



The Relationship Between Leadership Styles and Personality Traits of Nursery Managers of Hospitals Affiliated to Tehran Medical Sciences Universities

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ABSTRACT

Background: Nursing and health care, will be challenged to respond the changing needs of people and changing nature society and this requires that nurses are in managerial roles until nurses needs management and support for continuing professional development. This study was developed to investigate the relationship between leadership styles and personality traits of nursery managers of hospitals affiliated to Tehran Medical Sciences Universities.

Method: It's descriptive correlational. Multi-stage sampling 140 nursery managers affiliated hospitals of Tehran Medical Sciences Universities was selected. The data collection tools are the three standard questionnaires leadership style and personality traits and demographic properties. The Cronbach's alpha reliability were calculated for leadership style questionnaire 0.86 and personality traits 0.88 and analyzed by spss19 data analysis was descriptive and inferential statistics.

Results: More nursery managers are commanding leadership style and personality traits of extroversion, conscientiousness, liberal leadership style with extraversion and conscientiousness personality traits, and commanding leadership style with extraversion, openness, Adaptability and conscientiousness personality traits, and modulated leadership style with the of extraversion, openness and conscientiousness personality traits are significant inverse relationship.

Conclusion: Based on research findings leadership styles and personality traits are significant relationship, there by the personality traits score may be predicted leadership style of a manager's future that it's good way selection of personal with more effective leadership style and optimization management organization..

Keywords: Leadership styles, personality traits, nurse managers

INTRODUCTION

The appearance of social organizations and increasing expansion of them is one of the evident features of the human civilization. By considering different time and place factors and special needs and characteristics of each society these organizations develop and progress daily. It's quite evident that each social organization planned by any purpose or intention requires a guider by the name of management [1].

In scientific field of organizational behaviour the term 'leadership' is one of the words for which there isn't enough agreement. According to Stogdil the definitions of 'leadership' is as numerous as the number of people who have attempted to define this word [2].

Nursery leaders try to assist themselves and others in order to reach organizational goals. Nursery leaders at all levels, from students to high ranking mangers in critical conditions are part of decision making which is influential in taking care of client. Which means that you have a chance to present nursery leadership with quality in corresponding department condition [3].

Nursery managers work at different levels in hygienic and treatment institutes which consist of level one care of the patient management at ward level, middle management at office level and top level management at administrative level [4].

Therefore, leadership style can leave a considerable effect on presenting nursery services to the patients. This can be actualized in case nursery personnel present practical services [5].

Therefore, matron should take ultimate caution in choosing responsive individuals for different posts or 24 h shifts and take maximum advantage of consulting experts and benefiting from their skills in order to reach organizational goals and by benefiting from management knowledge and knowing how to arouse stimulation and corresponding principles and cardinal needs of humanity consider the personnel needs and include them in programming and organizing affairs so that personnel work with tranquillity and make attempts at reaching organizational goals with interest and consider organizational goals (nursery ward) as their own goals [6].

In management psychology writings, there will be three spots on the leadership continuum as follows: commanding, cooperative, non-interfering (liberal). Commanding leadership style (dictator): a dictating leader (ordering) keeps most of the power and authority allotted to the group under his power. Leaders following such style make all the decisions by themselves. And followers must obey the orders without questioning. Liberal leadership style (based on subordinate): The leaders who use this style, allot all the authority to the group under his power and allow them act according to their understanding of the situation. Such leaders determine the goals in the first place, provide all necessary guidance and then let the personnel on their own to do the specified jobs [7].

If the manager considers himself as one of the workmates compared with other workmates with more determined responsibilities and different responsibilities the style is called liberal (cooperative). A style created from combining two styles of commanding and liberal which is called middle style (modulated) [8].

Primary studies on leadership focused on the leader himself. Most of the studies are directed toward determining mental, emotional, physical, and other personal characteristics of the leaders. The main assumption in this theory was that leaders are born and not recognized [9].

Hall and Lindzey in their book about personality claimed that 'no realistic definition of personality can be applied with generality' and believed that the best definition of personality is as follows: personality consists of special experimental concepts which are part of the personality theories which are implemented by the observer' [10].

A large number of psychologists believe that five layers of personality can constitute most of personality characteristics. These five characteristics are called The Big Five i.e. the main five ones or five big characteristics. Many of the psychologists believe that the discovery of these five major personality characteristics encompasses all other characteristics described by different psychologists. In other words, they believe that all aspects of personality are under The Big Five [11].

Emotional stability includes higher levels of self-confidence, positive emotion and lower levels of stress and anxiety in fact lack of emotional stability is in relation with high levels of stress, anxiety, and neuroticism. Extroversion in social meaning is verbose and active. Extrovert people work better in jobs having social relations. Openness is a personality feature which refers to openness in terms of accepting experience. Openness is in relation with being imaginative, being cultural, being curious and open-mindedness. Compatibility is a sign of friendliness, and consists of kindness, co-operation, flexibility, and resistance and is in positive relation with professional performance. Being conscientious refers to confidence and trust which includes features such as being responsive, organized, regular and precise. Conscientious workers are responsive for their job and do their responsibilities more regularly and more perfectly [12].

Personality characteristics identification consists of neuroticism (anger, incompatibility, emotional instability), extroversion (liking each other, willing to attend at gatherings), compatibility (altruism, sympathy), openness (active imaginations, actualizing internal and external experiences), conscientiousness (responsiveness, punctuality, precision).

Nursery managers such as other people have personal differences, talents, motivations, interests, and wishes they have their own interests and abilities and have different value systems and views. It's quite evident that these personal and personality differences affect their action and behaviour correspondingly. These differences may appear partial in the first look but when they pass through cognitive meditative processes end up in huge and considerable behavioural changes and such changes are generally changes originated from the personality of every person [13].

Almasian and Rahimi Kia have concluded that 93.33% of the leaders in this university in field staff follow responsibility-oriented leadership styles and 4.44% follow relation-oriented styles and 2.22% follow the between styles. The presence of relation between managers' leadership style and personnel profession burnout calls for more attention by managers to the personnel and implementing scientific management methods [14].

Negoosi *et al.* concluded that nursery personnel prefer evolutionary leadership style to pragmatic leadership style and all aspects of evolutionary leadership in a more positive way with job satisfaction show correlation with that external job satisfaction [15].

Westrinen *et al.* have concluded that nursery leaders have several leadership styles but usually implement on more than the others. Nursery managers should consider their leadership style in terms of personnel, position, factors, and goals of the organization. Leadership style with cooperative role of the personnel is more common. Along with hygienic care organizations, educational programs of nurses should include nursery managers education in terms of improving thought so that by means of that be able to perform various leadership styles [16].

Ghaneii *et al.* stated that there is a relation between neuroticism as a predictive factor in professional stress among nurses is very essential [17].

The purpose of the present study is to find out which leadership style is observed with what personality characteristics and by considering personality factors among people educate apposite styles or assign an opposite managerial post to the person.

METHOD

This study is descriptive and correlation in type which studies the variables of leadership styles and personality characteristics in 140 nursery managers of subsidiary hospitals of medical sciences universities of Tehran city in each of three management levels (high ranking, middle, administrative) which have been selected by means of multi-step sampling method. The data was collected by means of three standard demographic, leadership, and personality characteristics questionnaires. Demographic information questionnaire consists of 7 questions which studies personal characteristics and professional information of the managers (age, sex, marital status, educational background, professional resume, managerial position experience, organizational position etc.) leadership style questionnaire is Salzman4 and personality characteristic questionnaire NEO-FFI on the basis of its three dimensions of Neuroticism5 compatibility and extroversion were created and later in revised version of Kasta and Mackra [6] two dimensions of responsiveness and harmony were added to that and in the year 1995 its short format was created by Kasta and Mackra and in the year 2002. It was translated by Mollazadeh which consists of 60 questions and five items of neuroticism, extroversion, adaptability, openness, and conscientiousness, each factor is estimated by 12 questions [18] the revised version of Neo personality questionnaire is based on experimental-individualistic testing which emphasized on the value of structure.

Each of the included personality characteristics are identified, defined, and later analyzed in a way so that provide the materials for measuring different aspects of each characteristics. This questionnaire (NEO-FFI) is pencil-paper and self-report in type consists of 60 items and five big factors of Kasta and mckra under the title of 'neuroticism or N', 'Extroversion or E', 'Openness or O', 'Adaptability or A', 'Conscientiousness or C'. Marking items is done on the basis of five degree Lickert scale in the following format: strongly agree=4, agree=3, neutral=2, disagree=1, strongly disagree [12].

In terms of NEO-FFI stability the results of several researches show that sub-scales have optimal internal analogy. Kasta and Mckra Chronbach alpha index reported between 0.68 for compatibility up to 0.86 for neuroticism. Helden71999 reports alpha index of these five factors in the range 0.76 for openness up to 0.78 for neuroticism [12].

This questionnaire has been normalized in a study entitled 'study of validity and justifiability of the short form of the Neo five items questionnaire of students', in which 630 students from epaulet university by means of sampling method was provided and Neo short form personality form and Aizenek personality questionnaire of adults were completed. The data was analyzed and examined using Pearson coefficient index statistics method.

The results of implementing Chronbach alpha method showed that characteristics such as conscientiousness and neuroticism consecutively 0.83 and 0.80 and adaptability and extroversion personality characteristics were consecutively 0.60 and 0.58 but openness characteristic lacked acceptable internal analogy with 0.39. And besides that, the study of justifiability showed coefficient index of neuroticism and extroversion in Ayzick questionnaire showed

consecutively 0.68 and 0.47. And consequently, from short form of personality questionnaire of five personality characteristics Neo questionnaire four personality characteristics (being conscientious, neuroticism, adaptability, and extroversion) have acceptable validity and it seems that Neo personality questionnaire is an opposite instrument to determine personality characteristics of the military university students [19].

Salzman leadership style questionnaire and Anderkolk was planned in 1982. Its goal is self-evaluation in relation-oriented and responsibility-oriented conditions. It consists of 35 descriptive questions which are answered by the managers and leaders and related dimensions with leadership styles are drawn in three leadership spectrums of liberal, collated leadership and commanding leadership. Marking scale of the questionnaire is Lickret in which number 1 represents never, 2 represents rarely, 3 represents sometimes, 4 represents mostly, 5 represents always. By emphasizing the marking method mentioned earlier related profiles with leadership style is drawn in three spectrums of liberal leadership, modulated leadership, and commanding leadership.

In order to estimate reliability and validity of Salzman and Anderkolk leadership style the questionnaire was administered among the managers of an organization and by emphasis on Cronbach's coefficient index of 0.86 was reported. Shider in a study which was carried out on state-run organizations leaders observed 0.88 validity index of Cronboch's coefficient alpha.

In this study after choosing the samples and getting their permission to voluntarily take part in the research and mention the goals of the research and ensuring the confidentiality of the information and explaining the questionnaire filling, three questionnaires of demographic information and Salzman leadership style and Neo personality characteristics were distributed among the subjects and by allotting time to complete the forms the filled forms were collected and according to the aforementioned methods they were marked and by the use of SPSS 19 software and Pearson coordination statistical method and ANOVA test the collected date was analyzed and examined.

RESULTS

According to these findings most of the nursery mangers are in age range of 38-42 and least of them are in age range of 22-27 years. And their average age range is 37 ± 3 (38.8%) and most of the nursery managers of Tehran medical sciences hospitals consists of females with (77.6%) and married subjects with 69.7%. One hundred and twenty-three of the subjects (80.9%) have bachelor education and 14 persons (9.2%) have M.A. education background and three of them had PhD education background with (2%). According to these findings most of the nursery managers have bachelor degree and the least of them have PhD degree and most of the nursery managers have 11-15 job experience (36.8%) and most of the nursery managers have 1-6 years of managerial experience with (45.4%) and most of the subjects have organizational post (62.5%).

In Table 1, average, minimum, maximum, and standard deviation of the leadership style principles (liberal, commanding and modulated) which show the fact that the medium of liberal leadership style is 7.45, medium of the commanding leadership style is 10.34 and the medium of modulated leadership style is 8.79. Maximum mark for liberal leadership style is 13, maximum mark for commanding leadership style is 18, and maximum mark for modulated leadership style is 14. According to these findings, most of the nursery managers have commanding leadership style.

In Table 2, medium, minimum and maximum and standard deviation of personality characteristics components (neuroticism, extroversion, openness, adaptability, conscientiousness) are shown which shows that the medium mark for neuroticism 20.29, medium mark for extroversion 27.26, medium mark for openness 26.26, medium mark for adaptability 24.91 and medium mark for conscientiousness is 28.91. And, maximum mark for neuroticism characteristics 30, maximum mark for extroversion characteristics 40, maximum mark for openness characteristics 39, maximum mark for adaptability characteristics 37 and maximum mark for conscientiousness characteristic is 42.

According to these findings nursery managers have conscientiousness and extroversion characteristics more than the other ones and neuroticism characteristic is the least observed.

In Table 3, the relation between liberal leadership style and personality characteristics the samples examined among

Table 1 Medium, minimum, maximum, and standard deviation of leadership style components (liberal, commanding, modulated)

Leadership style	Maximum	Minimum	Medium	Standard Deviation
Liberal	13	0	7.45	2.88
Commanding	18	0	10.34	4.47
Modulated	14	1	8.17	3.12

nursery managers hospitals in medical sciences Universities hospitals of Tehran city in 2014 were determined and the Pearson coefficient index for liberal leadership style with neuroticism equals -0.194, extroversion -0.67, openness -0.031, adaptability -0.22 and conscientiousness 0.255 and P value (confidence level) this relation in neuroticism characteristics equals 0.04, extroversion 0.09 openness -0.75, adaptability 0.02 and conscientiousness with 0.09 because extroversion and openness p value more than 0.05 with liberal leadership style have no significant relation but neuroticism, adaptability and conscientiousness because of smaller p value than 0.05 has significant relation with liberal leadership style and this relation in neuroticism and adaptability characteristics because of negative Pearson coefficient index from converse type and in conscientiousness characteristic because of positive Pearson coefficient index is direct in type.

In Table 4 the relation between commanding leadership style and personality characteristics of the samples examined among nursery managers hospitals in medical sciences Universities hospitals of Tehran city in 2014 were determined and the Pearson coefficient index for commanding leadership style with neuroticism equals -0.206, extroversion -0.186, openness -0.244, adaptability -0.133 and conscientiousness 0.480 and P value (confidence level) this relation in neuroticism characteristics equals 0.03, extroversion 0.05 openness 0.01, adaptability 0.17 and conscientiousness with 0.000 and adaptability and commanding leadership style have no significant relation but neuroticism, adaptability and conscientiousness have significant relation with commanding leadership style and this relation in neuroticism and adaptability characteristics because of negative Pearson coefficient index from converse type and in conscientiousness characteristic because of positive Pearson coefficient index is direct in type.

In Table 5 the relation between modulated leadership style and personality characteristics of the samples examined among nursery managers hospitals in medical sciences university's hospitals of Tehran city in 2014 were determined and the Pearson coefficient index for modulated leadership style with neuroticism equals -0.198, extroversion -0.225, openness 0.151, adaptability -0.238 and conscientiousness 0.412 and P value (confidence level) this relation in neuroticism characteristics equals 0.04, extroversion 0.02 openness 0.12, adaptability 0.01 and conscientiousness with 0.000 and adaptability and modulated leadership style have no significant relation but neuroticism, adaptability and conscientiousness have significant relation with modulated leadership style and this relation in neuroticism and adaptability characteristics because of negative Pearson coefficient index from converse type and in conscientiousness characteristic because of positive Pearson coefficient index is direct in type. These three tables can be generally concluded as Table 6.

DISCUSSION

According to the findings and the purpose of the research most of the nursery managers have commanding leadership style. And most of the nursery managers have extroversion and conscientiousness personality characteristics and they less have the neuroticism personality characteristic. Liberal leadership style has no significant relation with openness and extroversion personality characteristics and has converse and significant relation with neuroticism and adaptability and commanding leadership style has no significant relation with adaptability but has converse and significant relation with neuroticism, extroversion and conscientiousness and has direct and significant relation with conscientiousness characteristic and modulated leadership style has no significant relation with openness and has

Table 2 Medium, minimum, maximum, and standard deviation of personality characteristics components (neuroticism, extroversion, openness, adaptability, conscientiousness)

Personality characteristics	Maximum	Minimum	Medium	Standard Deviation
Neuroticism	30	9	20.29	4.38
Extroversion	40	13	27.26	5.19
Openness	39	13	26.26	4.73
Adaptability	37	12	24.91	4.47
Conscientiousness	42	12	28.91	4.6

Table 3 Liberal leadership style relation with personality characteristics

Personality Characteristics	Confidence level	r Pearson
Neuroticism	0.04	-0.194
Extroversion	0.09	-0.67
Openness	0.75	-0.031
Adaptability	0.02	-0.22
Conscientiousness	0.009	0.255

Table 4 Commanding leadership style relation with personality characteristics

Personality Characteristics	Confidence level	r Pearson
Neuroticism	0.03	-0.206
Extroversion	0.05	-0.186
Openness	0.01	-0.244
Adaptability	0.17	-0.133
Conscientiousness	0	0.48

Table 5 Modulated leadership style relation with personality characteristics

Personality Characteristics	Confidence level	r Pearson
Neuroticism	0.04	-0.198
Extroversion	0.02	-0.225
Openness	0.12	0.151
Adaptability	0.01	-0.238
Conscientiousness	0	0.412

Table 6 Leadership style relation with personality characteristics

Leadership style	Personality characteristic				
	Conscientiousness	Adaptability	Openness	Extroversion	Neuroticism
Liberal	Direct relation	Converse relation	No relation	No relation	Converse relation
Commanding	Direct relation	No relation	Converse relation	Converse relation	Converse relation
Modulated	Direct relation	Converse relation	No relation	Converse relation	Converse relation

converse and significant relation with neuroticism, extroversion and adaptability personality characteristics and holds significant relation with conscientiousness personality characteristics.

The study of current leadership style by Azady is mostly commanding in type and favourite style by considering the maturity of the personnel which is above middle level the leadership is cooperative and submission. Therefore, the result of this study is analogous to the present study [20].

In studies carried out by Dastorani and Pooryosef entitled as study of relation between personality characteristics and mental health with job satisfaction the results are as follows: the highest medium belonged to the conscientiousness factor and the lowest factor belonged to the neuroticism and the findings in this study confirms the obtained results of the present study [21].

Novin Nam *et al.* concluded that personality characteristics in combination with each other show a significant relation with leadership style and in fact in parts of managers personality characteristics and their leadership style there is a multi-dimensional correlation and in contrast to the present study personality factors do not show high levels of relation with leadership styles [22].

In the study carried out by Salimi *et al.* well-wishing commanding leadership style among high-ranking military managers of army was studied and adaptability characteristics earned the highest rate of personality characteristic among the high-ranking personnel of this unit and there was a negative and significant relation between neuroticism and leadership style. Therefore, the findings of this study are the same as the present study [23].

CONCLUSION

Then, by considering the results of earlier researches and the findings of the present study, more attention by the organization to the personality characteristics and facilitating an environment where personnel feel more attachment and commitment to the organization can provide a better platform for better performance of the personnel and consequently increase organizational optimality.

Leadership style or management and studying effective factors on it will lead to higher efficiency and effectiveness of personnel and the system. The results of this research can provide a scientific view for researchers and nursery managers and by means of personality characteristic mark predict the future leadership style of a manager and assist employment centres to employ apposite managers at critical and key positions and ultimately improve the performance of the organization. Besides that, by analysing nursery managers' leadership styles in case of inapposite leadership choice they can hold educational workshops to train optimal leadership styles according to the workplace.

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