

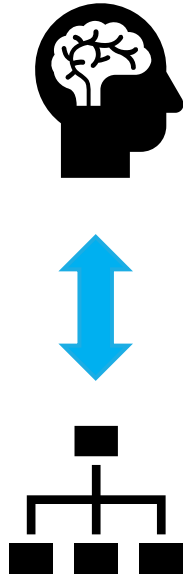


Hybrid professionals and their managerial roles: investigating the personality traits

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T.B.: UNDERSTANDING THE PROCESS UNDERLYING MANAGERIAL CAREER INTENTIONS

NPM → Public sector → Healthcare sector



Professional
bureaucracies

(Giacomelli, 2019;
Alibrandi et al., 2021)



PROFESSIONAL ROLES
(i.e., taking care of people)



MANAGERIAL RESPONSABILITIES
(i.e., budgeting, performance tools)





- ➡ Managerial roles are perceived as a **threat** to their professional identity.
- ➡ The focus on managerial aspects can **divert attention** from **clinical practice**.
- ➡ **Lack of skills** and understanding required for managerial roles.
- ➡ The **time pressure** associated with **increased responsibilities** discourages engagement in managerial activities.

Clinician's motivation to pursue a managerial career:

INDIVIDUAL (i.e. self-efficacy, personal career factors, individual interest...)

ORGANIZATIONAL (i.e. decentralized structures, workplace involvement)

PHYSICIAN'S SPECIALTY

- PATIENT ORIENTED
- **TECHNICAL ORIENTED**

ORGANIZATIONAL IDENTIFICATION

PERSONALITY TRAITS: narcissism

LITERATURE GAP



The literature review shows that while professional skills, choice of specialization, organizational decentralization, and identification with the organization are important determinants, **personality traits** are the real leverage in the decision-making process for clinicians.



This aspect is frequently addressed in **management literature** to understand the willingness of individuals to become entrepreneurs, analyzing the **five personality traits**—openness, conscientiousness, extraversion, agreeableness, and neuroticism—using the Big Five model.

RESEARCH OBJECTIVE

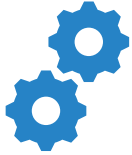


To the authors' knowledge, there is little empirical evidence linking **personality traits** with the intention to pursue a **managerial career** in healthcare organizations.

METHODOLOGY: QUESTIONNAIRE EXPERIMENTAL APPROACH



145 Medicine students (3/4/5 A.Y.)



Questionnaire



Personal data







PID 5 (Negative affectivity,
Detachment, Antagonism, Disinhibition,
Psychoticism)



Experimental scenario (Salary,
Workload, Decision-making power)

EXPERIMENTAL SCENARIO

	ALTERNATIVA A	ALTERNATIVA B
STIPENDIO FISSO + PROFESSIONE PRIVATA	€ € € ✓	€ € € € ✗
DISTRIBUZIONE DEL CARICO LAVORATIVO	ORE CLINICA 	ORE CLINICA 
	ORE COMPITI MANAGERIALI 	ORE COMPITI MANAGERIALI 
POTERE DECISIONALE E RESPONSABILITA' MANAGERIALI	✗	✓
SCELTA	A	B

$$\text{Manag. ch}_{it} = \alpha_i + \beta_1 \text{NegAffect}_{it} + \beta_2 \text{Detachment}_{it} + \beta_3 \text{Antagonism}_{it} + \beta_4 \text{Disinhibition}_{it} + \beta_5 \text{Psychoticism}_{it} + \beta_6 \text{Salary}_{it} + \beta_7 \text{Workload}_{it} + \beta_8 \text{Decision-making power}_{it} + \beta_9 \text{Gender}_{it} + \delta_t + \varepsilon_{it}$$

VARIABLE	MEASURE
Managerial Choice	Binary variable: represents the two scenarios proposed to students, the managerial one and the clinical one
Gender	
Negative affectivity	Personality trait that refers to the stable tendency to experience negative emotions
Detachment	Feeling of emotional freedom resulting from a lack of involvement in a problem or situation
Antagonism	A broad maladaptive personality domain encompassing a range of lower order facets that place one at odds with others
Disinhibition	The inability to withhold a prepotent response or suppress an inappropriate or unwanted behavior
Psychoticism	Personality trait characterized by unusual beliefs and experiences, eccentricity, and perceptual dysregulation indicating a susceptibility to psychosis spectrum
Salary	Amount of salary earned
Workload	Distribution of workload between hours devoted to clinical and hours devoted to managerial responsibilities
Decision-making power	Decisional power that the physician has based on the role he or she holds

OUR FINDINGS

Variable	Odds Ratio	P> z
Negative affectivity	7,84355	0,048
Detachment	0,21064	0,123
Antagonism	0,23903	0,096
Disinhibition	0,99246	0,992
Psychoticism	1,04071	0,969
gender	3,27505	0,021
Salary	0,20878	0,000
Workload	1,50942	0,209
Decision-making power	0,34436	0,002
_cons	161,31600	0,001

★ POSITIVE RELATIONSHIP

Manag. ch <—> Neg. affect
 Manag. ch <—> Antagonism
 Manag. ch <—> Salary
 Manag. ch <—> Dec. power

OUR FINDINGS

NEGATIVE AFFECTIVITY: predisposition to experience - **emotions** such as anxiety, sadness and irritability influencing work well-being, job satisfaction and the ability to handle managerial responsibilities.



More inclined to focus on the **threatening aspects** of their work environment

More stress / avoid negative outcomes

Higher likelihood of **turnover** and **burnout**



Motivated to engage managerial roles with the intent of **improving the work environment** based on their **own negative** emotional experiences

ANTAGONISM: personality trait associated with various aspects such as **assertiveness**, **scepticism** and **competitiveness** that place a person in conflict with others.

Assertiveness: maintaining authority within a team

Scepticism: consider all aspects of a problem

Competitiveness: drive personal and organizational growth

OUR FINDINGS

- **Salary** and **decision-making power** are the key drivers in choosing a managerial career (0,208 $p < 0,05$; 0,344 $p < 0,05$).



Organizations could develop:

- effective human resource management strategies
 - training programs
 - career development policies
- Psychological traits - choice of managerial career (PID-5)

LIMIT: students



Hybrid professionals

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THANK YOU



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