

## The relationship between individual personality orientation and principals' leadership behavior

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### ABSTRACT

This study examined the relationship between personality types and leadership styles in the city's high school principals. The population of this survey includes all principals of secondary schools in city of Zanjan, Iran. Using a stratified random sampling, 48 principals were surveyed. To assess the reliability of the questionnaire, a pretest was accomplished by distributing 20 questionnaires among the target population and Cronbach alpha has been calculated as 0.79. To analyze the data, descriptive and inferential statistics has been used. The study has confirmed that there was a positive and meaningful relationship between personality and leadership style. In addition, the study has confirmed that there were positive and meaningful relationships between task/relationship-oriented leadership style and principals' competition/ Impatience and restlessness behavior.

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## 1. Introduction

For years, there have been tremendous discussions on relationship between leadership style and people's personality (Judge et al., 2002). The studies cover large spectrums of personal characteristics such as gender (Eagly & Johnson, 1990), job satisfaction (Bogler, 2001; Taysi & Preston, 2001), people's complexity (Mitchell, 1970; Church & Waclawski, 1998). Lyons and Schneider (2009) manipulated transformational and transactional leadership styles to investigate their effect on individuals' performance on a stressful task, and on perceived social support, self-efficacy beliefs, emotions, and stressor appraisals. They also examined whether these variables could mediate the relationship between leadership style and performance. In their study, the transformational leadership condition was related to enhanced task performance, higher social support perceptions, bigger efficacy beliefs, lower negative affect, and lower threat appraisals against the transactional conditions. According to De Vries (2012), there appear to be a weak relations between personality and leadership

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styles and he concluded that the relatively weak relationship between personality and leadership styles in previous studies were because of relatively low levels of self–other agreement.

## 2. The proposed study

This study examined the relationship between personality types and leadership styles in the city's high school principals. The population of this survey includes all principals of secondary schools in city of Zanjan, Iran. Using a stratified random sampling, 48 subjects were surveyed. To assess the reliability of the questionnaire, a pretest was accomplished by distributing 20 questionnaires among the target population and Cronbach alpha has been calculated as 0.79. To analyze the data descriptive and inferential statistics has been used. The main hypothesis of the survey is as follows,

Main hypothesis: There is a significant relationship between leadership style and personality.

The main hypothesis of the survey consists of the following four sub-hypotheses.

1. There is a meaningful relationship between task-oriented leadership style and principals' competition behavior.
2. There is a meaningful relationship between task-oriented leadership style and principals' impatience and restlessness behavior.
3. There is a meaningful relationship between relationship-oriented leadership style and principals' competition behavior.
4. There is a meaningful relationship between relationship-oriented leadership style and principals' impatience and restlessness behavior.

The proposed study of this paper uses Kolmogorov-Smirnov test to verify whether the data were normally distributed or not and our survey has indicated that they were not normally distributed. Therefore, we use Spearman correlation test to examine different hypotheses of the survey.

## 3. The results

In this section, we present details of testing various hypotheses of the survey.

### 3.1. The main hypothesis: Relationship between leadership style and personality

The first hypothesis of the survey examines the relationship between leadership style and personality. Table 1 demonstrates the results of applying spearman correlation test.

**Table 1**  
The summary of Spearman correlation test

Hypothesis	Independent variable	Dependent variable	Correlation ratio	P-value	Standard error	Result
Main hypothesis	Personality type	Leadership style	0.78	0.001	0.05	Confirmed

As we can observe from the results of Table 1, there is a positive and meaningful relationship between personality and leadership style. Therefore, the main hypothesis of the survey has been confirmed.

### 3.2. Sub-hypothesis

There are four sub-hypotheses associated with the proposed study of this paper in investigating the relationship between task-oriented/ relationship-oriented leadership style and principals' competition/ impatience and restlessness behaviors.

### 3.2.1. The relationship between task-oriented leadership style and principals' competition behavior

The first sub-hypothesis is associated with the relationship between task-oriented leadership style and principals' competition behavior. Table 2 demonstrates the results of the survey.

**Table 2**

The summary of Spearman correlation for testing the first sub-hypothesis

Hypothesis	Independent variable	Dependent variable	Correlation ratio	P-value	Standard error	Result
First sub-hypothesis	Competition behavior	task-oriented leadership style	0.721	0.001	0.05	Confirmed

According to the results of Table 2, there is a positive and meaningful relationship between task-oriented leadership style and principals' competition behavior. Therefore, the first sub-hypothesis of the survey has been confirmed.

### 3.2.2. The relationship between task-oriented leadership style and principals' impatience and restlessness behavior

The second sub-hypothesis is associated with the relationship between task-oriented leadership style and principals' impatience and restlessness behavior. Table 4 presents the results of the survey.

**Table 3**

The summary of Spearman correlation for testing the second sub-hypothesis

Hypothesis	Independent variable	Dependent variable	Correlation ratio	P-value	Standard error	Result
second sub-hypothesis	Impatience and restlessness behavior	task-oriented leadership style	0.632	0.023	0.05	Confirmed

According to the results of Table 3, there is a positive and meaningful relationship between task-oriented leadership style and principals' impatience and restlessness behavior. Therefore, the second sub-hypothesis of the survey has been confirmed.

### 3.2.3. The relationship between relationship-oriented leadership style and principals' competition behavior

The third sub-hypothesis is associated with the relationship between relationship-oriented leadership style and principals' competition behavior. Table 4 demonstrates the results of the survey.

**Table 4**

The summary of Spearman correlation for testing the third sub-hypothesis

Hypothesis	Independent variable	Dependent variable	Correlation ratio	P-value	Standard error	Result
Third sub-hypothesis	Competition behavior	Relationship-oriented leadership style	0.644	0.001	0.05	Confirmed

As we can observe from the results of Table 4, there is a positive and meaningful relationship between relationship-oriented leadership style and principals' competition behavior. Therefore, the third sub-hypothesis of the survey has been confirmed.

### 3.2.4. The relationship between relationship-oriented leadership style and principals' impatience and restlessness behavior

The fourth sub-hypothesis is associated with the relationship between relationship-oriented leadership style and principals' impatience and restlessness behavior. Table 5 shows the results of the survey.

**Table 5**

The summary of Spearman correlation for testing the fourth sub-hypothesis

Hypothesis	Independent variable	Dependent variable	Correlation ratio	P-value	Standard error	Result
Fourth sub-hypothesis	Impatience and restlessness behavior	Relationship-oriented leadership style	0.752	0.023	0.05	Confirmed

According to the results of Table 5, there is a positive and meaningful relationship between relationship-oriented leadership style and principals' impatience and restlessness behavior. Therefore, the fourth sub-hypothesis of the survey has been confirmed.

#### 4. Conclusion

In this paper, we have presented an empirical investigation to study the relationship between different types of leadership and various behaviors. The study has been applied among some principals who worked in secondary schools in city of Zanjan, Iran. Using Spearman correlation test, the study has confirmed that there was a positive and meaningful relationship between personality and leadership style. In addition, the study has confirmed that there were positive and meaningful relationships between task/relationship-oriented leadership style and principals' competition/ Impatience and restlessness behavior.

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