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# Impact Of Leader's Personality On The Performance Of Employees: A Quantitative Study

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## Abstract

The effectiveness of employees within an organization is significantly influenced by the personality attributes of leaders. This abstract examines the relationship between a leader's personality and staff performance, highlighting the key factors that affect this connection. Emotional intelligence, adaptability, and conscientiousness are qualities that effective leaders have that enhance staff performance. Strong communication abilities, sensitivity, and the capacity to uplift and inspire their team members are all displayed by them. High-emotional IQ leaders are skilled at understanding and controlling their own emotions as well as identifying and handling the emotions of their subordinates. This promotes a favorable workplace culture, improves teamwork, and raises employee morale, all of which ultimately results in better performance. Leaders that are flexible and receptive to change also empower their teams to overcome obstacles and embrace innovation. Conscientious leaders also establish clear expectations, offer feedback, and act with integrity to create in their workforce a sense of accountability and dedication. Such managers foster a high-performance culture by motivating staff to pursue excellence. Overall, leadership personality traits have a considerable impact on employee performance, highlighting the significance of choosing and nurturing leaders with the correct traits to foster a supportive and high-performing workplace.

**Keywords:** Leader, Personality, Performance, Employee, Organization.

## Introduction:

The effectiveness of employees within an organization is significantly influenced by the personality of the leader. The personality of a leader includes a variety of features, qualities, and actions that affect how they relate to their subordinates, make choices, and create a positive work environment. Employee inspiration and motivation can boost performance and productivity when a leader has a positive and successful personality. The morale of the workforce, job happiness, and overall organizational performance may all suffer from a leader with a poor or ineffectual personality.

An essential quality of a leader's personality is their capacity for successful communication. Clear concepts and instructions must be communicated, and it's also important to listen intently to the concerns and suggestions of the workforce. A good communicator may make sure that team members are aware of their tasks, get feedback

on their work, and feel appreciated by the company. As a result, trust and teamwork are fostered, which can significantly improve staff productivity.

A leader's emotional intelligence is another essential personality quality. The capacity to identify, comprehend, and control one's own emotions as well as to empathize with others is referred to as emotional intelligence. A manager with strong emotional intelligence can foster a welcoming and inclusive workplace where staff members feel free to share their opinions, problems, and solutions. These managers are skilled at handling disputes, giving constructive criticism, and praising and rewarding staff accomplishments. Leaders with strong emotional intelligence can increase staff engagement and motivation, which will boost performance outcomes, by establishing positive relationships and emotional well-being.

Additionally, a leader's moral character and actions have a big impact on how well their team members perform. Employees are more likely to be dedicated to their work and the objectives of the company when they believe their boss to be honest, reliable, and fair. Integrity-driven leaders provide a good example for others to follow, uphold moral principles on a regular basis, and take responsibility for their own actions. Such leaders foster a culture of integrity, which can increase staff morale, dedication, and performance in the long run.

In addition, one of a leader's most important traits is their capacity for inspiring and motivating others. In particular, transformational leaders have the capacity to articulate a compelling vision, foster a sense of purpose, and motivate staff to go above and beyond the call of duty. These managers encourage employees' inventiveness, creativity, and sense of ownership, which can boost output and job happiness. Transformational leaders help their people grow and develop, enabling them to realize their greatest potential, by fostering a good and stimulating work environment.

Finally, in today's fast-paced and constantly-changing corporate scene, a leader must be resilient and adaptable. Employees can be led through times of uncertainty and change by a leader who is adaptable and receptive to new ideas. They foster creativity and experimentation, view setbacks as chances for progress, and give staff members the tools they need to get over hurdles. Such leaders promote a culture of ongoing learning, flexibility, and resilience, enabling staff members to remain inspired and give their best efforts even in the face of hardship.

In conclusion, a leader's personality has a big impact on how well their team members perform. Positive employee outcomes are primarily influenced by effective communication, emotional intelligence, honesty, inspiration, flexibility, and resilience. Leaders may foster an environment that encourages engagement, productivity, and employee happiness by nurturing these qualities. In the end, a successful leader's personality acts as a motivator for both personal and professional achievement.

#### **Literature Review:**

A significant area of study in organizational studies has been how leaders affect staff performance. The personality traits that leaders possess are among the many elements that go into good leadership and play a crucial impact. Based on research that was published prior to 2018, this evaluation of the literature seeks to evaluate the connection between a leader's personality and employee performance.

The relationship between the Five-Factor Model of personality (extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience) and transformational leadership is examined by **Judge and Bono (2000)** in their fundamental. According to the authors, leaders that display transformational leadership behaviors are more likely to have high degrees of extraversion, conscientiousness, and openness to experience, which in turn affect employee performance.

A review of the literature on leadership effectiveness and personality is given by **Hogan et al. (1994)**. They talk about the influence of a leader's personality attributes on team member performance, including self-assurance, assertiveness, and emotional stability. To improve leadership effectiveness, the authors stress the significance of comprehending the relationship between a leader's personality and employee outcomes.

The Big Five personality traits—extraversion, agreeableness, conscientiousness, emotional stability, and intellect/imagination—as well as work success, are examined in this meta-analysis by **Barrick and Mount (1991)**. The biggest predictor of work performance, according to the authors, is conscientiousness, underscoring the importance of this personality trait for effective leadership.

The impact of transformational leader behaviors on followers' trust, satisfaction, and organizational citizenship behaviors is studied by **Podsakoff et al. (1990)**. The study emphasizes how transformative leadership and employee results have a favorable link. Employee performance is proven to be highly influenced by a leader's personality attributes like charm, inspiration, and intellectual stimulation.

According to **Piccolo, R. F., and Judge, T. A. (2004)** The impact of transactional and transformational leadership on a range of employee outcomes, including performance, is examined in this significant meta-analysis. According to the research, transformational leaders, as opposed to transactional ones, influence employee performance more favorably by inspiring others and stimulating the mind.

**Judge, T. A., Mount, M. K., & Barrick, M. R. (2001)** explores the relationship between the Big Five personality traits—extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience—and job performance is thoroughly examined in this paper. The writers talk about how some personality traits, such as conscientiousness and emotional stability, frequently have a favorable correlation with worker performance.

**Hogan, R., & Hogan, J. (2001)** explores the "dark side" of leadership by examining how personality flaws affect a leader's ability to lead. It emphasizes how managers who exhibit

personality traits like narcissism or psychopathy can have a negative effect on team relationships and employee performance.

Transformational leadership and the effectiveness of research and development project groups are investigated by **Keller, R. T. (1992)**. The results indicate that project team members' performance, satisfaction, and commitment are significantly improved by leaders who display transformational behaviors.

There is a significant correlation between a leader's personality and employees' performance, according to **Bass and Riggio's (2006)** key work on transformative leadership. It has been discovered that transformational leaders have a major impact on staff motivation, contentment, and overall performance. These leaders are distinguished by their charisma, inspiration, intellectual stimulation, and individualized consideration.

The effectiveness of interactions between leaders and their subordinates is the main focus of the Leader-Member Exchange (LMX) hypothesis, according to **Liden & Maslyn (1998)**. It implies that positive qualities, such as warmth, respect, and justice, are more likely to lead to high-quality interactions between managers and staff. These high-caliber member-leader interactions are linked to improved performance, organizational commitment, and job satisfaction.

According to the authentic leadership idea, leaders who exhibit self-awareness, honesty, and moral integrity have a favorable impact on staff performance and wellbeing. Authentic leaders, according to **Avolio and Gardner (2005)**, generate a pleasant work atmosphere that encourages trust, participation, and a feeling of purpose among employees, which improves performance outcomes.

**Objective:**

To compute the impact of leader’s personality on the performance of employees

**Methodology:**

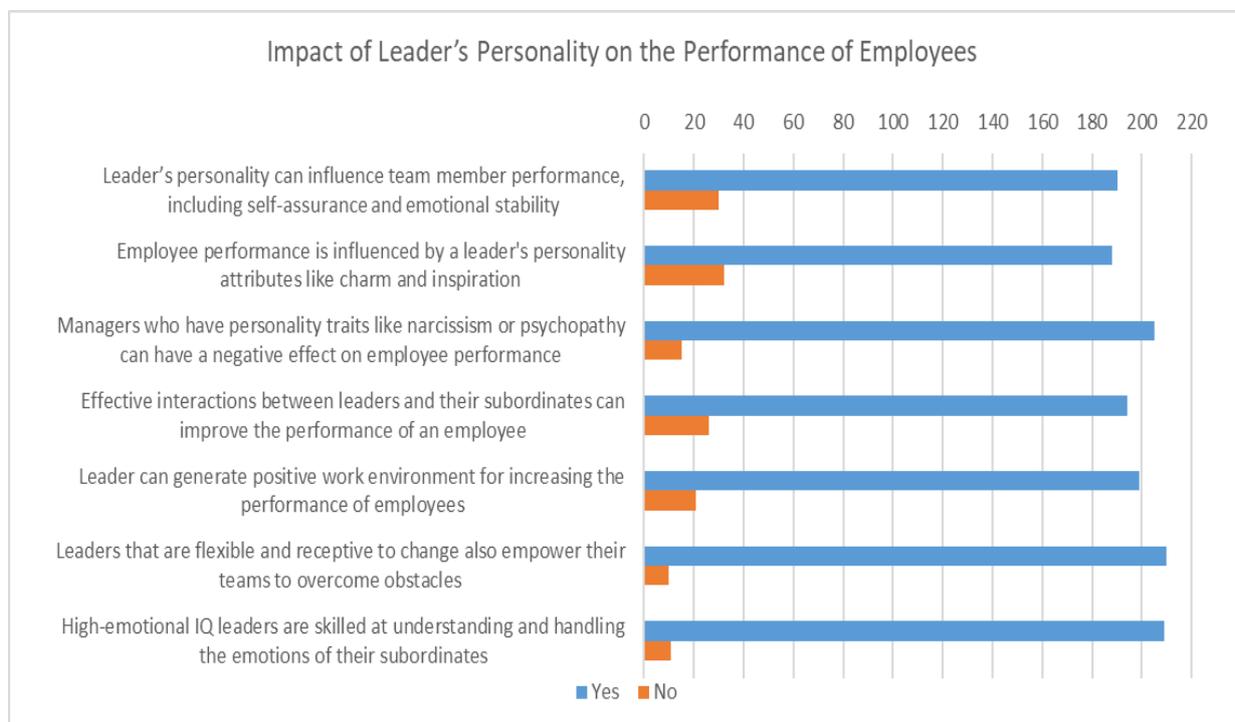
This study is descriptive in nature in which the data were obtained from the 220 respondents to find the impact of leader’s personality on the performance of employees. A checklist question was used to analyse and interpret the data. In a checklist question respondents choose “Yes” or “No” for all the questions.

**Data Analysis and Interpretations:**

**Table 1 Impact of Leader’s Personality on the Performance of Employees**

SL No.	Impact of Leader’s Personality on the Performance of Employees	Yes	% Yes	No	% No	Total
1	Leader’s personality can influence team member performance, including self-assurance and emotional stability	190	86.36	30	13.64	220

2	Employee performance is influenced by a leader's personality attributes like charm and inspiration	188	85.45	32	14.55	220
3	Managers who have personality traits like narcissism or psychopathy can have a negative effect on employee performance	205	93.18	15	6.82	220
4	Effective interactions between leaders and their subordinates can improve the performance of an employee	194	88.18	26	11.82	220
5	Leader can generate positive work environment for increasing the performance of employees	199	90.45	21	9.55	220
6	Leaders that are flexible and receptive to change also empower their teams to overcome obstacles	210	95.45	10	4.55	220
7	High-emotional IQ leaders are skilled at understanding and handling the emotions of their subordinates	209	95.00	11	5.00	220



**Figure 1 Impact of Leader's Personality on the Performance of Employees**

Table 1 and Figure 1 show the impact of leader's personality on the performance of employees. It was found that around 95.4% respondents believes that leaders that are flexible and receptive to change also empower their teams to overcome obstacles, High-

emotional IQ leaders are skilled at understanding and handling the emotions of their subordinates (95.0%), Managers who have personality traits like narcissism or psychopathy can have a negative effect on employee performance (93.1%), Leader can generate positive work environment for increasing the performance of employees (90.4%), Effective interactions between leaders and their subordinates can improve the performance of an employee (88.1%), Leader's personality can influence team member performance, including self-assurance and emotional stability (86.3%), and Employee performance is influenced by a leader's personality attributes like charm and inspiration (85.4%).

### **Conclusion:**

In conclusion, a leader's personality has a considerable and wide-ranging effect on the performance of employees. Leaders are essential in establishing the workplace culture, inspiring their teams, and affecting worker engagement and productivity. Leadership behaviors and personality qualities can either empower and motivate their team members or foster a hostile and demoralizing environment. First off, teams are more likely to feel trusted and open with leaders that have favorable personality attributes like integrity, empathy, and optimism. Employees are more likely to be engaged and dedicated to their work when they trust their leader and feel supported. A sense of psychological safety is also created by leaders who show empathy and understanding, allowing staff members to take chances, share ideas, and work successfully. This improves creativity and problem-solving skills, which ultimately results in better performance. Second, leaders can have a good effect on employee performance by demonstrating strong communication skills and giving clear instructions. Employees have a better knowledge of what is expected of them when leaders can properly communicate expectations, goals, and feedback, which results in enhanced clarity and focus. Additionally, leaders that actively listen and promote open communication foster an inclusive workplace where all viewpoints are appreciated, which promotes increased innovation and decision-making. However, it's crucial to remember that unfavorable personality qualities displayed by leaders can hurt workers' productivity. Authoritarian, micromanaging, or emotionally insensitive leaders may foster a hostile workplace that stifles innovation, hinders cooperation, and lowers employee morale and motivation. In conclusion, a leader's personality has a significant effect on how well employees perform. Negative personality qualities can impede employee performance and satisfaction whereas positive personality traits and behaviors enhance trust, engagement, and productivity. Programs for leadership development that emphasize growing and enhancing positive personality traits in leaders, as well as technical abilities, should be given top priority by organizations in order to foster an environment that is conducive to employee success.

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