

Studying the relationship between personality types and leadership style

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Abstract

The Purpose of the present paper is to study the relationship between the managers' personality types and the leadership style of managers. The method is descriptive-correlational investigation and its goal is applied. The statistical universe includes all of the academic course managers of Tabriz 4th area of which 82 ones were selected randomly and the information was collected through standard questionnaires of personality type leadership style. To analyze the data, the descriptive- inferential statistical methods were used. The results indicate that there is no significant relationship between the emotional and intuitive extroversion and relation-oriented leadership style, the thinking extraversion as well as between the emotional, intuitive and thinking introversion and the relation-oriented leadership style. However, there is a relationship between the thinking and sensational extroversion and the relationship-oriented leadership style, the sensational and intuitive extroversion and functionalistic leadership style as well as between the emotional introversion and the relationship-oriented and functionalistic leadership style, and between the thinking, emotional and intuitive introversion and the functionalistic leadership style.

Keywords: Personality types, Leadership style, Management

Introduction

Leadership is of the important performances of management and its appearance refers to the beginning of man social life. The leadership of organization is more important. Success or failure of every organization depends mostly on leadership, as the last statistics make this clear: of every 100 new commercial institution lose work within two years, and until the end of 5th year 1/3 out of one hundred main institution continue their work. The failure refers to the inefficient leadership (Hersy & Blanchard, 2010). According to Crossy 80% of difficulties in organizations derives from mismanagement and unsuitable leadership (Purvatan, 2010). Therefore selecting the style of leadership enjoys high importance and can result in achieving both groups of the individual and organizational objectives and can guarantee the success of organization. But through relying on the unsuitable leadership style, the organizational goals will be damaged and the personnel feel resentment and dissatisfaction one of the organizations in which the role of leadership is more sensitive is the institution of education. Schools are the training institutions of the society which train the children and the man force for the society; if there is failure in the quality and quantity of doing this duty intentionally or unintentionally, the society will be damaged undoubtedly (Gaderi, 2008). Selecting the leadership style concordant with this institution will help the manager in performing this important responsibility. Because the leadership styles of managers are different in various organizations, and the organizations are not similar for performance and structure. According to the psychologists every type results from a certain interaction between several Cultural and personal forces such as peers, genetic factors, social class of parents and physical environment. In other words, every type includes certain resources of attitudes and skills for prevailing upon the

problems and environmental obligations. Since various types contain different interests and competence, they like surrounding themselves through certain people and subjects, and they search for issues which are concordant with their interests and thoughts (Robins, 2009) one of the common classifications used for personality by the psychologists is introversion and extroversion which was used by Karl Yung for the first time. The introverted preserve energy and eagerness and are interested in thinking before responding and oral expression just after conclusion, and the extroverted are interested in communication with more negotiation loudly before conclusion. It seems that distinguishing the personality types of managers and viewing it upon selecting the managers is not exaggeration because “personality of managers is one of the factors effective on the performance of managers” (farahi Bozanjani, 2010). Undoubtedly one of the most important factors of progress in every society is the office of education, and the managers play major role in the field of training and as a responsible, they undertake responding the expectations of society, so they should give some characteristics in gaining the organizational goals ; they should select the best style and prevent from the characteristics which results in inefficient style. So considering the importance of issue , the aim of present investigation is studying the relationship between the managers personality types with leadership style of 4th area managers over 1921-2012.

Literature Review

Concept of leadership style

The word style equals almost technology by which the leader influences on the subordinate (lanenburg & Urenistin, 2006: 234). Leadership style means knowledge and ability of performing certain duties for which long experience in applying certain techniques and tools is necessary. These performances are obtained through experience. The obvious property of leadership style is that the highest merit can be obtained. Leadership style causes that the managers make less mistake in their decision, Identify the complexities of organization and establish suitable complex between the personnel and organization (Hagigi etal, 2011). According to robin obits (2012), the leadership style of an organization is clear both in its nature and the manner of its relationship with the society. If a leader is a skeptical and proud person, other people of the organization will be hare so. But if the leader is intellectual and collaborates with others, this manner will be transferred to other people and appears in collaboration with other organizations. Really it can be said that the leadership style is that model which is considered suitable by the leaders in the direction of personnel conductance. So the behavior of managers in contact with the personnel is called leadership (Hersi & Blanchard, 2010). The relationship – oriented behavior is the limit in which the leaders attempt to establish individual relations between themselves and the group members or followers through opening relational channels, emotional – social supports, and moral confidence and facilitation behaviors. Apart from two dimensions of dutifulness and relation – oriented behaviors. Hersi and Blanchard introduce the third dimension under the subject of extra efficiency and three – dimension model. They follow the leadership model suitable for the situation. So the efficiency or non – efficiency of leadership style depends on the concordance of leadership model with the situation (Moaiedi Khosroshahi, 2005), and depending on the circumstances , the leaders use all of leadership styles (Khorshidi, 2010).

Types of (leadership styles)

Tyrannical or commanding style: In this style, all of the authorities and decision – makings focus on the leader. The central control is performed as the result of applying such important factors as reward and praise or fear from criticism and punishment of the leader. Based on this attitude, the manager is authorized to make policy, determine the structure of organization and reform it;

furthermore, duties and responsibilities should be changed. One of the advantages of commanding leadership style is the rate of decision making. Because in this style, it is the manager who makes decision (Jagged, 2001). Participative (Democratic) style: leadership based on participation and democracy has been generalized along with beginning the era of neoclassic management. This attitude was considered following harmonization between the workers to access the organizational goals multilaterally. Exchange of views is accomplished between the personnel as well as the leader and personnel. Participation in the process of decision – making can result in some advantages including strength relation between the manager and the personnel, increase of the morale and job satisfaction and reduce of dependence on the leader. However this process follows some damages as low efficiency and superficial decision – making which causes time loss.

Absolute freedom (no restriction) style: In spite of commanding and participative styles, freely leadership is not such that the leader creates internal motivation but the personnel motivate themselves based on the needs and desires. After determining a goal , they more towards it using their innovation. The role of leader is similar to that of one of the grou members and represent the materials to the individuals.

Includes various advantages as follows:

- increasing the independency of personnel
- Emphasis on duties of the members

The main loss caused by this kind of style is that without a strong leader, there sill be no conductance, direction and supervision in the organization. This situation causes that the personnel lose their time and an organizational chaos is created (Hagigi et al, 2011).

Autocratic style: the autocratic leader obtains his power from such resources as position, knowledge, ability, encourage and punishment and applies this power as a principle or a method for performance. He is really autocrat, what he wants knows and is able to determine every one's duty. His demand is absolute obedience from the followers. This power changes from a rough state to a paternal state in terms of the extends of performing on motivation, threat and punishment in the state of violence and encourage in paternal state (Ahmadi, 2011).

Bureaucratic style: like the autocratic leader , the bureaucratic leader says the people that for what they should be work and how? But the basis of his commands is exclusively the his commands is exclusively the organizational policies, method and instructions (Ahmadi, 2011).

Diplomatic style: Diplomatic leader is an artist who lives for convincing the People using his art, like a seller. Although he has the power of an autocratic leader, he prefers to perform through convincing and motivating the other people (Ahmadi, 2011).

Participative style: The participative leader invites the people for participating in decision-makings, policy-makings and executive methods extensively. He is a democratic or counseling leader (Ahmadi, 2011).

Free Rein style: A liberated leader has been simulated to a Free rein horse. He determines a goal for his followers, and its factors determine the policies, lab our time and budget. The followers are released without more conductance and control unless they themselves demand controlling (Ahmadi, 2011).

Quasi father style: In most cases the leader can be regarded as a resource for responding the desires and emotions of followers , the followers consider the leader as a father whose encourage or discourage is by compassion and they raise their problems for him (Jagged , 2011). The benevolent

absolute ruler style: the leader shows himself as a father who makes important decisions and then attempts to be followed. Some times he allows the followers to make small decisions considering

the limitations he has determined. He mostly uses reward and punishment to motivate the persons (penrose, 2006).

Personality type of managers

Type means a property of the people and a good example of a property. Personality is of the most essential and complex discussions in psychology. All of the psychologists who study extensively nowadays attempt to made the personality clear (Farahi Bozanjani, 2010). Personality refers to the intellectual, emotional, motivational and physiological aspects of an individual. In other words that component which preserves the man is called personality (Grossi Farshi, 2001). It can be said that personality includes the total of one's existence , general state of the body , skills , desires , hopes , superficial states , emotions , habits , intelligence , ethics , activities , beliefs and thoughts. Personality includes the present and future identity of the individual.

So every characteristic which makes some one distinct from others forms an aspect of his personality; these characteristics are corporeal, objective, emotional and hereditary.

According to Jackson (2008) , personality type means the emotional and internal reaction to the environment which has been witnessed the behavior of people.

Therefore it can be said that: every one's personality includes his/her corporeal, subjective, emotional and social characteristics which make him/her distinct from others clearly. All people have a distinguished behavioral model such that no one is not completely concordant with it. Most of these exclusive characteristics are permanent. (Seyed Javadin, 2011).

Factors effective on formation of personality more factors are effective in formation of the people personality (Diagram 2), and the effect of these factors depends on the ability of understanding the importance of these factors.

- Physiological factors: The physiological factors are corporeal factors , state of muscles , nerves and glands

- Collective factors: Family and organization are of the most important criteria determining the personality of personnel

- Cultural factors: The culture and beliefs of people are other factors effective on the behavior of people.

Traditions, habits, professional views, production methods and performance habits in the organizations are the most important criteria of forming the personality.

- Heredity factors: Some scientists introduce heredity as one of the indices forming the personality. However, in the last of 19th century "John Watson" as a behaviorist rejected this assertion and stated that personality is an acquired quality rather than analytical one (Farahi Bozangani, 2010)

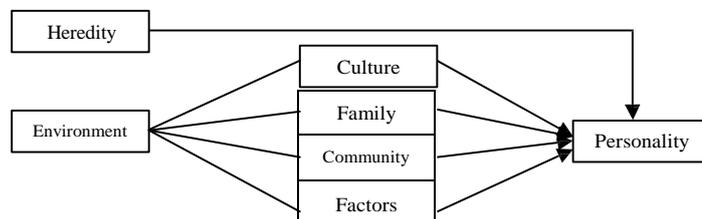


Diagram (1) factors effective on formation of personality

Views of personality type

According to young, thinking and emotion are intellectual performances and intuition is non rational performance (Earp, 2000).

In the field of personality and psychic views, young has explained eight views as follows :

1) Personality type of extroverted thinker restricts all of his activities to intellectual conclusions. He follows exact and objective witnesses. – Such person continues the life through intellectual formula. Then if the formula is right and vast, the essential role will be played as an innovation, but if the formula is limited, criticism is conducted. He may be worried about the people, but just heart is worried about the personal goals and in fact abuses the friendly relations with others to realize his goals. In fact this personality type rejects aesthetic activities, artistic feeling and socialization with others.

2) Type of introverted thinker: like an extroverted thinker, he is influenced by his own subjective views, but in direction of inside to outside, his collective unconscious level forms his subjective and thought basis. Then because of concentration on the internal forces, he is an inconsiderate and socially weak person.

3) The extroverted emotional type: He lives based on real and objective conditions and general values. His behavior follows others expectations. Then his emotions changes in different conditions. An example of this personality type is a young whose selection in marriage is based on the parents' judgment. The women with such personality type are unique wives and children have the same characteristics.

4) The introverted emotional type: The people with this personality type are silent and inaccessible individuals, understanding them is so hard and complex, they do not reveal their personality, and they enjoy severe excitements which originate from collective unconsciousness which appear in religious and poetic forms.

Generally the women enjoy this type.

5) Type of extroverted sensational type: They are realists and avoid from thinking and interaction and seek sensational experiences. They are happy with more capacity for joy; and they are artist and aesthete.

Generally the men enjoy this type.

6) The introverted sensational type: They are non rational and owe influenced by subjective emotion whose incentive is subjective. It seems that they show severe reaction to the outer incentives. They interpret the words of others fantastically.

7) The extroverted intuitive type: They seek exploiting the outer opportunities. In other words, they search for new phenomena and are more courageous like policy makers and businessmen and encourage others.

8) The introverted intuitive type: They have mysterious character; in positive dimension, the can be a great mystic, and in negative dimension, they are like an artist who has a fantastic language and view; establishing a relationship with such people is almost difficult (khorshidi, 2010).

Background of previous investigations

Anderson (2012) conducted on investigation under the subject of relationship between leadership style and personality type. In this study 95 managers (41 women & 54 men) were selected as sample size and through SAT method concluded that the women were more changeable than men.

Alkahtani et al (2011) performed investigation of "studying the effect of 5 main personality dimensions of Malaysian managers and the manner of their leadership". The results of this study indicate that the Malaysian managers are self – conscious and empiricist. These managers exploit the counseling leadership styles. However some of them use willful styles, some use democratic styles and some of them use irresponsibility ones. The samples studied in this study got higher grades from the participative leadership style. The results of this investigation showed that the introverted

personality type together with participative leadership style has a positive and significant relationship with leadership changes. As the result the study showed that there is a positive and significant relationship between the personality of managers and their leadership styles.

Luider (2011) performed an investigation to answer the question "is there a relationship between leadership and personality and job satisfaction and the personnel tiredness?" Briefly, the results indicate that the personnel with considerable and structural leadership enjoy less work tiredness. All of the three leadership styles that is consideration, structural and inspiring have positive effects on the personnel job satisfaction. The common effect of extroversion and considerable and inspiring leadership styles on the dependent variable of labor fatigue is significant.

Gohari Mogaddam (2011) studied the relationship between the personality characteristics and leadership style of the project management and mentioned five personality characteristics of neuroticism, extroversion, Openness, pleasure and conscientiousness as well as three leadership styles of duty – orientation, relation – orientation and combination. His findings show that there is no significant difference between leadership styles of relation – orientation, duty – orientation and combination in property of neuroticism. Also there is no significant difference between three leadership styles of relation – orientation, duty – orientation and combination in introversion property; and there is significant difference between relation – oriented, duty – oriented and combinational managers.

Koshki (2011) studied the relationship between the personality types and leadership styles on the senior and middle staff managers of training hospitals. The results indicate that the personality types with the most frequency (79.4%) inclined the type personality A. The rate of people inclined to type B and type A were 17.6% and 2.9%, respectively; the least frequency was related to the people with severe inclination to the personality type B (0%). Considering the leadership styles in humanistic dimension, the rates of weak, middle and strong levels were 17.6%, 70.5% and 11.7%, respectively. But in duty dimension, 91.2% of people lied on strong level.

There was negative relationship between a personality A and humanistic leadership style. But there was no relationship between functionalistic leadership style and personality type A. There was no relationship between democratic characteristics and personality types, humanistic and functionalistic leadership styles. The results indicate that most of the managers belong to the personality type of A, and because there is a negative relationship between the humanistic leadership style and the personality type A, so the above relation shows that the managers do not tend to the humanistic leadership style.

Bakhshi Goodarz (2011) studied the effect of personality and gender on the training efficiency of English language teachers as well as their educational activities. The results of investigation indicate that the combination of introversion, emotion, thinking and judgment as well as the combination of extroversion, emotion, thinking and judgment are the most common personality types among English teachers in Iran. The results show that the men and women teachers with different personality types have the same training efficiency, and gender and personality influence their training activities.

Methodology

The method of present study is descriptive – correlational and its goal is applied.

The statistical universe includes all of Tabriz 4th educational area of which 82 ones were selected randomly and the information was collected through standard questionnaires of personality type and leadership style. To analyze the data the spss statistical software (Copy 17) was used and to

describe the qualitative and quantitative characteristics, the percent calculation and frequency distribution and calculation indices were considered. Finally to test the relations between the variables, the parametrical test of Pearson correlation coefficient and linear regression were used after normalization test through Kolmogorov–Smirnov test.

Research hypotheses

General Hypothesis: There is a relationship between the personality types of managers and their leadership styles in all courses of area 4 over 2011-2012.

Specific Hypotheses

1. There is relationship between the extroverted sensational type and the relationship – oriented leadership style of managers.
2. There is relationship between the extroverted sensational type and the functionalistic leadership style of managers.
3. There is relationship between the introverted sensational type and the relationship – oriented leadership style of managers.
4. There is relationship between the introverted sensational type and the functionalistic leadership style of managers.
5. There is relationship between the thinking extroverted type and the relationship – oriented leadership style of managers.
6. There is relationship between the thinking extroverted type and the functionalistic leadership style of managers.
7. There is relationship between the thinking introverted type and the relationship – oriented leadership style.
8. There is relationship between the thinking introverted type and the functionalistic leadership style of managers.
9. There is relationship between the intuitive extroverted type and the functionalistic leadership style of managers.
10. There is relationship between the intuitive extroverted type and the functionalistic leadership style of managers.
11. there is relationship between the intuitive introverted type and the relationship – oriented leadership style of managers.
12. There is relationship between the intuitive introverted type of managers.
13. There is relationship between the extroverted sensational type and the relationship – oriented leadership style of managers.
14. There is relationship between the extroverted sensational type and the functionalistic leadership style of managers.
15. There is relationship between the introverted sensational type and the relationship – oriented leadership style of managers.
16. There is relationship between the introverted sensational type and the functionalistic leadership style of managers

Results

In the present investigation of 82 managers was studied in table (1), it is observed that average score of the relationship – oriented managers leadership style is 1091 out of 5 , with standard deviation of 0.31 and skewness of 0.1. The minimum and maximum average score of the relationship – oriented manager are 1.27 and 7.6, respectively. In addition, the leadership style average score of the functionalistic managers is 1.66 with standard deviation of 0.31 and skewness

coefficient 0.67, so that the minimum and maximum leadership style average score of the functionalistic managers are 1 and 2.4,

Table (1): Dispersion Distribution of the manager's leadership style

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	1.33	2.6	1.27	0.1	0.31	1.91	82
Leadership style of functionalistic managers	1.4	2.4	1	0.67	0.31	1.66	82

Dispersion Distribution of the managers with extroverted sensational personality type separating the leadership style of relationship – oriented and rule – governed managers

According to Table (2) it is observed that the average score of introverted sensational managers with relationship – oriented leadership style is 9.9, with standard deviation and skewness coefficient of 2.39 and – 0.21, respectively. Such that the minimum and maximum average score of extroverted sensational managers with relationship – oriented leadership style are 4 and 15, respectively. The average score of extroverted sensational managers with functionalistic leadership style is 9.28 with standard deviation and skewness of 3.08 and 0.25, respectively. Such that the extroverted sensational minimum average score of the managers with functionalistic leadership style is 4, and the maximum average score is 15. in sum , the average score of the introverted sensational managers is 9.74 , with standard deviation and skewness coefficient of 2.58 and – 0.09 , respectively. Such that the minimum and maximum extroverted sensational average scores of managers is 4 and 15, respectively.

Table (2) The extroverted sensational dispersion distribution of managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	11	15	4	-0.21	2.39	9.9	61
Leadership style of functionalistic managers	11	15	4	0.25	3.08	9.28	21
Total	11	15	4	-0/09	2.58	9.47	82

Dispersion Distribution of the managers introverted sensational personality type separating the leadership style of relationship – oriented and rule – governed managers

According to Table (3), it is observed that the average score extroverted sensational managers with relationship – oriented leadership style is 8.31 , with standard deviation and skewness coefficient of 3.22 and 0.48 , respectively. Such that the minimum and maximum average score of introverted sensational managers with relationship – oriented leadership style are 2 and 17, respectively. The introverted sensational average score of the managers with functionalistic leadership style is 9.38, with derivation standard and skewness of 3.27 and 0.39, respectively. Such that the introverted sensational minimum average score of managers with functionalistic leadership

style is 4 and the maximum is 14. And in sum the introverted sensational average score of managers is 8.58, with deviation standard and skewness of 3.24 and 0.39, respectively. Such that the minimum and maximum introverted sensational average scores of managers are 2 and 17, respectively. Table (3): the introverted sensational dispersion distribution of managers separating their leadership style is 9.38 , with deviation standard and 0.39 , respectively. Such that the introverted sensational minimum average score of managers with functionalistic leadership style is 4 and the maximum is 14. And in sum the introverted sensational average score of managers is 8.58, with deviation standard and skewness of 3.24 and 0.39, respectively. Such that the minimum and maximum introverted sensational average scores of managers are 2 and 17, respectively.

Table (3): The introverted sensational dispersion distribution of managers separating their leadership style

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	15	17	2	0.48	3.22	8.31	61
Leadership style of functionalistic managers	10	14	4	0.21	3.23	9.38	21
Total	15	17	2	0.39	3.24	8.58	82

Dispersion Distribution of the managers with extroverted thinking personality type separating the leadership style of relationship – oriented and rule – governed managers

According to Table (4) it is observed that the overage score of extroverted thinking managers with relationship – oriented leadership style is 13.01, with standard deviation of 2.45 and skewness coefficient of -0.28. Such that the minimum and maximum average Score of extroverted thinking managers with relationship – oriented leadership average score of extroverted thinking managers with functionalistic leadership style is 12.8 , with deviation standard and skewness of 2.71 and – 0.3 , respectively. Such that the extroverted thinking average score of the managers with functionalistic leadership style is 8 and the maximum is 18.

In sum the extroverted thinking average score of the managers is 12.96 with deviation standard and skewness of 2.51 and -0.29, respectively. Such that the minimum and maximum extroverted thinking average score of managers is 8 and 18, respectively.

Table (4): Dispersion Distribution of extroverted thinking managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	10	18	8	-0.28	2.45	13.01	61
Leadership style of functionalistic managers	10	18	8	-0.3	2.71	12.8	21
Total	10	18	8	-0.29	2.51	12.96	82

Dispersion Distribution of the managers with introverted thinking personality type separating the leadership style of relationship – oriented and rule – governed managers.

According to Table (5) it is observed that the average score of introverted thinking managers with relationship – oriented leadership style is 11.42 , with standard deviation and skewness coefficient of 3.15 and -0.06 , respectively. Such that the minimum and maximum average score of introverted thinking managers with relationship – oriented leadership style is 5 and 18 , respectively. Also the introverted thinking average score of the managers with functionalistic leadership style is 12.9 , with deviation standard and skewness of 3.65 and -0.74 , respectively ; such that the minimum and maximum average score of introverted thinking managers with functionalistic leadership style is 5 and 19 , respectively.

In sum the average score of introverted thinking managers is 11.8 , with deviation standard and skewness of 3.33 and 0.19 , respectively. Such that the minimum and maximum introverted thinking managers is 5 and 19, respectively

Table (5): Dispersion Distribution of introverted thinking managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	13	18	5	-0.06	3.15	11.42	61
Leadership style of functionalistic managers	14	19	5	-0.74	3.65	12.9	21
Total	14	19	5	-0.19	3.33	11.8	82

Dispersion distribution of the managers with extroverted intuitive personality type separating the leadership style of relationship – oriented and rule – governed managers

According to Table (6), it is observed that the average score of extroverted intuitive managers with relationship – oriented leadership style is 11.13 , with standard deviation and skewness of 2.41 and 0.33 , respectively. Such that the minimum and maximum average score of extroverted intuitive managers with relationship – oriented leadership style is 6 and 18, respectively. The average score of extroverted intuitive managers with functionalistic leadership style is 8.9, with deviation standard and skewness of 3.74 and -0.09, respectively. Such that the minimum and maximum average score of the extroverted intuitive managers with functionalistic leadership style is 3 and 15, respectively. In sum the average score of extroverted intuitive managers is 10.56, with deviation standard and skewness of 2.95 and -0.33, respectively. Such that the minimum and maximum extroverted intuitive managers are 3 and 18.

Table (6): Dispersion Distribution of the extroverted intuitive managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	12	18	6	0.33	2.41	11.13	61
Leadership style of functionalistic managers	12	15	3	-0.09	3.74	8.9	21
Total	15	18	3	-0.33	2.59	10.56	82

Dispersion Distribution of the managers with introverted intuitive personality type separating the leadership style of relationship – oriented and rule – governed managers.

According to Table (7) it is observed that the average score of introverted intuitive managers with relationship – oriented leadership style is 9.54, with standard deviation and skewness of 3.1 and 0.29, respectively.

Such that the minimum and maximum average score of introverted intuitive managers with functionalistic leadership style is 9, with standard deviation and skewness coefficient of 2.42 and 0.85 respectively. Such that the minimum and maximum intuitive introverted average score of the managers with functionalistic leadership style is 6 and 14, respectively. In sum the average score of intuitive introverted managers is 9.4, with standard deviation and skewness of 2.94 and 0.4, respectively. Such that the minimum average score of intuitive introverted managers is 4 and its maximum is 18.

Table (7) The intuitive introverted Dispersion Distribution of managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	14	18	4	0.29	3.1	9.54	61
Leadership style of functionalistic managers	8	14	6	0.85	2.42	9	21
Total	14	18	4	0.4	2.94	9.4	82

Dispersion Distribution of the managers with extroverted sensational personality type separating the leadership style of relationship – oriented and rule – governed managers.

According to Table (8) it is observed that the sensational extroverted average score of the managers with relationship – oriented leadership style is 13.9, with standard deviation and skewness of 2.88 and – 0.57, respectively. Such that the minimum sensational extroverted average score of the managers with functionalistic leadership style is 12.57 with standard deviation and skewness of 2.85 and -0.45, respectively. Such that the minimum sensational extroverted average score of the managers with functionalistic leadership style is 6 and its maximum is 19. In sum the sensational extroverted average score of managers is 12.96, with standard deviation and skewness of 2.86 and – 0.52, respectively. Such that the minimum average score of extroverted sensational managers is 5 and its maximum is 19.

Table (8) The sensational extroverted Dispersion Distribution of the managers Separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	13	18	5	-0.57	2.88	13.09	61
Leadership style of functionalistic managers	13	19	6	-0.45	2.85	12.57	21
Total	14	19	5	-0.52	2.86	12.96	82

Dispersion Distribution of the managers with introverted sensational personality type separating the leadership style of relationship – oriented and rule – governed managers.

According to Table (9), it is observed that the sensational introverted average score of the managers with relationship – oriented leadership style is 11.5, with standard deviation and skewness of 2.94 and 0.16, respectively. Such that the minimum sensational introverted average score of the managers with relationship – oriented leadership style is 5 and its maximum is 18. Also the minimum sensational introverted average score of the managers with functionalistic leadership style is 12.66, with standard deviation and skewness coefficient of 3.85 and – 0.05, respectively. Such that the minimum sensational introverted average score of the managers with functionalistic leadership style is 5 and its maximum is 20.

In sum the sensational introverted average score of the managers is 11.8 with standard deviation and skewness of 3.21 and 0.19 respectively. Such that the minimum average score of introverted sensational managers is 5 and its maximum is 20.

Table (9): The sensational introverted Dispersion Distribution of the managers separating their leadership style.

Variable	Range of variation	Max	Min	Skewness coefficient	Standard deviation	Mean	Number
Leadership style of relationship – oriented managers	13	18	5	0.16	2.94	11.5	61
Leadership style of functionalistic managers	15	20	5	-0.05	3.85	12.66	21
Total	15	20	5	0.19	3.21	11.8	82

Hypothesis Testing

According to the Pearson testing and table (10) it is observed that the significance level of test , $p = 0.86$, is more than 0.05 and $r = 0.02$. So the hypothesis H_0 is verified and the research hypothesis is rejected; therefore there is no significant relationship between two variable of sensational extroversion and leadership style. Also the significance level of lest ($p = 0.002$) is less than 0.05 and $r = -0.64$. So the hypothesis of H_0 is rejected and the investigational hypothesis is accepted; so there is a significant relationship between two variables of sensational extroversion and the functionalistic leadership style of managers ; the significance level of the lest ($p = 0.002$) is lass than 0.05 and $r = -0.39$ so the hypothesis H_0 is rejected and the investigation hypothesis is accepted, so there is a weak significant relationship between two variables of sensational introversion and the relationship – oriented leadership style. The significance level of testing ($p = 0.007$) is less than 0.05 and $r = 0.57$. so the hypothesis H_0 is rejected and the investigation hypothesis is accepted , so there is a direct and significant relationship between two variables of sensational introversion and the functionalistic leadership style. The significance level of testing ($p = 0.04$) is less than 0.05 and $r = 0.26$. So the hypothesis H_0 is rejected and the investigation hypothesis is accepted, so there is a direct and weak significant relationship between two variables of thinking extroversion and the relationship – oriented leadership style of managers. The significant level of lest ($p = 0.08$) is more than 0.05 and $r = -0.38$. So the hypothesis H_0 is verified and the investigation hypothesis is rejected so there is no significant relationship between two variables of thinking extroversion and the functionalistic leadership style of managers ; also significance level ($p = 0.07$) is less than 0.05 and $r = 0.23$. So the hypothesis H_0 is verified and therefore there is no

significant relationship between two variables of thinking introversion and the relationship – oriented leadership style of managers. The significance level of testing ($p = 0.000$) is less than 0.05 and $r = 0.76$. So the hypo thesis H_0 is rejected and the investigation hypothesis is verified, therefore there is direct significant relationship between two variables of thinking introversion and the functionalistic leadership style of managers. The significance level of testing ($p = 0.06$) is higher than 0.05 and $r = 0.23$. So the hypothesis H_0 is verified and the investigation hypothesis is rejected, then there is no significant relationship between two variables of intuitive extroversion and the relationship – oriented leadership style. The significance level of testing ($p = 0.001$) is less than 1.5 and $r = -0.65$. So the hypothesis H_0 is rejected and the investigation hypothesis is verified therefore there is inverted and strong significant relationship between two variables of intuitive extroversion and the functionalistic leadership style. so the hypothesis H_0 is verified and the investigation hypothesis is rejected, then there is on significant relationship between two variables of intuitive introversion and the relationship – oriented leadership style , also the significance level of testing ($p = 0.007$) is less than 0.05 and $r = 0.56$ there for the hypothesis H_0 is rejected and the investigation hypothesis is accepted, so there is accepted , so there is direct and significant relationship between two variables of intuitive introversion and the functionalistic leadership style. The significance level of testing ($p = 0.000$) is less than 0.05 and $r = 0.47$. So the hypothesis H_0 is rejected and the investigation hypothesis is accepted, therefore there is direct and significant relationship between two variables of sensational extroversion and relationship – oriented leadership style. The significance level of testing ($p = 0.002$) is less than 0.05 and $r = -0.63$. So the hypothesis H_0 is rejected and the investigation hypothesis is accepted then there is inverted strong significant relationship between two variables of sensational extroversion and functionalistic leadership style. The significance level of testing ($P = 0.87$) is more than 0.05 and $r = 0.02$. So the hypothesis H_0 is verified and the investigation hypothesis is rejected , so there is no significant relationship between two variables of sensational introversion and the relationship – oriented leadership style , consequently the significant level of testing ($p = 0.01$) is less than 0.05 and $r = 0.052$.

So the hypothesis H_0 is rejected and the investigation hypothesis is accepted, so there is significant an direct relationship between two variables of sensational introversion and the functionalistic leadership style.

Table (10): Correlation lest between personality types and the leadership style of managers.

variables	sensational interovert	sensational extrovert	intuitive interovert	intuitive extrovert	intellectual interovert	intellectual extrovert	emotional interovert	emotional extrovert
Leadership style of relationship – oriented managers	=0.02 r =0.87 p =61n	=0.47 r =0.000p =61n	=-0.24r =0.06p =61n	=0.23r =0.06p =61n	=0.23 r =0.07 p =61n	=-0.26r =-0.04 p =61n	=-0.39 r =-0.002 p =61n	=0.02 r =0.86p =61n
Leadership style of functionalist ic managers	=-0.52r =0.01p =21n	=-0.63r =0.002p =21n	=0.56r =0.007 p =21n	=-0.65r =./001 p =21n	=0.76r =0,000 p =21n	=-0.38r =0.08p =21n	=-0.57r =0.007 p =21n	=-0.64r =0/002 p =21n

Discussion and conclusions

According to the results obtained from the data analysis it is observed that there Is no significant relationship between the sensational and intuitive extroversion and the relationship – oriented, and between the thinking extroversion and functionalistic leadership style, as well as

between the sensational, intuitive and thinking introversion and the relationship oriented leadership style.

However, there is relationship between the thinking and sensational extroversion and the relationship – oriented leadership style, and between sensational, emotional and intuitive extroversion and the functionalistic leadership – style and also between the emotional extroversion and the relationship – oriented and functionalistic leadership style, and the thinking, sensational and intuitive introversion and the functionalistic leadership style.

According to young the people with sensational introverted type are non – rational and are influenced by intellectual emotions whose incentive is objective and seemingly shows severe reaction to outer incentives. According to Fiedler and colleagues, the leadership efficiency depends on the concordance between the leader personality and his success. According to khadivi (2007) in the functionalistic stale, the leader considers the duty and the manner of doing it, following the instructions and the technical aspects of lab our, and the group members are regarded as tools for providing the organizational goals. According to Rutter (1972) the introverted people are patient, independent, dominant, efficient and self – dependent with less stress. The results of studies conducted by Bagerzadeh (2006) indicate that there is relationship between the personality type and the leadership style of managers at the university of Tehran limitations of research.

- Being limited to the statistical universe and sample.
- Being limited to research tools and questionnaire.
- Limitation of data analysis tools to the used statistical methods suggestions.
- The people with thinking extroverted personality type are selected for the elementary and middle courses for being relationship – orientation the people with thinking introverted personality are selected for high posts for being functionality.
- It is suggested that the education office train some materials as in – service on the importance of using the relationship – oriented leadership style.

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