some occupations, the personality theory of psychological types helps explain the inconsistencies and the incidence of conflicts among individuals. Indeed, in his views, Yung firstly deals with four acts of thought, emotion, sensation, and intuition in his two dimensions of extroversion and introversion. That is, eight types of personality, and he states mixed types, which are generally 16 types [10].

The views of Carl Gusta and Yung are the most important and deepest ideas about personality. If managers perform their duties in the best way, the organization will achieve its goals. Considering that the most important criteria for evaluating organizations are effectiveness [1], it is the correct selection of Management applicants which should be taken into account regarding the individual differences and personality traits [3].

Considering the above materials, since one of the most important challenges facing crisis management in organizations is the existence of an appropriate and efficient planning by the manager of the organization; this is one of the fundamental criteria for assessing the effectiveness of managers in this research. In fact, the approach to assessing the effectiveness of managers in the present study is based on Cutter's studies. Studies conducted by Cutter indicate that the behavior of effective managers relies mainly on a three-dimensional model of programming, networking, and network-driven implementation of the program [8].

Using the Cutter's Effectiveness Model in the current research looks useful because although a significant part of the time and power of effective managers is spent on creating a desirable communication network and obtaining their cooperation in implementing programs, but in that "programming" in the vast horizon of time (from hourly day time to long-term ideal plans), it is raised as the permanent challenge for managers [15]. This issue becomes more complicated when the limitations of financial resources, human resources, equipment, etc. are synchronized by the emergence of an emergency condition. In this regard, paying attention and spending too much resources in complex emergency situations is one of the most important aspects of this issue.

According to what has been stated so far, the goal of the researcher is to determine whether a personality type can be considered as a criterion for selecting effective managers or not [8].

### 1.2. Yung's Typology

Yong claims that conscious mind can understand reality in four ways: sense, intuition, thought and feelings. In Yung's theory, these four functions are two pairs of opposing poles. First, two irrational functions, that is, sensory and intuitive versus rational or rational functions, that is, thought and emotions. Although there are four such functions in each person, Yung believed that one of the four functions of consciousness would be predominant and superior in one person based on intrinsic and

institutional factors. Whichever is superior, the reverse function (or subordinate and inferior) of it will not usually be in the realm of consciousness, but will become in the form of an unconscious function in accordance with the principle of compensation. In practice, this means that inferior function will usually be either suppressed, or will appear in a primitive, childish, old and uneven manner [11].

Yung's theory implicitly implies that eight types of functionality are possible. These eight functions, in addition to the four functions mentioned, include four superior and qualitative combinations, as indicated in Figure 1 [10].

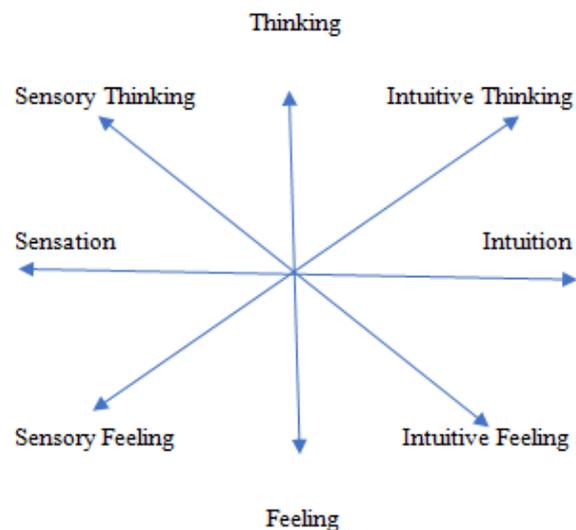


Figure 1: Eight Function Types of Yung's Theory

#### 1.2.1 Psychological Types of Yung

Four psychological types of Yung are studied in the present study:

- A. The ESTJ types are pragmatic, realistic, engaged in tangible real things, and tending in the pursuit of industrial and commercial affairs, are good managers and like to organize and direct activities.
- B. ISTJ type are quiet, serious, and successful at work, with full focus, pragmatic, formal, looking for clear rational facts, realistic, visible and attentive to everything organized.
- C. ESTP type: act well at the time of solving problems and do not worry. Enjoy everything that

happens, like mechanical appliances and sports and are patient.

D. ISTP type: are quiet, cautious, spectator, cool-blooded, observer and analyst of life with curiosity, interested in causes and effects as well as pranks at unexpected moments, the use of rational principles in the organization of tangible facts [11].

### 1.3 Effectiveness

The effectiveness is the extent to which an organization achieves its goals. It's not enough for a unit to have a high-performance in one day, but it should be able to get that performance every day. Researchers consider effectiveness to be a function of agreement and consistency of behavior with organizational expectations [12].

Also, the effectiveness of a system can be defined in terms of capability regardless of the specific tasks they perform [14]. Effective managers are the most basic and the rarest resources of any organization. The failure of each organization to achieve optimal productivity can be partly attributed to the ineffective management and leadership of that organization [12].

### 1.4 Contingency Planning

One of the most important challenges facing - crisis management is the existence of an appropriate and relatively efficient planning. This issue becomes more complicated when the limitations of financial resources, human resources, equipment, and so on will be synchronized with the emergence of an emergency condition. Crisis management precisely means moving the progress of affairs into a controllable process, waiting for the return of affairs as soon as possible to the pre-crisis conditions [4].

Contingency planning is proposed in the second phase of crisis management (planning and training). Contingency planning is the process of forward planning in an uncertain situation in which there is an agreement regarding scenarios and objectives, the management and technical measures are defined, and the potential reaction systems for preventing, or better responding to an emergent or critical situation is embedded. In this

type of planning, the key steps are prepared in a completely logical planning with the participation of organizations involved in the crisis; because the contingency planning is fundamentally a pre-operative thinking planning [6].

In the contingency planning, "various applicable options" are identified and one of those options will be applicable if the original program's validity reduces greatly due to environmental changes. In other words, when a crisis occurs in the predicted areas, indicating the lack of credibility of the program, it is possible to make rapid action using contingency planning [9].

Contingency planning approach to the organization:

1. Helps identify the storage arrangements that may be needed.
2. Helps to make quick decisions, because it ensures the direct access of managers to reliable information.
3. Identify actions that can be taken at the stage of preparing for a potential emergency [6].

## [II] MATERIALS AND METHODS

### 2.1. Research Design & Tools

The data collection methods in the present study can be generally divided into two categories:

1) Library methods: To collect information about the history and literature of research, also in formulating hypotheses and presenting the basic model of specialized articles, the related dissertations and searching in databases on the Internet has been used.

2) Field methods: The research is a field research because it is conducted in the Agricultural Jihad Organization of in the southern part of Kerman province and examines the attitudes and behavior of individuals in their real work environment.

According to the data collection methods, two types of questionnaires have been used in this research:

#### 2.1.1. Questionnaire Number 1: Myers-Briggs View Brigade

This questionnaire is used to measure the managerial brigade type, abbreviated termed

(MBTI). MBTI is a personality measurement tool that identifies individual tendencies. This test is used for various personal and organizational purposes. In some cases, (MBTI) helps people identify themselves in a way that others see things differently from them, the Myers-Briggs view brigade identifies sixteen types of personality. This test is based on Yung's personality theory, which is made by a mother and daughter based on the characteristics of individuals in daily life.

Form G of the questionnaire was used in this study, which has 88 items, part of which are derivative sentences and two-choice questions, and another part was in the form of two separate words. The questions of the first column are extraversion-introversion (I or E), the second column are sensory-intuitive second column (N or S), the third column are though-feeling (F or T) and the fourth column, judgmental-perceptual (P or j). The items are scored from right to left so the subject does not understand their grouping and does not respond to the other. To execute, the subject is asked to read each item in full and then select one of the options as a forced-choice. By forced-choice we mean that the subject must select one of the options and mark the answer in one of the three homes (a) or (b).

T= 33, N= 25, J= 28, P=32, I=28, S=34, F= 21 for women, F= 19 for Men

In general, MBTI follows a special scoring system, and subjects must choose one of the options out of two or three. Each item or question has a specific answer, score or weight. Grades (MBTI) are divided into two groups, including four dichotomous scores and four continuous scores. By summing up the values for each preference, eight scores are obtained that are related to each other two by two. And in each pair of scores, the scores that are higher are selected and finally the brigade of the person is determined with four higher scores [11].

### 2.1.2. Questionnaire Number 2

This questionnaire is the standard organization management effectiveness questionnaire which has 32 questions based on 5-point Likert scale

(strongly agree, agree, neutral, disagree, strongly disagree) and its purpose is to assess the effectiveness of organization management. The components of this questionnaire are divided into topics such as communication, performance evaluation, motivation, decision making, creative thinking, leadership, resources, and monitoring and controlling where the managers are divided into 3 effective points according to their obtained score:

1. High Efficiency: Score (110-160);
2. Average Efficiency: Score (60-110);
3. Low Efficiency: Score (below 60).

### 2.2. Population and Sample

The research statistical population includes all managers of the Agricultural Jihad Organization of the Southern part of Kerman Province (comprising three classes of senior, middle and executive managers) of 116 people that due to their lack of greatness, the whole community is studied.

Table 1 indicates the distribution of managers at the three above levels:

Management Levels	Number
Senior Managers	5
Middle Managers	26
Operations Managers	84
Total	115

**Table 1:** Statistical community of the research and its classification

### 2.3. Statistical Methods

Descriptive and inferential statistical methods will be used to conduct this research. In the descriptive statistics section, we will calculate the frequency-averages, standard deviations, etc. and in the inferential statistics section, the Chi-square test of agreed tables and also the ratio test for testing the questions will be used. As one of the variables is nominal and the other is changed accordingly, you must use the concordance table and the chi-square test to check the independence of these two variables. Meanwhile, to test the hypotheses and calculate the tables, the SPSS statistical software will be used.

**2.4. Research Objectives**

- Determination of personality brigades of different levels of managers at Agricultural Jihad Organization of the Southern part of Kerman Province.
- Identify and determine the effectiveness of managers in the related organization.
- Determining the relationship between personality brigades and effectiveness of managers in the organization.

**2.5. Research Hypothesis**

- H<sub>1</sub>: Managers with a personality brigade (ESTJ) are highly effective.
- H<sub>2</sub>: Managers with a personality brigade (ISTJ) are highly effective.
- H<sub>3</sub>: Managers with a personality brigade (ESTP) are less effective.
- H<sub>4</sub>: Managers with a personality brigade (ISTP) are less effective.

**[III] RESULTS**

Education Level	Frequency	Percentage	Effective Percentage	Cumulative Percentage
BA	61	53.04	53.04	53.04
MA	52	45.21	45.21	98.25
PhD	2	1.73	1.73	~100
Total	115	~100	~100	

**Table 2.** Academic Degrees Frequency of Responding Managers to Personality Brigade Questionnaire

Management Levels	Frequency	Percentage	Effective Percentage	Cumulative Percentage
Senior Managers	5	4.34	4.34	4.34
Middle Managers	26	22.60	22.60	26.94
Operations Managers	84	73.04	73.04	100~
Total	115	100~	100~	

**Table 3.** Frequency Level of Responding Managers to the Personality Brigade Questionnaire

Personality Types	Frequency	Percentage	Effective Percentage	Cumulative Percentage
ESTJ	41	35.65	35.65	35.65
ISTJ	32	27.82	27.82	63.47
ESTP	28	24.34	24.34	87.81
ISTP	14	12.17	12.17	~100
Total	115	~100	~100	

**Table 4.** Personality Brigade Status of Responding Managers to Personality Brigade Questionnaire

Effectiveness Range	Frequency	Percentage	Effective Percentage	Cumulative Percentage
High Efficiency: Score (110-160)	8	6.95	6.95	6.95
Average Efficiency: Score (60-110)	46	40.00	40.00	46.95
Low Efficiency: Score (below 60)	61	53.04	53.04	100~
Total	115	100~	100~	

**Table 5.** Effectiveness Score Status of Responding Managers to Personality Brigade Questionnaire

Education Level	N	Min	Max	Ave.	Standard Deviation	Variance
BA	61	56.00	127.00	98.3214	21.06639	443.793
MA	52	63.00	128.50	109.6000	22.18834	492.322
PhD	2	105.00	133.50	122.5667	7.89183	62.281
Total	115	56.00	133.50	110.8000	19.90194	369.087

**Table 6.** Descriptive Statistics of the Effectiveness Score Regarding the Academic Degree of Managers

Effectiveness components	N	Min	Max	Ave.	SD	Var.
Communication	115	1.70	5.00	3.8134	0.9191	0.844
Performance Evaluation	115	1.56	5.00	3.7853	0.8359	0.6988
Motivation	115	1.67	5.00	3.8005	1.8624	0.743
Decision Making	115	2.00	4.60	3.9595	0.3474	0.120
Creative Thinking	115	2.00	4.35	3.8425	0.8547	0.730
Leadership	115	2.00	5.00	3.6978	0.7105	0.504
Resources	115	2.17	5.00	3.0597	0.4399	0.193
Monitoring & Control	115	00	4.00	3.1923	0.6937	0.481
Effectiveness Score	115	56	153	104.913	27.4778	755.034

**Table 7.** Descriptive Statistics of the Effectiveness Score and its Components

Personality Types of Managers		Effectiveness Score	Communication	Performance Evaluation	Motivation	Decision Making	Creative Thinking	Leadership	Resources	Monitoring & Control
ESTJ	No.	41	41	41	41	41	41	41	41	41
	Min	93.00	3.30	2.75	3.33	3	3.33	3.75	00	2.40
	Max	153.00	5.00	5	5.00	5	5	5.00	4	4.5
	Av	12.7053	4.6058	4.4253	4.5212	4.4129	4.6773	4.1290	2.9312	3.7946
	SD	15.5505	4.8426	4.8600	4.8404	4.8703	4.8336	0.4586	1.3164	0.3917
	V	241.819	23.451	23.619	23.429	23.719	23.363	0.210	1.732	0.153
ISTJ	No.	32	32	32	32	32	32	32	32	32
	Min	111.50	4.20	4.13	4.00	3.80	3.67	3.25	00	3
	Max	148.00	4.90	4.88	4.83	4.50	5.00	5.00	4.00	4.5
	Av	129.86	4.5028	4.3796	4.4362	4.0218	4.2818	4.1943	2.8465	3.9425
	SD	7.3366	0.2443	0.2483	0.2353	0.2317	0.4230	0.5363	1.4335	0.4675
	V	53.825	0.059	0.061	0.055	0.053	0.178	0.287	2.055	0.216
ESTP	No.	28	28	28	28	28	28	28	28	28
	Min	93.50	3.20	3.31	3.33	3.30	3.20	3.00	3.17	2.00
	Max	124.50	4.60	4.63	4.83	4.60	4.65	5.00	4.50	3.50
	Av	10.7107	3.840	3.9643	3.8746	3.9667	3.987	3.9946	3.8025	2.7221
	SD	12.5631	0.4763	0.4733	0.5117	0.4763	0.5175	0.6449	0.4585	0.6477
	V	157.832	0.226	0.224	0.261	0.226	0.267	0.416	0.210	0.419
ISTP	No.	14	14	14	14	14	14	14	14	14
	Min	56.00	1.70	1.56	1.67	3.00	2.00	2.00	2.17	1.80
	Max	84.00	3.00	3.25	2.83	4.00	3.00	3.00	3.50	3.00
	Av	59.3785	2.305	2.3710	2.37	3.4367	2.4242	2.4735	2.6589	2.31
	SD	6.9761	0.3178	0.4699	0.3353	0.2915	0.3062	0.3269	0.4337	0.3095
	V	48.665	0.101	0.220	0.112	0.085	0.093	0.106	0.188	0.095
Total	No.	115	115	15	115	115	115	115	115	115
	Min	56.00	1.70	1.56	1.67	2.00	2.00	2.00	2.17	00
	Max	153	5.00	5.00	5.00	4.60	4.35	5.00	5.00	4.00
	Av	104.913	3.8134	3.7853	3.8005	3.9595	3.8425	3.6978	3.0597	3.1923
	SD	27.4778	0.9191	0.8359	1.8624	0.3474	0.8547	0.7105	0.4399	0.6937
	V	755.034	0.844	0.6988	0.743	0.120	0.730	0.504	0.193	0.481

**Table 8.** Descriptive Statistics Table of the Effectiveness and its Components Regarding the Personality Brigade of the Responding Managers

According to Table 7, which studies the effectiveness components with brigades, the following results are obtained:

1) A total of 41 ESTJ brigade, have obtained the average effective score of 122.7053 and the least effectiveness score of 93 and a maximum of 153

that is the highest effectiveness of the sample group. In addition, in the study of the components of effectiveness, the highest average scores relate to creative thinking, communication, motivation, performance evaluation, decision making,

leadership, monitoring and control, and finally resources.

2) From the total of 32 ISTJs, the mean score of effectiveness was 129.86, the minimum score of effectiveness was 11.5 and maximum 148, respectively. In evaluating the effectiveness components, the highest average scores are respectively related to communication, motivation, performance evaluation, creative thinking, leadership, decision making, monitoring and controlling, and finally the resources.

3) From 28 ESTP, the mean score is 107.7107, the minimum score is 93.5 and the maximum score is 124.5. In the study of the effective components, the highest mean scores relate to leadership, creative thinking, decision making, performance evaluation, motivation, communication, resources, and ultimately monitoring and controlling.

4) For 14 ISTP brigade, the average effectiveness score is 59.98, the minimum score is 56, that is, the lowest score and the maximum is 84. In evaluating the effective components, the highest average scores relate to decision making, creative thinking, communication, motivation, performance evaluation, leadership, monitoring and controlling, and ultimately the resources.

5) From the total sample size 104.913 was obtained for the effectiveness score and deviation of 27.4778 and the variance of 755.034. In the study of components, the highest mean scores relate to decision making, creative thinking, communication, motivation, performance evaluation, leadership, monitoring and controlling, and ultimately the resources.

Effectiveness		Personality Types of Managers				
		ESTJ	ISTJ	ESTP	ISTP	Total
High Efficiency: Score (110-160)		0	6	25	13	44
Average Efficiency: Score (60-110)		5	3	0	1	9
Low Efficiency: Score (below 60)		36	23	3	0	62

**Table 9.** Agreement Table of the Managers Personality Brigades with Their Effectiveness

According to Table 8, for determining the defined effectiveness level for the variables, we have:

1) For the ESTJ brigade, from a total of 41 subjects, 12 subjects with a high score of 110 are highly effective, and 5 subjects with a score of 60 to 110 have a moderate effectiveness.

2) For the ISTJ brigade, from a total of 32 subjects, 23 subjects with a high score of 110 have high effectiveness and 3 subjects with a score of 60 to 110 have moderate effectiveness, and in the end, 6 subjects with a score below 60 have a low effectiveness.

3) For the ESTP brigade, from a total of 28 subjects, 3 people with a high score of 110 have high effectiveness and 25 subjects with a score below 60 are of low effectiveness.

4) For the ISTP brigade, from a total of 14 subjects, 1 subject with an effectiveness of 60 to 110 has a moderate effectiveness and 13 subjects with a score of less than 60 have a low effectiveness.

In total, 62 subjects have high effectiveness, 9 have moderate effectiveness and 44 have low effectiveness.

### 3.1. First Hypothesis

If we assume that:

$$H_0 = P \leq 0.5$$

$$H_1 = P \geq 0.5$$

P: The true ratio of individuals whose personality brigade is ESTJ and have been highly effective.

We have the following assumptions:

H<sub>0</sub>: Managers with an ESTJ personality brigade do not have high effectiveness.

H<sub>1</sub>: Managers with an ESTJ personality brigade have a high effectiveness.

Effectiveness Cod.	Group	Category	N	
		Group1	High Efficiency	23
Group2	Group3	Average Efficiency	3	6.75
		Low Efficiency	6	20.25
Total			32	100

**Table 10:** Frequency table for the effectiveness score of the first hypothesis

From 41 managers who had the ESTJ personality brigade, P=0.86 had a high level of effectiveness.

If the  $z = \frac{\sqrt{N}(p - P_0)}{\sqrt{pq}}$  statistic is higher than

1.96, then H<sub>0</sub> is rejected and H<sub>1</sub> assumption is accepted.

$$z = \frac{\sqrt{n}(p - P_0)}{\sqrt{pq}} = \frac{\sqrt{41}(0.86 - 0.5)}{\sqrt{(0.86)(0.41)}} = 3.88$$

Since the z value is higher than 1.96, we reject the H<sub>0</sub> assumption and accept the H<sub>1</sub> assumption, that is, people whose character type is ESTJ are more effective.

### 3.2. Second Hypothesis

H<sub>0</sub>: Managers with ISTJ personality brigade do not have a high effectiveness.

H<sub>1</sub>: Managers with ISTJ personality brigade have a high effectiveness.

		Category	N	
Effectiveness Cod.	Group1	High Efficiency	36	86
	Group2	Low Efficiency	5	14
	Total		41	100

**Table 11:** Frequency Table for the Effectiveness Score of the Second Hypothesis

From the 32 subjects who had the ISTJ personality brigade, p = 0.73 had a high effectiveness.

$$z = \frac{\sqrt{n}(p - P_0)}{\sqrt{pq}} = \frac{\sqrt{32}(0.73 - 0.5)}{\sqrt{(0.73)(0.32)}} = 2.69$$

Since the z statistic is greater than 1.96, we therefore reject H<sub>0</sub> and accept H<sub>1</sub>, that is, individuals whose personality brigade is ISTJ, have higher effectiveness.

### 3.3. Third Hypothesis

H<sub>0</sub>: Managers with an ESTP personality brigade have high effectiveness.

H<sub>1</sub>: Managers with an ESTP personality brigade do not have high effectiveness.

		Category	N	
Effectiveness Cod.	Group1	Low Efficiency	25	90
	Group2	High Efficiency	3	10
	Total		28	100

**Table 12:** Frequency Table for the Effectiveness Score of the Third Hypothesis

From the 28 managers who had the ESTP personality brigade, P=0.10 had a high p-value.

$$z = \frac{\sqrt{n}(p - P_0)}{\sqrt{pq}} = \frac{\sqrt{28}(0.10 - 0.5)}{\sqrt{(0.10)(0.28)}} = -12.67$$

Since the z statistic is less than 1.96, therefore, we accept H<sub>0</sub> and reject H<sub>1</sub>, that is, those who have the ESTP personality brigade have high effectiveness. In other words, the research hypothesis is rejected.

### 3.4. Fourth Hypothesis

H<sub>0</sub>: Managers with an ISTP personality brigade do not have high effectiveness.

H<sub>1</sub>: Managers with an ISTP personality brigade have high effectiveness.

		Category	N	
Effectiveness Cod.	Group1	High Efficiency	1	0
	Group2	Average Efficiency	13	8
	Group3	Low Efficiency	14	92
	Total		14	100

**Table 13:** Frequency Table for the Effectiveness Score of the Fourth Hypothesis

As indicated in Table 12, from a total of 14 people with an ISTP personality brigade, 13 subjects had a low effectiveness score. With these results, there is no possibility of testing, but one can claim that those with a personality brigade of ISTP have low effectiveness

## [V] CONCLUSION

Regarding the results of this study, it can be concluded that managers with ESTJ, ISTJ and ESTP brigade have high effectiveness, and ISTP brigade has low effectiveness. Moreover, it can be concluded that the famous slogan in the psychology of work "suitable people for appropriate jobs" undoubtedly plays a valuable role in choosing the job of a person's personality. The necessity of the organization's accuracy in choosing empowered managers who are capable of taking over the necessary measures and practices, especially in the organization responsible for dealing with agricultural affairs, as well as the main task of ensuring food security in the country, provides the ground for assigned tasks and the achievement of specified goals and perspectives, as well as the management in various crisis situations in the agricultural area of the country with which we are facing.

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