



PERSONALITY TRAITS AND LEADERSHIP STYLES AMONG MANAGERS IN GOA

**Ms. Melissa Pia
D'Costa**

Dr. Tina D'Cunha*

Assistant professor, Abbé Faria Post Graduate Department of Psychology, St. Xavier's College, Mapusa, Goa *Corresponding Author

ABSTRACT

Personality refers to an individual's characteristic style, behavior, mindset, attitude and his/her own unique way of perceiving things and seeing the world. Strong managers lead by example — they exhibit positive traits that set expectations for their employees. The present study titled, 'Personality traits and leadership styles among Managers in Goa' assessed the relationship between personality and leadership styles among 72 managers from the Hospitality, Pharmaceutical and Manufacturing Industries. The tools for data collection were the Personal data sheet, Neo Five – Factor Inventory (Form S - Adult) by Paul T. Costa and Robert R. McCrae and the Multifactor Leadership Questionnaire (form 6s) by B. M. Bass and B. J. Avolio (1992). The data was classified, tabulated and statistically analyzed using Statistical Package for Social Sciences (SPSS, Version 20). Results indicated significant correlations between personality types and styles of leadership in the sample group.

KEYWORDS : Personality, Leadership styles, Managers

INTRODUCTION

The modern society and its rapidly developing complex technology, which results in the specialization of experts in very narrow fields, creates an additional reason for the existence of organizations today. Most products and services today are based on the integration of hardware, software, data and human expertise – a combination which a single person usually does not fully master. Thus, organizations in the form of expert teams are created to compete in today's markets.

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims. The structure of an organization will determine the modes in which it operates and performs. In most organizations, managers perform many roles in business. Very often they arise as a result of existence of certain behaviour patterns which function in external and internal environments of the company and are related with position of a given person in the organization's structure. One can therefore distinguish many different typologies of managerial roles in the enterprise. Managers of all levels of hierarchy behave in the same way, carry into effect similar activities and therefore fulfill similar roles.

An "effective" manager takes responsibility for ensuring that each individual within his department succeeds and that the team or business unit achieves results. As a Manager, one's personal approach to people and tasks in a leadership role impacts how one leads, motivates, and treats workers. Being a leader means defining and exhibiting moral and ethical courage and setting an example for everyone in the company. Judge, T. A. et al. (2002) provided a qualitative review of the trait perspective in leadership research and indicated that the relations of Neuroticism, Extraversion, Openness to Experience, and Conscientiousness with leadership for more than 90% of the individual correlations were greater than 0. Extraversion was the most consistent correlate of leadership across study settings and leadership criteria (leader emergence and leadership effectiveness).

MATERIALS AND METHODS

The present study aimed at assessing the relationship between personality types and styles of leadership so that various measures can be adopted to enhance the leadership styles of managers across various organizations. A sample of 72 Managers from different organizations and departments headed were included in the study. Prior appointments were taken from various Hospitality, Pharmaceutical and Manufacturing Industries who were

segregated on the basis of the departments they headed i.e. General Manager, Finance Manager, Human Resource Manager and IT Manager. Each of the participants was asked for their consent to participate in the study and was assured of complete confidentiality.

HYPOTHESES OF THE STUDY

Ha 1: (a) There exists a negative correlation between Neuroticism and the styles of Leadership (Transformational and Transactional) and a positive correlation between Neuroticism and Non-Leadership style (Laissez-faire).

(b) There exists a positive correlation between Extraversion, Openness to Experience, Agreeableness and Conscientiousness and the styles of Leadership (Transformational and Transactional) and a negative correlation between Extraversion, Openness to Experience, Agreeableness and Conscientiousness and Non-Leadership style (Laissez-faire).

TOOLS

- Personal Data Sheet was used to obtain demographic information about the managers.
- The Neo Five – Factor Inventory (Form S – Adult) by Paul Costa, Jr and Robert McCrae (1992): The five main domains that this test measures are Neuroticism (N), Extraversion (E), Openness (O), Agreeableness (A) and Conscientiousness (C).
- The Multifactor Leadership Questionnaire (Form 6s) by B. M. Bass and B. J. Avolio (1992): It measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves.

RESULTS

Table 1: Indicating Pearson's Correlation coefficient for dimensions of Personality and Leadership styles among Managers.

Dimensions of Personality	Styles of Leadership		
	Transformational	Transactional	Laissez- faire
Neuroticism	- 0.19*	- 0.10	0.30**
Extraversion	0.40**	0.36**	- 0.09
Openness to Experience	0.36**	0.17	- 0.11
Agreeableness	0.15	0.13	- 0.07
Conscientiousness	0.10	0.12	- 0.34**

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

The Pearson's product moment correlation coefficient indicated the following relationship strengths between personality types and styles of leadership.

- Neuroticism – Transformational Leadership Style: A weak negative correlation with a coefficient of -0.19 which was significant at 0.05 level of significance.
- Neuroticism – Transactional Leadership Style: A weak negative correlation with a coefficient of -0.10 which was statistically insignificant.
- Neuroticism – Laissez - Faire Leadership Style: A moderate positive correlation with a coefficient of 0.30 which was significant at 0.01 level of significance.
- Extraversion – Transformational Leadership Style: A moderate positive correlation with a coefficient of 0.40 which was significant at 0.01 level of significance.
- Extraversion – Transactional Leadership Style: A moderate positive correlation with a coefficient of 0.36 which was significant at 0.01 level of significance.
- Extraversion – Laissez - Faire Leadership Style: A weak negative correlation with a coefficient of -0.09 which was found to be statistically insignificant.
- Openness To Experience – Transformational Leadership Style: A moderate positive correlation with a coefficient of 0.36 which was significant at 0.01 level of significance.
- Openness To Experience – Transactional Leadership Style: A weak positive correlation with a coefficient of 0.17 which was statistically insignificant.
- Openness To Experience – Laissez - Faire Leadership Style: A weak negative correlation with a coefficient of -0.11 which was found to be statistically insignificant.
- Agreeableness – Transformational Leadership Style: A weak positive correlation with a coefficient of 0.15 which was found to be statistically insignificant.
- Agreeableness – Transactional Leadership Style: A weak positive correlation with a coefficient of 0.13 which was statistically insignificant.
- Agreeableness – Laissez - Faire Leadership Style: A weak negative correlation with a coefficient of -0.07 which was found to be statistically insignificant.
- Conscientiousness – Transformational Leadership Style: A weak positive correlation with a coefficient of 0.10 which was found to be statistically insignificant.
- Conscientiousness – Transactional Leadership Style: A weak positive correlation with a coefficient of 0.12 which was statistically insignificant.
- Conscientiousness – Laissez - Faire Leadership Style: A moderate negative correlation with a coefficient of -0.34 which was significant at 0.01 level of significance.

DISCUSSION

Neuroticism and Leadership styles

A negative relationship between Neuroticism and Transformational and Transactional styles and a positive relationship between Neuroticism and Laissez Faire Leadership style indicates that Neuroticism is not a strong predictor of efficient leadership. Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, fear etc. Those who score high on neuroticism are vulnerable to stress, more likely to interpret ordinary situations as threatening, emotionally unstable, anxious, worried, distressed, irritable and hypersensitive. Being at a managerial position is most often taking roles that can cause stress and anxiety. Due to long hours of work and other personal concerns, managers go through extreme levels of stress but through experience and interventions they can be equipped to be able to be more resilient to stress at workplace and adopt strategies that may be useful to become effective leaders.

Extraversion and Leadership Styles

With regards to Extraversion, a positive relationship is indicated with

Transformational and Transactional styles and a negative relationship with Laissez Faire style. Extraversion is characterized by positive emotions and the tendency to seek the company of others. The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals.

Openness to Experience

A positive relationship indicated with Transformational and Transactional styles and a negative relationship with Laissez Faire style highlights the need of this personality type in efficient leaders. Openness is a general appreciation for art, adventure, unusual ideas, and imagination. Openness to experience is a strong predictor of leadership especially in the business setting. The transformational leadership style requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals. Managers may refuse change for several reasons, but the constant negligence to these changes can result in stagnation of productivity and the overall profitability of the company to a great extent.

Agreeableness

On the dimension of Agreeableness a positive relationship was found on Transformational and Transactional styles and a negative one on Laissez Faire style. Agreeableness is a tendency to be compassionate and cooperative. Individuals high on this trait hold an optimistic view of human nature. Transformational and transactional leaders permit subordinates to progress through their learning and experience. It helps in organizational functioning as it increases organizational performance, employees well being, reduces stress, generates high commitment and increases trust in employees in the management.

Conscientiousness

A positive relationship indicated with Transformational and Transactional styles and a negative relationship with Laissez Faire style reflects the need of this dimension to enhance leadership. Conscientiousness is a tendency to show self discipline, act dutifully and aim for achievement. It includes the factor known as need for achievement. People at managerial positions are expected to fulfill certain roles, such as being responsible, being motivated towards achievement etc. Managers who fail to perform such tasks consistently are usually looked down upon by team members and are seen ineffective managers and leaders.

Thus, the hypothesis is accepted.

CONCLUSION

On the basis of the research findings the researchers conclude that as a Manager, one's personal approach to people and tasks in a leadership role impacts how one leads, motivates, and treat workers. Organizations need both Managers and Leaders to succeed, but developing both requires a reduced focus on logic and strategic exercises in favour of an environment where creativity and imagination are permitted to flourish. A leadership style has a great impact on the success of the organization and in turn helps an individual become an effective leader.

REFERENCES

- 1) Ali, R. M., & Yarmohammadian, M. H. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19(2), 11-28.
- 2) Avolio, B. J., & Bass, B. M. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational & Organisational Psychology*, 72(4), 441-462.
- 3) Costa, P. T., Jr., & McCrae, R. R. (1992). Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-Factor Inventory (NEO-FFI) Professional manual. Odessa, FL: Psychological Assessment Resources.
- 4) Costa, P. T., Jr., Terracciano, A., & McCrae, R. R. (2001). Gender differences in personality traits across cultures: Robust and surprising findings. *Journal of Personality and Social Psychology*, 81(2), 322-331.

- 5) Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207-218
- 6) Feingold, A. (1994). Gender differences in personality: A meta-analysis. *Psychological Bulletin*, 116(3), 429-456.
- 7) Jain, T. K. & Chugh, P. (2011). *Human Resource Management*. Jaipur: Garima Publications.
- 8) Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, (4), 765-780.
- 9) McClelland, D.C. (1958). *Personality*. New York: Henry Holt and Company, Inc.
- 10) Rowe, W.G. (2009). *Cases in leadership*. New Delhi: SAGE publications.
- 11) Yukl, G. (1998). *Leadership in organisations*. Englewood Cliffs: Prentice-Hall.