**Introduction**

Managers are meant to manage things that are sudden, dynamic and unforeseen challenges. In this context the managers use their capabilities projected by them through a learning process which is called experience which is always dynamic and fixed learning that takes place to them through social teachings like family, schools, friends etc which ultimately shapes their personality which dominates them to exhibit the level and competency of their performance indicator in any enterprise.

There has been a number of cases and talks in the buzz of such personality influx of dynamic characters that is always questionable as whether do managers perform their best when they use their personality alone heavily with flexes and show off their mood in such a fashion often in meetings that their personality is adjudged as dynamic and threatening to others leaving no option for others to abide them for fear of losing job or being rebuked by their fellow Boss.

So in short the question that surmounts whether actually do employees follow their managers unwillingly on having seeing a threatening physical expression which they observe as a fear or threat. It has been rather observed that managers having such composure in difficult situation often blasts and use their full outer personality to dominate others and in doing so they finally achieve their goal my mounting pressures on their subordinates. This ultimately gives them a good projected upper hand in handling difficult situations which are dominated by threat of physical appearance that motivates others to follow or do the desired unwillingly under panic but fear. In this way a manager class is believed to have been dominating others to raise their performance indicators by projecting mood of fear, threat and panic using their complete outer appearance called personality.

This particular personality is driven by a persona which is original in nature. As persona indicates that something that is original which is shaped when the infant starts learning fixed things of reinforcement of behaviour conditioned by the neighbouring surrounding atmosphere. Thus this persona acts upon the id, ego and superego with a rationalized approach. But when dealt in super extraordinary situations this persona is driven by personality functions of the current that overshadows the persona and directs upon the results, goals and targets which might
then use a difficult approach or a simple approach. Difficult approach is something that is always perceived as negative but followed by others having seen it as threat to them if it not followed. In both the approaches the main idea is that the persona that results personality appearance in a dynamic situation should yield best performance indicator in accomplishing goal.

So in this way we say that persona is the core function that triggers the personality to function the best when desired and accomplishing results whether or not it is practiced by dominant or amicable way of handling. At this point the mangers are said to have being having a state of appearance of either a composure or mild personality or offending personality. At this point again the differentiation of managers is judged based on their panic state or easy democratic state of affairs. So the factor of temperament is the symbolic reflection of in managing mangers performance which they do it through their persona as a whole personality way.

Thus the study in thesis is aimed at discovering the factors contributing the validation of managerial performance coming out of their respective personas and relative temperaments in their managing styles.
The Importance of study in present era

For a more convenient state of discovering such factors or mangers handling their performances a tool of MBTI is used which accordingly clusters man in 16 categories having each of their own merits and 4 dichotomies within them all. It has been said that personality plays a vital role in accomplishing goals as results by mangers and much study had been done in past in western countries but in India it has had never been done. so an attempt has been made with the tool of MBTI to know and abstractly understand as how the mangers actually affects their own performance with their actual persona maintain composure of varying degree in difficult tasks.

This particular thing can help organizations to understand the actual type of personality based on job – task – person Fit- Fit approach that is more likely to reduce tensions, panic and pave way for harmony between employees and employer.

Managerial performance is the core of study in organizations today as they want to make employees and mangers as well who can embark in difficult situations with an acceptable composure of handling personalities and a persona as a role model for others. Having looked at this the organizations today want to skilfully adapt mangers with an acceptable style of management style that is suitable to all in accepting the standard and efforts needed to achieving goals without much stress. This means with this approach the employees will never be in panic but will stand and work willingly for organizations with their synergies of personalities all as a one persona.

This further means that “personality will be adjudged on the basis of persona and work balance at a specific job, aimed at accomplishing objectives as a performance indicator, while maintaining how much the level of temperament is needed to get work done through others”.
**Literature Review**

Hsiu Ju Yen, Dennis W. Krumwiede & Chwen Sheu (2002)

According to the paper top management is the most important decision makers in any organization and it’s the commitment they project in elevating the performance indicators in respective operations through a qualitative approach of TQM.

K. Garrety (2007)

According to it an employee are very sceptical regarding the treatment of MBTI tool .The paper explores as how MBTI be used to make at ease with them along with performance and its usefulness to their own raising potential.


An experiment was conducted upon 117 employees in an organization and relative implications of the results are discussed with the interaction of decision type, decision style, and decision-maker MBTI style.

Pamela Lipscomb-Gardner (2009)

According to it the students in practical nature do have a tendency of mild encounter of MBTI characteristics their personality takes into account the driven preferences when planning instruction, designing learning spaces.

Rainer K Huber (2007)

The relationships between team performance and selected individual and team characteristics was tested in a team collaboration identified MBTI as an instrument for locating Locus of Control, Ambiguity Tolerance, and the four personality dimensions.

Michael Pollock (2009)
It states that as Teams use Information Systems (IS) to perform complex and varied tasks required the composition of such team may be based on personality type, role or both can increase the team’s performance.

Judi Brownell (2003)

The paper examines that why some of the people at the same level are successful and others being failures through MBTI what a person is in actual and so it finally attempts to find it out from applied research in the field of managerial communication.

Tomoki Sekiguchi (2004)

The paper explores about how other types of fit such as person group (P-G), person vacation fit (P-V) as well as Person Organization fit (P-O) and P-J fit be included in research to interplay among these different types of fit.

Archana Tyagi (2008)

According to it different psychological instruments are used to determine various personality attributes of employees among those a psychometric test, namely, MBTI (Myers Briggs Type Indicator) is most prominent.

Chen, Mei-Liang (2009)

The paper examines how conflicting nature varies with personality and subsequent the composure as such. The result show banking managers’ their personality traits and so the conflict management is influenced by age and department of personal attribute.

The paper examines how the subjects taught in engineering stream makes a set of style of learning among students so that any Type differences in various academic performance could be measured the most suitable type of MBTI for them.

William P. Kelsey, Nicole S. Kimmes (2009)

The paper examines how practice patterns and other variables had on graduates’ level of satisfaction with dental school preparation and satisfaction with several career experiences and also determining if any gender-based differences do exist so

Shengjun Wu, & Danmin Miao (2007)

The paper explores about the Chinese dental school where there are some quite high dominant types of MBTI personality which are prominently different from other countries as such.

Tejas A. Desai, Kirti Sharda (2009)

The paper explores the objectives and their relationships accordingly in two ways one to identify the psychological types of management students and business executives and the other to compare the average psychological types of management students and business executives for differences on four MBTI dimensions.

Anne S. Tsui & Sushil S. Nifadkar (2007)

According to the paper global management knowledge more significant beyond the knowledge of North American or European contexts. Using MBTI will help understanding the type of mangers as was in the case of suggested significant differences between American and Canadian managers when MBTI IS implemented as a tool of study as such.

Dr. Isola Oluwabusuyi (2011)
The paper explores the range of association as well as the variation in the Malaysian and the United States managerial decision type.

Kiumars Zarafshani*, Lida Sharafi and Somayeh Rajabi (2011)

The paper explores as how the students’ personality styles and their intentions to become an entrepreneur once they complete a course in entrepreneurship education affect their overall judgment.

Donald J. Sefcik (2009)

The paper explores steps of improving student performance on examinations and encouraging faculty at osteopathic medical schools to further evaluate the use of the MBTI.

DSP Dev Kumar(2005)

The paper maintains that, the reasons for not properly training managers to conduct effective appraisals do not hold well in our ever-changing work environment but rather much depends upon the commitment to actually implement it with seriousness.

Adrian Furnham and John Crump and Tomas Chamorro-Premuzic (2007)

The paper examines the relative importance of intelligence at work and the personality distortion related with job performance, in particular cognitive ability (IQ) and trait Conscientiousness.
Objective of the Present Work

The specific objectives for study are the following:

1. To understanding the degree of performance indicators of Senior, Middle and Junior managers and subsequently categorizing them into the High, Medium and Low performers.

2. To identify whether the performance of managers reflect upon their personality types as measured against the model of MBTI

3. To analyze the degree of assertiveness exhibited by managers and discovering the relationship existing between managerial performance and the level of assertiveness.

4. To discover if any relation do exist in between MBTI personality type of managers and their subsequent degree of assertiveness.

5. To find out whether any relationship exist among age, educational qualification and type of upbringing on the performance of the managers.
Synopsis Hypothesis

The following hypothesis are drawn in major against the categorized objectives for study --

For objective 01:

Null hypothesis: *There is no significant relationship between Managers at Hierarchy and their Performance.*

For objective 02:

Null hypothesis: *There is no significant relationship between Personality of Managers and their Performances.*

For objective 03:

Null hypothesis: *There is no significant relationship between Managerial Performance and their Assertiveness.*

For objective 04:

Null hypothesis: *There is no significant relationship between the Personality Type of Managers and their level of Assertiveness.*

For objective 05:

Null hypothesis: *There is no significant relationship between Performance of Managers and the age, type of upbringing and educational qualification as such.*
Work plan and Methodology

Data collection method: For the study the Primary data corresponds to Personality, Assertiveness and Socio-demographic variables. The Secondary data corresponds to the Performance related details of managers. The data used for measuring the performance of managers was taken from the records maintained by the organisations. Though no validity score was evolved for measurement of performance the data used was valid, as this data was used by the selected organisations in promotion and other growth possibilities of the managers within the organisations. For the collection of data the questionnaires were used 1) MBTI personality type indicator 2) assertiveness inventory 3) socio- demographic variables- age, education and upbringing.

Scoring of MBTI Type Indicator

A special inventory was used for the study where many statements were made based on 16 personality types which was again segregated for senior, middle and junior level managers where again each managerial level was classified into high medium and low performers. The data was analyzed using SPSS.

Scoring of Assertiveness Inventory: It contained 15 statements which were to be rated on three point scale- always, sometimes never. And the rigor level assigned to them are like three pints to “always”, two to “sometimes” and one for “never”. A scoring level was determined with the following ranges 0-19 being at low level of assertiveness , 20-34 being at medium level of assertiveness and 35-45 as high level of assertiveness.

Socio- Demographic Data: This is collected against age, education and upbringing. Received data pertaining to this were segregated accordingly into high, medium and low performers and further analyzed into if any association exists between managerial performance and selected-demographic variables- age, education and upbringing. In order to calculate the chi – squares value an interactive calculation tool for chi-square tests of goodness of fit and independence was used available online at http://quantpsy.org.
**Sampling Design** – The sampling design taken for study purpose is the stratified sampling as the entire set of respondents of 594 population was studied in total.

**Procedure**

All managers with a minimum three years experience were studied at the Senior, Middle and Junior levels. The total number of questionnaires distributed was 600 out of which 594 samples were selected for the study. A total of 594 managers were studied taking three organizations represented by A, B and C. out of 594 managers was 87 senior managers, 203 were middle managers and 304 were junior managers.

**Pilot Study**

A Pilot study was conducted among the managers in NCR region in BPOs A,B and C. Pre-test of the questionnaires was done on the sub sample of the managers. No changes were made in the MBTI and assertiveness measurement questionnaires. However changes were made in the socio-demographic data sheet. The 124 items MBTI questionnaire had test retest reliability of + . 793 which showed consistency overtime. The assertive inventory was used for this study with test – retest reliability of +. 842.

**Research Design:**

For each specific objectives drawn and subsequent hypothesis the respective tabulations were made signifying the chi square tests and Regression analysis for establishing the relations between and among variables if any. **For Objective 01:** Tabulation of Managerial Levels and performance levels are drawn from the data of organizations A,B and C.- this will give us a picture of efficient managers from the normal ones in order to understand the managers dynamics of their performance in theirs organization **For Objective 02:** In order to analyze MBTI Type and Performance Level of managers tables are drawn for seniors , juniors and middle managers each reflecting a) **distributing of classification of types 01 and types 02 distinctively.**

**Test used are:** Than calculation of Chi-Square Tests and its Eta coefficient and Pseudo-R-Square are measured for all managers, senior, middle and junior level managers. Similarly in
order to arrive at a conclusion three Nominal Regression Tables are to be calculated on the basis of ours hypothesis that is the nominal regression with the discovered Type as reference category for particular Type of managers.

**For Objective 03:** For the performance and assertiveness cross tabulation for managers we will a) firstly calculate and draw tables for all managers in relation to their Performance and assertiveness cross tabulation.

*Test used are:* Calculating Chi-Square Tests for all managers, senior, middle and junior level managers and its Eta coefficient and Pseudo-R-Square and Nominal Regression for all managers also.

**For Objective 04:** In order to find MBTI Personality Type and Assertiveness relationship we will draw table of MBTI Personality Type and Assertiveness Cross tabulation and then will compute values for all managers.

*Test used are:* calculating Chi-Square Tests for all managers and its Eta coefficient and Pseudo-R-Square and Nominal Regression for All managers than managers, senior, middle and junior level managers.

**For Objective 05:** To test relationship between Qualification and Performance levels of managers we will a) firstly compute and draw tables for Qualification and Performance levels of ALL managers

*Test used are:* calculate Chi square tests for validating relative hypothesis for senior, middle and junior level managers.

b) Once we compute it for all managers we will do the same for, senior, middle and junior level managers and so we will compute and draw tables for Qualification and Performance levels of senior managers and then will calculate Chi square tests for validating relative hypothesis.

c) Similarly for Age and Performance level of managers will compute chi- square test for all managers, than chi- square test for senior managers, chi- square test for middle managers, chi- square test for junior managers,
d) For Type of upbringing and Performance level of managers we will compute Chi-square test for all managers to evaluate the contended hypothesis.