The relationship between leadership styles and personality traits

Shohreh Ghorbanshirodi, Javad Khalatbari, Mohammad Akhshabi

ABSTRACT

The present paper examines the relationship between relationship-oriented leadership styles, task-oriented, independent social and introverted extrovert personality traits deals that is based on a design, after a theoretical framework in order to study the issue and research is taking advantage of the resources and library and non-library information is collected. Two questionnaires, one extrovert, introvert personality styles, leadership and other measures have been used that the statistical population include zone 1 of Rasht school principals. Distribute and collected questionnaires from the statistical analysis techniques have been done.

Key words: leadership styles, personality traits, Introvert, Extroverts.

Introduction

Today, one of the key success factors for agencies and organizations is leadership style and leaders personality. Enthusiastically encourage others to pursue leadership in the specific objectives are summarized.

Personality assesment is a practical benefit. totally any kind of human activity can be effective in performing. So if a person cope with his physical abilities and mental talents of professional activities only consider what would be inappropriate and impractical.

All managers are leaders who led their people. Many leaders are not managers. A person may have power, but it can be without an official position of the management, while most managers are truly leaders, perform tasks that would lead, the only part of their management jobs.

Effective leaders, somehow causes the follower to work for improving their team. (michael 1981)

The common goal in leadership is to encourage others to lead the process (luck)

Research suggests that people who are responsible for the leadership followers are better than average in the following: 1-intelligence 2-academic achievement 3-reliability in use for responsibility 4-activities and social participation 5-socio-economic base 6-sociality 7-initiative 8-stability 9-self confidence 10-cooperation 11-adaptability 12-eloquence

Leaders who have excelled above the others leaders more effective than leaders who have these features in their light is more. The conclusion of the character traits of leadership.

Attitude of the character traits of leadership is important for understanding but researchers need to understand the effects of other factors in the hair will scrutinize among efforts should be focused on actual observation of the leader who is not only important, well it is another question, what does a leader do?

As well as enviromental factors will be important to determine the effectiveness of leader.

Because leaders do not work steadily and continuously to a style subalterns relationship between leadership style and performance is not clear.

A number of studies have shown that more staff attention to people-oriented leaders is more effective, but the question is whether the effectiveness of leader behavior is or effectiveness of the group, makes the realistic behavior of the leader's career?

These finding and other finding general show that effects of leader behavior on satisfaction and performance subalterns lot depends in situation.
Leadership and organizational behavior theories and models all believe that the considerable work, employee involvement, focus on style and relationships of this kind of performance will increase the activity of the group.

If others due lovable character, trustworthiness the must be willing to follow A leader needs to support the organization's power structure and has if the leader is not reliable, even with all the organizational support will not have a good position. The most important factors for controlling the position are the loyalty, protection that a leader earn from his subordinations and reliance ability. To determine the situation of the leadership or the amount of control he'll have, the important matter in the nature of the job or the kind of group's duty, how much do we know, that they'll expect? do they especially the target's of group's job? Is there any method to do thee job?

In the past, researchers thought that managers should be just task direct or relation direct. If ones style reduces (like task direct) the other will increase (like relation direct) (Tatenbom Schmit) there for gradual perfection of they nation mentioned that different presumed leadership style aren't an organized unit and the managers often have a combination of both personality and behavioral characteristics. The leadership style arising from the person's constant and stable personality and a dependant of every body's motivation hierarchy.

Some people in some situations are just perfect or imperfect for being leader, the couteous and relation direct look seem to be more impressive. Eventually, it's possible to change the style of leadership and there is never no perfect way to do this, therefore; it isn't possible to be able to direct all the manamgers with a speciefied model, so we can't use participating management as a solution for all managers and organizations. It's not a good way to use ine leadership style for all situations, so one leadership training can't be successful for all leadership style is a part of everyone's personality. The only constant they in leadership is his permanent way to relate to employes, it's not even possible to change the important attitude simply; neither his basic leadership style, personality changing is so slow, so do the leadership style.

**Psychological categories or psychological types:**

Mental extrovert category: people in this category live according to flexibility rules.

Emotional extrovert category: people in this category inhibit their taughts and so excited, they follow the values, moral principles and tradition also, they're uncommonly so sensitive about people's beliefs and expectations.

Sensory extrovert category: people in this category pay so much attention to happenin, intense feelings, pleasure and experiencing, this kind of people are relly reality-based and can confort to different people and situations.

Intuitive extrovert category: these people are so capable to taking chances, because of this, they'll have a good test in business and politics, they'll so creative and attracted to new opinions, and also able to encourage people to progress and do actions.

Taughtful introvert category: such people aren't able to match themselves to the others, they have problem to expres their taughts and also they seem to be insensitive, avoiding and weak judgment but they're so focoused on their taughts and their notions.

Emotional inverter category: these kinds of people are so calm and humble they have a supprened taught and external tools.

Sensory inverter category: they're so irrational and hermit, but they're sensetive about aesthetics.

Intuitive inverter category: they live in reality world, but they are fantasized and dreamer.

Maryam Gohari Moghadam in a study about the relationship between personality traits and leadership style of project management obtained the following results:

- There is no difference between neurosis and type styles of management
- There is no difference between extraversion and type styles of management
- There is no difference between openness and type styles of management
- There is no difference between pleasant and type styles of management
- There is no difference between duty and type styles of management

Kamal Siddiqui The study concluded that the relationship between personality type styles that Charismatic leadership is a trait that is inherent in all people to exist, and these traits can be identified.

Research Hypothesis: There is a significant relationship between leadership styles (Task-oriented- Relationship-oriented & Independent social) with (Outward-oriented and introverted personality) of managers.

Research method: Current projects include research on the correlation between two variables that are evaluated. The study area included 207 community education director is a City. The study population consisted of 207 First City is the Director of Education. Sample size consisted of 66 case managers are that Required to select a sample of multi-stage random sampling method was used. First, a sample size of 24 patients were randomly selected After the test, the sample size in this study is based on sample size can be obtained by counting and The limited statistical that The formula is:

**Research tools:**

Library resources and none library resources
Lpc Scale or Colleague or a minimum score of 18 questions Fydlr has bipolar Any questions can be from 1 to 8 points and the maximum is 144. Rating greater or equal to 73 on this scale represents the high LPC or relationship-oriented leadership style and Score between 64 and 73 represents the 123 low in the scale or style of leadership is an independent social. Steem personality questionnaire contains 57 questions that a Yes - No answer is given And is a measure of extroversion and Introverts. Also help to validate the questionnaire and were run on 24 samples using Cronbach's alpha to 0 / 79 were determined that The research instrument used in the field has the capability. The hypothesis test for correlation between two variables because the variables are of nominal rating also The correlation is based on the frequency of In the analysis of test data is Xi 2 that Xi 2 of the following relationship is obtained.

Table 1: Participants in the test of leadership style.

<table>
<thead>
<tr>
<th>Abundance</th>
<th>Percentage of Abundance</th>
<th>Percentage of Variable</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task-oriented</td>
<td>25</td>
<td>37.9</td>
<td>37.9</td>
</tr>
<tr>
<td>Independent social</td>
<td>12</td>
<td>18.2</td>
<td>18.2</td>
</tr>
<tr>
<td>Relationship-oriented</td>
<td>29</td>
<td>43.9</td>
<td>43.9</td>
</tr>
<tr>
<td>Sum</td>
<td>66</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

According to Table 2, number 38, equivalent to 57 / 6 percent of 28 introverts and 42 / 4 percent are extrovert.

Table 2: Participants in the test of character.

<table>
<thead>
<tr>
<th>Abundance</th>
<th>Percentage of Abundance</th>
<th>Percentage of Variable</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>introverts</td>
<td>38</td>
<td>57.6</td>
<td>57.6</td>
</tr>
<tr>
<td>extrovert</td>
<td>28</td>
<td>42.4</td>
<td>42.4</td>
</tr>
<tr>
<td>sum</td>
<td>66</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

According to data from research and the research questions, statistical tables and analysis are presented below

Table 3: Table consensual leadership style and personality.

<table>
<thead>
<tr>
<th>Abundance</th>
<th>Percentage of Abundance</th>
<th>Percentage of Variable</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>All of the character-oriented</td>
<td>Task-oriented</td>
<td>Independent social</td>
<td>Relationship-oriented</td>
</tr>
<tr>
<td>The expected frequency</td>
<td>19</td>
<td>14.4</td>
<td>4</td>
</tr>
<tr>
<td>The observed frequency of outward-oriented</td>
<td>6</td>
<td>10.6</td>
<td>8</td>
</tr>
<tr>
<td>The observed frequency of outward-oriented</td>
<td>25</td>
<td>25.0</td>
<td>12</td>
</tr>
</tbody>
</table>

Table 4: Xi 2 test.

<table>
<thead>
<tr>
<th>Value</th>
<th>Degrees of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xi 2</td>
<td>6.768</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 5: Phi coefficient and Cramer.

<table>
<thead>
<tr>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phi coefficient</td>
</tr>
<tr>
<td>Cramer's V coefficient</td>
</tr>
</tbody>
</table>

In Table 3 the observed frequency and the frequency of the desired leadership style and personality have been obtained for the two variables The amount is calculated in Table 4 and Xi 2 , Xi 2=6/768 is calculated And since P-Value=0/034 is less than 0.05.

We investigated the hypothesis that the leadership styles (Task-oriented, Independent social, Relationship-oriented )and personalities (outward-oriented, character-oriented), there is a significant relationship at a = 0.05. Finally, Table 5 and the correlation coefficient and Cramer's coefficient is calculated at about 0 / 32.

References