

# A Study on Relationship between Transformational Leadership Style and Personality Traits

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## ABSTRACT

**Introduction:** Every individual has their own set of behaviours and these behaviours impact their action or reaction on different circumstances. Leaders in organisation also have such behaviours and that may affect their role as a leader. Present study focuses on identifying the association of personality traits of a leader with transformational leadership behaviours.

**Purpose:** The current study focuses on exploring the association of personality traits of a leader with transformational leadership behaviours.

**Methodology:** Structured questionnaire was designed and distributed among the participants, 50 leaders and team leaders from different types of consultancy services were participants of the study. Participants of the study were chosen through simple random sampling technique. With the help of multiple regressions analysis was done. The geographical boundary of the study is restricted to only Indore city. The results of the study also show a significant association between transformational leadership and personality traits.

**Keywords:** *Association, Leadership Style, Extroversion, Intellectual Stimulation, Transformational, Personality Traits.*

## 1. INTRODUCTION

Leaders are the individual who acts as a mediator between organisation goals and the people who are working for the organisation to achieve these goals means

employees. Leaders motivate and persuade employees so that they are willingly involved in the process of achieving organisational goals. Leaders modify employee's perception so that they perceive that attainment of organisational goals ultimately contributed in attainment of their personal goals. Having power and authority does not make you leader it denotes you as a boss, they give order to their subordinate, whereas leader makes a followers want to achieve their goals.

Leadership is considered as most essential element of management, because indirectly success of an organisation is associated with its workforce or employees, leader is the only individual who has direct association with employees as well as with management. Leaders are able to modify and persuade employee's perception towards management.

### **Transformational leadership style**

James MacGregor Burns was the first researcher who used the term transformational leadership.

Transformational leaders seek highest standard of excellence, they have concern for others, maintain high relationship with their subordinates, involved followers in decision making and they provide training and development to their followers. They are usually energetic, passionate, promote new ideas, proactive and lead with vision.

Transformational leaders persuade their follower's behaviour in a way that followers modify their own goals and always try to combine their personal goals with organisation goals.

Transformational leadership defines on the basis of How the leaders influence followers, transformational leaders gain trust, respect and administration from their followers. (Bass 1985)

### **Components of Transformational leadership style**

(a) **Individual consideration;** It's considered as essential element of transformational leadership. The degree to which leaders treat their followers in individual manner, leaders make consideration of individual needs, wish, values and ability in the right way and leaders here also pay close attention to make analysis of each employees development needs. Leaders here show empathy while dealing with employees and keeps communication open. Individual contribution that each employee can make in team work also counted.

**(b) Idealised influence;**

Leaders here are role models for their followers because they are using high standards of ethical behaviours, being the role models for followers they displays a high moral standards, always involved in right things, and refuse to use power for personal gains.

**(c) Inspirational motivation;**

This dimension of transformational leadership is associated with leader's ability to motivate and inspire confidence in their followers and they make establish a clear vision about future. These leaders always try to highlighting the positive outcomes of the situation, and inspiring enthusiasm and optimism.

**(d) Intellectual stimulation;**

Leaders here makes full emphasis in developing the culture of creativity and autonomy, motivate followers to take risk and think out of the box. Leaders also involved their followers in decision making process and also inspire them to give their outputs. Leaders here challenges assumptions and promote ideas from followers without making negative perception about their ideas. Followers here make deep analysis of problem and came out with creative and innovative solutions. Unexpected situations and non-routine circumstances are came out as opportunity of learning.

**Personality traits**

Personality is a aggregate of characteristics, qualities, behaviours, beliefs and values that form an individual distinctive character. How an individual act or react in a particular situation is dominated by his/her personal set of character. Personality is the quality that makes an individual different from other and it's also makes him/her moon in the crowd of stars. Individuals may be known in positive sense by grace of their personality like swami Vivekananda and may be in negative sense by grace of their negative personality like kans mama from mahabharat.

Costa McCrae defines five dimensions of personality, and each of these dimensions defines different types of personality. These dimensions also known as Big five factor of personality.

**(1) Extroversion-** The term Extroversion was defined by carljung, its defined as an individual capacity to get engaged and involved in the group of others.

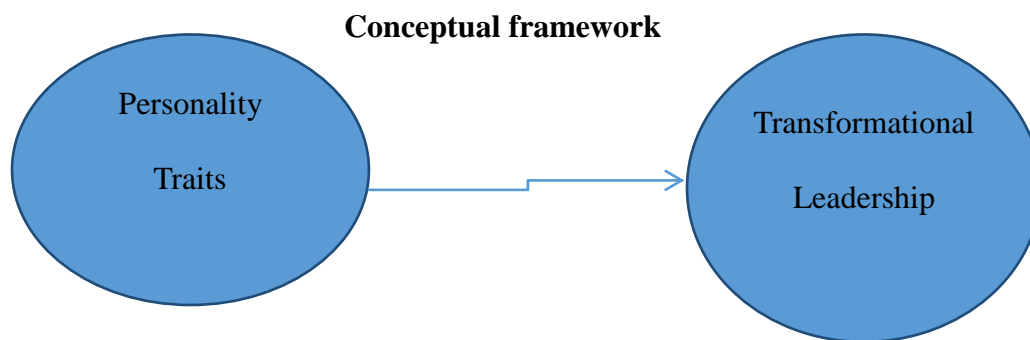
Extroverts are able to get attention and they are considered as centre point of any arguments and conversation.

**(2) Agreeableness-** It's defined as a person characteristic of showing concern and empathy for the well beings of others. They are considered as trustworthy, cooperative and people can easily convey their feelings and emotions to them. The people with this trait are willing to sacrifice their part of pie (interest) for the others.

**(3) Conscientiousness-** The person with this dimension of personality shows a sense of responsibility, organised, self-disciplined and they tend towards high order needs of maslow need hierarchy of needs i.e self-esteem and self-actualisation needs. They prefer for planned work rather than unplanned behaviours.

**(4) Neuroticism-** Its describe as tendency of an individual to experience negative feelings like aggression, depreciation and anxiety, all these negative feelings are also called as emotional instability. Person with calm, happy and cheerful nature are considered as emotional stable.

**(5) Openness to experience-** individuals who have zeal for new ideas and new experience, they adapt new situation and new way of doing work easily. They appreciate art and are always intellectually curious.



## 2. REVIEW OF RELATED LITERATURE

Cavazotte, F., Hickmann, M., & Moreno, V. (2015) Concluded that leadership success is positively linked with leaders transformational behaviours, and is an indirect function of individual differences that work through transformational behaviours. Personality trait neuroticism negatively affects leadership effectiveness. Conscientiousness was positively affected transformational leadership and leadership effectiveness in managerial roles.

**Moss, S. A., & Ngu, S. (2006)** concluded that Individuals having Extraversion and conscientiousness personality traits were decline in direction of transformational leadership.

**Bono, J. E., & Judge, T. A. (2004)** - Result indicated that Personality dimensions were associated with four dimensions of transformational leadership. Extroversion was found out as most consistent predictor for transformational leadership, it is positively associated with charisma dimension of transformational leadership. Neuroticism was negatively associated with all dimensions of personality traits.

**Judge, T. A., & Bono, J. E. (2000)** – Agreeableness was most consistent and strong predictor of transformational leadership behavior. Extroversion was positively forecasted transformational leadership behavior, openness to experience directly linked with transformational leadership. Neuroticism and Conscientiousness were found out as not at all related with transformational leadership.

### **3. OBJECTIVE:**

The objective of the study is to identify the relationship between personality traits and transformational leadership.

**4. RESEARCH METHODOLOGY:** Research methodology popularly known as RM is a special method associated with recognition of population, sample, sampling technique type of research and how analysis of the collected data will be done.

**Research Design:** research design is a technique that combines the various aspects of the research in rational manner. It guide researcher what next step should be taken. There are various types of researches defined in literature. Descriptive design has been applied in this research.

**Population of the study:** The geographical area for the study was restricted to Indore city. Population of the present study were leaders and team leaders from different consultancy

**Sample design:** Simple random technique was used for making choice regarding how to take sample from population.

**Sample Size:** 50 leaders from various consultancies were sample of the study.

**Hypothesis:** H<sub>O1</sub>: There is no significant association among five traits of personality and transformational leadership.

H<sub>A1</sub>: There is significant association among five traits of personality and transformational leadership.

### Data Collection tools

Primary Data- Structured questionnaire was designed for collecting primary data.

Secondary data- Information from various sources like journals, magazines, published books and research papers were used.

Questionnaire design: 5 point likert scale was used.

**5. DATA ANALYSIS & RESULTS:** Multiple regression analysis was used on SPSS 20.0 for the analysis of the data.

**Correlations (Table 1)**

TI	1.000	.821	.827	.677	.695	.577
Ext	.821	1.000	.735	.626	.771	.334
Op	.827	.735	1.000	.701	.534	.663
Ag	.667	.626	.701	1.000	.473	.543
Con	.695	.771	.534	.473	1.000	.450
Neuro	.577	.334	.663	.545	.450	1.000

Table indicated that correlation and its obvious from above table that Pearson's correlation coefficient between transformational leadership and extroversion is .821, between transformational leadership and openness to experience is .827 (highest), between transformational leadership and agreeableness is .667, between transformational leadership and conscientiousness is .695 and between transformational leadership and neuroticism is .577(lowest)

**Model Summary (Table 2)**

Model	R	R square e	Adjusted R square	Std. Error of the Estimate	Change Statistics				
					R square change	F change	df1	df2	Sig. F Change
1	.827a	.684	.678	.22098	.684	104.070	1	48	.000
2	.885b	.783	.774	.18505	.099	21.454	1	47	.000
3	.896c	.803	.790	.17846	.019	4.536	1	46	.039

a. Predictors: (Constant), op

b. Predictors: (Constant), op, ext

c. Predictors: (Constant), op, ext, Neuro

d. Dependent Variable: TL

Over all model summary shows the value of regression as for the trait openness to experience, it is stated that 68.4 per cent variance is explained in the transformational leadership by openness to experience, 78.3 per cent variance is explained in transformational leadership by openness to experience and extroversion, 80.3 per cent variance is explained in transformational leadership by openness to experience, extroversion and neuroticism

**Table 3**

	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	.698	.321	-	2.175	.035	.053	1.343
1. Op	.899	.088	.827	10.201	.000	.721	1.076
Constant	-.073	.316	-	-.230	.819	-.708	.563
2.1. Op	.528	.109	.486	4.858	.000	.310	.747
2.2. Ext	.563	.121	.464	4.632	.000	.318	.807
Constant	-.259	.317	-	-.817	.418	-.897	.379
3.1. Op	.336	.138	.309	2.428	.019	.057	.615
3.2. Ext	.641	.123	.529	5.221	.000	.394	.888
3.3. Neuro	.182	.085	.195	2.130	.039	.010	.353

a. Dependent Variable: TL

The regression line, expressed in the form given in Equation (1), is  $Y = -.259 + .336X_1 + .641X_2 + .182X_3$ , where the predictor variable  $X_1$  shows the log of openness to experience, where the predictor variable  $X_2$  represents the log of extroversion, where the predictor variable  $X_3$  represents the log of neuroticism, and the outcome variable  $Y$  represents the log of transformational leadership. The estimated regression parameters are  $a = -.259$  (intercept) and  $b = .336 + .641 + .182$  (slope). This regression is interpreted as follows: At  $X = 0$ , the value of  $Y$  is  $-.259$ . For every one unit increase in  $X$ , the value of  $Y$  will increase on average by

.336+.641+.182 respectively. Effects of both the intercept and slopes are statistically significant ( $p < .05$ ). The equation is obtained as:

$$Y = -.259 + .336X_1 + .641X_2 + .182X_3$$

## 6. DISCUSSION AND CONCLUSION

Personality traits will be considered as one of the element while predating leadership behaviour, because directly or indirectly that traits influence leadership behaviours or preferences. Result of current study indicates that leader having openness to experience and extrovert personality dimensions tend towards transformational leadership, as 78.3 per cent variance is explained in transformational leadership by openness to experience and extroversion. One of the finding of current study which we considered as some new aspect is that it shows combination of personality traits like openness to experience, extroversion and neuroticism is positively associated with transformational leadership behaviour with 80.3 per cent explained variance.

The reason of this aspect may be small sample size, particular industry and geographical area.

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