

THE RELATIONSHIP BETWEEN PERSONAL CHARACTER TYPES WITH LEADERSHIP STYLE (CASE STUDY: MANAGERS OF STATE ORGANIZATIONS IN BUSHEHR PROVINCE)

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ABSTRACT

This study aimed to identify "the relationship between Personal Character types with leadership style". Based on the formula limited sampling (Cochran), the sample comprised 100 people from the population of the study (including all public organizations managers of Bushehr province) were selected. The data related to variables of types character and leadership styles were measured with questionnaires measuring personality and leadership style. Of expert opinions (professors of management, pedagogy and psychology) to ensure the validity of both questionnaires and thus confirmed the validity and Cronbach's alpha coefficient was calculated by the pilot. After distributing and collecting the questionnaires, the Pearson correlation coefficient test for the presence or absence of a relationship between variables was performed. Results obtained of data analysis using SPSS software showed a significant relationship between variables. MANOVA test results also show that there is a significant relationship between demographic variables (management experience and work experience) with the leadership styles of managers. Also results of this study showed a significant relationship between the two variables with leadership style.

Keywords: *Personality, Type of Personality, Leadership, Leadership Styles*

INTRODUCTION

The word leadership defined as the ability to influence others to achieve the desired objectives. [1: p.592] Leaders to exert their influence on others and running, choose styles to suit personality. Leaders can be tailored to your actual and potential use of styles. Some of these styles can be a tendency to task (task-oriented) and tendency to mutual relations between individuals (relationship-oriented). It should also be noted that several factors affect leadership style by leaders. Including the organizational climate, followers and staff behavior and personality type also pointed leaders and employees. Nowadays organizations in the issue of selection of leaders and managers at all levels, low levels of supervision to the highest executive levels, with great emphasis. Industrial and Organizational Psychology realized that the success or failure of any organization depends largely on the quality of their leaders.

The main difference between successful and unsuccessful organizations often defined in terms of leadership. Half of the newly established Institute of Commerce, in the first two years and only one third of them failed to turn up to five years [2: p.12]. Effective leaders are the most important and the rarest the resources of each organization. The failure of any organization in achieving optimum productivity can be attributed in part related to the management and inefficient leadership of the organization [3: p.3]. One of the important aspects of recruitment, compliance psychological characteristics working the job. In today's world, many factors are involved in determining leadership style and one of the factors that are discussed

in this study. The present study was conducted to answer the question "What is the relationship between personality character types with leadership style?"

In other words, taking into account managers' personality type, they have a duty to exert leadership styles. Research conducted during more than 50 years, has experienced sometimes conflicting results. The researchers found that successful leaders gradually, in a certain type of successful careers and others have been unsuccessful. Psychologists also concluded that leadership effectiveness is possible not only to "personal characteristics of leaders" but also to "the nature of a situation that leaders and subordinates in that position and it would also interact with each other largely on" the needs and characteristics of their followers [4: p.2]. Personality words in European languages from the Latin word "persona" mask is taken to mean that players in the past for its role in the drama of the occasion, to face them [5: p. 89]. One of the characteristics of this type of mask are constants throughout [6: p .235]. The personality shows a combination of psychological characteristics (e.g., calm, aggressive, ambitious, loyal, social, or the like). Macshin and Vanglino know character relatively stable patterns of behavior and consistent internal states tend to show a person's behavior [7: p .698].

This study and similar studies as a link and Management Sciences and Psychology is considered the interface (Interdisciplinary Studies) which can be used as a source for the study of relationships and the effects of the sciences or other science. Such research through communication between different sciences in various fields, create new results that can be helpful to evaluate the combination of various sciences. Purposeful relationship with the NEO Five-Factor personality traits of leadership styles BISPECTRAL (task-oriented and behavior-oriented) were measured.

RESEARCH HYPOTHESES

In this study, a main hypothesis five sub-hypothesis was proposed.

THE MAIN HYPOTHESIS

Personality's types (Nerve oriented, outward-oriented and flexible, perfectionist and compatible) are related with leadership styles.

SUB HYPOTHESES

1. There is relationship between nerve-oriented personality type and task-oriented relationship-oriented leadership style.
2. There is relationship between type of eccentric personality with relationship-oriented and task-oriented leadership style.
3. There is relationship between personality type flexible circuit and task-oriented leadership style.
4. There is relationship between perfectionist personality type and task-oriented relationship-oriented leadership style.
5. There is relationship between personality type compatible with the circuit and task-oriented leadership style.

THEORETICAL FOUNDATIONS AND RESEARCH HISTORY

Theoretical foundations related to research variables (types of personality and leadership styles) as well as background research (research to date outside or inside the country about how the relationship between these variables and access to them is possible.) As paragraphs next, compile, and based on the theoretical principles, conceptual model is also designed and drawn.

PERSONALITY TYPE

Psychologists have studied characters from different perspectives. Some traits: Gordon (1947); Alport (1949), Kattel and Goldberg (1981); (Freud, 1923), this concept from the perspective of psychoanalysis; it's a group of life: Kretchmer (1920) and Sheldon (1915); some also from the human perspective: Maslow (1943) and Rogers (1954) and some categories of socially character (Ericsson, 1957) have been investigated [8: p.76]. Every human being is a combination of three attributes, personal and cultural unique in itself and the overall collection; and the attention and psychological personality. The whole concept, and for this reason its complexity has caused personality in many ways defined the term [7: p .698].

Personality in the overall concept include the following:

- A) Rules for unique interactions between people and their common rules;
- B) Stable and unchanging aspect of human action and unstable aspects and its variability;
- C) Cognitive (thinking processes), aspects of affective (emotional) and behavioral aspects.

This matter will require that a comprehensive definition that is agreed by all scholars in the field of personality psychology. Waren dictionary, the following character reads: "character to aspects of intellectual, emotional, motivational and physiological. In other words, the ingredients that set the human personality is said to keep standing.

Alport researchers in the field of personality organized systems of body and mind as mental and behavioral characteristics of a person's character [9: Ss.10-9]. Sheldon also raised dynamic character in its definition, and it says: "organizational structure dynamic aspects of cognitive, emotional and motivational and personality of a person's physical say" [5: p. 92]. Kattell figure out the categories of content and practical character in its definition as such, which it defines: "personality is what allows us to predict what will that person in a position of what practical means he will be the result. Hilgard defined all personality and mental faculties in a kind of return to their definition. He defines his personality: "personality certain patterns of behavior and ways of thinking that way adjustment, the environment determines a person [10: p. 1]. Norman in nearly three decades ago, scores obtained from factor analysis gave personality tests to individuals by peers and in 1963 five of extraversion and agreeableness, conscientiousness, emotional stability and culture with a focus on proposed constitutional [11: p. 0.45].

Currently, the score is derived as a result of the efforts of Norman (1963), McGarry and Costa five-factor model in which low operating weight due to factors of culture (presented by the Normans) and an operating weight of the scores of creativity, independence and his title instead of the culture of openness and research has shown that this model to assess the extent and form of nature. is enough. McGarry and Costa importance of the five-factor model personality in the development of psychological concepts through observation and self-report questionnaires and reports those factors and see the highlights of personality. Similar results were obtained from various sources also claim that these factors are important dimensions and through them we can recognize individual differences in adult personality, the action brought strong support, (McGarry and Costa) and this model not only for adults but also for children 7 to 17 years old have been useful [11: p. 54].

Five factors also affect the possible adaptation measure, as well as the basis for creating unity between the individual's veins in different patterns [12: p. 565].

Nervous: most effective measures realm of mutual compatibility or incompatibility of emotional stability or Neuroticism and nervous is better. Clinical experts from a variety of emotional disorders such as social phobia, depression and hostility recognize in people [13: p. 76].

Extraversion: extroverts are communitarian, but social ability is just one of the traits of extraversion. In addition, like people, prefer large groups and conventions, with assertiveness, active and talkative and extrovert traits as well [13: p. 83].

Flexibility: Flexibility in the experience much less than nervous (N), extraversion (E) is known. Elements of flexibility because they enable beautiful feeling-friendly, according to their inner feelings, variety-seeking, intellectual curiosity and independence of judgment, often have played a role in theories and personality assessments, but to each their incorporation into a wide scope and form factor of personality rarely been discussed [13: p. 33].

Perfectionism: the developmental period most people learn how to deal with dreams and an inability to avoid temptation generally a sign of increased momentum and signs of perfectionism among adults. Self-control can also power the concept very active planning, organizing and carrying out the duties entrusted to perform optimally as well. Individual differences in this case, is the basis of conscience [11: p. 44].

Agreeableness: as extraversion, agreeableness also looked at first, next is the tendency of the individual. One compatible primarily altruism. He is keen to help and sympathy towards others and believe that others in turn. In contrast, the adaptive, militant self-centered and skeptics competitive to others and collaborating. People are very willing to be adapted as desired trait is socially and psychologically healthier state [11: p. 45].

LEADERSHIP STYLE

If there is one factor that funds differentiate between successful and unsuccessful organizations to ascertain, without doubt, it is effective dynamic leadership [15: p. 419]. Perhaps no issue in management as "leaders" of the study, criticism and review, there is still ambiguity perhaps no matter the size, distinct and opposing views have not been met. In the fields of organizational, leadership perhaps more than any other category were investigated and in the fields of management, more than any other issue, is analyzed [16: p. 985]. In terms of Moorhead and Griffin, there are two main reasons for the study of leadership topics:

A) Leadership is one of the important practical measures.

B) Some of the variables that impact on leadership effectiveness must be identified and evaluated separately.

According to the experts, in some cases significantly impact the overall leader of the organization. In other situations leader of determining the difference between a great position or fail outright. Some leaders may have an important role in an organization, but other organizations are ineffective. Regardless of the type of organization that some leaders always are successful, this case makes it clear that leadership is something that still needs to be done about it comprehensive studies [17: p. 64]. Robbins believes in the field of organizational behavior, the term "leadership" including wording that there is little consensus about its definition and that the leadership is defined in terms of the number of those who seek to provide a definition of the meet. He leadership "as the ability to exert influence over a group, in order to meet the target", according to this definition states that the widespread or far-reaching in that it can incorporate all views [1: p. 592].

Leadership is a process through which the management seeks to motivate and communicate effectively perform other duties to facilitate the achievement of organizational goals and staff to fulfill their obligations to encourage willingly [18: p. 141]. Effects of other authors reveal that most of them agree that the leader of "the process of influencing the activities of an individual or a group, in a certain position in their effort to achieve specific objectives." It seems that the process of this definition subordinate

leaders of leaders, followers and other variables situation that it can use this relationship $L=F(l, f, \text{ and } s)$ provided by Fiedler [15: p. 420].

Schriesheim et al (2005) defined leadership as social influence process where the leader sought the voluntary participation of employees in pursuit of organizational objectives [19: p. 375]. People tend to managers and leaders in a sense that words and their synonyms. Leaders and managers are different. With leadership as one of the four Task Manager (planning, organizing, leading and controlling) Management broader concept of leadership. Only one of the leaders of management tasks and their positions without a manager can be considered a true leader [18: p. 141].

Noorshahi (2006) quotes about leadership style by Fiedler (1993) brought is thus: "The leadership styles of behavior and characteristics of a person that does not depend on the situation and focus on what leaders do, and not to do "(given his state university studies Ohayo and behavioral approach in Leadership Studies). He quoted from Davis and New Storm (1998) says: "leader leadership style organizational behavior returns, in fact, the ways in which that power to work is to help any leader, creates a kind of leadership style." Second that "Leadership is about action, leadership style as perceived by their followers and style philosophy, skills and attitude reflects leadership in action". Thus leadership styles to choose leaders among the behaviors that applies by leadership. In addition to the concept of style, has long been commenting on skills and competencies that a leader should have been given attention and importance [20: p. 55].

The overall project leader acts in a way that is picked up by staff, is the leadership style or manner. Leadership style reflects the way of thinking, worldview and personality leaders [15: p. 427]. Schirmer Horn (1996) believes that in the late 1950s and early 1960s led research focused on the study of behavior patterns effectiveness. Two approaches to research this rule are: One review of the behavior of workers, task-oriented, interest in production or other regulated and the behavior of people-oriented, interested in people, or based on human relationships. However, to distinguish these two types of behavior have been used different words, but the behavioral characteristics of these two dimensions is quite clear. Work-oriented manager will behave in this way:

- A) Job definition and planning how to do it;
- B) The specific responsibilities of each person to do it;
- C) Work indicators is clearly defined;
- D) Undertake and complete the task should be emphasized;
- E) Tracks the performance results.

While people-oriented managers of such acts:

- A) Warm and supportive people deal with it;
- B) Establish social connections is more likely;
- C) To respect the feelings of others;
- D) Show sensitivity towards the needs of employees;
- E) The employee trusts.

When people visit this behavior with different combinations are used, their style is determined [19: p. 381].

University of Michigan Studies program of research on the behavior of university leaders, which was conducted under the direction of Rinses Likert. The purpose of this study was to achieve a leadership behaviors that resulted in the performance and effectiveness of the group. In this study, two types of leadership behavior were identified were:

A) work-oriented behavior;

B) Employee-oriented behavior.

Employee-oriented leaders who were on the relationships between people was emphasized. According subordinates had their personal needs and admit that members of the organization, personal differences with each other. Production-oriented leaders who had the technical aspects were considered. All their attention was paid to employees and members of the group were considered as a tool for this purpose. The results of the research were the University of Michigan leaders confirmed that staff were oriented in their behavior. These leaders would produce satisfaction and increase job satisfaction, but production-oriented leaders were causing the yield and reduce production and job satisfaction of workers [1: p .345].

RESEARCH EMPIRICAL HISTORY

By examining the available resources both at home and abroad for studies, research has not found the same title. But at least one of the variables in the research that examined it briefly, in Table 1 are shown.

Table 1: Summary of external and internal investigations of research interests

Titles, research results and Researchers
Oshagbemi (2003) study, "Investigating the relationship between leadership style with age", managers included in three age categories: 26-35, 46-55 and 56 years and more; divided. The results show that: older leaders recognize the challenges and initiatives and longer-term perspective in managing their people and systems and on the other hand, younger people were resistance to change, and competitive, result-oriented and had high energy. Young and old managers did not show any difference in leadership style command. Older managers took advantage of participatory leadership style. On empowering leadership style, two groups of managers had imposed a similar leadership styles [21: pp. 451-435].
Anderson (2006) Research, entitled "The relationship between leadership and organizational effectiveness character" who was actually a retest of past research results are as follows: To advance the goals of military organizations for people with type A personality is needed to B, that's why the study was conducted in more than 32 military bases, Showed that people with type A personality in these bases are more effective, as well as in knowledge-based organizations that work on them is knowledge and knowledge management, managers personality B must be used in the role of leader. [22: pp. 1091-1078]
Ebrahimi (1999) Research, as "The effect of leadership style on employee efficiency" to the conclusion that the efficiency of the organization studied leadership style is effective. It means that the managers of authoritative leadership style-exploitative and authoritarian style-intentioned advice and participative styles to change their style suits the style, staff efficiency increases [23].
Obtained results of the Doroudian et al (2012) research, as "The relationship between personality traits, interpersonal skills and leadership style entrepreneurial business performance sport in Tehran", Showed that personality traits, skills, identify opportunities, and transformational

leadership style entrepreneurs with business performance sports there is a significant relationship [24: Ss.124-107].

The results of Shokri (2006) study, entitled "Assessment of relationship managers' leadership style and personality type", showed that managers personality type "A" are task oriented and managers personality type "B" are Humans oriented [25].

RESEARCH CONCEPTUAL MODEL

Based and theoretical, conceptual model research in the form of (1) was drawn.

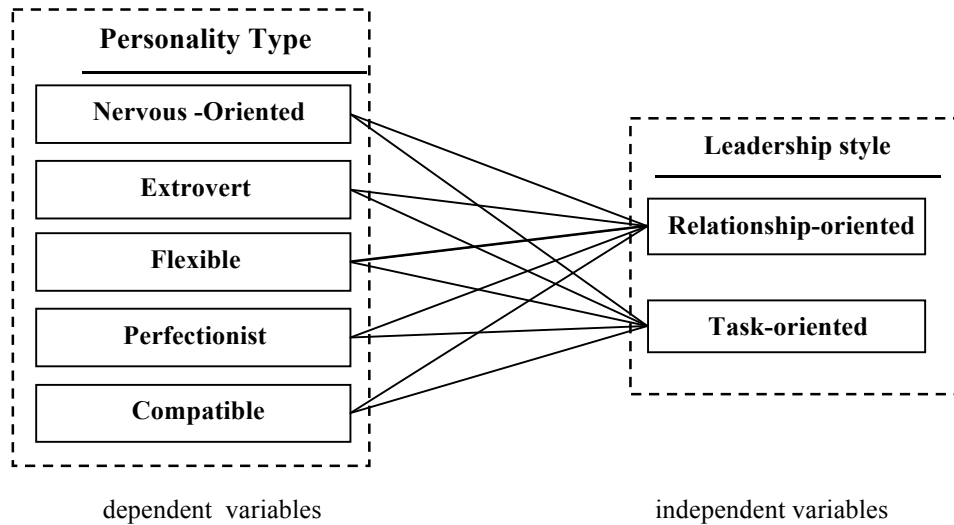


Figure 1: Conceptual Model of Study

RESEARCH

Statistical society includes all the desired elements, at least, has been a characteristic trait. Sample group, a small set of statistical population including some members of the population are selected. Thus sample group is a subset of the study population that the researcher can generalize results to the whole of society [26: p. 295]. Statistical society included all managers and assistants governmental organizations of Bushehr province that according to preliminary estimates at the time of conducting the survey, about 120 people have been. Research sample using the formula of the finite population sampling (Cochran method), equation (5-1) is calculated. [27, p. 71]

$$n = \frac{NZ_{\alpha/2}^2 pq}{(N-1) + Z_{\alpha/2}^2 pq} \quad n = \frac{120 \times (1.96)^2 \times 0.5 \times 0.5}{(120-1) \times (0.05)^2 + (1.96)^2 \times 0.5 \times 0.5} = 92$$

Using sampling formula, in the limited sample size, statistical sample size of our study population, were estimated at 92 people. Collect data needed for this study, three libraries, refer to the documents, and fields is done. Libraries procedure involves the study of texts in Persian and non-Persian (English) related to the literature include personality type and style of leadership. Information on organizations and statistical society studied the relevant documents to the governorate, is referred. In the field, using two

types of questionnaires and distribute them among the statistical sample, the required data for the study were collected.

Overall, in this study, the following methods were used to collect data:

- A) The study of books, articles and dissertations have been written in conjunction with variables.
- B) The use of domestic and foreign articles written on the subject associated with the study.
- C) Use of questionnaires as the primary means of data collection.

However, the main instrument used in this study was a questionnaire. Test is a common means of research and direct way to obtain research data is considered. This management tool is an effective way of collecting data in the form of structured and considered manageable [28: p. 79].

Questionnaire is written set of questions about the variables set is a research problem [29: p. 25]. Type questionnaire (types) measures the character Neo five character types, including 60 in 1992, has been questioned by Costa and McCrae, is designed. Norman in 1993. The questionnaire used in the study. Altafi Shirmard in 2009 from the questionnaire to do his research as "my strength and personality evaluation and comparison of drug-dependent and non-dependent" is used. Also Rinses Likert questionnaire for assessing leadership style governmental organizations of Bushehr, was used. Of this questionnaire for assessing leadership style was different studies in which the subject is being used and while over time the structure has been changed. Version used in this study is the version by Moghimi (2007) is localized and used.

Ensure the appearance or formal validity by experts, is one way to verify validity. In terms of the questionnaire used in this study, has already been used in several studies and experts were also verified, (8 faculty members witnessed the Faculty of Social Sciences) It can be argued that validity is necessary. Reliability of the questionnaire using alpha (α) and its reliability Cronbach's proved its reliability in Table 2, is shown.

Table 2. The reliability of survey questionnaires based on Cronbach alpha (α)

reliability of survey questionnaires based on Cronbach alpha	Number of questions	questionnaires
0.85	60	Personality types
0.92	35	method of leadership

DATA ANALYSIS AND RESEARCH FINDINGS

Data obtained from the statistical sample into two descriptive and inferential methods, were studied and the results are as the following paragraphs.

DESCRIPTIVE FINDINGS

Status Indicators demographic research sample and descriptions of the variables in the tables (3) and (4) is displayed.

Table 3. Demographic situation research statistical sample

19.6%	18	Woman	Gender
80.4%	74	Men	
20.7%	19	Single	Marriage status
79.3%	73	Married	
44.6%	41	41-50 years old	Age
45.7%	42	BA	Education level
30.4%	28	11-15 years old	Work experience
50%	46	4- 6 years old	Management history
30.4%	28	Manager	
69.6%	64	Assistant	

Table 4. Frequency distribution, mean and standard deviation of components research

Standard deviance	Average	Number	Factors
0.4378	18.5	92	Nervous oriented personality type
0.5390	33.32	92	Extroverted personality type
0.3898	29.92	92	Flexible personality type
0.4856	35.07	92	Perfectionist personality type
0.5162	33.3	92	Compatible personality type
0.5116	29.02	92	Relationship-oriented leadership style
0.5109	32.92	92	Task-oriented leadership style

Among personality types, perfectionist personality has the highest average (35.07) and nervous personality has the lowest average (18.5) and task-oriented leadership style has on average more (32.92) and relationship-oriented leadership style also has a lower average (29.2).

INFERENCE ANALYSIS

In order to ensure the normal state of research variables or not, the "Kolmogorov-Smirnov" test, was conducted. Results obtained of these tests, which represents normality of variables and their components is shown in Table 5.

Table 5. The results related to normality test research components

Test results	Sig	Statistic	Freedom degree	Number	Variable
Normal	0.200	0.15	92	92	Nervous oriented personality type
Normal	0.180	0.143	92	92	Extroverted personality type
Normal	0.200	0.160	92	92	Flexible personality type
Normal	0.200	0.107	92	92	Perfectionist personality type
Normal	0.170	0.229	92	92	Compatible personality type
Normal	0.200	0.131	92	92	Relationship-oriented leadership style
Normal	0.200	0.206	92	92	Task-oriented leadership style

If the research variables and parameters are normal (Kolmogorov-Smirnov test) then can be used Pearson correlation test. Results obtained of the Pearson test in Table 6, is shown.

Table 6. Results based on testing hypotheses, Pearson correlation test

Result	Correlation coefficient	Description	Hypothesis
Approved	0.741	There is relationship between nervous personality types, with task-oriented leadership style.	First sub
Rejected	0.269	There is relationship between nervous personality types and relationship-oriented leadership style.	Second sub
Approved	0.716	There is relationship between extroverted personality types, with task-oriented leadership style.	Third sub
Approved	0.645	There is relationship between extroverted personality types and task -oriented leadership style.	Fourth sub
Rejected	0.222	There is relationship between flexible personality types, task-oriented leadership style.	Fifth sub
Approved	0.905	There is relationship between flexible personality type relationship-oriented leadership styles.	Sixth sub
Approved	0.831	There is relationship between perfectionist personality types with task-oriented leadership style there.	Seventh sub
Rejected	0.105	There is relationship between perfectionist personality type relationship-oriented leadership styles.	Eighth sub
Approved	0.684	There is relationship between personality types compatible with task-oriented leadership style.	Ninth sub

Approved	0.703	There is relationship between personality types compatible with relationship-oriented leadership style.	Tenth sub
Approved	0.744	There is relationship between types there is a character with leadership style.	Main

Pearson correlation test (Table 6) confirmed the majority of hypotheses (with the exception of sub-hypothesis II, V and VIII) and is also the main hypothesis.

MANOVA TEST (MULTI-WAY ANALYSIS OF VARIANCE)

MANOVA test showed that demographic variables "work experience" as a condition variable "leadership styles" relationship and its implications. In other words, the test sig significant because the amount is less than 0.05, therefore indicates that the variable work experience, leadership style has a significant positive relationship and a choice of either style of leadership, work experience is affected by the variable. It can also be concluded that one of the factors that show the tendency of managers and deputies to each of leadership styles, the demographic variable "work experience" is. It also reviews the variable "management experience" can also be extended so that the demographic variables management experience has had an impact on leadership style.

In other words, in this case because a significant amount sig is less than 0.05, the aforementioned variable (record management), leadership style influences. In addition, the results can be argued that one of the factors that tend managers and deputies led to the selection of any of the styles, demographic variables "record management".

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

Based on results obtained of the investigation in the literature, so far as study management, so that the components of personality types (independent variable) and leadership styles (the dependent variable) is used is not found, but research in the field "type character" and "leadership style", and similar cases it is done to review its results will be discussed. Task-oriented leadership style in different situations, less effective and relationship-oriented leadership style in general, have been more effective. Manager's types (type) character "A" task-oriented and managers types (type) character "B" are more human-oriented. As well as of gender, age and work experience in relation to directors' leadership style and personality type (type) have an interactive role.

Older and more experienced leaders recognize the challenges and initiatives and longer-term perspective in managing their people and systems and were it resists the other hand, younger employees, competitive, result-oriented and had high energy. Anderson (2006) to the study of leadership, personality and effectiveness is evaluated and the results are as followed next. To advance the goals of military organizations for people with any (type of) character "A" is needed to type (type) character "B". Also in the knowledge-based organizations that work on them is knowledge and knowledge management, managers type (type) character "B" is used in the role of leader.

Results obtained of each test research hypotheses indicate a significant positive relationship between personality type nervous, outward-oriented and task-oriented leadership style was a perfectionist. Also results indicate a positive and significant relationship between personality type extroverted, perfectionist, flexible and compatible with relationship-oriented leadership style was. On the other hand relationship between personality type nervous with relationship-oriented leadership style and personality type compatible and flexible task-oriented leadership style, was not met. MANOVA test results also indicate a significant positive relationship between demographic variables and work experience, management experience and leadership style. Based on results obtained of the test research hypotheses, suggestions are provided below:

A) Is recommended before making a decision on hiring as director and deputy director, through psychological tests, personality types that determine people. Organization space also deserves to be evaluated to determine the type of leadership style needed for the organization. All this is made possible time offer that type of personality (especially managers) utilizes specialized psychological tests be recognized.

B) In organizations businesses and situation organizational need to focus on results and achievement of early results is that people use their personality type "nervous" is

C) Of the "extroverted personalities" should be used more for organizations where organizations significantly to the "early results" require and while have to communicate with the outside world also have a lot to be able to use this relationship to achieve the desired results.

D) Persons with personality traits "extrovert", in organizations that "relationship-oriented leadership style" prevailed over them, the more they can be effective. In other words, most of the tasks of the organization that is based on group activities or the kind of job they need the courage and activity is high; can these people with these personality characteristics.

E) people with personality traits "flexible" that has an active imagination, attention to inner feelings, diversity, intellectual curiosity and independence in their judgment, in organizations that "thinking and relationship-oriented style" is governed, (such as knowledge-based organizations) can be relatively high efficiency.

F) People with personality traits "perfectionist" cannot be in government and public organizations and more view because the mission, objectives and structure of these organizations is based more on "task-oriented".

G) Managers who have consistent behavioral and personality characteristics, are the organizations that solely on "task-oriented leadership style" focus not employed, because such managers due to lack of fighting spirit and tenacity, cannot emphasize task-oriented.

H) The personality "compatible" type of personality who is very eager to help others, altruism and aggression and competitiveness is also lacking in spirit. People with this type of personality believe that all issues can be resolved by discussion. Such people are in government and public organizations will not enjoy of the expected performance, because in these organizations and similar work environments, adequate time for discussion. While people have different tastes in this type of organizations, as a result, these managers are forced to spend all their time discussing people and different tastes, and therefore performing its main duty will remain open.

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