

Personality Impact On Leadership Style: A Study Of Private Company Executives In Chennai**Dr. V. Rajamannar**, Assistant Professor,

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ABSTRACT

It may not be easy to understand that the concepts of leadership and personality are inter-related in several ways. If the effectiveness of leadership is considered, then it can be said that such effectiveness is the result of circumstances or personal characters. Circumstantial features include the external features of leaders and personal characteristics are the internal features of a leader. The study presented here is an attempt to explore how the personality features affect the style of leadership in an organization. The study was carried on among the executives of private companies. The respondents were selected through simple random sampling. The size of the sample population was determined as 105 and the questionnaire was used to collect the data. the result of regression analysis shows that Hence, it is ascertained that there is significant relationship between dependent and independent variables. The table reveals that out of seven statements taken for the study five statements have significant values.

KEYWORDS: Personality, Leadership style**INTRODUCTION**

The individuals, who are with different backgrounds, are seen with diverse values and attitudes. The people with different backgrounds mostly exhibit their cultural heritages in their daily routine. The diversities in backgrounds of people determine their personalities which in turn are exhibited in their behaviors and actions. Few persons have a very strong

personality and they have the aptitude to have an influence over others to get things done. While, some others have the personality which determines the way the organizations function. In fact, many studies had been done to clarify the relation between human behaviors and personality (Dole and Schroeder, 2001). Pervin et al., (2005) had defined personality as the features of an individual which determine his/her patterns of behaving, thinking and feeling (Pervin et al., 2005).

Personality is defined because the characteristic sets of cognitions, behaviors and emotional patterns that evolve from environmental and biological factors. While there's no generally prescribed definition of personality, most theories specialize in motivation and psychological interactions with one's environment.

STATEMENT OF PROBLEM

Making a connection between personality and leadership is essential to explore the effectiveness of a leader in the performance of administrative roles. An ideal administrator is the one who possesses qualities which will facilitate the leader to make decisions according to which the employees are able to achieve triumph.

OBJECTIVES

The purpose of this study is to identify the relation amongst personality and styles of leadership.

REVIEW OF LITERATURE

Mark Owusu Amponsah et al., (2015) examined the relation between the personality features of teachers and their desired style of leadership in Cape Coast Metropolis of Ghana. The study's research design was descriptive and the respondents were selected randomly from a total of five secondary schools. The sample size was 417. Findings of the study

showed that the style of transformational leadership was positively related with all the five traits of personality. Conscientiousness was having the strongest relation and neuroticism being the weakest. The study also suggested that the managers of schools should well understand the features of their teachers and then apply the leadership style accordingly in order to achieve a better inter personal relation and satisfaction in the work environment.

Maryam Jafari Gol and Mohammad Zare (2017) had done a study to examine the relation amidst personality traits and leadership style. The study was done among the hospital managers of the universities of Tehran medical sciences. The study was correlation and descriptive. The respondents were selected using multi-stage sampling and the sample size was 140 managers of hospitals. The data for the study was collected using a questionnaire. Cronbach's alpha reliability and SPSS 19 were used to analyze the data. Findings showed that many managers possess the style of commanding leadership with features of extroversion, conscientiousness, liberal leadership style with extraversion

Eden Rene, et al., (2008) the full range of leadership includes laissez faire behaviour, transactional leadership and transformational leadership. The conceptualizes leadership in terms of the behaviours related to various styles and this conceptualization has been empirically maintained. During this paper the personality traits of managers' different leadership styles are explained in terms of, and add to, the outline of those styles. Members of a management team were assessed in terms of their preferred leadership styles and 2 groups were identified. A number of the managers relied on both transformational behaviours and active transactional behaviours with an absence of behaviours related to passive styles. The remainder of the managers used behaviours related to all the styles. An integrated personality profile was compiled for every manager. The findings provide

further support for the conceptualization of leadership in terms of the complete range model of leadership.

RESEARCH METHODOLOGY

The respondents of this study consist of 105 employees who were selected through simple random sampling from executives of private organizations. Questionnaires were distributed to assess the personality on organizational commitment. The study was carried on among the executives of private companies. Regression analysis was performed and this study carried out in Chennai.

ANALYSIS AND INTERPRETATION

Table: IMPACT OF PERSONALITY ON LEADERSHIP STYLE

Model Summary

R	R Square	Adjusted R Square	F	p
.694(a)	.482	.445	12.893	.000(a)

a. Predictors: (Constant) Personality

Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	SE	Beta		
(Constant)	1.262	.449		2.810	.006
I expect perfection in work.	.267	.082	.259	3.256	.002
I am sure of how to do a work	-.228	.080	-.242	-2.840	.005
I have the ability to take up responsibility	.196	.094	.194	2.074	.041
I influence employees to perform as per my way	.431	.098	.481	4.402	.000
I understand the needs of others.	.236	.085	.262	2.779	.007
I give importance to cooperation among employees.	-.189	.106	-.199	-1.792	.076
I have the ability to implement new technologies for enhancing the efficiency in the organization.	-.138	.117	-.136	-1.180	.241

a. Dependent Variable: Leadership Style

Table depicts the regression analysis of leadership style and other related variable such as personality. It is found from the correlation table that overall leadership style has relationship with other related independent variable. However, considering these seven factors in finding out which factor is highly influencing the overall leadership style, regression analysis was performed and the results are given in the table. Here, overall performance has been taken as dependent variable and other related variable such as personality are taken as independent variable.

The result of multiple regression value of co-efficient determination (R^2) is 0.482, which implies that 48.2 percent of the independent variable, personality has influenced the overall leadership style.

To check whether this R^2 is statistically significant, ANOVA has been carried out. The F value obtained is 12.893 ($P < 0.000$). Hence, it is ascertained that there is significant relationship between dependent and independent variables. The table reveals that out of seven statements taken for the study five statements have significant values.

It is concluded that the most statements that affects overall leadership style. In particular fourth statement “I influence employees to perform as per my way” has highly influenced on leadership style.

CONCLUSION

People with task-oriented personality forms are likely to have substantial spotlight on details. These kinds of leaders do not start a project until they have the required facts needed for the implementation of that project. On the contrary, people with relations-oriented personality are likely to have significant focus on outcomes and initiate an action when they just get the essential facts. Hence it becomes mandatory for the executives and leaders to understand the personality features and adjust the leadership styles according to the situations of the management. Hence, it is ascertained that there is significant relationship between dependent and independent variables. The table reveals that out of seven statements taken for the study five statements have significant values.

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