

# **An Investigation of the Relationship Between Personality Types and Leadership Styles**

**The Case of High-End Hotels in Budapest, Hungary**

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# Introduction

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Leadership development programmes are great opportunity to **increase self-awareness** and to improve leadership skills, and to understand one`s personality (Sieff, 2009).

Despite the fact, that there are a lot of tools to determine one`s personality it is **difficult to establish a focused relationship with performance** (Hunt, 1992).

Having said that, it is important to find the relationship between personality and effective leadership styles for higher levels of performance (ibid).

# Rationale

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- ❧ Linking personality to leadership and its various styles has been present for a long time, however, the **demand of defining the type of personality of the individual for a more coherent and harmonic work environment** has increased over the years (McCarthy and Garavan, 1999).
- ❧ Leadership and personality in general have become popular matters, however, a gap has been identified suggesting further research on the **impact of personality types on effective leadership styles**.
- ❧ The purpose of the study is to find the **relationship between personality types and effective leadership styles** for higher levels of performance.

# Aim & Objectives

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## **Aim:**

This research paper aims to investigate the impact of personality types has upon leadership styles in Budapest`s high-end hotel industry.

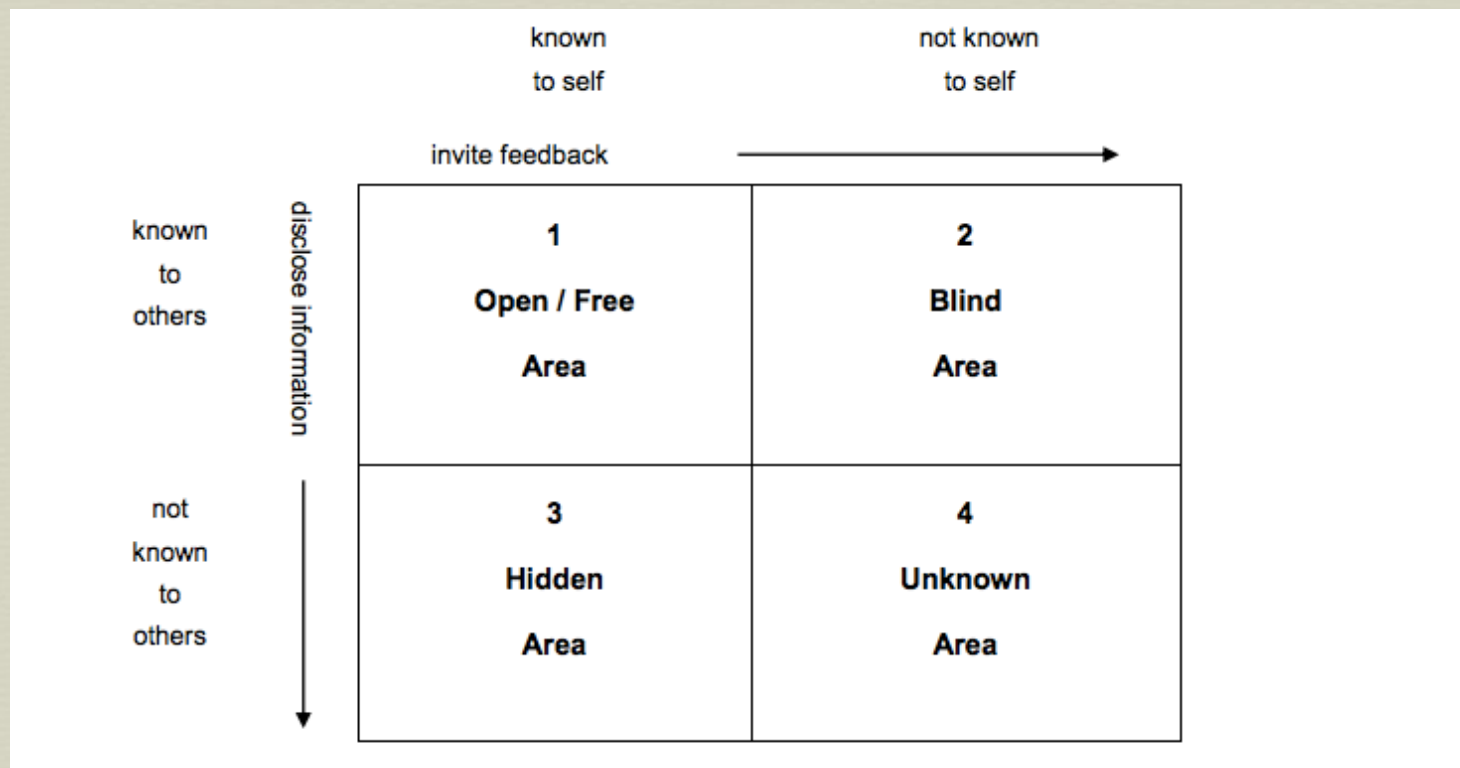
To achieve the aim, the following objectives have been set:

## **Objectives:**

- ❧ To investigate the impact of self-awareness on personality type
- ❧ To investigate the relationship between personality types and leadership styles
- ❧ To examine the strength of the relationship between personality types and leadership styles

# Theories and Concepts

## - *The Johari Window* -



# Theories and Concepts

## - *Five-Factor Model of Personality* -

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- ☞ *Myers-Briggs Personality Types*
- ☞ *DISC*
- ☞ *4 Quadrants Personality Model*



# Theories and Concepts

## Leadership styles

	<b>Commanding</b>	<b>Visionary</b>	<b>Affiliative</b>	<b>Democratic</b>	<b>Pacesetting</b>	<b>Coaching</b>
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive



# Method of Research

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## Sampling:

- ∞ Managers from high-end hotels in Budapest
- ∞ Non-random – Quota (*managers as representatives from Budapest`s high-end hotels*)

## Data collection method:

- ∞ Quantitative Research Method
- ∞ Delivery and collection questionnaire or by email
- ∞ Big Five Personality Questionnaire (BFPQ) (*to determine personality type*)
- ∞ Leadership Style Questionnaire (*to determine leadership style*) (Northouse, 2011)

## Data analysis:

NEO-Personality Inventory (Revised) (McCrae and Costa, 1996)

## Limitations

- ∞ Generalisability: *possibility of different results in other countries or type of hotels*
- ∞ Accessibility of the participants
- ∞ Misinterpretation of the questions/statements

# Existing Empirical Research

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- ❧ McCarthy and Garavan (1999) emphasized **self-awareness** in their study to enable leaders for higher effectiveness.
- ❧ Yahaya et al. (2011) investigated the relationship between **transformational, transactional leadership and personality types**; along with Bono and Judge (2004), who have found that **extroverts have the strongest correlation to transformational leadership**; and **neurotics (emotionally unstable) are less likely to fulfill managerial roles** as well as to be role models, and are **not related to transformational leadership** (Yahaya et al., 2011).
- ❧ Marsiglia (2005) has conducted a study linking **task- and relation- oriented personality types to leadership** in order for leaders to better understand personality and adjust their leadership style accordingly.
- ❧ Determining the personality types by using instruments like the **Myers-Briggs Type Indicator may improve leader-subordinate communication** and increase leader effectiveness (Witt, 2000).

# Discussion

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## Expected findings:

- ❧ Personality is a predictor of leadership styles
- ❧ Leadership style is influenced by the personality type of the leader
- ❧ Personality type influences leadership effectiveness
- ❧ Self-awareness increases leadership effectiveness



# Question Time





Thank you for your  
attention!

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