# Confidence as a Key Psycho–Personal Quality for Professional Managers

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**Abstract.** In the process of managing an enterprise or a team, self-confidence as a personal trait is of great importance. According to our theoretical research, the concept of self-confidence can be found almost in all psychological theories, but there is no common awareness of its content. In this study, an attempt has been made to simulate the concept of self-confidence and consider how this trait manifests itself in both professional and informal communication with other people. For the study, we have selected managers representing the type of profession "man-man" being recruiters from network companies, who are in charge of a test set constant communication with potential and existing representatives, conducting promotions to recruit new representatives and recruiters. In MLM business without such quality as self-confidence it is difficult to become successful. With that in mind, we selected such group of test subjects. The results obtained show that a successful leader has a high level of self-confidence, exercises social initiative and is ready to interact in different kinds of situations.

## 1. Timeliness

Management is the process aimed at achieving goals using various resources: human, material, temporary, and financial [1]. The identity of the Manager in organizing managing process is of particular importance, because he determines the appropriate course of the leadership in his enterprise or team, which involves the fulfilment of the following commitments:

- Planning, including the program of development, the goals of the organization and ways to achieve them
- Creating optimal governance structure being in charge of the distribution of labor functions, stipulation of rights and obligations for employees, and their responsibility establishment [2].
- Creating a coordinating mechanism to ensure consistency between staff members and govern their joint activities at work.
- Using motivation as an incentive to improve performance in order to achieve both personal goals and the enterprise's ones [3].
- Controlling that comprises monitoring, analysis and business processes improvement. That is impossible to reach without a feedback, and for its implementation, it is necessary to compare the results obtained with the previous set of goals in order to make the related adjustments [4].

All the above-mentioned components are closely interrelated, complementing one another. From a psychological point of view, it is very important for a Manager to interact with other people and not only his subordinates. Head of any rank is supposed to have leadership, organizational and other quali-

ties that can affect both the external and internal climate of the organization. At the same time, such quality as self-confidence is one of the basic requirements for managerial position candidates [5,6,7].

It should be noted that self-confidence is also included in the model of psychological competence of a manager but this quality should be seen together with the others, and according to the terminology of John Gilford, can be attributed to the concept of the social and emotional IQ [8]. Although from a historical perspective, despite the fact that the concept of self-confidence can be find in every psychological theory, its intent and content just only recently began to be described due to psycho-correction issues. According to Stukalova L. Z. and other authors both theoretical and methodological approaches to the formation of job related personal qualities of a future manager have not been developed, which leads to the divergence of requirements to candidates' CVs for senior positions [9,10].

So, recently, self-confidence, personal development, public speaking skills, leadership improvement trainings as well as many other ones have become particularly popular. [11,12,13]. These trainings focus on the abilities to overcome one's fears and doubts while communicating with other people, to learn to defend one's position regarding this or that situation, to have an emotional impact on others, imbuing them with your ideas. If you carefully study the mentioned skills, which should be developed at the end of the training course, they fully correspond to the self-confidence structural model developed by V. G. Romek [14] who, in fact, noted that patients with neurotic disorders and cardiovascular disease complained about the state of stiffness, sense of loneliness and feeling of uncertainty.

## 2. Hypothesis

In this regard, we aimed at studying self-confidence manifestation taking examples of successful and unsuccessful leaders who represented the so-called "man-man" professions. We have assumed that successful managers have a high level of self-confidence and see themselves as the appropriate ones for their position and professional tasks performed.

## 3. Methods of research

To achieve this goal, we used the method of V. G. Romek's "Self-confidence Test", E. A., Klimov's methodology "Future profession type determination, expert assessments method, and methods of descriptive statistics (U-Mann-Whitney criterion, Fisher's angular transformation criterion $\phi$ at p<0.01 confidence level).

## 4. Theoretical basis of the study

Interest in this issue is caused by the fact that psychologists consider the term "self-confidence" to be undeveloped and see it as "a thing in itself" or as an integral component of a different quality. As for J. Rotter he interprets the term as the presence of an expressed internal locus of control, when a person takes both failures and successes as a consequence of their own activity [15]. The theory of D. Atkinson and D. Mc –Klellanda is close to the Rotter's position, who believed that self-confidence is the result of high-level goal achievement motivation and low-level fear of failure avoidance. [8]. Hekhauhen considered self-confidence as a complex quality comprising power motivation and a success achievement: only a confident man aims at influencing other people [16]. But it does not mean that we can watch the manipulating position demonstration when other people are used to achieve one's own goals without their permission [17]. A. Maslow noted that self-confidence is a factor contributing to the self-actualization of an individual, and Freudianism addresses self-confidence as a manifestation of a certain magnetism and the ability to influence other men spiritually, i.e. this quality can be considered as a manifestation of what was called "mana" in primitive cultures [18].

Rita and Rüdiger Ulrich defined self-confidence as a complex quality, comprising the following features:

• ability of an individual to make demands and requests while interacting with the social environment and achieve their realization;

• ability to allow oneself to have demands and requirements (for oneself)

- courage to show one's own needs and demands (social fear and mental block)
- skills to implement the features mentioned above. (social skills [19]).

Closer to us is the model of self-confidence of V. G. Romek, who considered self-confidence as a personality trait, the essence of which is formed by a positive assessment of the individual's qualities and abilities as the appropriate ones to achieve goals and meet needs. The basis for such assessments consists of sufficient behavioral repertoire, positive experience in solving social problems and successful achievement of the goals. The subjective assessment of actions and qualities of an individual and the external quality assessment made by people that matter have an effect on person's self-confident formation. Due to the positive assessments, an individual develops their social courage and initiative to solve problems and achieve the goals [14].

## 5. Study procedure and sampling

To test the hypothesis we appealed to leaders of big network companies to respond to the survey keeping in mind the usual practice: when nominating representatives private conversation with a head-recruiter is of importance as he provides an insight into the possibility of making money and career growth submitting a newcomer tools for sale and recruitment. We selected 20 leaders taking into account both the period of cooperation with the network company as its partner and its structure framework.

We assumed that a successful leader, capable to exercise control, motivate and encourage new representatives and recruiters could be only a self-confident person. Most network newcomers feel uncertainty while communicating with strangers and fail to demonstrate them catalogues of goods, introduce samples and tell them about novelties and bargains. Obtaining payments from clients for the goods ordered or delivered as well as finding new customers and prospective representatives are challenges for them.

The pilot study conducted included the following stages:

- We carried out theoretical review, built the research model and formulated its hypothesis.
- We identified potential candidates for our study and obtained responses to the methodological issues.
- We processed and interpreted the data obtained.

For the selection of candidates, we appealed to network companies' head offices to provide us an opportunity to cooperate with recruiters focusing on such criteria as the structure size, the average campaign enrollment per campaign and average number of representatives. All these parameters exclude the possibility of a subjective assessment.

For more information, we also conducted surveys of representatives from their structures with their consent, in order to receive the answer to the question: "How confident does the leader of the structure behave while performing his professional duties and in what way does it manifest itself?" Professional responsibilities are mentioned in connection with the fact that each leader enters into the network company cooperation agreement and receives an official reward for the services rendered. The list of his duties also includes the tasks on recruiting new representatives and making a certain amount of sales. We also took into consideration the number of winners in the competitions held by the company, which serves as an indirect indicator of the leader's success and his self-confidence because in order to meet the benchmarks of such competitions there should be both personal and joint participants' activities.

## 6. Research results

Following the methodologies the participants were divided into two groups: 1) leaders - heads of the developed company structure (more than 1,000 people) formed within less than three years of activity - eight people (group 1) and 2) leaders – headers of the structure comprising less than 500 people in 5 generations organized after more than 3 years of work – 12 people (group 2)

**Table 1.** Types of professions among the leaders of network structures.

| Types of professions | Group 1 (N=8) | Group 2(N=12) |
|---|---|---|
| *Man - sign system* | *1* | *3* |
| *Man - artistic image* | *0* | *2* |
| *Man - engineering* | *1* | *3* |
| *Man - nature* | *0* | *2* |
| *Man - man* | *6* | *2* |

According to Fisher's angular transformation criterion $\phi$, equal to 2,743, groups of respondents differ significantly in "Man-man" terms. According to E. A. Klimov's methodology, people who expressed self-confidence while communicating with the others, willingness to interact, and the ability to empathy are considered to be suitable for the profession. There were no significant differences in other types of professions.

In answering the question "How confident does the leader of the structure behave while performing his professional duties and how does this manifest itself?" the following responses were received from the group 1 respondents:

- Demonstrate confidence (80%)
- Easily communicate with people (84%)
- Try to find a compromise in a conflict situation (78%)
- Do not adjust to the mood of the others (76%)
- Can convince (69%)

As for the subjects of group 2, in respect of their confidence manifestations the following responses were obtained:

- Stubbornly defend their opinion in any situation (75%)
- Do not try to convince, but exert more pressure (73%)
- Sometimes give the impression that they do not believe in what they say (62%).

According to V. G. Romek's method the following responses were received:

**Table 2.** Results of V.G. Romek's method "Self- confidence test".

| Different forms of self – confidence manifestation | Group 1 (N=8) | Group 2(N=12) |
|---|---|---|
| *Self confidence* | *8,6* | *7,3* |
| *Social courage* | *8,6* | *6,8* |
| *Initiative in social contacts* | *9,2* | *6,4* |

Thanks to the Mann-Whitney criterion, which was chosen by us to compare different in number samplings we have revealed the statistically valid differences in all methodology scales:

- Self-confidence – 14
- Social courage – 16.5
- Initiative in social contacts – 9.5 (at U-critical 17, $p < 0.01$).

Thus, the results of the study allow us to draw the following **conclusions:**

- Self-confidence is an indicator of the society influence: when an individual receives more positive assessments relating to his look, character traits, activities performed, and the nature of his communication he feels more confident. With lack of positive feedback, an individual manifests less confidence. On the other hand, self-confidence is an inner personal quality, expressed by the desire for success, belief in himself and his capabilities.

- A successful leader when communicating with other people rely on his professional knowledge and innate qualities that are used by him to achieve the goals stated. He tries to choose that kind of activity where his personal potential can be fully realized. At the same time, he knows that his success

largely depends on both himself and the people with who he cooperates as a leader, mentor or just a human being. A self-confident leader is not afraid of presenting challenges for himself and his subordinates. The goals achievement and the subordinates 'performance progress serve as an opportunity for him to boost his own self-esteem and his own self-worth awareness.

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