



2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 3, Sayı / Is.: S2, Yıl/Year: 2018, Kod/ID: 81S228



THE MEDIATING ROLE OF SELF-ESTEEM IN THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND MENTAL HEALTH MANAGERS

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ABSTRACT

The purpose of this study was to explain the mediating role of Self-esteem in the relationship between personality traits and mental health among female managers in region 1 of Shiraz. A correlation-descriptive method was used for this study and the statistical population included 234 female managers in a Shiraz city; in order to select the sample group, 140 people were selected by simple random sampling method and Morgan table. Three questionnaires including personality traits, mental health and self-esteem questionnaires were used to collect data from the population. Data were evaluated in order to extract and analyze the data at descriptive and inferential levels. Mean, standard deviation and research variables were evaluated at the descriptive level; and the hypothesized model was tested at the inferential level using the path analysis method by Baron and Kenny. The results showed that self-esteem has a mediating role in the relationship between personality traits and mental health among female managers in region 1 of Shiraz. Personality traits can predict self-esteem; Self-esteem can predict mental health; Personality traits can predict mental health.

Keywords: Personality Traits, Mental Health, Self-Esteem, Female (Women), Managers

INTRODUCTION

According to the fact that education is the basis of the cultural, social, economic, and political development of each society, and since significant part education activities take place at schools, schools are critical and important social system which have special place in society. If schools are healthy and dynamic organizations, they can conduct their duty in the best way. Healthy schools require strong influential managers with high mental health. Mental health means the ability in communicating in a coordinated manner with others, changing and modifying the individual and social environment, and resolving conflicts and personal preferences logically and having sense and purpose in life (Higgins, 2016). A person who has mental health, is far from anxiety and disability symptoms and can establish constructive relationships with others and cope with life pressures (Davis, 2012). Therefore, the attention of organizations to mental health issues in the workforce improves the quality of work and increases work efficiency. It can be emphasized that values are the basis for integrity in healthy personality. In fact, values are the main organizers of actions and mature personality behaviors, and mental health is undoubtedly the product of such a personality. Mental health is one of the important dimensions of health (Yousefi et al., 2014). A study conducted on people in the United States showed that people with mental disorders have a limited social network and is reluctant to communicate with others (Pachuki, 2015). Researches have shown that many factors have relationship with mental health, among which self-esteem can be mentioned. In this era, due to the comprehensive

efforts of different schools and material powers in diversion of the thoughts of the people in the world to achieve their own interests, and given the fact that contemporary humans are stricken by a kind of Social alienation and have forgotten their real-self, it is very important to address the issue of self-esteem in the theoretical and practical aspects. A large part of human problems, especially female managers in today's world, and various anomalies that exist in different countries and even in Islamic countries, which prevent the excellence and the growth of women are is due to the lack of self-esteem. Self-esteem is the intermediate between knowledge and action that can be used to measure the ability of individuals to manage the challenges created in the path of life (Chen, 2013). Self-esteem is a psychological concept that is formed in individuals during human growth and cannot be changed simply and quickly. Elaine (2012) believes that managers with the optimum level of self-esteem can make satisfaction and flourishing for their organization, and vice versa, managers with exceeded self-esteem bring dissatisfaction and decline for their organization. Self-esteemed managers are welcomed to improve their practice (Elaine, 2012). Self-esteem in social interactions is created from the birth of a person and the identification by others. Self-esteem is the intermediate between knowledge and action that can be used to measure the ability of individuals to manage the challenges created in the path of life (Chen, 2013). Also, Papalia considers self-esteem as part of the personality, and considers the importance of securing in childhood as a general principle for internalizing self-esteem (Papalia, 2010). Considering this, there is a relationship between personality traits and mental health; it can be said that self-esteem can also play a mediating role between these two variables (personality traits and mental health). Attention to positive points, strengthening self-confidence and feeling self-esteem and self-worth are one of the most important things that elders of religion and scholars of education paid attention to (Qezelbash, 2015). The probable and practical results of this research indicate that one of the main goals of education is training, which can be possible due to the physically and mentally strong and healthy managers, without the appropriate stress. Achieving educational objectives, which is the primary goal for educational centers, requires the provision of mental health of all educational factors. Also considering that managers and management are one of the main fields of educational work in our country, and given the fact that the guidance and direction of the program and subsets factors can affect their mental health, it is necessary to identify and improve managers' mental health. Therefore, it seems necessary to adopt appropriate programs for providing appropriate conditions for achieving educational, training goals and appropriate methods for providing mental health for managers in educational centers; so considering that a large proportion of employees in educational sector is formed by school managers and the fact that managers have the responsibility of coordinating and implementing programs at the school level and supervising and controlling staff and educational agents, therefore, school administrators must have a good mental health level to understand and execute programs and manage them better. Also, management is a key factor in the development and improvement of any system, especially education, and educational institutions cannot provide the desired and qualified output without appropriate work force with mental health. Therefore, considering the issue raised, the researcher seeks to answer this question. Does self-esteem play a mediating role between the personality traits and the mental health of female managers of schools in Shiraz?



RESEARCH BACKGROUND

In a research by Fattahi (2015) entitled "Predicting Mental Health and Social Support Based on Personality traits ", the results indicated that personality traits are capable to predict mental health and social support. Therefore, Subcomponents of extroversion and openness can significantly predict mental health and social support. That is, the higher the degree of extraversion and openness in the students, the higher the level of mental health and social support will be.

Farzianpour et al. (2015) conducted a study entitled the relationship between self-esteem of nursing managers with patients' satisfaction and personality traits in hospitals of Tehran University of Medical Sciences. The results of this study indicated that female nursing managers had lower level of self-esteem compared to their male colleagues. Lower self-esteem of nursing managers reduces patient satisfaction and self-esteem is related to personality traits of patients. Hemmat et al. (2015) in a research evaluated the effect of self-esteem training on mental health and marital attitudes in spinal cord injuries in Bandar Abbas. This semi-experimental study was conducted with pre-test, post-test and control group. The statistical population included all patients with spinal cord injury in Bandar Abbas, which had formed a file in the Spinal Cord Association of Hormozgan Province; a sample of 40 patients with spinal cord injury were selected by Purposive sampling method and were randomly assigned to experimental and control groups. Goldberg General Health Questionnaire (1988) and the Attitude Scale toward marriage by Brighton and Rosen 1998 were used as research instruments. Self-esteem training program included programs for training self-awareness, effective communication and assertiveness for experimental group during 12 sessions in 90 minutes. Tests and mental health results on self-esteem of education indicated that post-test and pre-test test t-test of independent t difference mean has a positive effect on the attitude toward the marriage of patients with spinal cord injury. Therefore, it is concluded that Self-esteem training program, which included programs for training self-awareness, effective communication and assertiveness has a positive effect on the attitude toward the marriage of patients with spinal cord injury.

In a research, Rajabi et al. (2016) compared and evaluated the relationship between personality traits of mental health in female students of normal schools and schools for gifted/talented students in Abadeh. The research method is descriptive of survey type. For this purpose, 100 students from normal high school and 100 students from schools for gifted/talented students were selected by random sampling method. Personality traits questionnaire for adolescents, and mental health questionnaire, were used for measuring personality traits. This study showed that the level of lying and neuroticism was higher among students in normal schools, and gifted students had higher mental health in subscales of physical symptoms and depression, which made them to have better and more effective attitudes to solve life problems, to be less anxious and worried and to have a higher mental health.

In a research, Habibi, Beigi, Rezaei Hesar, Momayez, Ashoori, Hoveyda (2016) evaluated the relationship between personality traits and religious orientations with mental health of adolescents with type 2 diabetes in Qarchak, in order to provide nursing and care strategies. This was a correlative, descriptive-analytic study. The statistical population of this study was all adolescents with type 2 diabetes who referred to Qarchak Health Center in 2016. Among them, 120 patients were selected by simple random sampling method. They all completed questionnaires of personality traits, religious orientations, and mental health. The findings



indicated that there was a significant negative relationship between Neurosis and external religious orientation with the mental health of adolescents with type 2 diabetes; also extroversion, compatibility, conscientiousness and internal religious orientation had a positive and significant relationship with mental health of adolescents with type 2 diabetes. In a predictive model, the variables of conscientiousness, extraversion and inner religious tendency could predict 28.1% of the mental health changes in adolescents with type 2 diabetes.

In a research Sarpulki et al. (2016) evaluated the relationship between happiness, personality traits and parenting practices of mothers with mental health of high school students in Gharmzar city and their mothers. This is a descriptive / correlative research due to the evaluation of the present status of the research variables and their relationships in Society. The statistical population of this study includes all high school students and their mothers in Garmsar. Using cluster sampling method, 200 students (100 students and 100 mothers) Bareminds parenting style questionnaire, Oxford Happiness, Neo personality traits and Mental Health questionnaires were used in order to measure the variables. The findings indicated that: 1) there is a significant relationship between mother's happiness and mental health of their children. 2) There is a significant relationship between mothers' personality traits and their children's mental health. 3) There is a significant relationship between the parenting styles of mothers and mental health of their children. 4) Parenting styles, personality traits and mothers' happiness can predict the mental health of children.

In a research Kianizadeh et al. (2016) investigated the personality traits of general policy-makers based on jihadi management. Due to the topic of jihadi management and its components, this research is qualitative, and personal interviews and Delphi method were used for this research; combined method (mixed) with qualitative dominance were used for the analysis of the data obtained from the quantitative method. The findings of this research indicated that the rank of significance of jihadi components are not equal and the same. Meritocracy component is the most important component in Jihadi management, and then the components of accountability, conscientiousness and goodwill are important in the following ranks.

By investigating the impact of positive personality traits on mental health and job satisfaction of middle managers in India Vohra and gol (2010,) have also shown that all positive personality traits influence mental health and job satisfaction.

Allhraby (2013) conducted a Case Study aiming at investigating the role of personality traits and mental health with job attitudes in staff performance in Saudi Arabia. Findings of the research showed that there is a negative relationship between neurotic personality traits and job performance of employees, and there is a positive and significant relationship between extroversion, flexibility, consistency and accountability with employee performance; also there is a positive and significant relationship between job attitudes such as occupational attachment and organizational commitment and job performance of employees; there is also a positive and significant relationship between personality traits of extraversion and mental health.

In another research Rassart et al. (2014) have investigated the personality and self-esteem in adults in Belgian Diabetes Registry. The results showed that men with diabetes had the highest self-esteem and were more compassionate, but they were less emotional as male controls compared to women. Second, self-esteem, personality traits and age and disease were related to each other. Finally, patients with hypertension associated with diabetes showed lower self-



esteem and were less accepted and emotional compared to those patients who did not report hypertension.

Troncone et al. (2014) studied personality traits, self-esteem and academic success in high school students in Campania, Italy. The results showed that personality traits and some self-esteem dimensions have a significant correlation with academic results; in addition, analysis of hierarchical regression of personality traits has an openness predictive value for self-esteem.

In a study, Clijmansen et al. (2015) investigated the effect of self-esteem and personality traits on the relationship between the need for orthodontic treatment and the quality of life associated with oral health in adults following orthodontic treatment in the Netherlands. The results showed that there was a significant relationship between the therapeutic needs (dental health department) and the beauty component. In addition, there was a significant correlation between self-esteem and Neurosis and extroversion. Significant connections can be found between self-esteem and all personality traits.

Karina et al. (2016) conducted a study entitled "more self-esteem of personality or traits ability? This depends on how it is measured: the comparison of young and old adults in the United States". The preliminary findings indicated that the self-report and online trust metrics are comparing factors with two different factors. In addition, Ego mania measures are closer to the personality and online activities are closer to the ability. While self-esteem criteria were distinct from self-discipline and distinctive personality, self-concept measures were strongly related to the personality traits of emotional stability. A general self-esteem factor has been identified from online considerations, and most importantly, it has not been found in young adults as well as in the elderly adults. In terms of age scale, elderly people have higher self-esteem and rely more to judge based on online actions. However, this self-esteem is more significant in online measurements that are linked to the liquid rather than crystallize.



RESEARCH HYPOTHESES

The main hypothesis

Self-esteem has a mediating role in the relationship between personality traits and mental health among female managers in region 1 of Shiraz.

Subsidiary hypothesis

- A. Personality traits can significantly predict self-esteem.
- B. Self-esteem can significantly predict mental health.
- C. Personality traits can significantly predict mental health.

RESEARCH METHODOLOGY

This is an applied study in terms of the purpose and this is a correlative research in terms of the method. In this research, the researcher is evaluating at the intensity and direction of the relationship between the variables of the research.

Statistical population, sample and sampling method

The study population included 234 female managers in region 1 of Shiraz. Simple random sampling method was used in order to select the sample group; and 140 individuals were selected based Morgan table.

DATA COLLECTION METHOD

Data collection is done individually in two ways:

Field: In this way, the questionnaires are distributed individually between the individuals and the data are collected based on the obtained information.

Library: For collecting other data such as theoretical foundations and research backgrounds, library method has been used by taking notes from verified Islamic and management books, validated articles and theses, and web search on reliable scientific websites.

RESEARCH TOOL

Personality traits, mental health and self-esteem questionnaire were used in order to collect information from the statistical population.

RESEARCH FINDINGS

Inferential Findings:

Subsidiary hypothesis A- Personality traits can significantly predict self-esteem.

To test this hypothesis, regression analysis was used in a synchronous manner, which results are shown in Table 1.

Table 1: Results of self-esteem regression analysis based on personality traits in a synchronous manner

Criterion variable	Predictive variables	Beta	t	p	R	R ²	F	df	p
Self-esteem	Neuroticism	•/••	•/••	•/••	•/••	•/••	•/••	•/••	•/••
	Extroversion	•/••	•/••	•/••					
	flexibility	•/••	•/••	•/••					
	Agreeableness	•/••	•/••	•/••					
	Conscientiousness	•/••	•/••	•/••					

By considering the results of the analysis of variance in Table 1, [F (5,122) = 13.07, p<0.01], it can be deduced that the linear regression model is significant between predictive variables (personality traits) and criterion variables (self-esteem). Meanwhile, personality traits including extroversion and Agreeableness could significantly predict positive self-esteem and neuroticism (p = .97), flexibility (p = 0/37), and Conscientiousness (p = 0.08) cannot predict self-esteem because they are not entered into the model. The square of multiple correlation coefficients is equal to 0.35, which means that about 35 percent of the variance of self-esteem is predicted by the personality traits including extroversion and Agreeableness.

Subsidiary hypothesis B- self-esteem can significantly predict mental health.

To test this hypothesis, simple linear regression analysis was used which results are shown in Table 2.

Table 2. Results of mental health regression analysis based on self esteem

Criterion variable	Predictive variables	Beta	t	p	R	R ²	F	df	p
Mental health	Self-esteem	-•/••	-•/••	•/••	•/••	•/••	•/••	•/••	•/••

By considering the results from variance analysis in Table 2, [F (1,132) = 72.53, p<0.05], it can be deduced that linear regression model is significant between predictive variable (self-esteem)

and Criterion variable (mental health) and self-esteem can significantly, predict negative mental health. The Square of multiple correlation coefficients is equal to 0.35, which means that about 35% of the variance of mental health can be predicted by self-esteem.

Subsidiary hypothesis C- personality traits can significantly predict mental health.

To test this hypothesis, regression analysis was used in a synchronous manner, and the results are shown in Table 3.

Table 3. Results of mental health regression analysis based on personality traits in synchronous manner

Criterion variable	Predictive variables	Beta	t	p	R	R ²	F	df	p
Mental health	Neuroticism	۰/۰۹	۰/۹۰	۰/۳۷۰	۰/۵۶	۰/۳۱	۱۱/۳۲	۱۲۵ and ۵	۰/۰۰۰
	Extroversion	-۰/۳۳	-۳/۳۱	۰/۰۰۱					
	flexibility	۰/۰۴	۰/۴۱	۰/۶۸۳					
	Agreeableness	-۰/۲۵	-۲/۶۳	۰/۰۰۹					
	Conscientiousness	-۰/۱۹	-۱/۷۹	۰/۰۷۶					

By considering the results from variance analysis in Table 3, [F (5,125) = 11.32, p < 0.01], it can be deduced that linear regression model is significant between predictive variables (personality traits) and criterion variable (mental health). Meanwhile, personality traits including extroversion and Agreeableness can significantly predict negative mental health, and neuroticism (p = .97), flexibility (p = 0/37), and Conscientiousness (p = 0.08) are not entered into the model because they don't make any significant change in Coefficient of Determination and are not able to predict mental health. The square of multiple correlation coefficients is equal to 0.31, which means that about 31% of the mental health variance can be predicted by personality traits including Extraversion and Agreeableness.

The main hypothesis- Self-esteem can play a mediating role between personality traits and mental health.

Path analysis method was applied in a hierarchical regression method using Baron and Kenny method, in order to test the mediating role of self-esteem in the relationship between personality traits and mental health.

Table 4. Multiple regression analysis results based on hierarchical method to test the mediating role of self-esteem

Order	Predictive variables	Beta	t	p	R	R ²	F	df	p
First	Neuroticism	۰/۰۹	۰/۹۰	۰/۳۷۰	۰/۵۶	۰/۳۱	۱۱/۳۲	۵ و ۱۲۵	۰/۰۰۰
	Extroversion	-۰/۳۳	-۳/۳۱	۰/۰۰۱					
	flexibility	۰/۰۴	۰/۴۱	۰/۶۸۳					
	Agreeableness	-۰/۲۵	-۲/۶۳	۰/۰۰۹					
	Conscientiousness	-۰/۱۹	-۱/۷۹	۰/۰۷۶					
Second	Neuroticism	۰/۰۹	۱/۰۱	۰/۳۱۶	۰/۶۶	۰/۴۳	۱۵/۲۱	۶ و ۱۲۱	۰/۰۰۰
	Extroversion	-۰/۲۴	-۲/۵۷	۰/۰۱۱					
	flexibility	۰/۰۶	۰/۷۲	۰/۴۷۵					
	Agreeableness	-۰/۱۴	-۱/۵۶	۰/۱۲۲					
	Conscientiousness	-۰/۱۱	-۱/۰۶	۰/۲۹۲					
	Self- esteem	-۰/۴۲	-۴/۹۷	۰/۰۰۰					



Table 4 shows the results of multiple regression analysis in a hierarchical method to test the mediating role of self-esteem in the relationship between personality traits and mental health. At the first order, personality traits were entered into the model for predicting mental health, and at the second order, the self-esteem intermediate variable was entered the model. The results of this analysis showed that in the first order ($F(5,125) = 32.1, p < 0.01$) and in the second order ($F(6,121) = 15/21, p = 0/00$), the linear regression model is significant between predictive variables (personality traits and self-esteem) and criterion variables (mental health). The results also showed that in the second model, 43% of mental health variance is explained by personality trait including extroversion and self-esteem. The results of hierarchical regression analysis in Table 4 show that self-esteem plays a mediating role between the personality trait including extroversion and mental health ($p < 0.01$). By reducing the beta coefficient value of personality trait, extraversion value will change from 0.33 in the first order to 0.247 in the second order with an emphasis on the partial mediating role of self-esteem in the relationship between the personality trait of extroversion and mental health. In the next step, the reduction in regression coefficient (from 0.33 in the first order to 0.24 in the second order) is tested. The indirect effect hypothesis (partial mediation) is statistically significant at 1% level, according to Sobel, Arian and Goodman statistics ($t = -2.16, p = 0.30$). Table 5 shows the direct and indirect effects of personality traits including extroversion and self-esteem on mental health.

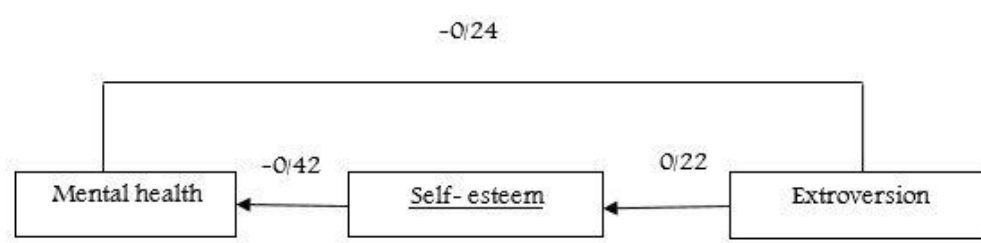


Figure 1. The presumptive Model of Self-esteem partial mediation in the Relationship between Personality traits of extroversion and Mental Health

Table 5. Direct and indirect effects of personality traits of extroversion and self-esteem on mental health

Research variables	Direct effect	Indirect effect	Total effect
extroversion	-0.24	-0.09	-0.33
Self- esteem	-0.42	-----	-0.42

CONCLUSION

The main hypothesis- self-esteem can play a mediating role between personality traits and mental health.

In order to test the mediating role of self-esteem in the relationship between personality traits and mental health, the path analysis method was used using hierarchical regression method and using Baron and Kenny method. The result of this hypothesis is consistent with the results of the researches by Vittorio (2012), Anthony et al. (2013), Tharfino (2015), Heslam (2014), Camro (2016), Sepah Mansour (2013), Rezaie (2013), Heydaripour et al. (2013), Bakhshi Pour Jovibari et al. (2014), Sarpulki et al. (2016), Habibi, Beigi, Rezaie Hesar, Momayez, Ashoori, Hoveyda (2016), Rajabi et al. (2016), Hemmat et al. (2014). The results indicate that professional self-

esteem plays an important role in realizing the mission of the management system and increasing their accountability upon their subordinates. It is very important to pay attention to the role of self-esteem in increasing the sense of accountability. Self-esteem is the judging individuals in term of their abilities in organizing and successfully managing the process of doing a job. Believing in self-esteem influences the choices that a person chooses, the extent of the effort that he / she expects her/his self, the level of tolerance to the problems, the level of stress and the level of success he obtains. Self-esteem refers to a person's belief in his ability to perform particular behavior. Self-esteem is essential for the healthy and balanced development of humans. Positive self-esteem actually acts as an immune system of the soul and provides endurance and ability and capacity for renewal. Self-confidence is potent, energetic, and motivating, and encourages us to succeed; because a self-esteemed human does not see weakness and disability in hm/her-self. Self-esteem gives female managers the pleasure of enjoying the benefits and successes. Female managers with high self-esteem meet and face challenges for their valuable goals and their schools, with strong motivation. Getting such goals also reinforces self-esteem in female managers. On the other hand, psychologists say that cheerfulness, vitality, enjoyment of life, and purposefulness require having a healthy personality. Mental health refers to the ability to communicate in harmony with others, to change and modify the individual and social environment, to solve conflicts and to have logical personal desires and to have meaning and purpose in life. Mental health means self-awareness or lack of self-deception, solving conflicts and internal and external efforts, and following the fate and destiny of mankind. Therefore, the female managers who have a high mental health feel satisfied with their work and life and use their time in a useful manner, understand their co-workers (teachers and staff), and value emotions of teachers, students and staff and respect them. Such managers can be kind and can love others, adapt themselves to others, and compromise with consensus. In fact, the mental health is completed by compromising of female managers with the world around them with the maximum facilities in a way that they can make happiness useful and effective impression in workplace. Therefore, through familiarizing female managers with mental health standards and making them to adapt to personal traits, interaction with others and the environment, we can somehow identify the factors that are harmful to schools and by modifying them to benefit from an excellent educational environment. On the one hand, we have to pay attention to the personality traits of female managers which have a great impact on their mental health. Indeed, personality can be considered as distinct patterns of thinking, excitement, and behavior that form individual interaction with each person's physical and social environment. The following are 5 great personality dimensions: extraversion, agreeableness, neuroticism, flexibility, accountability, because personality can be considered as a set of physical, psychological and behavioral features in individuals. So the factors that create these features are made by inheritance factors, and the other part it is made of social or the environmental factors. Therefore, the personality traits of female managers, especially extroverted female managers who have characteristics such as altruism and goodwill, have had a positive impact on mental health of themselves and their subordination; these managers are better able to communicate and they respect other; they are able to make better decisions when they face problems in life and at schools.

Subsidiary hypothesis A- Personality traits can significantly predict self-esteem.



Regression analysis has been used in a synchronous manner to test this hypothesis. Considering the variance analysis test results, it can be deduced that linear regression model is significant between predictive variables (personality traits) and Criterion variable (self-esteem). Meanwhile, personality traits of extroversion and agreeableness can significantly predict positive self-esteem, and neuroticism, flexibility and conscientiousness are not entered into the model because they don't make and significant change in the determination coefficient and cannot predict self-esteem. Thus, over 35% of self-esteem variance is predicted by the personality traits of extroversion and conscientiousness. The result of this hypothesis is consistent with the results of the researches by Vittorio (2012), Anthony et al. (2013), Tharfino (2015), Heslam (2014), Camro (2016), Sepah Mansour (2013), Rezaie (2013), Heydaripour et al. (2013), Bakhshi Pour Jovibari et al. (2014), Sarpulki et al. (2016), Habibi, Beigi, Rezaie Hesar, Momayez, Ashoori, Hoveyda (2016), Rajabi et al. (2016), Hemmat et al. (2014). The results show that personality is a collection of emotional and behavioral traits that surround and accompany the person in his everyday life. In other words, the personality is formed by continuous characteristic through which one adjusts his interaction and compatibility with others and the social environment. The personality traits of individuals have an important impact on the way of thinking and type of adaptation to the environment, and each individual reacts differently in dealing with issues and problems depending on his/her personality. On the other hand, the extraversion of individuals expresses the existence of an energetic approach to the material or social world in a person that includes features such as socialization, activity, decisiveness and courage. Compromising is a sign of social orientation and community-friendly towards a hostile attitude toward others that includes features like altruism, kindness, trust, and humility. Thus, female managers who have an extroverted personality tend to be physically active and have verbal activity and are looking for a crowded environment. Such managers want excitement such as pleasure, joy and love, and they laugh, and are cheerful and kind and can easily change their degree of self-esteem. The self-esteem in the behavior of individuals is reflected in the way the person knows her/himself and accepts him/her-self. The behaviors that a person shows in in different fields reflect his/her degrees of self-esteem. Self-esteem in the environment is the most important mechanism of human cognition. Without believing in the creation of desirable effects and the prevention of undesirable effects, individuals have little incentive to do some activities; it means that belief in action is more important than action by itself. Believing in power and creating desirable effects is the base of change, transformation and movement in individuals. Therefore, self-esteem can be predicted according to the results obtained from female managers who have an extroverted personality. The self-esteem of female managers is very important because self-esteem plays an important role in fulfilling the mission of their school management system and increasing their accountability to teachers and students. Female managers with extroverted personality are active, frank, Adventurous social people. The more they feel comfortable and friendly, the more energetic they are and they will have higher spirits of hope and faith, insight. Along with this feature, managers can easily talk and manage everything in the community. Given to the potential they have, the extroverted people can actualize their inner features. Female managers are altruistic and humble because of being traits such as consistency, trust, honesty, Altruism and humility, and therefore have a high self-esteem. They know who they are and what they are capable for. They have a good sense of self and, given the personality trait of accountability, they are healthy and conscientious people and have the ability to perform



their duties and carry out personal responsibilities. In fact, each person's personality is formed by hereditary factors, and also social or the environmental factors; this means that, on the one hand, environmental factors affect the physiological and heritability constraints and on the other hand, potential abilities, which are mainly products of inheritance, can flourish when they have suitable environment for actualizing. Therefore, attention to self-esteem plays an important role in increasing the sense of accountability of female managers.

Subsidiary hypothesis B- self-esteem can significantly predict mental health.

To test this hypothesis, simple linear regression analysis has been used. From the results of analysis of variance analysis, it can be deduced that linear regression model is significant between predictive variable (self-esteem) and criterion variable (mental health) and self-esteem can significantly and negatively predict mental health. Therefore, about 35% of mental health variance can be predicted by self-esteem. The result of this research is consistent with the results from the studies by Mansour Sepah (2013), Shiri (2014), Sarabi (2014), Farzianpour et al. (2015), Kianizadeh et al. (2016). In explaining this finding, it is inferred that self-esteem is essential for the development and growth of a balanced and healthy human. Positive self-esteem actually acts as an immune system of the soul and provides endurance and ability and capacity for renewal. When self-esteem of female managers is at a low level, their flexibility in dealing with problems is significantly reduced. Bandura defines self-esteem as person's belief in being able to perform a successful job. Self-esteem is related to the success in doing a particular job. Self-esteem belief influences the work that managers will choose, the extent to which they expect themselves, the level of tolerance in facing the problems, the level of stress, and the level of success they make. Self-esteem refers to an individual's belief in his/her ability to perform specific behavior. Self-esteem is the most important mechanism of human cognition for influencing the environment.

Psychologists believe that happiness, vitality, enjoyment of life, and purposefulness require a healthy personality. Researchers at John Haykins University School of Medical science in the United States point out that by knowing the mental health criteria and adapting them to personality traits, interacting with others and the environment, we can somehow identify the harmful factors for healthy personality and try to improve them to benefit from a healthy personality. According to psychologists, mental and physical health is the needs and desires of all humans. Mental health means the ability to communicate in harmony with others, change and modify the individual and social environment, solving conflicts and personal desires logically and having meaning and purpose in life. Mental health means self-actualization and self-fulfillment, that is, the actualization of the innate and inner abilities of the individual. This is possible after the realization of inner peace and satisfaction. Mental health is how you feel about yourself, the world around you, your living place, people around you, especially when it comes to the responsibility about others, how to adapt to your income, and Recognize location and time. According to the results, female managers who have high self-esteem have mental health and their mental health can be predicted by self-esteem. Therefore, female school managers of region 1 have little incentive in the creation of desirable effects and preventing undesirable effects without self-esteem; it means that believe in act is more important than action itself. Belief in power and the creation of desirable effects is a basis for change, transformation and movement in female managers, which reinforces self-esteem in the context of the success and development of schools, and managers with self-esteem have mental health.



Subsidiary hypothesis C- personality traits can significantly predict mental health.

To test this hypothesis, regression analysis has been used in a synchronous manner. By considering the results of analysis of variance, it can be deduced that linear regression model is significant between predictor variables (personality traits) and criterion variable (mental health). Meanwhile, personality traits of extroversion and agreeableness can significantly and negatively predict mental health and Neuroticism, Flexibility and conscientiousness are not entered into the model because they don't make and significant change in the determination coefficient and cannot predict self-esteem. Therefore, about 31% of the mental health variance is predictable by the personality traits of extroversion and Agreeableness. The results die this hypothesis is consistent with the results of the researches by Farzianpour et al. (2015), Vittorio (2012), Anthony et al. (2013), Hemmet et al. (2015), Rezaei (2013). The results show that mental health refers to the ability of having a relaxed life with yourself and others; self-awareness and self-emotion; the power of decision-making in crises; coping with the pressures of life. Mental health refers to the full capacity of living in a manner that enables female managers to understand their natural capacities. In the 21st century, the distressed, depressed human of the present era finds him/herself more engaged in fundamental questions. It can be emphasized that values are the basis of the healthy personality integrity. In fact, values are the main organizers of grown actions and personality behaviors, and mental health is undoubtedly the product of such a personality. When the threshold of tolerance goes down, there is no longer any mental health. Mental health has been affected by many events these days and has taken strange form in society. Female managers, who have mental health, feel good about their subordinates (teachers, employees, students). They try to love and trust others because they want others to love them and trust them. Such people are able to communicate warmly with others and continue to enjoy these relationships and respect people interests. They do not allow themselves to be attacked by others and they do not try to dominate others. They feel responsible while they are feeling as a member and part of the community. Healthy female managers feel psychologically comfortable; they accept their mental state as they are; they enjoy their talents; they are patient with their physical deficiencies and disabilities and they do not get upset because of them; they have a realistic view and try to solve life and workplace problems; they spend little time in worry, fear, anxiety or jealousy; they have a sense of humor and self-confident; Perhaps most importantly, they have a value system that originates from their personal experiences and have high self-esteem. Good traits such as perfection, truthfulness, responsibility, compassion, love, and so on, emanate from female managers who have positive self-esteem. Such managers feel that they are able to help others and ask others for help; at the same time, they believe that they can make appropriate decisions. In fact, every belief and positive thinking leads to positive behavior, and the emergence of this behavior creates a positive feeling in female managers. This positive feeling strengthens the initial belief, and will have stronger beliefs and wider behaviors; this issue in turn creates a good and excellent feeling. Thus, according to the results, female managers who have mental health and have higher self-esteem will undoubtedly be more self-managed and can improve the quality of education at their school level. So, the best way for educational system, in choosing female managers is to use mental health and self-esteem tests that can improve the quality of the education level of schools.



Applicable recommendations

Based on the findings of the research, organizations can use the results of this research to provide the conditions and context for their employees, as following:

In order to promote the education level, the significant relationship between personality traits and mental health should be considered, and the educational environment must be prepared in such a way that can improve the mental health of female managers.

It is recommended to educational officials to use experts' opinions, according to the results of this research on the direct relationship between self-esteem and mental health and provide effective ways and training courses and use self-esteem test in selecting managers.

Mental health level can be improved through self-esteem training for female managers who do not have effective personality traits that affect mental health.

There must be attention to the allocating management of schools and responsibilities to people with personality traits and mental health.

In addition to the salaries and wages of managers, educational organization should provide job security, Mental peace and physical well-being for school managers.

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