

THE PSYCHOLOGICAL AND STATISTIC INSTRUMENTS USED TO MEASURE CAPACITY TO BE MOTIVATED – THE BASIS OF LEADERSHIP

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Abstract: : This paper has the purpose of transmitting information and ideas about the capacity to seduce characteristic of the persons with leadership skills. What impresses, enlivens, fascinates and hypnotizes in a person with leadership skills is the profound side of his/her charm, which works as a magnet wit :the harmony between what one thinks and does.

Keywords: management, seduction, leadership, charisma, leader, authenticity

1. CAPACITY TO BE MOTIVATED

At the level of the organization, the selection for managerial positions must necessarily be made relying on a battery of psychological tests, with the purpose of employing people with leadership skills, so that any manager, regardless of his hierarchical level, may be a natural leader, which would translate into:

-The fact that the person in question will constrain no one to behave according to a pre-established scenario suiting his/her personal needs, but will rather impose the observation of the internal organization regulations of the company, the application of the labour norms, of the country's laws and of the principles of Christian morals, by the methods acquired from the management knowledge.

-The fact that the person is self-confident;

-The fact that the person is genuine;

-The fact that the person will act according to his/her own values and, by way of consequence, will do what he/she preaches and would not have a problem saying what he/she does.

A leader is a happy person, and the source of his/her capacity to reach this state of mind is in fact the harmony he/she permanently finds himself/herself in, with what he/she thinks and does, the congruence of his/her psychic having the wonderful gift of carrying others away in his positive dynamics.

This harmony between the thoughts/emotions/actions of an individual, the congruence, is a marker of the psychical maturity and a state where the ideas form a natural and creative chain, and the emotional experiences are calm, having a self-appreciative inner tranquillity. Under these terms, all actions of the individual are effective, consuming an extremely small amount of energy, but with maximum results.

The fact that some people are more congruent than others are poses two problems that need to be solved:

-The occupation of leading positions, regardless of the hierarchic level, by people who are psychically congruent.

-The increase of mental congruence within the individual, as a side of personal development of any employee of the organization.

Cognitively speaking, all employees comprehend and are capable of explaining several things, but not all people are able to apply them in other actions other than those adequate to their biological age.

2. CASE STUDY: 2008-2009 SURVEY

The survey aims to evaluate the charisma of future officers of the Air Force and the Army, military leaders with a degree in ‘organizational management’.

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The analyzed data have been collected by the filling out of the form presented in Figure 1, containing the items of the psychological tests combined, aiming the dimensions that measure the magnetism of the personalities of the subjects from within the two groups.

The instruments used for the data collection A battery of psychological tests has been prepared, containing the adapted variants of the components below:

Psychological test :

-evaluates the „congruence – 2 spirituality” dimension

-The bibliographic source of origin is the ‘Corpus of psychological tests to get to know yourself better’, by Gilles D’Ambra, Litera International Publishing House, 2008, page 30.

-The evaluation scale is of 4 points distributed as below:

1	2	3	4
Materialist	Low spirituality	High spirituality	Very high spirituality

The battery of psychological tests used for the collection of the data needed to verify the hypotheses materializes in the adapted instrument, presented in the succession of items below:

1. Check the box each time your answer to the statements below is YES:

- You thing that objects may have souls.
- You do not ever spontaneously go to a place of prayer, (church, temple, synagogue, mosque).
- You have never donated blood.
- You are convinced that the Apocalypse will come one day.
- You have the feeling that you are pursued by misfortune.
- To you, Christmas is just a time for gifts.
- You think that human nature is essentially good.
- You believe people who talk to their plants to be ridiculous.
- You are convinced that we are alone in the Universe, that there are no aliens.
- You think someone wants you at this very moment.
- You never give charity to an alcoholic beggar.
- You are afraid of cats.
- You are convinced that someone might check the data from your PC.

- You believe the devil exists.
- You worry about the future.
- When you find a spider in your room, you kill it.
- You believe in the predictions of fortune-tellers.
- When a salesperson makes a mistake when counting the money, you say nothing if it is in your favour.
- You avoid passing under scaffolds.
- You have placed a bet on your birth date in the lottery.
- You think there is nothing more after death.
- You are convinced that science will one day prove the existence of God.
- You have never had the impression of witnessing a supernatural phenomenon.
- You do not believe in telepathy.
- You are capable of leaving your spouse and/or children to do humanitarian volunteering at the other end of the world.

3. INTERPRETATION OF THE ANSWERS

The number of the unchecked boxes (that you have answered NO/NOT) will be multiplied by 4 to get the SQ (i.e. the Spirituality Coefficient, a concept that designates the hope, motivation and faith that the subject can have), an aspect revealing the congruence of the psyche, as category for the subject to fall under.

Score < 30% spirituality coefficient

The type is not spiritual

- Characteristics: materialistic / searches for ephemeral things / doesn’t feel the need for spiritual food / lacks feelings.

- Advantage: bodily awareness is very high.

- On a scale measuring the individual’s congruence through his/her capability to hope, believe and be motivated, this subject scores 1 point.

30% ≤ Score < 55%

The pragmatic type

- Characteristics: low spirituality / loves routine / is anchored in small habits / is unable to take joy / does not believe in what he/she does.

- Advantage: does not delude him/herself.

- On a scale measuring the individual's congruence through his/her capability to hope, believe and be motivated, this subject scores 2 points.

$$56\% \leq \text{Score} \leq 75\%$$

The spiritual type

- Characteristics: this type relies more on values than on material criteria / stays down on the earth / is excessively lucid / misses opportunities.

- Advantage: is rational in order to limit the risk of failure.

- On a scale measuring the individual's congruence through his/her capability to hope, believe and be motivated, this subject scores 3 points.

$$\text{Score} > 75\%$$

Very spiritual type

- Characteristics: high spirituality / innocence / high moral standards / many hopes / his/her own convictions / great motivation / credulity.

- Advantage: is courageous, underestimating obstacles / signals of alarm / evil.

- On a scale measuring the individual's congruence through his/her capability to hope, believe and be motivated, this subject scores 4 points.

4. THE STATISTIC INSTRUMENTS USED TO MEASURE THE PROBABILITY OF ERROR OF THE RESULTS

$$\text{Average} = \frac{\left[\sum (\text{value} \cdot \text{number of subjects}) \right]}{\text{Sample group}}$$

(1)

$$\text{Standard deviation} = \frac{\sum (\text{value} - \text{average})}{\text{number of value} - 1}$$

(2)

Variance =

$$= \frac{\left[\frac{\sum \text{values}^2 - (\sum \text{values})^2}{\text{number of values} - 1} \right]}{\text{number of values} - 1}$$

(3)

The "t" test is applied in its form in which two averages calculated in two separate, independent groups are compared by applying the formula:

Note : Standard deviation = Sd

Standard common deviation = SCd

Sample group = Sgr

Deviation Sample group = DSgr

$$t = \frac{\text{average of sample1} - \text{average of sample2}}{SCd \cdot \sqrt{\frac{1}{\text{Sample group1}} + \frac{1}{\text{Sample group2}}}}$$

$$SCd = \sqrt{\frac{DSgr1 \cdot (Sgr1 - 1) + DSgr2 \cdot (Sg2 - 1)}{(Sgr1 + Sg2) - 2}}$$

$t_{\text{calculated}} \leq t_{\text{critical}}$ - the null hypothesis is accepted
 $t_{\text{calculated}} > t_{\text{critical}}$ - the null hypothesis is rejected

The 't' test is applied in its forms comparing the average calculated in a single sample.

$$SD = \sqrt{\frac{\sum \text{values}^2 - (\sum \text{values})^2 / Sgr}{Sgr - 1}}$$

$t_{\text{calculated}} \leq t_{\text{critical}}$ - the null hypothesis is accepted
 $t_{\text{calculated}} > t_{\text{critical}}$ - the null hypothesis is rejected.

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5. CONCLUSIONS OF THE HYPOTHESIS VERIFIED WITHIN THE 2008-2009 STUDY

Two study groups were formed whose subjects are military students. They agreed to take part in the study:

Group 1- made of 13 non-flying, military aviation students (air traffic controllers) and artillerymen of the Air forces.

Group 2 – made of 24 infantry military students of the Army.

The hypothesis we aimed to verify is:

Do most subjects manifest psychological congruence through the capacity to hope and through strong motivation in both groups or not? This hypothesis may have the following significances:

- The null hypothesis: ‘innocence, high moral standards, the capacity to move the mountains relying on one’s own convictions’

- Rejection of the null hypothesis: ‘scepticism, low hopes, pragmatism, lucidity, anchoring in petty habits, routine, the lack of faith in what they do, the choice to live a monotonous life filled with remorse about that’. Congruence through their capacity to be motivated in sample 1 :

$$-t_{\text{calculated}} = - (-6,0408442) = 6,0408442$$

$$t_{\text{critical}} = 5,70$$

$$-t_{\text{calculated}} > t_{\text{critical}}$$

- We therefore conclude that a risk of error of 0,01%, is in sample 1 - Rejection of the null hypothesis: ‘scepticism, low hopes, pragmatism, lucidity, anchoring in petty habits, routine, the lack of faith in what they do, the choice to live a monotonous life filled with remorse about that’.

$$6,0408442 > 5,70$$

Capacity to be motivated		
Eşantion 1 (efectiv=13)		
Punctaj	Efectiv	%
4	2	15,38%
3	7	53,84%
2	4	30,76%
Eşantion 2 (efectiv=24)		
Punctaj	Efectiv	%
4	7	29,16%
3	15	62,5%
2	2	8,33%

Congruence through their capacity to be motivated in sample 2 :

$$-t_{\text{calculated}} = - (-6,5957732) = 6,5957732$$

$$t_{\text{critical}} = 5,631$$

$$-t_{\text{calculated}} > t_{\text{critical}}$$

- We therefore conclude that a risk of error of 0,001%, is in sample 2 - Rejection of the null hypothesis: ‘scepticism, low hopes, pragmatism, lucidity, anchoring in petty habits, routine, the lack of faith in what they do, the choice to live a monotonous life filled with remorse about that’.

$$6,5957732 > 5,631$$

Sample 1 Average = 2,846

Standard deviation = 0,688779

Sample 2 Average = 3,208

Standard deviation = 0,5882545

$$t_{\text{calculated}} = -(-1,3321067) = 1,3321067$$

$$t_{\text{critical}} = 1,31$$

$$-t_{\text{calculated}} > t_{\text{critical}}$$

- With an error risk of 20% we conclude that 84,6% in Sample 1 and 70,83% in Sample2 - Rejection of the null hypothesis: ‘scepticism, low hopes, pragmatism, lucidity, anchoring in petty habits, routine, the lack of faith in what they do, the choice to live a monotonous life filled with remorse about that’.

$$1,3321067 > 1,31$$

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