



**RESEARCH PAPER**

**Mapping the Terrain of Organizational Leadership Styles through  
HEXACO Personality Inventory**

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**ABSTRACT**

The present research aimed to explore the association between HEXACO personality traits and the perspective leadership styles of organizational leaders. The layers of leadership and their shapes seem to have some connections with the personality facets. The sample was comprised of  $N=98$  organizational leaders including ( $males=70$ ,  $females=28$ ) with having age range from 30 to 58 years ( $M=42.76$ ,  $SD=6.28$ ). The data were collected through the purposive sampling technique. The results of the study included a profile of personality traits and how these traits related to preferred leadership styles. The HEXACO-personality inventory and multifactor models of leadership styles were used. The results of the confirmatory factor analysis revealed that all the factors of the HEXACO personality inventory and multifactor leadership styles questionnaire were retained with complete items and a well-fitted model. Correlational analysis indicated a positive association between personality traits and preferred leadership style. Moreover, results in regression analysis showed that organizational leaders who are high on honesty-humility, agreeableness, and conscientiousness preferred a democratic leadership style. Further, the leaders who are high on emotionality, openness to experience, and conscientiousness preferred multiple leadership styles such as autocratic, and bureaucratic. However, emotionality was inversely associated with preferences toward laissez-faire leadership. Besides, agreeableness was positively associated with laissez-faire, servant, and authentic leadership styles, in contrast, it was found negatively associated with preferences toward transactional leadership style. Furthermore, the findings of this research would also contribute to scientifically determining the succession of leadership.

**Keywords**

Conscientiousness, HEXACO-Personality Inventory, Interstitial Altruism, Leadership Model, Leadership Styles, Organizational Leaders

**Introduction**

Diversification in human civilization invites a new genome of leadership to arise (UNESCO, 2006). This mutation in leadership over time influenced followers and team patterns as well as its working (Marion & Bien, 2001). Leadership is a practice of social influence through which the efforts of others are maximized to

achieve a goal (Lee et al., 2021). In the aftermath of several high-profile corporate scandals in the last decade, the interest in leadership and personality has amplified. Various leadership styles and personality characteristics have varied impacts on the social influence of individuals. Although, theoretically, leadership has many styles, here only the seven most common ones are being considered. These styles are; (i) autocratic, (ii) bureaucratic, (iii) democratic, (iv) laissez-faire, (v) transformational, (vi) transactional, and (vii) servant. The autocratic leadership style enhances a particular distinction between leadership and the followers, with autocratic leaders ensuring to maintain a distinct professional relationship with the subordinates. During this style, only the vision of the leader is followed irrespective of its compatibility with the followers. An autocratic leader often sees other leadership styles as a hindrance to progress and efficiency, and creates an environment of fear, hindering dialogue, and suggestions (Chishty-Mujahid, 2016). The bureaucratic leader is the one that manages the employees through a system of explicit rules and a chain of command already in place. Their primary focus is to meet the administrative needs of an organization through rigid adherence to rules and regulations (Al Khajeh, 2018). A democratic leader practices social equality by sharing decision-making abilities with their group and promoting collective interest. Although the democratic style upholds the notion of collective decision merely based on being human, the guidance and control are still maintained by a specific leader. This style is among the most effective styles of leadership that generates more contribution and productivity from the group (Dike & Madubueze, 2019). A laissez-faire leader transfers all the decision powers to the followers making them completely independent to set the pace of their work. In this style, the guidance is only provided on request and the followers are usually left to their devices (Breevaart & Zacher, 2019). Transformational leadership is not limited by the followers' perception and instead strives to transform their thinking and needs. These leaders inspire and challenge their subordinates through the aspiration of what they could be and intellectually stimulate them to work towards that purpose (Khan et al., 2018). Transactional leadership focuses on the reward and punishment system to motivate followers. The needs of the followers are identified and are met in exchange for a certain performance level. They often establish and standardize practices to help the organization in maintaining its effectiveness and productivity (Saad & Abbas, 2019). The main goal of a servant leader, as implied by the name, is to serve. Servant leader has no qualms about sharing their power and putting the needs of employees before them. Leader exists to serve the people and their main priority is to help them develop and perform as efficiently as possible (Gandolfi et al., 2017). Furthermore, the personality traits of a leader play an important role in the kind of leader they will be.

The six-dimensional model of personality, HEXACO, "includes Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O). The scale of Honesty-Humility measures the individual's fairness, sincerity, modesty, and greed-avoidance." Emotionality measures the sentimentality, dependency, anxiety, and fear of an individual. Extraversion measures their sociability, social boldness, and liveliness. Agreeableness is the measure of an individual's patience, gentleness, flexibility, and forgiveness. Conscientiousness is the propensity for being organized, diligent, perfectionist, and prudent. Lastly, openness to experience measures the likelihood of an individual's aesthetic appreciation, unconventionality, inquisitiveness, and creativity (Lee & Ashton, 2012).

In recent years, when studying the association between leadership styles and personality traits, an integrated approach of nature and nurture is being considered. De Vries (2012) while studying the relationship between leadership styles and personality, concluded a strong correlation between transformational leadership style and extraversion, agreeableness, and honesty-humility. Whereas, bureaucratic leadership style correlated with conscientiousness. Another research indicated a high positive correlation of extraversion, openness, agreeableness, and conscientiousness with transformational leadership, whereas a negative one with neuroticism. The other two leadership styles i.e., transactional and laissez-faire also depicted the same significant relationship with personality variables (Simic et al., 2017). Indigenously, the autocratic leadership style correlated highly with conscientiousness, moderately with extraversion and agreeableness, and lowly with openness to experience. Democratic leadership correlated positively with extraversion and openness, whereas negatively with neuroticism. Transformational leaders showed a high correlation with extraversion, openness, and agreeableness with the most dominating trait being conscientiousness while depicting a negative relationship with neuroticism. Servant leaders are shown to have very high conscientiousness and agreeableness, with moderate-high extraversion and openness. Neuroticism correlated negatively with this style. Laissez-faire leadership indicated below-average extraversion and moderate openness, however, relationships with the remaining three variables remained insignificant (Hassan et al., 2016).

This examination of the relationship between leadership styles and personality traits will assist the practitioners and researchers to discern a more organized and intelligible view of the styles in six distinct characteristics. This knowledge and lucidity help organizations in selecting suitable candidates for leadership positions through relevant assessment. It will also contribute to developing imminent leadership by enhancing their specified personality characteristics.

### **Hypotheses**

The hypotheses of the present study are:

- H<sub>1</sub>:** There will be a significant relationship between personality traits and preferred leadership styles among organizational leaders.
- H<sub>2</sub>:** Conscientiousness and honesty-humility will significantly predict democratic, bureaucratic, and servant leadership styles.
- H<sub>3</sub>:** Agreeableness will significantly predict servant, laissez-faire, democratic, and transactional leadership styles.
- H<sub>4</sub>:** Emotionality will positively predict the autocratic leadership style but negatively predicts the laissez-faire leadership style.
- H<sub>5</sub>:** Autocratic, transformational and servant leadership styles will be positively predicted by openness to experience and interstitial altruism.

## Material and Methods

### Research Design

Objectives of the research were achieved by employing the correlational research design a sub-type of survey research design. In the correlational research design, the information was collected from the sample population at a given point in time (Shaughnessy et al., 2012). Cook and Cook (2008) argue that a correlational research design is ideal to address the nonexperimental quantitative descriptive and correlational surveys. The collected information describes the particular characteristics of the population at that point in time. Further, in contemporary research, the design was used to examine the intercorrelation among HEXACO personality traits, preferences towards leadership styles, and their anticipating factors.

### Participants

The present research mainly emphasizes organizational leaders. These leaders were identified while observing the organograms of the organizations. The sample comprises 135 organizational leaders out of which 119 gave their consent to participate voluntarily in this research. They were approached for data collection. The responses of only 98 participants were complete and found appropriate to be utilized in this study. Further, these responses were accepted and entered for the final analysis.

### Research Instruments

For conducting this research, the following valid and reliable research instruments were used to collect data:

**HEXACO Personality Inventory (R).** HEXACO-PI-R was developed by Lee and Ashton (2008). It is a specialized instrument to measure six human personality domains including "honesty-humility", "emotionality", "extroversion", "agreeableness", "conscientiousness", "openness to experience", and "interstitial altruism" (Lee & Ashton, 2008). Further, each domain is composed of four underline traits, for instance, honesty-humility (i.e., sincerity, fairness, greed avoidance, modesty), emotionality (i.e., fearfulness, anxiety, dependence, sentimentality), extroversion (i.e., social self-esteem, social boldness, sociability, liveliness), agreeableness (i.e., forgiveness, gentleness, flexibility, patience), conscientiousness (i.e., organization, diligence, perfectionism, prudence) and openness to experience (i.e., aesthetic appreciation, inquisitiveness, creativity, unconventionality). In addition, an interstitial facet called altruism was added in the revised version of the HEXACO Personality Inventory. There are two versions of the HEXACO-PI-R, a fully revised version comprised of 100 items, and a short version of HEXACO-60 having 60 items. In this research full version (PI-R. k=100) was used for data collection purposes. Participants indicated their agreement with each statement on a five-point Likert-type rating scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Furthermore, the reported validity of the HEXACO Personality Inventory-R is ranging from  $\alpha = 0.75$  to  $\alpha = 0.85$  (Colovic et al., 2019; Lee & Ashton, 2018; MacCann, 2013).

**Multifactor Leadership Questionnaire Forms 5x-6S.** To measure the preferred leadership styles among organizational leaders both Multifactor

Leadership Questionnaire Forms 5x and 6S was used to collect responses. Bass and Avolio (2000; 2002) developed MLQ-5x and later MLQ-6S based on multiple disciplines types of research. Therefore, both questionnaires have well-established validity and reliability, the reported Cronbach's alpha reliability is ranging from  $a=0.74$  to  $a=0.94$  (Avolio & Bass, 2002). Both forms collectively have 37 items measuring different preferences towards leadership styles (i.e., autocratic, bureaucratic, democratic, laissez-faire, transformational, transactional, servant, and authentic). Each item measures one of the three leadership styles, using a five-point Likert type rating scale where 0= (*Not at all*) to 4= (*Frequently, if not always*).

## Procedure

The selected sample was very tied to their busy work schedule. Therefore, some concurring steps have been taken. First, a preliminary meeting was organized with the heads of departments and the Unit managers of the department individually in their offices. They were briefed on the goals and objectives of the study, as well as their role as participants. Thirdly, among them, those who agreed to participate in the study were asked to provide their responses through a computer-based application. A user-friendly link to the survey questionnaires was meticulously developed. Individual login identifications (IDs) and passwords have been created to ensure data security and the research instruments themselves. After browsing the web application, participants were provided with instructions as well as research tools. Instructions were prepared for the self-help of the participants. For the research instrument, each stimulus (statement) appeared on the screen along with a five-point Likert-type rating scale, the participants were asked to mark the desired response by choosing one of the proposed options. Data collection was carried out in five weeks. Subsequently, the responses were extracted, analyzed, and systemized for various analyses. Incomplete responses were not included in the data before analysis.

## Results

**Table 1**

***Reliability Analysis of the Research Instruments and their Scales (N=98)***

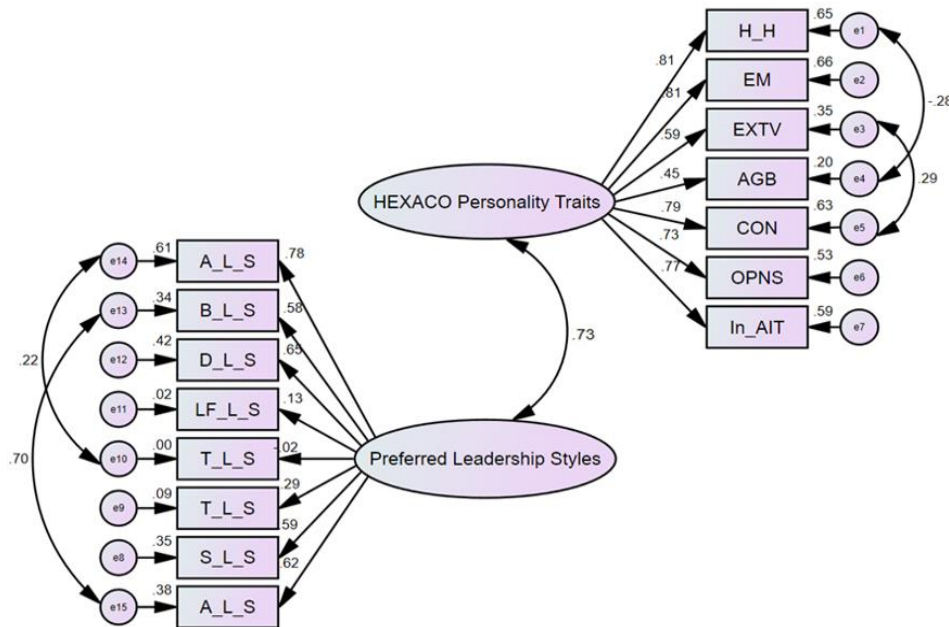
<b>Research Instruments</b>	<b><i>a</i></b>
HEXACO Personality (R) (HEXACO-PI-R)	0.91
Honesty-Humility	0.78
Emotionality	0.78
Extraversion	0.73
Agreeableness	0.65
Consciousness	0.65
Openness to Experience	0.80
Interstitial Scale	0.65
Preferred Leadership Styles	0.83
Autocratic	0.85
Bureaucratic	0.75
Democratic	0.64
Laissez-Faire	0.82
Transformational	0.50
Transactional	0.84
Servant	0.68
Authentic	0.60

Note:  $a$ = Cronbach's Alpha Reliability

Table 1 shows Cronbach’s alpha reliability coefficients ( $\alpha$ ) of the research instruments on the present sample of the N=98 organizational leaders. It indicates that both instruments (viz., HEXACO Personality Inventory-R  $k= 100$  and Preferred Leadership Styles  $k= 37$ ) and their subscales have excellent alpha reliability values ranging from  $\alpha=.60$  to  $.91$ .

The frequency the data showed distribution of the demographic variables i.e., age range 30 to 58 years ( $M= 42.76$ ,  $SD = 6.28$ ), gender (*males = 70, females = 28*), marital status (*married=90, unmarried=08*), education (*graduation=16, masters=29, MBA=32, ACCA=13, CA=08*) and overall work experience (*10 years=73, 15 years=16, 20 years=7, 25 years= 02*).

Figure 1: The Standardized Regression Path Coefficients for the Model and the Correction between the Constructs



\*Note: H\_H= Honesty-Humility, EM= Emotionality, EXTV= Extraversion, AGB= Agreeableness, CON= Conscientiousness, OPNS= Openness to Experience, In\_AIT= Interstitial Scale, A\_L\_S= Autocratic, B\_L\_S= Bureaucratic, D\_L\_S= Democratic, LF\_L\_S= Laissez-Faire, T\_L\_S= Transformational, T\_L\_S= Transactional, S\_L\_S= Servant, A\_L\_S= Authentic.

**Table 2**  
The Standardized Regression Coefficients Estimates for the Subscales of the Constructs (N=98)

Constructs	Subscales	Factor Loadings
HEXACO Personality Inventory (R)	Honesty-Humility	.81**
	Emotionality	.81**
	Extraversion	.59*
	Agreeableness	.45*
	Conscientiousness	.79**

Preferred Leadership Styles	Openness to Experience	.73**
	Interstitial Scale	.77**
	Autocratic	.78**
	Bureaucratic	.58*
	Democratic	.65*
	Laissez-Faire	.13
	Transformational	-.02
	Transactional	.29*
	Servant	.59*
	Authentic	.62*

Note: \* $p < .05$ , \*\* $p < .01$ , Factor Loading= Regression Coefficients Estimates.

Table 2 showed the standardized regression estimates for the subscales of the constructs through confirmatory factor analysis. Results indicated that all subscales of the HEXACO Personality Traits and Preferred Leadership Styles showed significant high factor loadings (\* $p < .05$ , \*\* $p < .01$ ). However, non-significant (\* $p < ns$ .) factor loadings estimated were reported for the Laissez-Faire and Transformational Leadership Styles subscales of Preferred Leadership Styles.

**Table 3**  
*Standardized Model Indices for the HEXACO Personality Traits and Preferred Leadership Styles (N=98)*

Model	$\chi^2$	df	CIMD	RMSEA	CFI	GFI	TLI
Model-Fit Indices	235.33	85	2.76	.07	.80	.75	.80

Note. \* $p = RMSEA \leq .01$ , \* $p = CMID < 3.0$

The standardized model fit indices indicated that the model is adequately fitted for the association between HEXACO personality traits and preferred leadership styles,  $\chi^2 = 235.33$  ( $df = 85$ ,  $N=94$ ),  $p < .05$ ,  $RMSEA = .07$ ,  $CFI = .80$ ,  $GFI = .75$  and  $TLI = .80$ . The value of chi-square is significant because of a greater degree of freedom, therefore by dividing the degree of freedom with chi-square ( $\chi^2/df$ ) the determined value is 2.76 which acceptable for model fit (Iftikhar & Malik, 2014; Hu, Bentler & Kano, 1992).

**Table 4**  
*CFA Sample Maximum Likelihood Solution of the HEXACO Personality Traits and Preferred Leadership Styles: Construct's Correlation (N=98)*

Factor	1	2
1. HEXACO Personality Inventory (R)	--	.73**
2. Preferred Leadership Styles		--

Note. \*\* $p < .01$ , \* $p < .05$

Correlation analysis was conducted through AMOS version 20. Table 4 shows that a significant association was found between the relationship of HEXACO Personality Traits and Preferred Leadership Styles among organizational leaders.

Table 5

*Regression Analysis Examining whether the Personality Traits Predict Preferences towards Preferred Leadership Styles (N=98)*

	Autocratic		Bureaucratic		Democratic		Laissez-faire		Transformational		Transactional		Servant		Authentic	
	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>
Constant		-2.48**		0.25		3.30***		2.32**		2.55**		3.03***		-0.76		-0.41
Honesty Humility	0.05	0.50	0.22	1.54	0.28	2.06**	0.16	1.02	-0.08	-0.52	0.16	0.93	0.15	1.04	0.20	1.35
Emotionality	0.47	4.16**	-0.26	-1.69	-0.19	-1.35	-0.52	-3.20**	-0.20	-1.14	-0.01	-0.08	-0.14	-0.96	0.09	0.62
Extraversion	-0.06	-0.62	-0.01	-0.04	0.11	0.84	0.18	1.25	0.13	0.83	0.06	0.37	-0.07	-0.54	0.11	0.77
Agreeableness	-0.03	-0.44	0.19	1.30	0.30	3.16**	0.33	3.01**	0.00	-0.03	-0.05	-0.39**	0.33	3.23**	0.20	1.89**
Conscientiousness	0.03	0.30	0.34	3.26**	0.30	2.21**	0.17	1.08	-0.22	-1.31	0.16	0.96	0.00	0.02	0.02	0.14
Openness to Exp.	0.36	3.30**	0.03	0.22	-0.05	-0.35	0.05	0.30	0.35	2.16**	-0.18	-1.06	0.14	0.97	-0.07	-0.45
Interstitial Altruism	0.06	0.54	0.18	1.25	0.07	0.51	-0.12	-0.80	0.07	0.44	0.07	0.46	0.33	2.38**	0.19	1.38
R <sup>2</sup>	0.62		0.29		0.40		0.21		0.13		0.07		0.33		0.30	
Adjusted R <sup>2</sup>	0.58		0.23		0.35		0.14		0.06		-0.33		0.27		0.24	
$\Delta F$	19.64***		5.016**		8.096*		3.24*		1.90		0.96		5.983**		5.297**	

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ ,  $\beta$  = Coefficient of Regression

Table 5 revealed the results of regression analysis that indicated the HEXCO Personality Traits i.e., honesty-humility, agreeableness, and conscientiousness were positively related preferences towards a democratic leadership style. Furthermore, the leaders' preferred leadership styles viz., autocratic, and bureaucratic were positively predicted by emotionality, openness to experience, and conscientiousness. Emotionality was inversely related to preferences toward laissez-faire. Besides, agreeableness was positively associated with preferences toward laissez-faire, servant, and authentic leadership styles, however, it was negatively related to preferences towards transactional leadership styles. Finally, openness to experience and interstitial altruism were positively associated with preferences toward transformational and servant leadership styles.

## Discussion

The present research was envisioned to examine the association between personality traits and preferred leadership styles in organizational leaders ( $N=98$ ). The study also investigates whether preferences towards preferred leadership styles depending on their personality traits as represented by the HEXACO-Personality model. Thus, all of the HEXACO personality traits influenced preferences toward preferred leadership. The objectives of the study were to establish the factor structure of the HEXACO-Personality Inventory and Multifactor Leadership Questionnaire on the sample of organizational leaders. Moreover, it also investigates the association between personality traits and preferences towards preferred leadership styles in organizational leaders.

The findings of the descriptive statistics were indicated, the univariate normal distribution of the data for the HEXACO personality inventory (*Skewness*= 1.26), and preferred leadership style scales (*Skewness*= 1.66).

As mentioned, recommended in the literature (Rani, 2018; Lee, & Ashton, 2006) the factor structure of the HEXACO-Personality Inventory ( $k=100$ ) and Preferred Leadership Styles ( $k=37$ ) (Kanste et al., 2007) scales were validated with all items on the sample of organizational leaders. Results of the confirmatory factor analysis (validation) revealed that complete factors (see Figure 1) of both scales with



all the items were retained having acceptable psychometric properties (see Table 3). The evidence supported the psychometric properties and the factor loadings of the well-fitted models (Zettler et al., 2020; Moshagen et al., 2019).

The first hypothesis of the study hypothesized a significant association between personality and preferred leadership styles among organizational leaders. The results revealed that HEXACO-personality traits are positively associated with preferred leadership styles (see Table 4). The existing findings coincided with and were validated by organizational-based research surveys to find the connection between personality traits and preferred leadership styles. The findings of these researches revealed that personality traits were significantly associated with preferred leadership styles (Breevaart & de Vries, 2017; De Vries, 2012; Alkahtani et al., 2011; Moss & Ngu, 2006).

The second hypothesis of the research stated that conscientiousness and honesty-humility will significantly predict democratic, bureaucratic, and servant leadership styles. Results found significant which revealed that conscientiousness has significantly predicted both leadership styles i.e., democratic and bureaucratic, however, honesty-humility was only predicted democratic leadership style in organizational leaders (see Table 5). Findings are consistent with Van Eeden, Cilliers, and Van Deventer (2008) who recommended the "full-range model of leadership that conceptualizes leadership in terms of behaviors associated with various personality traits and styles." This conceptualization has empirically supported our results. Conscientiousness is one of the leading personality traits that reflect the degree to which a leader is responsible, dependable, perseverance, and highly achievement-oriented. The organizational leaders who preferred bureaucratic and democratic leadership styles are high in these parameters. In addition, the democratic leadership style was only predicted by honesty-humility which is characterized by the leaders having differences in fairness, sincerity, modesty versus manipulation, greed, and self-enhancement. Further, the democratic leadership style is one of the most effective leadership styles because it allows lower-level employees to exercise authority during different decision-making scenarios (Breevaart & de Vries, 2019).

The third hypothesis of the research stated that agreeableness will significantly predict servant, laissez-faire, democratic, and transactional leadership styles. The hypothesis was accepted. The results were supported by many local and international kinds of research that suggested that agreeableness is one of the main traits of the servant, laissez-faire, and democratic leaders those who are high in trust and acceptance with others, personal worthiness, highly cooperative, kindness, flexibility, affection and pro-social behaviors (Syed et al., 2018; Hassan et al., 2016). Furthermore, agreeableness was inversely related to the transactional leadership style. The organizational leaders who scored high in transactional leadership styles had fewer agreeableness traits. Transactional leaders promote compliance by both punishment and reward systems and only focus on supervision and performance. They rarely show compliance with the views of other members of the organizations, favor structured policies and procedures, reveal inefficiency, tend to be inflexible, opposed to change, and are focused on short-term goals (Fletcher et al., 2019; Yahaya et al., 2011; De Hoogh et al., 2005).

The fourth hypothesis of the study stated that emotionality will positively predict the autocratic style but negatively predicts the laissez-faire leadership style.

The directional hypothesis was completely accepted. The finding is consistent with the study of Pastor (2014) that suggests autocratic leaders have a high grip over their emotions, they rarely express their feeling and emotions in front of their colleagues. In contrast, leaders having laissez-faire leadership styles are very emotional they easily express their emotions whether positive or negative such as frustration, anxiety, irritation, and anger. Rajagopalan (2009) recommended that emotionality is a positive predictor of autocratic leadership because they are enthusiastic, and excited, and can energize the subordinates for the attainment of the desired goals. Furthermore, the leaders having autocratic leadership styles have a faster decision-making process due to high control over their emotions which benefits the organizations and their employees.

The fifth hypothesis of the study hypothesized that openness to experience and interstitial altruism will positively predict autocratic, transformational, and servant leadership styles among organizational leaders. The hypothesis was partially accepted. Results revealed that openness to experience significantly predicted autocratic and transformational leadership styles however, servant leadership was a non-significant predictor of openness to experience. Thus, the servant leadership style was positive significantly predicted by interstitial altruism. The results of the current hypothesis are surprisingly significant because there is an association between autocratic leadership and openness to experience. However, the findings are supported by the argument that autocratic leadership is an authoritarian leadership or a management style wherein a single person controls all the decisions and takes very little contribution from the other member of the organization. Furthermore, they usually make their decisions and choices on the bases of their own beliefs and do not involve others for their suggestions or advice. The leaders preferring an autocratic leadership style could have high imaginative influence, curiousness, and frequent change in ideas due to open-mindedness. Therefore, this leadership style sometime might be associated with openness to experience (Alkahtani et al., 2011). The other part of the hypothesis is consisting of the research findings conducted by Hildenbrand et. al, (2018) they argued that transformational leaders who are high on the personality trait of openness to experience protect employees from work burnout while motivating their subordinates. Correspondingly, another finding suggested that openness to experience is positively associated with the transformational leadership style because transformational leadership behavior predicted several outcomes by reflecting a leader's effectiveness and controlling the effect of transactional leadership (Judge & Bono, 2000). The study findings accepted the last part of the hypothesis, that interstitial altruism positively predicted a servant leadership style. The results are supported by the theory of servant- leadership style which explains servant leaders transcend self-interest to serve the need of other employees while developing and providing an opportunity for others to gain materially and emotionally (Dennis et al., 2010). Researchers argued that the traits that emerged from the conceptualizations of servant leadership are responsible for serving the needs of others, helping them to grow, and providing ample opportunities for emotional and material gains while altering themselves (Sendjaya et al., 2008).

## **Conclusion**

Based on the above survey and analyses it has been concluded that different personality traits predict different leadership styles, knowing which organizational leadership style is most advantageous for a leader with having particular personality traits that can produce optimal outcomes in a workplace? The results of the analyses indicated that personality traits i.e., conscientiousness, honesty-humility, and agreeableness highly found in democratic leaders. Likewise, autocratic and bureaucratic leaders are high on emotionality, openness to experience, and conscientiousness. Further, it has been analyzed that emotionality is high in bureaucratic leadership but then it was found to be inversely associated with laissez-faire leadership. In addition to that laissez-faire, servant and authentic leaders were high on agreeableness. The personality trait of openness to experience and interstitial altruism were examined significantly in transformational and servant leadership styles as compared to other leadership styles. Essentially, leadership is the ability to motivate a group or a team to achieve a vision or desired goals. Therefore, it is necessary to make a distinction between the different leadership styles of organizational leaders based on their personality traits. Neither all the personality traits predicted only a leadership style nor all the leadership styles have a single personality trait. Hence, the study provides the understanding of "which traits do not work well with a particular leadership style that can benefit the organizational leader as they might then able to switch their leadership style to accommodate their sub-ordinates with multiple requirements. Ultimately, knowing oneself as an organizational leader is important as having an understanding of the personality traits and preferences of everyone in the same organization.

## **Limitations and Suggestions**

Organizations other than the corporate sector can also be included to make data more representative, as well as cities other than major cities of Pakistan, can also be included.

## **Future Implications**

The findings of this quantitative correlational study provide the rationale for the development of the principal leadership training programs thus, the organizations can increase the desire of principle to improve upon leaders' desired personality traits and leadership skills. Moreover, this study may raise awareness about the role of personality traits in shaping leadership styles. This indigenous research would be helpful for the researchers and the organizational training and development departments (T&Ds) for conducting training to improve personality grooming and fulfilling the required skills of the desired role. The research would be helpful and open new directions for organizational psychologists to introduce personality assessment in organizations in such a manner that organizations can properly assign roles and responsibilities to their leaders according to their interests and personality traits. The research under study is a valuable addition in not only native literature but also internationally.

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