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RELATIONSHIP BETWEEN PERSONALITY AND LEADERSHIP STYLE: A STUDY AMONG INFORMATION TECHNOLOGY EMPLOYEES IN CHENNAI

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Abstract

The main aim of this paper is to measure relationship between personality and leadership style of employees. The study was done to create this awareness mainly among the professionals of industries in the sector of information technology. The author has taken the personality as an independent variable and the dependent variable was the leadership style of IT professionals. Simple random sampling was employed for selecting the sample needed for the study. In this study 100 samples were fixed as the sample size. In order to find out result regression was employed on the data so collected. It is concluded that the most statements that affects overall leadership style. The result of the study reveals that there is significant relationship between personality and leadership style.

Keyword: Personality, leadership style

INTRODUCTION

In the beginning of the 20th century, many researchers had tried to perform several studies to examine the features of all types of leadership. The styles under which the leaders exhibit a positive relation with their employees are referred to as transformational leadership. This type of relationship is adopted to enhance the performance of the employees as well as of the organization. These types of leaders help their employees to focus on the things apart from their needs. transformational leaders a make the employees to do things in the following ways; they

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motivate the subordinates in an intellectual ways; they become the role models of employees and make them to get into action; they influence the employees to have a belief in the organizational mission and make them to strive for its accomplishment; and finally, they make the employees get into action by fulfilling their emotional needs. Previous literatures had proved that this type of leadership style is more productive, effective, and innovative and is also satisfactory to the employees and the organization. This type of leadership works for the betterment of the organization through shared values and vision and with mutual respect and trust.

Statement of the problem

The studies done earlier had stated that definite features can be associated amongst leadership and personality. But these studies did not have a concrete structure for personality (Judge et al., 2002).

Objectives

The main aim of this paper is to measure relationship between personality and leadership style.

REVIEW OF LITERATURE

Noordin Yahaya et al., (2011) had studied the relation amongst leadership personality types & source of power and leadership styles amidst the managers. The purpose of this research was to explore the relation between leadership style, power style and personality aspects. Six companies were selected for the study and 300 respondents were fixed as the sample population of the study. The respondents were selected using simple random sampling. The instrument used

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to collect the quantity data was questionnaire consisting of Rahim Power Inventory (RLPI), Multifactor Leadership Questionnaire (MLQx5) and the Big Five Personality Questionnaire (BFPQ). The questionnaires were tested for its reliability using the Cronbach alpha. The findings of the study showed that openness to experience, agreeableness and conscientiousness had a positive relation with the style of transformational leadership.

Melinda Garcia et al., (2014) had performed a study to investigate the relation between the followers' perceptions of the elementary principal's Full Range Leadership Model and the followers' perceptions of the elementary principal's Big Five Personality Traits. The sample population consisted of 242 paraprofessionals and teachers. The study was carried out in school district in South Texas which included 8 elementary schools. The MLQ (Multifactor Leadership Questionnaire 5X Short) as proposed by Bass & Avolio (2004), The IPIP (International Personality Item Pool) as proposed by Goldberg (1999) and a demographic survey which was designed by the researcher were followed for data collection. Respondents were selected on the basis of convenience sampling and analysis was done using multiple regressions. Further analysis was done using partial correlation and t-test. Findings of the study showed relation between leadership styles and perceived personality traits.

RESEARCH METHODOLOGY

The professionals of the IT sector constituted the sample population for the study. The sample size was fixed at 100 for the purposes of the study. This sample population of the study was selected through simple random sampling. Findings were extracted by applying regression analysis on the data collected through sampling.

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ANALYSIS AND INTERPRETATION

Table: IMPACT OF PERSONALITY ON LEADERSHIP STYLE

Model Summary

R	R Square	Adjusted R Square	F	p
.920(a)	.847	.837	85.742	.000(a)

a. Predictors: (Constant) Personality

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	SE	Beta		
(Constant)	.808	.145		5.565	.000
I expect perfection in work.	.137	.057	.272	2.422	.017
I am sure of how to do a work	.313	.055	.619	5.687	.000
I have the ability to take up responsibility	-.033	.033	-.074	-.996	.322
I influence employees to perform as per my way	.219	.026	.469	8.484	.000
I understand the needs of others.	.125	.068	.144	1.836	.070
I give importance to cooperation among employees.	.014	.059	.023	.234	.816

a. Dependent Variable: Leadership Style

Above table shows 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 personality variable. However, considering these six factors in

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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 leadership style 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 0.847, which implies that 84.7 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 85.742 ($P < 0.000$). Hence, it is ascertained that there is significant relationship between dependent and independent variables. The table reveals that out of six statements taken for the study three statements have significant values.

CONCLUSION

The current study has been done to assess the relation amidst the personality and the style of leadership. The findings show that the personality has a significant relation with the style of leadership. To conclude, the scholar has expressed the hope that the current study will help the readers to understand the role of leadership style and the personality which the leader of the IT companies make use of to bring out changes in the IT sector. The results showed that all the statements of the study has an effect on the style of leadership. The result of the study reveals that there is significant relationship between personality and leadership style.

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