

An Analytical Study on Relationship of Personality Traits with Transformational Leadership Style

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ABSTRACT

This study deals with leadership styles, as a process in which corporate managers/ leaders have certain interactions with the employees in order to create conditions for a greater work productivity. Leadership in the organization is the most important human resource, and the most important figure is the manager with leadership abilities. Leadership involves many processes that are created by the organization or adjusted to the circumstances that are constantly changing. Leadership is a process which directs the work of the employees towards the accomplishment of the tasks. Fresh insights are needed about the relationship between Personality Traits and Transformational Leadership Style. This will enable predictive modelling for identifying future corporate managers or corporate leaders in an organisation and also accord insights to current leaders to improve their leadership as well as understand their strengths and weaknesses. In this study bivariate correlation was applied in examining the relationship of personality traits with transformational leadership style.

Keywords: Personality Traits, Transformational Leadership Style, abilities, accomplishment of the tasks.

INTRODUCTION

The concept of Leadership is as old as our civilization. In earlier days, organisations were headed by authoritarian leaders and they believed that employees were intrinsically lazy and that they were to be directed or forced to ensure increased productivity. They gave emphasis to accomplishment of task rather than maintaining relationship with the employees. Later, the importance of employer-employee relationship was identified through various studies and skilled employees were participated in the decision-making process. Thus, various forms of leadership styles like democratic, bureaucratic, laissez-faire, etc., have emerged and now, organisations are transforming into places where people are empowered, encouraged and supported in their personal and professional growth throughout their careers.

Fiedler describes two basic leadership styles-task-orientated and relationship-orientated. Task-orientated leaders have a strong bias towards getting the job done without worrying about their rapport or bond with their followers. Relationship-orientated leaders care much more about emotional engagement with the people they work with, but sometimes to the detriment of the task and results. Fiedler says that neither style is

inherently superior. However, he asserts that certain leadership challenges suit one style or the other better. Identifying leadership style is the first step in using the model. Fiedler believes that leadership style is fixed, and that it can be measured using a scale he developed called Least-Preferred Co-Worker (LPC) Scale. The model says that task-oriented leaders usually view their LPCs more negatively, resulting in a lower score. Fiedler calls these, low LPC leaders. He says that low LPCs are very effective at completing tasks. They're quick to organize a group to get tasks and projects done. Relationship-building is a low priority. However, relationship-oriented leaders usually view their LPCs more positively, giving them a higher score. They're better able to make complex decisions.

Factors Influencing the Leadership Styles

Leadership style can be called the pattern of behaviour expressed by leaders while dealing with subordinates. In other words, it is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit action of their leaders. The behaviour of a leader in a particular situation depends on a lot of factors inside and outside the organisation. Internal factors include the leader himself, employees, the organisation, the mission, the situation, etc. External factors in the company and marketplace, such as economic, political, social and technological factors, also affect the leadership styles. Considering all the aforesaid attributes, the three important leadership styles have come to picture are transformational leadership style, transactional leadership style and passive leadership style presents below:

Transformational leadership is a leadership style where one or more persons engage more persons engage with another in such a way that leaders and subordinates raise one another to higher levels of motivation and morality. Transformational leaders enhances the personal and group improvement, share inspiring organizational visions, objective, motivation, morale for important goals. According to Bass (1999), transformational leaders attempt and succeed in raising colleagues, subordinates, followers, clients or constituencies to a greater level of awareness about issues of consequence. Transformational leadership, behaving in ways that bring out the best in individuals and organizations, may be a more androgynous style, calling for the best in both masculine and feminine sex-typed behaviour (Anderson et al., 2006). The best examples of transformational leadership are- Mahatma Gandhi, Mother Teresa, Martin Luther King, Nelson Mandela. They demonstrated a form of transformational leadership that was based on values, motivation, morality etc. According to Bass's Theory of Transformational Leadership define transformational leadership is-

- Raising followers' level of consciousness about the importance and value of their objectives.
- Getting followers to transcend their own interest for the good of the organization and their team.
- Moving followers to address higher level needs for organization.

Transformational leadership can inspire positive changes in those who follow it. Such leaders are energetic, enthusiastic and passionate. These leaders are not only concerned and involved in the process; they are also focused on helping every member of the group success.

The Components of Transformational Leadership

There are four different components of transformational leadership:

➤ **Individual consideration:-**

It is the most outstanding component of transformational leadership is the leader's individualized consideration. All leaders use individual consideration as a crucial element in followers' achievement of their full potential via a close consideration of their developmental needs. Individual consideration reduced to the ability of person to person analysis of followers its main aiming to study their wishes, needs, values and abilities in the right way. It involve team orientation, teaching, responsibilities, appreciations of others, creativity, responsibility etc.

➤ **Idealized influence (Attributed and Behavioural):-**

The transformational characteristic of idealized influence is based on earlier conceptualization of charisma (Hogg, 2001). Idealized influences express the ability of making and develop the confidence in the leader and appreciating the leaders by his followers, which forms the basic development change in any organization. The leader is able to communicate a sense of power and confidence in higher values and beliefs.

➤ **Inspirational motivation:-**

The transformational leadership inspires people toward the different latest ideas or objectives through inspirational motivation. The leaders provide ability of transformational leadership which qualifies leader as a figure which inspires and motivates the followers to appropriate behaviour.

➤ **Intellectual stimulation**

It is one type of ability of transformational leaders. It plays important role in the transformational process of organization. The leaders provide intellectual stimulation to followers. They simulate the efforts their followers as creativity and new inventions, in providing intellectual stimulation, the leader is said to orient followers to an awareness of problems, to their own thoughts and imagination, and to the recognition of their beliefs and values (Scott and Brown, 2006). Intellectual stimulation plays important role in process of organization. They give creative solution of any problems.

REVIEW OF LITERATURE

Shibru, B., & Darshan, G. M. (2011) study was aimed to describe the concepts of transformational leadership and its effect on subordinate job satisfaction. The participants are direct subordinates of their leader and the study evaluated the behavior of their immediate leader using the adapted Multifactor leadership questionnaire (MLQ). Pearson correlation analysis found that all components of transformational leadership are highly correlated with each other and strongly correlate with subordinate job satisfaction. Idealized influence and inspirational motivation have exceptionally showed very high correlation with each other. The regression analysis found that transformational leadership explained 40.6% of the variance in subordinate job satisfaction. The coefficient part of the regression model found that only two factors of transformational leadership: idealized influence and individualized consideration are significantly determinant in predicting subordinate job satisfaction.

Judeh (2012) investigated the Transformational leadership behaviours. This research indicated male and female transformational leadership behaviour, they show there was a significant difference between female and male leader's behaviours, in these male leaders scored higher on intellectual stimulation and second part of the research shown No significant differences between male and female transformational leaders regarding idealized influence, inspirational motivation, or individual consideration.

Chaluvadi (2015) studied about values and attitude of women being a leader. In this research they tried to explained about what's causing hindrance to women expansion focusing first and foremost, if there exists any differences in the leadership styles employed by male and female leaders. They explorer about, "Do women really make better androgynous leaders?" based on several Inferences. This research focused on the morals and attitudes of women as a leadership positions.

Fuwad et al. (2016) evaluated the effectiveness of transformational leadership in training and discussed the role of training motivation in explaining the training effectiveness .They were using a true experimental design. The studied reveal a significant and positive effect of transformational leadership training on employees' satisfaction with the trained supervisors. Furthermore, trainees' (supervisors) motivation towards a Transformational leadership training program significantly and positively affects the attitudinal outcomes.

Roger (2017) focused on Transformational leader's behaviour to inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organization. This study focused to investigate the impact of the transformational leadership style on organizational outcomes and the personal outcomes of the follower. They examined organizational citizenship behavior/performance, organizational culture, and organizational vision organizational outcomes and personal outcomes empowerment, job satisfaction, commitment, trust, self-efficacy beliefs, and motivation of the follower.

Objective of the Study

- To study the effect of personality traits on Transformational Leadership Style.

Research Methodology

Research Type: Descriptive Research.

Research Area: The study was carried out in major cities like Indore, Bhopal, Bangalore, Delhi, Jabalpur, Pune etc. The questionnaires were distributed to the corporate managers.

Universe: Population in the study refers to middle level managers.

Sampling Method: For the purpose of this research, convenience and purposive sampling have been used. It involves selecting sample elements that are most readily available to participate in the research and who can provide the information required to support the research according to the convenience.

Sample Size: Sample is the subset of the population. Sample size selected for the purpose of this study comprised of 250 corporate managers.

Tools for data collection: Only primary data has been used for the study. The tool used for the primary data collection is developed questionnaires.

Measurement of Personality : To Measure personality the big five Inventory (BFI; John, Donahue et al. 1991; and John et al.(2008) will be used. It measures the dimensions of personality that are used to describe human personality. It uses a scale of 1 to 5 where 1 indicates strongly disagree and 5 means strongly agree. In the present research study it has measured personality through various angles like openness to experience, conscientiousness, Extroversion, Agreeableness and neuroticism.

Measurement of Leadership Style : To Measure Leadership styles, MLQ (Bass and Avolio, 1977) will be used. The questionnaire contains the key aspects of leadership behavior and each statement in the questionnaire relates to transactional, transformational or non-transactional leadership factors. The MLQ uses a scale of 0 to 4 with 0 indicating a 'not at all' rating of the behavior and 4 indicates a "frequently if not always" rating of the behaviour described in the statement.

For the collection of reviews, the researcher has studied national and international journals, articles, books and internet. The secondary data was collected from published National and International Journals.

DATA ANALYSIS

H01: There is no significant Relationship between extraversion, a personality trait & attributes of Transformational Leadership style.

Table 1: Correlations on extraversion, a personality trait & attributes of Transformational Leadership style

		extraversion	IIA	IIB	IM	IS	IC
extraversion	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	250					
IIA	Pearson Correlation	.253**	1				
	Sig. (2-tailed)	.000					
	N	250	250				
IIB	Pearson Correlation	.197**	.647**	1			
	Sig. (2-tailed)	.002	.000				
	N	250	250	250			
IM	Pearson Correlation	.229**	.734**	.827**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	250	250	250	250		
IS	Pearson Correlation	.099	.584**	.537**	.585**	1	
	Sig. (2-tailed)	.118	.000	.000	.000		
	N	250	250	250	250	250	
IC	Pearson Correlation	.355**	.594**	.660**	.694**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	250	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

From the table on correlation between extraversion, a personality trait & attributes of Transformational Leadership style, it is evident that extraversion has correlated .253 at .01 significant level with idealized influence attribute, extraversion has correlated .197 at .01 significant level with idealized influence behaviour, extraversion has correlated .229 at .01 significant level with inspirational motivation, extraversion is not correlated .099 at .01 significant level with intellectual stimulation and further extraversion has correlated .355 at .01 significant level with individualized consideration. Hence, it is concluded that extraversion has positively related with four attributes of transformational leadership style.

Ho2: There is no significant Relationship between agreeableness, a personality trait & attributes of Transformational Leadership style.

Table 2: Correlations on agreeableness, a personality trait & attributes of Transformational Leadership style

		agreeablene ss	IIA	IIB	IM	IS	IC
agreeableness	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	250					
IIA	Pearson Correlation	.269**	1				
	Sig. (2-tailed)	.000					
	N	250	250				
IIB	Pearson Correlation	.200**	.640**	1			
	Sig. (2-tailed)	.001	.000				
	N	250	250	250			
IM	Pearson Correlation	.235**	.734**	.821**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	250	250	250	250		
IS	Pearson Correlation	.126*	.584**	.537**	.582**	1	
	Sig. (2-tailed)	.047	.000	.000	.000		
	N	250	250	250	250	250	
IC	Pearson Correlation	.393**	.594**	.660**	.694**	.750**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	250	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

From the table on correlation between agreeableness, a personality trait & attributes of Transformational Leadership style, it is evident that agreeableness has correlated .269 at .01 significant level with idealized influence attribute, agreeableness has correlated .200 at .01 significant level with idealized influence behaviour, agreeableness has correlated .235 at .01 significant level with inspirational motivation, agreeableness has correlated .126 at .01 significant level with intellectual stimulation and further agreeableness has correlated .393 at .01 significant level with individualized consideration. Hence, it is concluded that agreeableness has positively related with attributes of transformational leadership style.

Ho3: There is no significant Relationship between conscientiousness, a personality trait & attributes of Transformational Leadership style.

Table 3: Correlations on conscientiousness, a personality trait & attributes of Transformational Leadership style

		conscientiousness	IIA	IIB	IM	IS	IC
conscientiousness	Pearson Correlation	1					
	Sig. (2-tailed)						
IIA	N	250					
	Pearson Correlation	.204**	1				
IIB	Sig. (2-tailed)	.001					
	N	250	250				
IM	Pearson Correlation	.189**	.647**	1			
	Sig. (2-tailed)	.003	.000				
IS	N	250	250	250			
	Pearson Correlation	.203**	.734**	.827**	1		
IC	Sig. (2-tailed)	.001	.000	.000			
	N	250	250	250	250		
	Pearson Correlation	.099	.584**	.537**	.585**	1	
	Sig. (2-tailed)	.120	.000	.000	.000		
	N	250	250	250	250	250	
	Pearson Correlation	.353**	.594**	.660**	.694**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	250	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

From the table on correlation between conscientiousness, a personality trait & attributes of Transformational Leadership style, it is evident that conscientiousness has correlated .204 at .01 significant level with idealized influence attribute, conscientiousness has correlated .189 at .01 significant level with idealized influence behaviour, conscientiousness has correlated .203 at .01 significant level with inspirational motivation, conscientiousness is not correlated .099 at .120 insignificant level with intellectual stimulation and further conscientiousness has correlated .353 at .01 significant level with individualized consideration. Conscientiousness demonstrated statistically significant correlations.

Ho4: There is no significant Relationship between neuroticism, a personality trait & attributes of Transformational Leadership style.

Table 4: Correlations on neuroticism, a personality trait & attributes of Transformational Leadership style

	neuroticism	IIA	IIB	IM	IS	IC
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Neuroticism	Pearson Correlation	1					
	Sig. (2-tailed)						
IIA	N	250					
	Pearson Correlation	.259**	1				
IIB	Sig. (2-tailed)	.000					
	N	250	250				
IM	Pearson Correlation	.223**	.647**	1			
	Sig. (2-tailed)	.000	.000				
IS	N	250	250	250			
	Pearson Correlation	.236**	.734**	.827**	1		
IC	Sig. (2-tailed)	.000	.000	.000			
	N	250	250	250	250		
	Pearson Correlation	.082	.584**	.537**	.585**	1	
	Sig. (2-tailed)	.199	.000	.000	.000		
	N	250	250	250	250	250	
	Pearson Correlation	.364**	.594**	.660**	.694**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	250	250	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

From the table on correlation between conscientiousness, a personality trait & attributes of Transformational Leadership style, it is evident that conscientiousness has correlated .259 at .01 significant level with idealized influence attribute, conscientiousness has correlated .223 at .01 significant level with idealized influence behaviour, conscientiousness has correlated .236 at .01 significant level with inspirational motivation, conscientiousness is not correlated .082 at .120 insignificant level with intellectual stimulation and further conscientiousness has correlated .364 at .01 significant level with individualized consideration. Conscientiousness demonstrated statistically significant correlations. Hence, it is concluded that conscientiousness is positively related with attributes of transformational leadership style except in intellectual stimulation which is not significant at 0.01 level. .

Ho5: There is no significant Relationship between openness, a personality trait & attributes of Transformational Leadership style.

Table 5: Correlations on openness, a personality trait & attributes of Transformational Leadership style

		openness	IIA	IIB	IM	IS	IC
Openness	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	250					
IIA	Pearson Correlation	.274**	1				
	Sig. (2-tailed)	.000					
	N	250	250				
IIB	Pearson Correlation	.202**	.647**	1			
	Sig. (2-tailed)	.001	.000				
	N	250	250	250			
IM	Pearson Correlation	.247**	.734**	.827**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	250	250	250	250		
IS	Pearson Correlation	.072	.584**	.537**	.585**	1	
	Sig. (2-tailed)	.259	.000	.000	.000		
	N	250	250	250	250	250	
IC	Pearson Correlation	.333**	.594**	.660**	.694**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	250	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

From the table on correlation between openness, a personality trait & attributes of Transformational Leadership style, it is evident that openness has correlated .274 at .01 significant level with idealized influence attribute, openness has correlated .202 at .01 significant level with idealized influence behaviour, openness has correlated .247 at .01 significant level with inspirational motivation, openness is not correlated .072 at .259 insignificant level with intellectual stimulation and further openness has correlated .333 at .01 significant level with individualized consideration. Openness demonstrated statistically significant correlations. Hence, it is concluded that openness is positively related with attributes of transformational leadership style except in intellectual stimulation which is not significant at 0.01 level. .

CONCLUSION

Looking upon the dynamic field of the corporate world and the increasing number of leaders in various areas, it becomes imperative to study the transformational leadership approach among corporate leaders as perceived by them. Further, this study has tried to explore the difference in various approaches towards personality traits. Such approaches include broad categories like individualized consideration; intellectual stimulation; inspirational motivation and idealized influence. The study also tried to examine the effect on transformational leadership. The concept of false ceiling seems to be diminishing gradually in the corporate world. Hence, in this study the five dimensions of personality traits were taken as extraversion, agreeableness, neuroticism, openness and conscientiousness with the five parameters of transformational leadership such as; idealized influence attribute, idealized influence behaviour, inspirational motivation, intellectual stimulation and individualized consideration. The study found that personality traits have positive effect on transformational leadership.

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