ABSTRACT

The article presents results of analysis carried out by mean of Eysenck, Temperament and Reddin tests. Manager styles and pre-personality types established and represented, combined with stress leads to psychosomatic dysfunctions at polish micro-entrepreneur.

Keywords

Microenterprises, temperament, personality, management styles, research, Psychosomatic dysfunction.

1. Introduction

Management process in enterprises is most often realized by owner who play the role of managers. The subject of management in microenterprises is a group of people of a single worker. A group and a manager operate in a relation of formal and informal character. The former legitimate the manager to plan the subordinates’ work, to organize this work, to give orders, control the effects and give sanctions. The managers efficiency depends in such case on his formal authorities and technical competencies. If an efficient manager can also positively influence interpersonal relationships we call him a good leader. A leader can successfully influence behavior of others by means of social influence and not formal authority. He can also create a vision of development and stimulate motivation (Piotrkowski, Świątkowski, 2000; Szczupaczyński, 1998). A leadership is connected with personal traits and abilities. Leaders authority is voluntarily accepted by group members.

A manager has the highest position in the group hierarchy, and thus he has the greatest power. A source of this power can be a formal position of a manager, emotional dependence of others, professional competencies, personality, charisma. A perfect model of a group manager is a person who combines the formal authority with human skills. In direct contact with workers a leader can achieve his goals by skillful adjustment of his behavior.

There are two points of view diagnosing the sources of efficient influencing other people. First of them, called universalistic, assumes that certain people become leaders, because
they possess certain knowledge, preferred skills and personal traits. Szczupaczyński (1998) lists such competences that are crucial for a leader: ability of logical thinking, activation of others, determination and self-control. Koźmiński (1996) indicates as important a group of personal abilities: Improvement of self-awareness, managing stress, creative problem solving and a group of interpersonal abilities: active communication, increase of authority, motivating others, managing conflicts. Horst (2006) draws attention to a problem of increasing the awareness of ergonomic rules of creation of efficient organization. First of all as a result of conceptual approach (if company starts operating). Second of all, as a result of corrections – if a company sees the need of implementation of solutions compatible with ergonomic planning of workplaces.

Other point of view presents the leadership efficiency as dependent on the selection of proper style of influencing the group. Drawing attention to situation features better serves the development of practical skill and is more efficient because it focuses on certain patterns of leadership behavior. Basic techniques are presented on figure 1.

In order to act efficiently a group needs someone who would solve problems and resolve conflicts. These are two primary functions of a leader: Related to tasks and maintaining the group constancy. An ability to combine those two functions is necessary for a successful leadership. In practice quite often a leader can play only one of those roles. In such case a group operates in a situation of split functions between two leaders. These two leadership functions are represented by two different leadership styles. "Leadership styles are various patterns of behavior used by leaders to manage and influence workers." (Stoner, 2001, p.457) Task oriented managers, keep control over workers to assure proper execution of tasks. They pay more attention to work performance that to development or satisfaction of workers. Worker oriented managers pay more attention to
workers’ motivation that to control. They aim at friendly, respectful relationships with workers based on mutual trust, and often invite the workers to participate in decision making. The efficiency of leadership styles depends on various factors (Penc, 1997):

- type of connection between organization and environment: are these market connections, for which effective leadership style is important, or are they bureaucratic, in which the efficiency is unimportant;
- types of group tasks: untypical tasks are favored by democratic style;
- Psychosocial features of workers, such as motivation, expectations, needs, habits; Is particular style effective or not ultimately depends on workers reactions.
- Personality, competences, experience and expectations of a manager;
- Expectations and behavior of leader’s superiors, defining the norms of his behavior, giving example to follow;
- Organizational resources, ex. finances for salaries or material equipment of a group; in a situation of limited resource an importance of their economic management increases.

Taking into consideration all environmental and individual factors of a group leader during the analysis of his managerial actions allows for distinguishing the traits which describe the perfect group and organization leaders.

In 2007 a research was done among 56 entrepreneurs (30 women and 26 men) in Wielkopolska region. Three standardized psychological tests were used: Personality inventory EPQ-R Eysenck, Temperament Questionnaire and B. Reddin's test measuring styles of leadership. A constructed survey questionnaire was also used to gather information about enterprises functioning. The results were tabulated and qualitatively analyzed, and were used to make a synthesis and to generate the characteristics most often occurring among enterprises who succeeded in their line of business. The following presuppositions were made:

1/ microenterprise operates on the market for at least 5 years,
2/ microenterprise remains under owner's management,
3/ manager has not changed for at least 5 years.

We need to remember however, that the sample was relatively small and the scope of research was limited so the results should be treated as initial for further, more profound and quantitative research.

The first objective of research was an analysis of a management style declared by the owner. Analysis encompassed four basic styles of management written as managers characteristics:

**Isolated manager**, characterized by little interest in enterprise’s objective and little interest in people. Such owner does not seek any changes and is characterized by the following features: He is careful, cautious, conservative, prefers administrative work, appeals to set principles; is precise, accurate, proper, constant, patient, calm and discreet.

**Friendly manager**, characterized by little interest in enterprise’s objective and great interest in people. He is understanding, cordial, focuses on personal development, can talk long hours, is compassionate, gives a feeling of security.

**Zealous manager**, characterized by great interest in enterprise’s objective and little interest in people. He is self-confident, aggressive, imperious, busy, with initiative, relies on himself, uses supervision, rewards and punishments, his own opinion is the most important.

**Comprehensive manager**, characterized by focusing on goals and on people He is interested in motivation techniques, prefers teamwork, integrates workers, wants cooperation and prefers to reach goals together.

The results of the research prove that women two times more often use the most desired style of management, i.e. comprehensive. It helps them to maintain proper interactions with people and to be successful, although only in a longer perspective. Men on the other hand more often declare a zealous style, and are therefore more effective and faster reach the objectives. In the examined group there were few examples of friendly and
isolated style, which do not influence the overall image. Such results may become a premise to more profound research on the relation between gender, management style and effectiveness of microentrepreneurs.

The second objective of research was to get information about types of temperament among the examined entrepreneurs. Analysis encompassed four basic types of temperament, perceived as “set of constant mental traits of a human characterizing their emotional life, ways of reacting to external stimuli, level of temper, strength and duration of emotional states.” (Reddin, in: Fritchie, Leary, p. 36).

Melancholics are perfectionist and stubborn. They always have to see each situation with their own eyes. They question, enquire as long as they are finally satisfied. They tend to be “moody” and oversensitive, unsocial and prejudice to everything and everyone. In professional life they stay on a side, deep in their own world. Phlegmatics are peaceful and unemotional. They are known for their reliability, loyalty and understanding of others. They like orderly and effective life. They are well organized. They feel bad in a conflict situations out of which they cannot find a way out. Cholerics are perceived as people with strong initiative and stand out of the crowd. They are characterized by bold opinions, strong beliefs and motives. They are very emotional. When they judge they do it authoritatively and impetuously. They happen to be impertinent and dominant. In professional life they focus all energy on reaching the goal, often at all costs. Sanguines are gushy and sensitive, warm and friendly, communicative and cordial. They have enthusiastic attitude toward everything, are willing to commit but also require commitment from others. Work is their element when it requires making decisions and action. The results of temperament evaluation in selected sample are presented on figure 2.

![Fig. 2. Distribution of temperaments in selected sample](image)

Among the microenterprise owners from examined group most had sanguine temperament (29 people), and women declared this type of temperament three times more often than men. Choleric temperament was declared by 24 people, with 66% share of men. Phlegmatic temperament was declared by three microenterprise owners. None of them can be described as melancholic temperament.

The third objective of a research was to define a characteristic of personality of microentrepreneurs owners, understood as “relatively durable organization of character, temperament, intellect and physical properties, which determine specific ways of adjusting to the surroundings” (Eysenck, 1970, p. 2). Personality characteristics were examined with Personality Inventory EPQ-R and the following characteristics were taken into consideration:

Extraversion-introversion is defined on continuum with two poles. Sanocki (1981, p. 152) describes the extravert as social, having many friends, keen on talking with people. Such person needs stimuli from outside, acts in the heat of the moment. He can always find answer to every question and riposte to comments aimed at him. He likes changes and has optimistic attitude toward life. Likes being active and likes changes.
Introvert prefers introspection, prefers reading in loneliness than staying in a group. He is reserved and has few friends. In action he is careful and leads very organized type of life. Has an opinion of a man you can always rely on. However in everyday life very seldom can you meet and extrovert or introvert as a polar personality. According to normal distribution the majority of people are ambiverts, who have some qualities of extraverts and some of introverts. The research shows that extrovery is a dominant characteristic among microentrepreneurs. As much as 17 women and 9 men has characteristic fully extravert. Another 20 people has ambivert characteristics and only 8 are introverts.

*Neuroticism* fits into the area defined by terms "emotional balance" and "emotional disorder". Neuroticism is connected to the fear understood as "general emotional drive" (Madsen, 1980, p. 477). Neurotic people are vulnerable to stress and often complain about undefined somatic ailments and constant troubles. They easily fall in moods, are thin-skinned and disposed to anxiety disorders and nervous breakdowns. Frequently fall into depression and sleeplessness. Research shows that only 22 people (equally men and women) present full emotional balance. Moderate emotional disorder is more frequent among women (14 people) than among men (5 people). Finally total emotional disorder was observed in 9 men and 5 women. Such results may indicate partial professional burnout and major stress.

*Psychoticism* according to Eysenck is a dimension, in which one end can be described as "normal mental states" namely psychological health, and the other as "disorders observed at psychotic patients" (Eysenck, 1970" p. 122, 262). They may include a tendency to psychosis. A distribution of psychoticism is illustrated on figure 3.

In 34 of examined people a normal psychotic states were observed, and 22 of them showed disorders leading to psychoticism. An interview with those people showed sleep disorders, decrease of professional and personal activeness, aversion to life (compare Borkowska 2007; Crust, Clough 2006).

An existence of psychosomatic diseases is commonly known, therefore Eysenck tried to find relations between predisposition to certain ailment and type of personality (Brzozowski, Drwal 1995; Więcek-Janka 2005; Klosowska-Kustosz, Lorenc, Kowalska 2007; Mardon, Toupin 2007). An example of such correlation is relation between type A personality and coronary disorder. Type A is defined by: anxiety, permanent readiness to react, aggressiveness and inclination to anger. Other defined types are B and C. B is a healthy type, and C has tendency to tumor diseases. Further research on personality types (Eysenck 1991; Eysenck 1992, Ostrowski 2007) made it possible to distinguish another four personality types connected with reaction to stress (compare. fig.4).

Type 1: “On edge” is visible by such people's belief that the object which is important to them is a requisite of their happiness and prosperity. The loss of this object is most often a traumatic experience. Such people cannot distance themselves from the object and remain dependent to the end. A reason for great stress can be for example lack of
success at work or inability to get closer to admired man (Kłosowska-Kustosz, Lorenc, Kowalska 2007; Mardon, Toupin 2007).

Type 2: “Overexcited” defines people who see objects that are important to them as the reasons of their stress and misfortunes. Getting rejected by the object or failure becomes a traumatic experience. A dependence from the object constantly increases because such people stay in constant touch with people or objects, ex. computer which disturb their functioning. Type 2 cannot, is not able to break free from the object, experiences anger, aggression and anxiety.

Type 3: “Ambivalent”, refers to people who react alternatively like types 1 and 2. Sometimes they see the object as a reason of their misfortunes and some other time they believe that they cannot live without it. Such people are in a way protected from the disease because their reaction to stress are constantly changing and therefore they do not solidify as wrong behavioral pattern.

Type 4: “With personal autonomy” refers to people for whom the requisite of happiness is personal autonomy. Type 4 people deal with stress, avoid it, and therefore maintain healthy.

Presented above types of personality predisposing to somatic diseases (A, B and C) and types of reacting to stress (1,2,3 and 4) can be related to basic dimensions of personality: Neuroticism, extraversion and psychoticism. As shown on figure 1, people predisposed to coronary disorder (type A) are neurotic extraverts. Healthy people (type B) are emotionally balanced and get average results in extra-introversion dimension. Predisposition to cancer (type C) is among neurotic introverts.

Neurotic extraverts – type A, in stress situations react with excessive anxiety (type 2), neurotic introverts - type C are on edge (type 1), and balanced ambiverts (type B) can remain autonomic (type 4). Third type people who react sometimes as type 1 and sometimes as type 2 are psychotic.

Fig. 4. Relations between the type of personality and personality dimensions.
Source: H.J. Eysenck 1991, s. 32

Temperament, personality, gained knowledge as well as competencies and abilities gained by microentrepreneurs determine the methods and techniques of decision making and dealing with difficult situations. Mental resistance (with either environmental or inherited base) is a factor conditioning the effectiveness of a worker, especially in management.
Achieved results should be used to formulate a program of "systematic help" for owners and workers in microenterprises in the area of: Time management, human resource management, conflicts management, dealing with stress (compare Ostrowski, 2007). Such actions can be successful only if supported with widespread educational campaign addressing the problem of psychosomatic disorders as an effect of psychophysical adjustment to the stress at workplace.

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