

A social work study on relationship between transactional and laissez-fair leadership style and personality traits: A case study of educational system

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ABSTRACT

Leadership style plays an essential role on personality trait in educational systems. In this paper, we present a study among 180 school principals in city of Khomeinshahr, located in province of Esfahan, Iran. The study selects a sample of 123 principals and examines ten hypotheses including the effects of personality trait neuroticism, extroversion, resilience, participative, conscientiousness on leadership style. The study examined the effects of two groups of leadership, namely transactional leadership and Laissez-fair leadership styles on five personality traits. The results have shown that there were some meaningful relationship between transactional leadership and personality trait extroversion, resilience, participative and conscientiousness but there was not meaningful relationship between transactional leadership and personality trait neuroticism. In addition, while there were meaningful and positive relationship between Laissez-fair leadership style and personality trait extroversion as well as being resilience, our survey did not find any meaningful relationship between Laissez-fair leadership style and personality trait neuroticism, extroversion and being conscientiousness.

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1. Introduction

Leadership style plays an important role on personality traits in educational systems. There are literally various studies associated with leadership style and personality traits (Hater & Bass, 1988; Bass, 1990; Bass, 1997; Avolio et al., 1999; Eagly et al., 2003; O'Roark, 2003; Sidle, 2007). Shatin et al. (2004) studied the suitability of applying Bass and Avolio's transformational/transactional leadership model in Egypt. They used factor analysis and reported that adjustment and modification of Bass and Avolio's model of leadership were required in various cultures. Alkahtani et al. (2011) investigated the impact of the Big Five Dimensions of personality of the Malaysian Managers and the leadership styles these managers applied on their leading change capabilities. They reported that the Malaysian managers would enjoy personalities that were conscious and would be open to experience.

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Kurt et al. (2011) reported that collective efficacy and transformation leadership jointly could shape teachers' self-efficacy. In addition, there was a meaningful relationship between principals' transformational leadership and teachers' self-efficacy beliefs. Chao et al. (2011) investigated Employee innovation, supervisory leadership, organizational justice, and organizational culture in Taiwan's manufacturing industry and reported that employees who were under laissez-fair leadership, employees or groups had complete decision-making authority. Hallajy et al. (2011) relationship modeling for the impact of transformational-transactional leadership styles of coaches on athletes' satisfaction and commitment in the Iranian handball pro league. They reported that transformational leadership more than transactional leadership could forecast athletes' satisfaction and commitment and the results suggested to coaches to contribute transformational characteristics in their own leadership style. Einarsen et al. (2007) proposed a framework of destructive leadership behavior and provided a link between the field of leadership and research on bullying, counterproductive behavior, and aggression at work. Ansari et al. (2004) described the SHL Corporate leadership model and the results of an investigation of leadership competency potential in eleven European countries. They reported that transactional competencies decreased and transformational competencies increased with increases in level of managerial experience.

Minoretti et al. (2006) studied whether high levels of neuroticism and low self-esteem were markers for vulnerability to depression. They applied a multivariate regression analysis and reported that neuroticism was a statistically significant, independent predictor of QTc duration in their test. Takano et al. (2007) did a survey on the relationship between neuroticism personality trait and serotonin transporter binding and concluded that Serotonin transporter binding in the thalamus might be a marker of vulnerability to depression. Turiano et al. (2013) studied big 5 personality traits and interleukin-6 by looking into some evidence for "healthy Neuroticism" in a US population sample. Max Chochinov et al. (2006) investigated personality, neuroticism, and coping towards the end of life. Lin and Worthley (2012) studied servicescape moderation on personality traits, emotions, satisfaction, and behaviors. They investigated servicescapes as a moderating variable on a comprehensive model of individual personality traits, emotions, satisfaction, and approach-avoidance behaviors. Di Fabio and Busoni (2007) investigated fluid intelligence, personality traits and scholastic success in an empirical investigation in a sample of Italian high school students.

In this paper, we present a study among 180 school principals in city of Khomeinishahr, located in province of Esfahan, Iran. The organization of this paper first presents details of the proposed study in section 2 while section 3 studies the results of our survey and finally concluding remarks are given in the last to summarize the contribution of the paper.

2. The proposed study

In this paper, we present a study among 180 school principals in city of Khomeinishahr, located in province of Esfahan, Iran. The study selects a sample of 123 principals and investigates ten hypotheses. The first five hypotheses are associated with the relationship between transactional leadership and five personality trait components including neuroticism, extraversion, resilience, participative and consciousness and the hypotheses have the following form,

$$\left\{ \begin{array}{l} H_0 : \text{There are no relationship between transactional leadership and five personality trait components} \\ \text{including neuroticism, extraversion, resilience, participative and consciousness.} \\ H_1 : \text{There are some relationship between transactional leadership and five personality trait components} \\ \text{including neuroticism, extraversion, resilience, participative and consciousness.} \end{array} \right.$$

The second five hypotheses are associated with the relationship between Laissez-fair leadership style and five personality trait components including neuroticism, extraversion, resilience, participative and consciousness and the hypotheses have the following form,

$$\left\{ \begin{array}{l} H_0 : \text{There are no relationship between Laissez-fair leadership style and five personality trait components} \\ \text{including neuroticism, extraversion, resilience, participative and consciousness.} \\ H_1 : \text{There are some relationship between Laissez-fair leadership style and five personality trait components} \\ \text{including neuroticism, extraversion, resilience, participative and consciousness.} \end{array} \right.$$

To test two groups of hypotheses, we use Pearson correlation test. The population of our survey includes 180 principles who were working in different levels of elementary, guided and high school. Therefore, we have,

$$n = \frac{N \times z_{\alpha/2}^2 \times p \times q}{\varepsilon^2 \times (N - 1) + z_{\alpha/2}^2 \times p \times q}, \quad (1)$$

where N is the population size, $p = 1 - q$ represents the yes/no categories, $z_{\alpha/2}$ is CDF of normal distribution and finally ε is the error term. Since we have $p = 0.5$, $z_{\alpha/2} = 1.96$ and $N = 180$, the number of sample size is calculated as $n = 123$. A questionnaire consists of 60 questions for five groups of hypotheses have been designed and Cronbach alpha (Cronbach, 1951) has been calculated for different hypotheses, which were all well above the minimum level of 0.70.

In this survey, there were 48 men, 60 women. In our survey, 28 people were less than 28 years of age, 47 people were between 35 and 45 years of age and 34 people were older than 45 years. In terms of educational background, 17 people only finished high school, 24 principles finished a 2-year college, 49 people hold bachelour degree and 18 principles had master degree.

3. The results

3.1. The first hypothesis: Transactional leadership and Personality trait neuroticism

The first hypothesis of this survey is associated with the relationship between transactional leadership and personality trait neuroticism. Table 1 shows details of our findings,

Table 1

The results of Pearson correlation test between transactional leadership and personality trait neuroticism

Resource	Freq.	R	Effective coefficient	P-value
Transactional leadership and personality trait neuroticism	112	0.11	0.01	0.22

As we can observe from the results of Table 1, the null hypothesis cannot be rejected when the level of significance is five or even ten percent and we cannot conclude any relationship between transactional leadership and personality trait neuroticism.

3.2. The second hypothesis: Transactional leadership and Personality trait extraversion

The second hypothesis of this survey studies the relationship between transactional leadership and personality trait extraversion and Table 2 summarizes our findings,

Table 2

The results of Pearson correlation test between transactional leadership and personality trait extraversion

Resource	Freq.	R	Effective coefficient	P-value
transactional leadership and personality trait extraversion	112	0.41	0.17	0.001

It is obvious from the results of Table 2, the null hypothesis can be rejected when the level of significance is one percent and we can conclude that there is a positive and meaningful relationship between transactional leadership and personality trait extraversion.

3.3. The third hypothesis: Transactional leadership and Personality trait resilience

The third hypothesis of this survey is associated with the relationship between transactional leadership and Personality trait resilience. Table 3 presents the results,

Table 3

The results of Pearson correlation test between transactional leadership and personality trait resilience

Resource	Freq.	R	Effective coefficient	P-value
Transactional leadership and Personality trait resilience	112	0.64	0.41	0.001

The results of Table 3 explicitly show that the null hypothesis can be rejected when the level of significance is one percent and we can conclude that there is a positive and meaningful relationship between transactional leadership and personality trait resilience.

3.4. The fourth hypothesis: Transactional leadership and personality trait participative

The fourth hypothesis of this survey is associated with the relationship between transactional leadership and personality trait participative. Table 4 describes the results,

Table 4

The results of Pearson correlation test between transactional leadership and personality trait participative

Resource	Freq.	R	Effective coefficient	P-value
Transactional leadership and personality trait participative	112	0.46	0.21	0.001

The results of Table 4 explicitly show that the null hypothesis can be rejected when the level of significance is one percent and we can conclude that there is a meaningful relationship between transactional leadership and personality trait participative.

3.5. The fifth hypothesis: Transactional leadership and personality trait consciousness

The fifth hypothesis of this survey investigates the relationship between transactional leadership and personality trait consciousness. Table 5 describes the results,

Table 5

The results of Pearson correlation test between transactional leadership and personality trait consciousness

Resource	Freq.	R	Effective coefficient	P-value
Transactional leadership and personality trait consciousness	112	0.42	0.18	0.001

The results of Table 5 clearly indicate that the null hypothesis is rejected when the level of significance is one percent and we can conclude that there is a meaningful and positive relationship between transactional leadership and personality trait consciousness.

3.6. The sixth hypothesis: Laissez-fair leadership style and personality trait neuroticism

The sixth hypothesis of this survey investigates the relationship between Laissez-fair leadership style and personality trait neuroticism and the results are presented in Table 6.

Table 6

The results of Pearson correlation test between Laissez-fair leadership style and personality trait neuroticism

Resource	Freq.	R	Effective coefficient	P-value
Laissez-fair leadership style and personality trait neuroticism	112	0.02	0.0004	0.85

The results of Table 6 indicate that the null hypothesis cannot be rejected when the level of significance is five or even ten percent and there is not any relationship between these two components.

3.7. The seventh hypothesis: Laissez-fair leadership style and personality trait extraversion

The seventh hypothesis of this survey investigates the relationship between Laissez-fair leadership style and personality trait extraversion and the results are presented in Table 7.

Table 7

The results of Pearson correlation test between Laissez-fair leadership style and personality trait extraversion

Resource	Freq.	R	Effective coefficient	P-value
Laissez-fair leadership style and personality trait extraversion	112	0.16	0.02	0.08

The results of Table 7 shows that the null hypothesis is rejected when the level of significance is ten percent, there is a weak positive and strong relationship between these two components, and we can conclude that Laissez-fair leadership style influences personality trait extraversion.

3.8. The eighth hypothesis: Laissez-fair leadership style and personality trait resilience

The eighth hypothesis of this survey investigates the relationship between Laissez-fair leadership style and personality trait resilience and the results are presented in Table 8.

Table 8

The results of Pearson correlation test between Laissez-fair leadership style and personality trait resilience

Resource	Freq.	R	Effective coefficient	P-value
Laissez-fair leadership style and personality trait resilience	112	-0.10	0.01	0.001

The result of Table 8 specifies that there is a meaningful and negative relationship between laissez-fair leadership style and personality trait resilience.

3.9. The ninth hypothesis: Laissez-fair leadership style and personality trait participative

The ninth hypothesis of this survey investigates the relationship between Laissez-fair leadership style and personality trait participative and the results are demonstrated in Table 9.

Table 9

The results of Pearson correlation test between Laissez-fair leadership style and personality trait participative

Resource	Freq.	r	Effective coefficient	P-value
Laissez-fair leadership style and personality trait participative	112	0.008	0.00006	0.94

The results of Table 9 show that the null hypothesis cannot be rejected when the level of significance is five or even ten percent and there is not any relationship between these two components.

3.10. The tenth hypothesis: Laissez-fair leadership style and personality trait consciousness

The last hypothesis of this survey investigates the relationship between laissez-fair leadership style and personality trait consciousness and the results are demonstrated in Table 10.

Table 10

The results of Pearson correlation test between Laissez-fair leadership style and personality trait consciousness

Resource	Freq.	R	Effective coefficient	P-value
Laissez-fair leadership style and personality trait consciousness	112	-0.14	0.02	0.14

The results of Table 10 show that the null hypothesis cannot be rejected when the level of significance is five or even ten percent and there is not any relationship between these two components.

In summary, we see that there are some meaningful relationship between transactional leadership and personality trait extraversion, resilience, participative and consciousness but there was not meaningful relationship between transactional leadership and personality trait neuroticism.

In addition, while there were meaningful and positive relationship between Laissez-fair leadership style and personality trait extraversion as well as being resilience, our survey did not find any meaningful relationship between Laissez-fair leadership style and personality trait neuroticism, extraversion and being consciousness.

4. Conclusion

In this paper, we present a study among 180 school principals in city of Khomeinishahr, located in province of Esfahan, Iran. The study examined the effects of two groups of leadership, namely transactional leadership and Laissez-fair leadership styles on five personality traits. The results have shown that there were some meaningful relationship between transactional leadership and personality trait extraversion, resilience, participative and consciousness but there was not meaningful relationship between transactional leadership and personality trait neuroticism. In addition, while there were meaningful and positive relationship between Laissez-fair leadership style and personality trait extraversion as well as being resilience, our survey did not find any meaningful relationship between Laissez-fair leadership style and personality trait neuroticism, extraversion and being consciousness.

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