Bridging Leader's Personality with Leadership Style

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Abstract: Purpose effective leaders have been increasingly regarded conclusive in achieving business success under today's globalization. The study explores from the perspectives of leader's personality and leadership style. The 16 personality global factors are adopted to identify the five personality traits including extraversion, anxiety, tough-mindedness, independence and self-control. Leadership styles are targeted at the task-oriented, the relations-oriented and the change-oriented. The 31 pairs of managers and their subordinates from telecommunication industries in Malaysia are invited for respective participation. The results show that) the dominant personality of leaders is extraversion followed by self-control; the most popular leadership style is task-oriented and the task-oriented leadership is line within dependence and self-control for change-oriented leaders they are extravert but less tough-mindedness and for relations-oriented leaders they are extravert and also independent. Future, researches are recommended to broaden the research scope from personality, leadership style to include leadership effectiveness which might be more beneficial for industries to build up their competitiveness. The study established the matrix demonstrating the relationships between each personality and leadership style which can be applied as guidance in industries for recruiting, selecting and promoting suitable person for proper managerial position.

Key words: 16 personality global factors, personality traits, leadership style, telecommunication, promoting

INTRODUCTION

Telecommunication sector in Malaysia has taken off since the implementation of 'Equal Acces's policy in 1999. To date as the Global Mobile Newsletter comments, the cellular communication service in Malaysia becomes increasingly demanding. Facing the fierce competitions among the cellular communication providers, leaders are now playingmore significant roles than ever before in leading to the business success in the competitive market. Effective leaders are competent at various levels: defining and mobilizing goals, clarifying the objectives, developing the best talents, building high performance teams, creating an innovative climate, stimulating life-long learning and creating a culture of merit always based on the cohesion of teams and the quality of service provided (Kilpatrick, 2009). And to reach the effectiveness of leadership, a key factor lies in the style of leadership adopted by the different people in charge.

Burns (1978) conceptualized transformational leadership style where leaders are proactive in generating and disseminating knowledge while stimulating follower's personal intelligence and commitment towards the organization's goals (Hay, 2006; Birasnav et al., 2011). Bass (1985) introduced transactional leadership

theory. Transactional leaders operate within the existing cultural norms to facilitate decision making (Yun et al., 2007) they are receptive to the immediate needs of followers once these needs are towards the accomplishment of goals (Bryant, 2003; Northouse, 2009) classified leadership into three distinctive types: autocratic, democratic and laissez-faire.

Despite the great efforts in the topic of leadership (Langowitz and Allen, 2010; Thorpe et al., 2011; Lindgren, 2012), there is lacking of research in identifying and understanding leadership styles, especially in the Malaysia telecommunication industry. Consequently, one objective of the present study is to fill this research gap by answering the question: what is the popular leadership style in Malaysia telecommunication industry?

As each individual's leadership style is determined based on their own personality (Judge et al., 2002; Bryant, 2003), the study is also aimed to investigate the dominant personalities of leaders and their linkageswith the leadership styles. By understanding the personalities, leaders could better shape their interactive behavior with those they influence (Bass and Bass 2008). And by knowing and following certain leadership styles, managers could better ensure their firm's growth and competitiveness (Sakiru et al., 2013). This study is

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Extraversion/ introversion	High anxiety/low anxiety	Tough-minded ness/receptivity	Independence/ accommodation	Self-control/lack of restraint
Warm--reserved Lively--serious Bold--shy Private-forthright Self-reliant-group-oriented	Emotionally stable-reactive Vigilant-trusting Apprehensive-self-assured Tense-relaxed	Warm-reserved Sensitive-unsentimental Abstracted--practical Open-to-change traditional	Dominant-deferential Bold-shy Vigilant-trusting Open-to-change Traditional	Lively; serious Rule-conscious Expedient Abstracted practical Perfectionistic tolerates disorder

Fig. 1: The 16 personality global factors (primary and secondary levels) (Cattell andMead, 2008)

expected to guide firms especially in the telecommunication industry to effectively recruit or select or promote the suitable person for proper position.

Literature review

16 Personality Global Factors (16 PGF): Personality means the uniqueness of a person, the special characteristics or pattern of traits that differentiatethe person from others. According to Pervin (1968), personality is the structural and dynamic character performed when the individual responds to the circumstances which indicates the lasting traits that make one different from others.

Cattell (1946) summarized human personality traits by 16 personality factors and introduced the famous 16 Personality Global Factors (16PGF). According to him, there are two levels of traits: primary and secondary. The primary traits provide the most basic definition of individual personality. It combines up to 16 types of personality such as warmth (A), reasoning(B), emotional stability (C), dominance (E), liveliness (F), rule consciousness (G), social boldness (H), sensitivity (I), vigilance (L), abstractedness (M), privateness (N), apprehension (D), openness to change (Q1), self-reliance (Q2), perfectionism (Q3) and tension (Q4). The secondary traits refer to the original big five personality traits, namely, extraversion, anxiety, tough-mindedness, independence and self-control. The alignment of the two levels is demonstrated in Fig. 1. It shows that the primarytraits provide more detailed information for the fullness and the uniqueness of an individual while the secondary traits provide a broader overview of personality.

The more latest and famous version of the big five was proposed by Costa and McCrae (1992). It is also known as OCEAN model which stands for openness, conscientiousness, extraversion, agreeableness and Neuroticism. Studies by Conn and Rieke (1994), Cattell (1996), Carnivez and Allen (2005) have compared and

confirmed the strong alignment between the two models that is extraversion-extraversion; anxiety neuroticism; tough-mindedness openness to experience, independence agreeableness and self-control conscientiousness. The distinction between the two models is the designed questionnaires. The OCEAN model's questionnaire is more for self-rating, for example, "I am an even tempered person", etc. However, not everybody knows him or her-self well. People may also unconsciously answer how they prefer to be rather than about how they are being. Oppositely, the 16 PGF questionnaires involve the actual behavior from experience with more indirect and contextualized questions, for example, "I hardly ever feel hurried or rushed as I go about my daily tasks". Hence, the 16 PGF tend to measure personality more accurately. And this study takes the 16 PGF as base for developing its instrument (World Health Organization, 1991).

Extraversion: Cattell *et al.* (1993) stated that extraversion differentiates people based on the interaction of people with the outside world as opposed to people who are more absorbed and happy with their own company. Under the 16 PGF, extraversion is usedto examinethe general social participation level. For those who score high on extraversion, they are oriented towards people and seek out relationship with others. They are more likely to be the center of a group of friends and more valued by their friends and become influential individuals to targets. But people who score low on extraversion, they is also known as introvert and social inhibited, i.e., tend to be less outgoing, spending more time on their own than in the company with others (World Health Organization, 1991).

Anxiety: According to Cattell *et al.* (1993), anxiety is an unpleasant state of inner disorder, often accompanied by nervous behavior. It issimilar to the neuroticism in NEO-PI-R big 5 factor. Neuroticism is a personality dimensions that typify persons as calm, depressed,

insecure, emotionally unstable, mistrust and hedonism (Robbins *et al.*, 2008). Under the 16 PGF, the people who score high in anxiety addressed as anxious; they are inclined be reactive, distrustful and vigilant, worrying, apprehensive and tense. However, people who score low in anxiety may minimize the negative effect or be unmotivated to seek change because of a general comfort level. Judge *et al.* (1997) claimed that anxious people always have limited social network and avoid managerial tasks.

Tough-mindedness: Tough-mindedness as mentioned by Digman (1990) is tuned to be willingness of individuals to make adjustments to existing attitudes and behaviorsonce new ideas or situation has been exposed. It describes four different aspects of openness to the world: openness to feelings and emotions (Sensitivity), openness to abstract idea and imagination (Abstractedness), openness to new approaches and idea (openness to change) and openness to people (warmth). The 16 PGF shows two categories of tough-mindedness which are tough minded and receptive. Tough minded people tend to be reserved, utilitarian, grounded and traditional. They may not be open to other points of view, new experiences or unusual people. Therefore, tough minded individuals deal with problems at a cognitive level. Receptive people are those who scores low in tough-mindedness they are more open to experiencing feelings butmay overlook practical or objective aspects of a situation.

Independence: Independence also known as agreeableness in the OCEAN Model is defined by Costa and McCrae (1992) as dealing primarily with interpersonaltendencies. Under the 16 PGF, independence is used to measure self-determination. Independent people tend to form and express their own opinions. They are often persuasive and powerful, looking forward to challenge the current situation and doubtful of interference from others. However, people who are extremely independent always come across as disagreeable. Oppositely, accommodating people do not always ask questions but rather value agreeableness and social harmony. They may feel anxious when speaking out their own opinion and having difficulty persuading others.

Self-control: Cattell *et al.* (1993) mentioned that self control is used to measure the ability to control one's impulses. People scores high in self-control isgrouped as self-controlled. Self-controlled people can inhibit their impulses. This kind of people is seen as serious, rule conscious, practical and a perfectionist. They do not display flexibility. However, people score low in self-control is grouped as unrestrained. They may be very flexible but are more likely to follow urges. They can also have problems restraining themselves. This type of people may be perceived as self-indulgent, disorganized, irresponsible and uncontrollable.

Leadership style: Leadership styles are defined as "a pattern of emphases, indexed by the frequency or intensity of specific leadership behaviors or attitudes, where a leader places on the different leadership function" (Casimir, 2001). In addition, leadership styles also refer to the way leaders behave towards the individuals they are leading. As mentioned by Papalexandris and Galanaki (2009), excellent leadership can improve a company's profitability and performance.

There are three types of leadership styles covered in this research. They are task-oriented, relations-oriented and change-oriented. Task-oriented leadership focuseson accomplishing the task in an efficient and reliable way, whereas Relations-oriented leadership emphasizeson increasing mutual trust, cooperation, job satisfaction and identification with the organization. Change-oriented leadership focuseson understanding environment, finding innovative ways to adapt to it and implementing major changes, strategies, products and processes. According to Yukl (1998), each of them was not clearly linked to different outcome and each outcome was relevant for effective leadership.

Anderson (2009) classified the factors that can influence the leadership style including: the leader's characteristics and features and the leader's aspirations, motivations and intentions. The first one refers to how experience and education (Richbell *et al.*, 2006), motivation for fulfillment, tendency towards risk, attitude to innovation (Stewart *et al.*, 1999) and personal values can influence or stimulate the leader's role. The second relates to how the leader's aspirations and intentions are shown and reflected in his actions and attitudes (Ajzen, 1998). Thus, it can be assumed that leader's personality as a combination of characteristics or personality traits in an individual that compels that person to inspire others to achieve goals that without the leader's motivations would not normally be accomplished (David, 2009; Schruijer, 1999), affects leadership style. Hence, it can be hypothesized there are associations between leader's personality and leadership style.

MATERIALS AND METHODS

Relationship between personality and task-oriented leadership style: Task-oriented leadership concentrated on organizing group activities, defining the work need to complete and maintaining standard and deadlines. A

leader who belongs to task-oriented leadership usually has self-controlled personality. This is because the self-control leader is rule-consciousness and perfectionism to ensure every single task can be completed on time. Besides that, Singer and Millage (2013) mentioned that individual with task-oriented leadership style tends to be a high level of assertiveness and low emotional responsiveness. It also grouped as high independence and low anxiety in 16PF. Thus, the study hypothesizes:

- H_1: task-oriented leadership style is associated with high self-control, high independence but low anxiety

Relationship between personality and relations-oriented leadership style: Relations-oriented leadership intends to build mutual relationships between managers and subordinates in order to set up an effective work team towards high performance goals. In order to build mutual trust within each other, friendliness and approachability are needed. As mentioned by Chernyshenko *et al.* (2011), individuals with extraversion personality are described as friendly, gregarious and warm. Additionally, low independence is related to the relations-oriented leadership style because leaders with less independence have more individualized considerations. They always care about individual's growth and development needs; always praise and reward their subordinates appropriately. Consequently, subordinates are happy in participating and giving ideas in the groups. Thus, the study hypothesizes:

- H_2: relations-oriented leadership style is associated with high extraversion butlow independence personality

Relationship between personality and change-oriented leadership styles: Change-oriented leadership focuses on making changes in the aspects of improving strategic decisions; increasing flexibility and innovation; adapting change in the environment and making major changes in processes to increase organizations performance. Vries (2008), Bono and Judge (2004) proved that it is positively related between extraversion and change oriented leadership. According to Bass (1997), the leaders need to be more energetic, expressiveand tend to have abundant social confidence while implementing changes, all of which are important elements of extraversion. Besides, Zopiatis and Constanti (2012) stated that change-oriented leadership is also positively related to openness
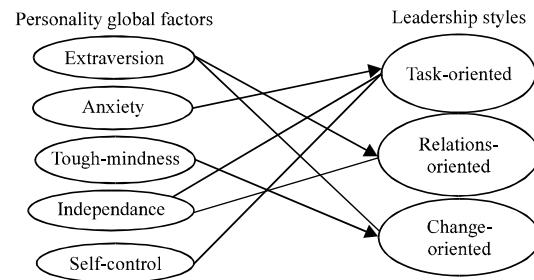

Fig. 2: Conceptual framework (pre-analysis)

(less tough-mindedness) as it requires open minded leader in order to accept new idea and become more creative in making changes, hence to transform people and organizations to achieve the vision that they desired. Thus, the study hypothesizes:

- H_3: change-oriented leadership style is associated with high extraversion and low tough-mindedness

Conceptual framework: Based on the hypothesis formulated above, the conceptual framework under this study is depicted asin Fig. 2. The personalities that affect the same leadership style are grouped using the same color arrows. The higher weight of the arrow means the higher score on that personality. In other words, the personality with higher weight arrows positively relates to the pointed leadership styles; the personality with lighter weight arrows is negatively towards the pointed leadership styles.

Instrument development: Cattell (1946) believed that human characteristics such as creativity, authoritarianism or leadership skills which is of the importance of the study, could be predicted from the fundamental personality traits. Studies by Paunonen and Ashton (2001), Roberts *et al.* (2005) also agreed that primary traits are more powerful in understanding and predicting the complexity of behavior act. Hence, the study adopts the 16 Personality Global Factors (16 PGF) Model which aims to build a common taxonomy of the primary traits as the measurement instrument. It uses a lexical method to narrow natural language to standard applicable personality adjectives. The 5-point Likert scale was applied ranging from 1-strongly disagree to 5-strongly Agree. For the leadership style measurements, the statements were adapted from Yukl (1998). Another 5-point scale was used ranging from 1-not at all, 2-once in a while 3-sometimes, 4-fairly often to 5 frequently. The details of the measurement system are presented in the Appendix.

Data collection: Two sets of questionnaires were designed accordingly. The first set consists of items on personality. The targeted respondents areleaders managers as they are supposed to understand their personalities better than anyone else. The second set of questionnaire is about leadership styles. It was distributed to the subordinates. As the direct receiver of leader's behavior they could evaluate their manager's leadership styles more objectively. Both sets were prepared in English and Malay versions. In addition, all distributed questionnaires were labelled with a series number for the purpose of matching the leader and his or her subordinates.

The participants were invited from the 19 telecommunication companies located within the Kuantan area as shown in the Yellow Pages Malaysia. To approach respondents, phone calls were firstly made to get permission from the human resource department of the companies. Then, the questionnaires were face-to-face handed over to the staff in charge. A brief explanation of the purpose of the survey was also delivered to the staff incharge to ensure the questionnaire is distributed to the right person. Lastly, reminder calls were made one week later to the staff in charge to collect the questionnaires from the selected respondents.

Out of the 78 questionnaires distributed, 62 (79.5%) were responded and collected. The reason of rejecting participation was due to some company policies that only the main company has the authority for survey. Some questionnaires were returned due to either the respondents were too busy or the survey questions wereperceived too long or time consuming. The final respondent's profile is presented in Table 1.

To sum up, majority (61.29%) of the respondents are women. Malay respondents comprise the large share (64.5%), comparing with Chinese (27.4) and Indian (8.1%). The average age of the respondents is around 40. About 61.3% of the participants have diploma, degree or higher education. In terms of position, 31(50%) of the respondents are non-executives. The rest half are holding a wide range of positions as branch managers (14.5%), marketing managers (8.1%), human resource managers (6.5%), project managers (3.2%). Other positions (17.7%) include learning and development manager, logistic manager and customer service manager.

Rules of preliminary data processing (Cattell *et al.*, 1993)

Extarversion:
- Warmth (A+)
- Liveliness (F+)
- Social boldness (H+)
- Privateness (N-)
- Self-reliance (Q2-)

Table 1: Respondent's profile

Items/Sub-items	Frequency	Valid (%)
Gender		
Male	24	38.7
Female	38	61.3
Total	62	100.0
Race		
Malay	40	64.5
Chinese	17	27.4
Indian	5	8.1
Total	62	100.0
Age		
20-29	20	32.3
30-39	9	14.5
40-49	23	37.1
>50	10	16.1
Total	62	100.0
Educational level		
SPM	12	19.4
STPM	5	8.1
Diploma	18	29.0
Degree	23	37.1
Master	3	4.8
Other	1	1.6
Total	62	100.0
Position		
Project manager	2	3.2
Marketing manager	5	8.1
Human resource manager	4	6.5
Branch manager	9	14.5
Non-executive staff	30	50.0
Other	11	17.7
Total	62	100.0

Anxiety
- Emotional stability (C-)
- Vigilance (L+)
- Apprehension (O+)
- Tension (Q4+)

Tough-mindedness
- Warmth (A-)
- Sensitivity (I-)
- Abstractedness (M-)
- Openness to change (Q1-)

Independence
- Dominance (E+)
- Social boldness (H+)
- Vigilance (L+)
- Openness to change (Q1+)

Self-control
- Liveliness (F-)
- Rule-consciousness (G+)
- Abstractedness (M-)
- Perfectionism (Q3+)

Preliminary data processing: The adopted Cattell's 16 Personality Factors Model measures the primary personality traits using 54 statements. The collected data was initially processed by classifying the 54

statements into the 16 primary traits then to indicate the secondary cig 5 personality traits it combined the primary traints into different groups following the prescirbed rules. For example, to caculate extraversion, it synthesized the statements for warmth (A+), liveliness (F+), social boldness (H+), privateness (N-) and self-reliance (Q2-). The corresponding statements for each secondary personality traits are provided in the Appendix.

RESULTS AND DISCUSSION

Reliability: Table 2 shows that the Cronbach's alpha values of all the involved variables. The lowest value (0.848) is for the tough-mindedness whereas the highest value (0.928) is for the relations-oriented. Hence, all the variables are reliable as all of the values are higher than 0.60 (Sekaran, 2006). It indicates that there is a high inter-correlation among the items measuring the concept. Therefore, the variables are considered reliable.

Normality: Table 2 also demonstrates that the Skewness and Kurtosis z-values for each variable are between the span of -1.96 to+1.96. Thus, all the variables involved are normally distributed. Furthermore, the positive Skewness values for all the personality variables indicates the tail of the distribution is more stretched on the side above the mean while the negative Kurtosis values of all the personality variables means the distribution is relatively flatter. For the leadership style variables both Skewness and Kurtosis values are below zero which implies a relatively flatter distribution with tails more stretched on the side below the mean.

T-test: Table 3 shows the mean of each variable involved and the t-test results testing against the value 3. For personality variables, the measurement uses the 5 point likert scale starting from 1-strongly disagree to 5 strongly agree. Value 3 means neutral. According to the results in Table 3, only extraversion, anxiety and tough mindedness have Sig. value 0.000 which indicates that those personalities are significantly different from the average. Hence, extraversion is considered high scored with mean value 3.8022 while anxiety and tough mindedness are low cored with the mean value of 2.2097 and 2.4839, respectively. It implies the leaders participated in the study are mostly extrovert, feel comfortable and open minded. And as independence and self-control have no significant difference from 3 they are scored at average. In other words, these two personalities are not clearly appeared amongst the respondents.

For leadership style variables, the measurement uses the 5 point Likert scale starting from 1-not at all, 2-Once in a while, 3-Sometimes, 4-Fairly often, to 5-Frequently. In Table 3, it can be seen that task-oriented has the highest

Table 2: Results of rliability and nrmality test

Variables	Cronbach's alpha	No. of items (deleted)	Z-value Skewness	Kurtosis
Extraversion	0.861	15 (0)	-1.359	-1.049
Anxiety	0.869	12 (0)	0.359	-1.762
Tough-mindedness	0.848	12 (0)	0.352	-1.415
Independence	0.870	12 (0)	-0.622	-1.475
Self-control	0.916	12 (0)	1.026	-1.875
Task-oriented	0.902	8 (0)	-0.354	-1.859
Relations-oriented	0.928	8 (0)	0.230	-1.959
Change-oriented	0.921	8 (0)	1.152	-1.772

mean level (3.4919), followed by relation soriented (3.4032) and change-oriented leadership (2.9838). And as task-oriented (Sig. = 0.007) and relations-oriented (Sig. = 0.036) are significantly varied from 3, it denotes that the involved subordinates perceived their leaders practice these two leadership styles fairly often whereas change-oriented style is practices sometimes.

Correlation: To verify the afore-formulated hypothesis, pearson correlation test was conducted. The derived results are presented in Table 4. According to the sign of the Pearson Correlation coefficient (r), it shows that task-oriented leadership style is positively related with self-control (0.206) and independence (0.229) but negatively associated with anxiety (-0.253). Hence, it proves the first hypothesis (H$_1$); we accept H$_1$ although, at an insignificant level. Additionally, extraversion (-0.185) negatively relates to task-oriented leadership style while tough mindedness (0.348) exhibits a positive relationship with task-oriented leadership style at a significant level of 95%.

Relations-oriented leadership style positively correlates with extraversion (0.015), tough-minded ness (0.033) and independence (0.113) but it is negatively related with anxiety (-0.051).It shows no correlation with self-control (0.000) at all. As relations-oriented leadership style moves at the same direction with both extraversion and independence, the second hypothesis (H$_2$) is rejected.

Lastly, extraversion (0.272) has a positive correlation with change-oriented leadership style which negatively correlates with tough-mindedness (-0.482). Thus, the third hypothesis (H$_3$) is accepted. Moreover, anxiety (0.617) and independence (0.331) show positive relation while Self-control is negatively related with change oriented leadership style at 99% significant level.

Managerial implication: For task-oriented leadership style, three personalities score high including tough mindedness, independence and self-control while the other two personalities score low which are extroversion and anxiety. Hence, for the posts which request intensive task execution, companies are suggested to recruit or select or promote those who are less extrovert, good at controlling emotion, not getting tension easily, more

Table 3: t-test results

Test-value = 3	t-values	df	Sig. (2-tailed)	Mean difference	N	Mean	SD
Extraversion	6.904	30	0.000	0.80215	31	3.8022	0.64693
Anxiety	-6.703	30	0.000	-0.79032	31	2.2097	0.65647
Tough-mindedness	-3.912	30	0.000	-0.51613	31	2.4839	0.73454
Independence	0.430	30	0.670	0.05376	31	3.0538	0.69607
Self-control	1.594	30	0.122	0.28226	31	3.2823	0.98617
Task-oriented	2.872	30	0.007	0.49194	31	3.4919	0.95358
Relations-oriented	2.198	30	0.036	0.40323	31	3.4032	1.02149
Change-oriented	-0.079	30	0.938	-0.16130	31	2.9839	1.13640

1 = Not at all

Table 4: Pearson correlation results

Variables	Task-oriented	Relations-oriented	Change-oriented
Extraversion			
r	-0.185	0.015	0.272
Sig. (1-tailed)	0.160	0.467	0.069
Anxiety			
r	-0.253	-0.051	0.617
Sig. (1-tailed)	0.085	0.393	0.000
Tough-mindedness			
r	0.348	0.033	-0.482
Sig. (1-tailed)	0.027	0.431	0.003
Independence			
r	0.138	0.113	0.331
Sig. (1-tailed)	0.229	0.273	0.035
Self-control			
r	0.206	0.000	-0.446
Sig. (1-tailed)	0.133	0.499	0.006

Table 5: Summary of relationships between personality and leadership style

Style	Extraversion	Anxiety	Tough-minded	Independence	Self-control
Task-oriented	Low (-)	Low (-)	High (+)	High (+)	High (+)
Relations-oriented	High (+)	Low (-)	High (+)	High (+)	NA (0)
Change-oriented	High (+)	High (+)	Low (-)	High (+)	Low (-)

Not applicable

traditional, less open-minded, often persuasive, powerful, serious and rule-conscious (Singer and Millage, 2013).

For the positions where it demands heavy relation networking, the companies are proposed to hire or promote those who score high in extraversion, tough mindedness and independence while low anxiety. As supported by Chernyshenko *et al.* (2011), they are less independent, always concern for others, more valued by their friend, proactive, trustful and socially harmonious, always praise, reward and cheer up their subordinates.

For the posts which manage changes, the companies are implied to identify the persons who are more social (Vries, 2008), tends to express their own idea, looking forward to challenge and open minded (Zopiatis and Constanti, 2012). Based on this study they may score high in extraversion, anxiety and independence but low in tough-mindedness and self-control. Table 5 summarizes the correlations between personalities and leadership styles with high or low indication.

CONCLUSION

The study contributes to the field of relationships between the 16 Personality Global Factor and the leadership styles by sampling the telecommunication managers in Kuantan, Malaysia. It identified the dominant personality of the leaders is extraversionfollowed by self control and the most popular leadership style is the task oriented. It also established the matrix demonstrating the relationships between each personality and leadership style which can be applied as guidance in industry for recruiting, selecting and promoting suitable person for proper managerial position. However, most of the derived correlations are statistically insignificant which matches with Judge *et al.* (2002, 1997), Vries (2008) and Derue *et al.* (2011). Future researches are recommended to enlarge the sample size or extend to other industries to further strengthen the guidance matrix for industry. Another direction is to broaden the research scope from personality, leadership style to include leadership effectiveness which might be more beneficial for industries to build up their competitiveness.

ACKNOWLEDGEMENT

APPENDIX

Appendix: Measurement system (selected)

Personality	Explaination
Extraversion	I know how to comfort others(A+)
	I act wild and crazy(F+)
	I talk to a lot of different people at parties(H+)
	I disclose my intimate thoughts(N-)
	I enjoy being part of a group(Q2-)
Anxiety	I have frequent mood swings(C-)
	I believe people seldom tell you the whole truth(L+)
	I feel guilty when I say "no"(O+)
	I am easily put out(Q4+)
Tough-	I don't like to get involved in other people's problem Mindedness(A-)
	I rarely notice my emotional reactions(I-)
	I do things by the book(M-)
	I rarely look for a deeper meaning in things(Q1-)
Independence	I want to be in charge(E+)
	I start conversations(H+)
	I find it hard to forgive others(L+)
	I enjoy hearing new ideas(Q1+)
Self-control	I don't like crowded events(F-)
	I believe laws should be strictly enforced(G+)
	I do things by the book(M-)
	I am exacting in my work(Q3+)
Leadership style	
Task-oriented	Organize work activities to improve efficiency
	Assign work to groups or individuals
	Clarify what results are expected for a task
	Set specific goals and standard for task performance
Relations-oriented	Provide support and encouragement to someone with a difficult task
	Express confidence that a person or group can perform a difficult task
	Socialize with people to build relationship
	Keep people informed about actions affecting them
Change-oriented	Envision exciting new possibilities for the organization
	Encourage people to view problems or opportunities in a different way
	Develop innovative new strategies linked to core competencies
	Interpret events to explain the urgent need for change.

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