

Relationship between task-oriented leadership style and extroverted trait among Physical Education managers

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Abstract: The purpose of this study was to study the relationship between task-oriented leadership style and extroverted trait among Physical Education managers. 50 managers of physical education were randomly selected. Three questionnaires were used in this research: A) A researcher made information questionnaire, including age, experience, degree of education, B) Luthans' leadership style questionnaire, and C) Eysencks' personality inventory questionnaire. Data were analyzed by Pearson coefficient correlation and Chi-square test at $P \leq 0.05$ level. There was a significant but opposite relationship between task-oriented with extraversion trait among physical education managers. There was a significant relationship between task-oriented with physical education managers (age, education degree and experience).

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1. Introduction

Leadership and management are the important pillars of every community and organization. Management art is working with others and by others (Abolghasemi, 1981). Management in any organization is an integration factor of fertility and productivity of material resources and manpower available for the purpose of the organization. Human resources are one of the most important factors of economic development, success and survival of organization (Koushki, 2010). Successful and non-successful organization difference are often defined and selected on the basis of leadership quality and managers manner for leadership and organization management and the following individuals that is one of the most important tools for the success of an organization, and was proposed four effective components including leadership characteristics, leadership style, position and nature and following characteristics, and leadership style is a way to help a particular group of people by leaders to perform assigned duties and the group needs provided and defined, and it can be cited the traits of leader which is effective on the performance of leader is personality characteristics (Adibmanesh, 2010). Character is total methods, practices and individual actions toward the environment, and personality has dynamics and evolution, and it is constantly learning; methods and practices reaction of the environment will change during learning (Koushki, 2010). Properties such as age, degree of education, management experience, field and passing characteristics of management training courses are managers' individual traits which has impact on performance of managers. Nowadays, self-scrutiny discussion is important in different

organizations. To obtain more knowledge about the leadership process and related manners can be helpful for managers in order to select appropriate behavior patterns according to personality of each person and managers have to know the realities of life and the world around and act in an appropriate and realistic manner (Ahmadi, 2002). In other words, the managers' method is considered according to manager common leadership styles, management and his personal characteristics.

According to Eysenck, Extrovert personalities more inclined to sociality and possibly Leadership-oriented leadership style (pay much attention to their personal relationships and staff), and vice-versa intraverterts tend to individual activities and possibly Task-oriented leadership style (A person who is assigned his attention to the task and work), and understanding each of these features can help him adjust his behavior with a subordinate (Baraheni, 1992). Organization environment requires managers select the appropriate leadership style at any time with the existing conditions and his own personality traits, and use it in order to increase productivity and effectiveness of the organization (Rad, 2002). Results of the personality characteristics of individuals indicates that individuals behavior depends on the character and personality traits (Hooper, 2001; Alkhtani, 2001; Blema & Steinberg, 2005; Seyed Mohammadi, 2005), therefore, the individual personality characteristics is underlying their behavior, and meanwhile effective, creative managers effects department performance due to personality dimensions, so it is assumed there is a positive relationship between two variables (Leadership style and personality characteristics) and the more fit

between personality and job, the more productivity; therefore, the less fit, the less productivity; So choosing the right personality can provide better job for the organization and employees attitudes to their tasks. Currently, management and leadership have been considered as the major issues of physical education and Sport, Since physical education lesson is a part of Education and has a huge share in upbringing and education of the young generation in charge of health, so a comprehensive plan seems essential and avoidless for the qualitative development of education in developing countries including our country, therefore, it is necessary to do extensive research in Education organization managements, particularly in physical education departments, identify leadership styles and personality characteristics of managers, which leadership style is consistent with what kind of personality, so the administrative director of physical education can expand their theoretical views, followers, and the total organization.

2. Material and Methods

55 managers of physical education managers participated in this research. Three questionnaires were used in this research: A) A researcher made information Questionnaire, including age, experience, education level, B) Luthans leadership style questionnaire four-choice format with 35 questions and, C) Eysenck personality inventory questionnaire, including 57 questions, with no true/false options. A group of experts confirmed the validity of the original questionnaires and were approved by using Cronbach's alpha, the internal consistency (validity) of Luthanz leadership style questionnaire was (0.79) and Eysenck personality (0.81), and the optimal estimation was confirmed. Data were analyzed by Pearson correlation coefficient test and to compare Chi-square test was used at $p \leq 0.05$ level.

3. Results

Table 1. Distribution of Task Oriented among managers

Variable (Leadership style)	A	V	St. dev.	Total score
Task-oriented	13.670	5.972	2.443	656
Extroverted	15.491	6.682	2.585	573

Table 2. Relationship between Task-oriented leadership style and Extroversions of Physical Education managers

Variable	Index	Extroverted
Task-oriented	R	-0.287
	Sig	0.048
	N	55

As table 2 shows, there was a negative meaningful relationship between two variables, Task oriented leadership style and Extroverted personality characteristics of Physical Education managers; it means there was an inverse significant relationship between two variables.

Table 3. The relationship between Task oriented leadership style and Individual characteristics of Physical Education managers

Variable	Index	Age	Education	experience
Task-oriented	R	-0.166	-0.109	-0.099
	Sig	0.261	0.463	0.505
	N	55	55	55

As table 3 shows, there between was not a meaningful relationship between Task oriented leadership style and Individual characteristics of managers (age, experience).

4. Discussions

The findings showed there was a significant but opposite relationship between task-oriented style with personality traits of extraversion at level $P=0.05$, which was parallel with Judge and Ebono (2002), and was inconsistency with Ghohari (2010) and Khosrawi (1996), there was a significant relationship between task-oriented with Physical education managers (age, education degree, management experience). Experience of managers can be effective on efficiency and effectiveness of management, but it cannot be a determinant of special leadership style and method for administrators and managers and it seems that Education degree of managers can be effective when it is paired in the fields of management and related sciences, and individuals in other fields with inherent lack of management, experience and training, would have little impact, and success would not be achieved. The factors of leadership styles are related to factors except personality characteristics such as colleagues, organization environment which should be considered more attention. Generally, in this study, it was clear that the research population differed under the different circumstances and due to the personality characteristics of Physical Education managers and using different Physical Education styles for training, this theory would be linked with contingency management theory which knows difference in efficiency and effectiveness of any style with changing circumstances. We therefore suggest that contingency management theory should be introduced to physical education managers further, since there is the risk of leadership styles and management incidence in all ages, management training courses aim to introduce a variety leadership styles and employing them in different situations should be

considered for Physical Education managers due to different personality types.

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