



## **A STUDY ON THE INFLUENCE OF PERSONALITY TRAITS ON THE LEADERSHIP BEHAVIOUR OF INDIVIDUALS- A STUDY WITH REFERENCE TO EMPLOYEES OF VARIOUS LEVELS WORKING IN CHENNAI CITY**

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### **ABSTRACT :**

*Any Organization may be successful only upon the effectiveness of its leaders. But all leaders may not have the same type of efficiency, which greatly depends upon their leadership qualities. These qualities are highly dependent upon the personality traits of the leader. Personality traits are the innate qualities or characteristics of individuals which differ from person to person. Therefore an attempt has been made in this study to know the extent of influence that personality has over the leadership qualities of individuals. The study has been done with the help of conducting some analytical tests to know whether there is any relationship between leadership qualities and personality traits of individuals.*

**KEYWORDS :** Leadership Qualities, Personality Traits, Organization, Individuals & Behaviour.

### **INTRODUCTION:**

In organizations, the ability to influence others is critical to each member's overall effectiveness. Initiating change, obtaining assistance, and implementing new ideas all require the capacity to influence, direct, or modify others' behaviour. This depends on the personality traits of individuals which have a direct bearing on their leadership qualities. The purpose of this study is to determine the possible relationship between personality traits and leadership. Certain personality traits are positively related to leader effectiveness and team performance. These traits include emotional stability, conscientiousness and agreeableness. The five factor model of personality which include Extraversion, Agreeableness, Conscientiousness, Emotional stability and Openness to experience which is called as the FFM(Five Factor Model) seems to be the one which influences the leadership qualities of individuals in their performance effectiveness in organizations.

Review of related literature: The problem of leadership as a psychological phenomenon is closely related with considerations of the nature of personality and achieves some clarity if the relation between the two concepts is briefly considered. Psychologists have defined personality generally in one of the two ways: (a) as the effect the individual has on other people or (b) as the total pattern of habits of cognition, affection, and conation. The latter use is that more frequently chosen. Personality in this sense is an abstraction from observed behavior and the apparent relations of this behavior to the individual's needs and to the environment. As Burt has recently, pointed out (2), [the individual is never an isolated unit and] what the psychologist has to study are the interactions between a "personality" and an "environment"—the behavior of a dynamic mind in a dynamic field of which it forms apart.

Leadership has usually been thought of as a specific attribute of personality trait, that some persons possess and others do not, or at least that some achieve in high degree and others scarcely at all. The search for leaders has often been directed toward finding those persons who have this trait well developed. The truth would seem, however, to be quite different. In fact, viewed in relation to the

individual, leadership is not an attribute of the personality but a quality of his role within a particular social system. Viewed in relation to the group, leadership is a quality of its structure. Without leadership, there is no focus about which a number of individuals may cluster to form a group. A lot of research works have been taken up so far in this area to bring out the importance of personality traits on leadership behavior. Leadership is considered to be divided into two major different types of styles. These two categories consist of transactional leadership and transformational leadership (Harm & Credé, 2010). Transactional leadership is leadership based around goals and organization as transformational leadership is oriented more on challenging the group and reaching the common goal (Harm & Credé, 2010). Transactional and transformational leadership have their own set of characteristics that are unique to each. For instance, transactional leadership is concerned with the task that is given and how the finished outcome of the task is presented. The implementation of this style is brought forth through rewards and punishments as well as close supervision of how well the followers are doing on the assigned task (Harm & Credé, 2010). As for transformational leadership, the characteristics most associated with this style includes the concern of emotions, ethics, standards, and long-term goals, which shows the need of this type of leader to be more people oriented as opposed to task oriented (Northouse, 2016). In a study conducted by Judge, T. A., & Bono, J. E. (2000). viz., Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85(5), 751-765, it was revealed that Extraversion and Agreeableness positively predicted transformational leadership; Openness to Experience was positively correlated with transformational leadership, but its effect disappeared once the influence of the other traits was controlled. Neuroticism and Conscientiousness were unrelated to transformational leadership. When describing transactional and transformational leadership in the perception of personality, the correlation between the two is present. For transformational leadership, the personality trait that most correlated to the style is extraversion (Bono & Judge, 2004). As for LEADERSHIP STYLES/PERSONALITY TRAITS, there is a stronger correlation of a leader with the personality trait of agreeableness (Bono & Judge, 2004). In the means of definitions, such as extraversion and agreeableness mentioned above, the five-factor model of personality, or The Big Five, relates how the trait approach perceives an individual when holding a leadership role (Judge, Bono, Ilies, & Gerhardt, 2002). The major five factors of this model consist of neuroticism (hostile tendencies), extraversion (sociable tendencies), openness (curious tendencies), agreeableness (accepting tendencies), and conscientiousness (thorough tendencies) (Goldberg, 1990). In the findings of Judge and colleagues (2002), it was discovered that there is a strong correlation between the Big Five traits and leadership. When describing transactional and transformational leadership in the perception of personality, the correlation between the two is present. For transformational leadership, the personality trait most correlated to the style is extraversion (Bono & Judge, 2004).

### **OBJECTIVES OF THE STUDY:**

The following are the objectives of this study:

1. To study whether there exists any association between personality and leadership qualities
2. To find whether any significant difference exists between gender and personality
3. To find whether there is any significant difference between gender and leadership qualities
4. To find if there exists any significant relationship between agreeableness and gender
5. To study whether there is any difference between the various groups based on experience and the leadership factors.

### **3. RESEARCH METHODOLOGY:**

The methodology of the study is based on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is centered mainly among those employees belonging to the I-T Sector. The following are the analyses made for the study.

**Table 1: Gender**

Gender	Frequency	Percent
Male	25	59.5
Female	17	40.5
Total	42	100.0

The sample consisted of 59.5% of male population and the rest were females.

**Table 2: Age**

Age	Frequency	Percent
Upto 25 years	10	23.8
26-35 years	20	47.6
36-45 years	12	28.6
Total	42	100.0

Among the various levels of age groups taken for the study people belonging to 26 and 35 years of age were the maximum.

**Table 3: Education**

Education	Frequency	Percent
Under graduate	18	42.9
Post graduate	18	42.9
Others	6	14.3
Total	42	100.0

The qualification consisted of under graduates and post graduates which formed around 43% each where others were only 14.3%.

**Table 4: Experience**

Experience	Frequency	Percent
Up to 5 years	17	40.5
6-10 years	12	28.6
11-15 years	10	23.8
16 years and above	3	7.1
Total	42	100.0

The above table showing experience of the employees states that more than 40% of the population belongs to the category of those having less than 5 years of service.

**Table 5: Occupation**

Occupation	Frequency	Percent
Team leader	26	61.9
Manager	7	16.7
Engineer	7	16.7
Consultant	2	4.8
Total	42	100.0

Many of the respondents were holding the position of team leader, while only a very small proportion to the total belonged to managers and engineers.

To check the relationship between personality and leadership factors, a correlation test was conducted and the result of the same is given below.

**Table 6: Descriptive Statistics**

Variable	Mean	Std. Deviation
PERS_MEAN	4.3143	.32369
LEAD_MEAN	4.1949	.38093

**Table 7: Correlation Analysis**

Correlations		PERS_MEAN	LEAD_MEAN
PERS_MEAN	Pearson Correlation	1	.411**
	Sig. (2-tailed)		.007
LEAD_MEAN	Pearson Correlation	.411**	1
	Sig. (2-tailed)	.007	

Since the correlation between the personality and leadership means is less than 0.01, there is a significant relationship between the leadership and personality factors. Further to this to find out whether there exists any significant difference between the two groups of gender and personality as well as leadership factors the following tests have been conducted.

**Table 8: Independent Sample t-test between Gender and PERS\_MEAN**

Variable	Gender	N	Mean	Std. Deviation	t-value	p-value
PERS_MEAN	Male	25	4.3120	.35757	-.055	.957
	Female	17	4.3176	.27692		

The table value of 0.957 shows that there is no significant difference between the male and the female respondents with regard to the personality means.

**Table 9: Independent Sample t-test between Gender and LEAD\_MEAN**

Variable	Gender	N	Mean	Std. Deviation	t-value	p-value
LEAD_MEAN	Male	25	4.1183	.43129	-1.760	.086
	Female	17	4.3076	.26491		

From the above table it is found that there is no significant difference between male and female groups with regard to the leadership qualities.

To know whether any significant difference exists between gender and agreeableness the following independent sample test was conducted.

**Table 10: Independent Sample t-test between Gender and AGR\_MEAN**

Variable	Gender	N	Mean	Std. Deviation	t-value	p-value
AGR_MEAN	Male	25	4.1867	.50074	-.051	.960
	Female	17	4.1961	.69780		

The above table shows that there is no significant difference between male and female groups and the agreeableness factor.

The following test shows the result of ANOVA conducted to know whether there exists any significant difference between Leadership qualities and experience of employees.

**Table 11: Descriptives: LEAD\_MEAN and Experience**

Experience	N	Mean	Std. Deviation
Upto 5 years	19	4.2259	.38038
6-10 years	17	4.0564	.28752
11-15 years	6	4.4896	.48102
Total	42	4.1949	.38093

**Table 12: ANOVA between LEAD\_MEAN and Experience**

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	.865	2	.433	3.320	.047
Within Groups	5.084	39	.130		
Total	5.949	41			

Since p-value is less than 0.05, there is significant difference among the experience of employees and the mean rating of the leadership qualities.

#### **SUMMARY AND CONCLUSION:**

1. There is a significant relationship between the leadership and personality factors.
2. There is no significant difference between the male and the female respondents with regard to the personality means.
3. There is no significant difference between male and female groups with regard to the leadership qualities
4. There is no significant difference between male and female groups and the agreeableness factor.
5. There exists a significant difference between the mean scores of leadership and experience of respondents.

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