

Full Length Research Paper

Relationship between leadership personality types and source of power and leadership styles among managers

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The aim of this study is to indentify the relationship between power style, personality dimension and Leadership style. The sample of this study consists of 300 respondents from six selected company and were chosen by using simple random sampling. Quantitative method was used in this study and the data was collected by using questionnaire which consist of the Multifactor Leadership Questionnaire (MLQx5), Rahim Power Inventory (RLPI) and Big Five Personality Questionnaire (BFPQ). This questionnaire was used to answer the research questions of leadership style based on leaders' power and leaders' personality among the managers. The reliability of the questionnaire was done by using Cronbach alpha to find the internal consistency of the questionnaire through pilot study and it shows that the alpha ranged between 0.71 and 0.874. The result of this study shows that there was a positive correlation between transformational leadership style and expert and referent powers ($r = 0.694$ and $r = 0.544$, respectively), negative correlation between transformational leadership style and legitimate power, coercive and reward powers ($r = -0.428$, 0.537 , and -0.470 respectively), positive correlation between transactional leadership style and reward power ($r = 0.205$). A result also shows that agreeableness, conscientiousness and openness to experience had a positive correlation with transformational leadership style ($r = 0.268$, 0.575 and 0.130 , respectively). This study shows that expert power, conscientiousness and coercive power predicted transformational leadership in the organization ($\beta = 0.464$, 0.266 and -0.145 , respectively). Conversely, reward power predicted to transactional leadership ($\beta = 0.205$).

Key words: Leadership styles, power styles, leader personality.

INTRODUCTION

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent (Burns, 1989). According to Burns (1978), there are two types of leadership which is transformational leadership and transactional leadership. Transformational leadership can be defined as a leadership that transforms people and organizations in their values, standards,

goals, needs and ethics (Downton, 1973; Burns, 1978; Bass, 1985). Transformational leadership influences both the micro (individual) and macro level (for example, create reform) of an institution by transforming followers from their "everyday selves" to "better selves", by appealing to their higher order intrinsic needs, bypassing vision of short-term goals, and becoming motivated by organizational goals rather than self-interests (that is, taking on the interests of the leader) (Judge and Piccolo, 2004; Yukl, 1989). More precisely, a transformational leader is described as able to elicit support from followers by the strength of their character (idealized influence or charisma), communicate a vision that creates enthusiasm

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in followers (inspirational motivation), encourages divergent thinking and innovativeness within the organization (intellectual stimulation), and provides individual encouragement and support through mentoring or coaching (individual consideration).

In contrast, transactional leadership is a more conventional style in which work is exchanged for resources. A transactional leader influences subordinates by rewards in exchange for their efforts (contingent rewards), follows workers closely and takes corrective actions when required (management by exception - active), or passively manages employees and takes measures when necessary (management by exception - passive) (Bono and Judge, 2004; Elkins and Keller, 2003; Judge and Piccolo, 2004).

BACKGROUND OF STUDY

Leaders are important to the organization. It makes a business organization successful. The absence of leadership is equally dramatic in its effects. Without leadership, organizations move too slowly, stagnate, and lose their way. Much of the literature about organizations stresses decision-making and implies that if decision-making is timely, complete, and correct, then things will go well. Yet a decision by itself changes nothing. After a decision is made, an organization faces the problem of implementation - how to get things done in a timely and effective way (Mulder et al., 1986). Problems of implementation are really issues about how leaders influence behaviour, change the course of events, and overcome resistance. Leadership is crucial in implementing decisions successfully. Investors recognize the importance of business leadership when they say that a good leader can make a success of a weak business plan, but that a poor leader can ruin even the best plan. Leadership style exists in many situations. Some leaders will show their ability when the organization face serious problem and an organization needs transformation. This kind of leaders is called transformational leaders.

Transformational leadership will "transform" the organization by inspire the follower with his vision and he will communicate the vision to the follower and drive the follower to achieve the vision that fixe by him. The other type of leadership is transactional leadership. According to Avolio et al. (1991), transactional leadership focuses on ways to manage the status quo and maintain the day-to-day operations of a business, but does not focus on identifying the organization's directional focus and how employees can work toward those goals, increasing their productivity in alignment with these goals, thus increasing organizational profitability. Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. According to McCrae and Costa (1987), there are five factor models which are extraversion, agreeableness, conscientiousness, neuroticism, and

openness to experience. So, this research will also study whether there is relationship between leader's personality and leadership style. Power is defined as the ability to get someone to do something you want done or the ability to make things happen in the way you want them to. According to French and Raven (1959), there are five sources of power which are coercive power, reward power, legitimate power, expert power, and referent power. Power can be divided into two; position and personal powers. So, this research will study whether there is a relationship between source of power and leadership style.

Hersey and Blanchard (1996) proposed a contingency/situational theory advocating a leader's use of differing leadership behaviours dependent upon two interrelated maturity factors: (a) job maturity -relevant task and technical knowledge and skills, and (b) psychological maturity - the subordinate's level of self-confidence and self-respect (Yukl, 1998). The situational leadership model views leaders as varying their emphasis on task and relationship behaviours to best deal with different levels of follower maturity (Figure 1).

Relationship behaviour

When follower maturity is high, the situational leadership model calls for a delegating style which might be described as offering minimal leadership intervention. The style is one of the turning over decisions to followers who have high task readiness based on abilities, willingness and confidence about task accomplishment. When follower maturity is low, by contrast, the model calls for the telling style with its emphasis on task directed behaviours. The telling style works best in this situation of low readiness, by giving instructions and bringing structure to a situation where followers lack capability and are unwilling or insecure about their tasks. The participating style is recommended for low-to-moderate readiness situations.

Here, followers are capable but also unwilling or insecure about the tasks. As you might expect, this participation style with its emphasis on relationships is supposed to help followers share ideas and thus draw forth understanding and task confidence. The selling style is recommended for moderate to high-readiness situations. Here, followers lack capability but are willing or confident about the task. In this case, the selling style and its emphasis on task guidance are designed to facilitate performance through persuasive explanation.

Hersey and Blanchard (1996) believe that leaders should be flexible and adjust their styles as followers and situations change over time. Organization needs change and need to adapt favourably to the changes of the environment. The leaders must be able to bring the transformation to the organization and people inside the organization to adapt the changes. What types of leaders

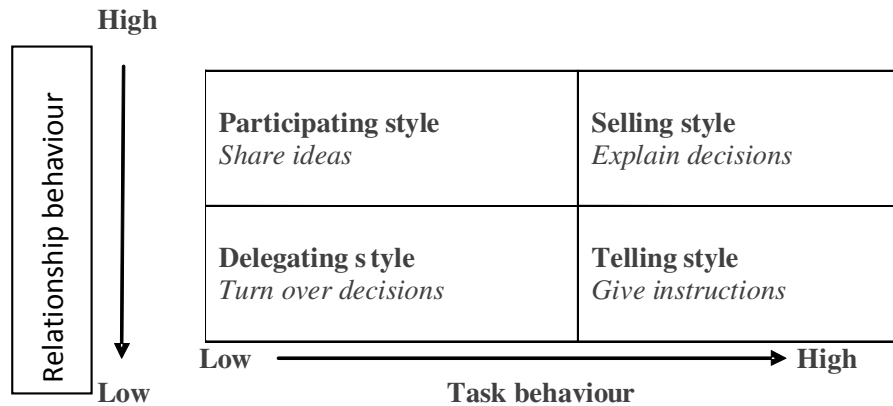


Figure 1. Leadership styles in the Hersey-Blanchard situational leadership model.

are needed by the organization? The organization must identify what kind of leader they need, either transformational, or transactional. The organization also must be able to differentiate between transformational and transactional leadership style. Leaders' power will also influence the leadership style. The leaders must be able to influence the follower by using his power according to situation. Power can be divided into two which is personal power (referent and expert power) and position power (reward, coercive and legitimate power). What kind of power will influence the leadership style? For instance, there is relationship between personal powers which referent power and transactional power and transformational leadership style or there is relationship between transactional leadership style and position power which is reward, coercive and legitimate power. The leaders must know what type of power that he or she needs in order to bring the organization to adapt with the changes of environment. If the organization need changes, what type of power do the leaders need to influence the follower to change and if the organization is already stable and does not need a drastic change, what kind of power will the leader use to sustain the stability of the organization. Leadership trait theory is the idea that people are born with certain character traits or qualities. Since certain traits are associated with proficient leadership, it assumes that if you could identify people with the correct traits, you will be able to identify leaders and people with leadership potential. Most of the time, the traits are considered to be naturally part of a person's personality from birth. From this standpoint, leadership trait theory tends to assume that people are born as leaders or not as follower. There is a lot of value in identifying the character traits associated with leadership. The question is what kind of personality the leaders need in order to bring the organization to adapt to the changes and inspire the follower to adapt with the changes of the working environment. So, the problem is, what kind of personality, and leader power, will shape the leadership style. Is it transformational, or transactional?

Research objective

The objective of this research is to determine the relationship between leadership personality types and source of power and leadership style.

Hypotheses

The hypotheses of this study are shown as follow:

- H₁: There is no relationship between leadership personality types and leadership style
 H₂: There is no relationship between leadership source of power and leadership style

LITERATURE REVIEW

Leadership

Leadership can be defined as the process where, upon contact, humans influence each other's behaviour. Successful or essential leadership takes part when one man actually changes another man in the way intended (Bass, 1960). Fiedler, one of the most important and influential researchers in leadership investigation, defines a leader as: "a person who is appointed, elected or informally chosen to direct and co-ordinate the work of others in a group" (Fiedler, 1995: 7). Leadership can be considered to be the personal qualities, behaviours, styles and decisions adopted by the leader (Arnold, 1998).

Leadership is an important concept in the study of groups since it has to occur, usually in order for groups to become more effective. The leader plays an active part in development and maintenance of role structure and goal direction and influences the existence and efficiency of the group (Stogdill, 1974; Church, 1998). The researchers at the Ohio State University tried to uncover central features of leader behaviour by asking subordinates and

and leaders themselves. They detected two styles consideration and initiating structure (Fleishman, 1961). In the first, the leader is aware of and sensitive to the feelings of subordinates, here, a leader-follower-relationship develops that is marked through camaraderie, mutual trust, liking and respect. In the latter, emphasis lies on organising, structuring and directing the work activities of subordinates, as well as providing clear-cut definitions of role responsibility (Fleishman, 1961; Frost and Stahelski, 1988). In the Michigan-leadership-studies, leaders were first classified as effective or ineffective, then, the researchers searched for distinguishing behaviour. This investigation led also to the differentiation of leadership styles in consideration and initiating structure (Arnold, 1998). Although the Michigan researchers called them relations-oriented and task-oriented, the meanings and the contents were the same.

Other researchers emphasised the differentiation between task oriented and person oriented leaders. Task oriented leaders on the one hand accentuate the definitions and structures of roles toward goal achievement and they focus on performance and not on human relations. Person oriented leaders on the other hand will demonstrate their trust of subordinates, respect for their ideas and consideration of their feelings. The human aspect of the followers is central but not the task itself (Arnold, 1998; Eysenck and Eysenck, 1975). Another important aspect in leadership research is the amount of participation provided by the leader. Participation can be described as the involvement of subordinates in a manager or leader's decision making (Yukl, 1998). The lowest degree of participation is found in autocratic leadership since the leader makes all decisions on his or her own and then tells followers what to do. More participation is offered in the democratic leadership, because here, leaders and followers discuss problems and makes all decisions that affect their work together. A democratic leader distributes responsibility, empowers subordinates and aids deliberation (Yukl, 1998).

It could be shown that initiating structure and consideration were adequate behavioural operationalisations for tests on theories considering leadership as task-oriented versus person oriented or autocratic versus democratic. Because of this, the two concepts have been instrumental in leadership research for a long time (Bass and Seltzer, 1990). In 1978, Burns developed the initial ideas of transactional and transformational leadership. He read numerous biographies of political leaders and through qualitative analysis, he found out that they mainly used these two styles (Erchul et al., 2004). Transactional leaders were described as those who attempt to satisfy the current needs of their followers by focusing attention on exchanges, whereas transformational leaders try to raise the needs of their followers and promote the changes of individuals, groups and organisations (Burns, 1978; Erchul et al., 2004).

In 1985, Bass took up this conceptualization and

elaborated it further. He could show that these two styles accounted for more variability in different outcome measures like subordinates' effectiveness, effort and satisfaction, than only initiating structure and consideration did (Bass and Seltzer, 1990).

Transformational leadership

The transformational leadership style was first introduced by James M. Burns, who is one of the first scholars that identified the transformational leadership theory in 1978. The transformational leader guides the followers to solve the organizations problems and improve their businesses by changing the way they look at the problem. Yukl (1998) reports that transformational leadership focuses on a leader's understanding of their affect on how followers feel trust, admiration, loyalty, and respect toward the leader and how followers are motivated to do more than expected. This type of leader broadens and elevates the interest of his followers by modelling the expected behaviour and "stirring" followers to look beyond their own immediate, personal needs to embrace the needs of others. "the goal of transformational leadership is to "transform" people and organizations in a literal sense - to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behaviour congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building" -Steve Covey (Author of 7 Habits of Highly Successful People- p. 64).

The statement shows that transformational leaders guide the people and organization to achieve the goals by motivating the employees, inspiring them, encourage them to be more creative and generate new ideas on how to solve problem or develop new ways to achieve the goals. According to Khatri (2005) and Clawson (2008), the transformational leadership style has four factors known as the four I's and they are:

a) Idealized influence or charisma: Charisma is a personal attractiveness or interestingness that enables leaders to influence follower. The leader will use his charisma and social skills to appeal to their followers and win their trust and followers will obey the leader out of respect and confidence in his character. They may be charismatic to their followers and thus inspire them; they may meet the emotional needs of each employee; and they may intellectually stimulate employees. Attaining charisma in the eyes of one's employees is central to succeeding as a transformational leader. Transformational leaders have great power and influence. Employees want to identify with them, and they have a high degree of trust and confidence in them.

Transformational leaders inspire and excite their employees with the idea that they may be able to accomplish great things with extra effort.

b) Inspirational motivation: The leader will alert the followers on the visible and invisible problems in front of them. The leaders use slogans and similes to encourage the followers to see the problem from a different angle. In addition, the leader will attract the followers by painting a new future for them. The followers will want to change to reach this new exciting future and overcome their self-interests in favour of the organization's benefits.

c) Individualized consideration: Transformational leaders are individually considerate, they pay close attention to differences among their employee and they act as mentors to those who need help to grow and develop. Leader will support followers by guidance, motivation and encouragement. For instance, if the followers have a problem to adapt the new environment of work such as new work system in the organization the leader will help the follower to adapt with the new system. Moreover, the leader will listen to the followers' needs and teach the followers to develop and grow.

d) Intellectual stimulation: Intellectually stimulating leaders are willing and able to show their employees new ways of looking at old problems, to teach them to see difficulties as problems to be solved, and to emphasize rational solutions. The leader will help his followers to use innovative idea to think about the existing problems and challenge old believes. For example, leaders will ask the followers to rethink ideas that had never been questioned. It directly helps the follower to develop or to improve their thinking skills and the followers will come out with new ideas on how to solve puzzling things.

Transactional leadership

Nowadays, transactional leadership is often used by many companies. This is the pattern of leadership prevalent in most organizations and organizational situations because it contains a basic mechanism of "exchange relations" which becomes possible when there is no outstanding sense of impending threat or anxiety. Burns (1978) define transactional leaders as approaches followers with an eye to exchanging one thing for another. The concept of transactional leadership is narrow in that it does not take the entire situation, employee, or future of the organization in mind when offering rewards (Crosby, 1996). Transactional leadership focuses on control, not adaptation (Tracey and Hinkin, 1994). Transactional leadership makes clear on what is required and expected from their subordinates. It also mentions that subordinates will get award if they follow the orders seriously. Sometimes, punishments are not mentioned but they are understood. In transactional leadership, when the leader assigns work to its subordinates, it is then the responsibility of the subordinate to see that the assigned task is finished on time. If the assigned task is not completed on time or if something happens, then punishment is given for their failure.

In addition, if they accomplish the task in time, then the subordinates are given reward for successfully completing the task. Moreover, subordinates are also given award and praised for exceeding expectations. What are the factors of transactional leadership? According to Clawson (2008) and Judge and Bono (2000), transactional leadership has four characteristic which are:

a) Contingent reward: The use of incentives and rewards to encourage employees to do the wanted task. Reward and incentives can give motivation to the employees to perform the given task. For instance, when the leader in the organization promise the staff that the organization will give bonus to them if they put extra effort to make the organization gain more profit, of course the employees will put more effort and in return, the organization will provide them the bonus.

b) Passive management by exception: The leader may interfere by threatening to enforce the powers and authorities he holds if such deviations take place again. The leader will punish the employees if they fail to perform the task given to them. For example, if the customer complaints do not reduce, or in other words, employee fails to satisfy the customer, the leader will take action such as no bonus in that year.

c) Active management by exception: the leaders will look at employees' performance and look for variations in the performance. The leaders will monitor the employees' performance's and if they achieve the target fixed by the organization, the organization will reward them and if they fail to complete the task given, corrective actions will take place. For instance, if employees cannot improve the quality of the product, the leaders will send the employees to go for training to improve their skills and if the employees successfully improve the product quality and increase the customer satisfaction, the leaders will give them reward to appreciate the effort of the workers.

d) Laissez-faire leadership: Is a "no leadership" factor where the leader does not manage the employees, and may over delegate to the point where he ignores the problems when they occur. This kind of leader will let the employees to make a decision and the leaders are not given the employees' clear vision and goals. For example, what employees want to do and what decision they make is OK with the leaders.

Big five personality

Personality traits are defined as consistent patterns of thoughts, feelings, or actions that distinguish people from one another (Johnson, 1997: 74). 'The Big Five' is the commonly used term for the model of personality which describes the five fundamental factors of our personality. It combines the emotion, attitude and behaviour of the people. According to McCrae and Costa (1987), there are five factor models which are extraversion, agreeableness,

conscientiousness, neuroticism, and openness to experience.

According to John and Srivastava (1999), extrovert's people are social, assertive, active, brave, energetic, and adventurous. Individuals high on extroversion are dominant in their behaviour and expressive when interacting with others. For example, people with social leadership skills are good at getting members of the team excited about their task, increasing energy, inspiring team spirit, and reducing conflict. Often, being a democratic type of leadership, social leaders often produce high performing teams and may be popular with their subordinates. In addition, people who are brave will not shy when they meet people. They are often full of energy and actively seek out attention from others. Extroverts are often competitive in nature and highly involved in many social circles and activities. Individuals scoring high on openness to experience are characterized by traits such as imagination, unconventionality, autonomy, creativity, and divergent thinking (John and Srivastava, 1999). This category separates people who are imaginative from those who are more practical.

Open people are often appreciative of art and in amazement of the natural beauty that surrounds them. They are often travellers seeking new cultures and ideas to add to their own experiences. Scoring high on the openness scale often indicates people who are more creative and able to express and understand their emotions. Scoring low on the scale generally indicates people who are more straightforward or traditional. People with low scores are generally uninterested in the arts and sciences and prefer a simple solution to a more complex or inventive one.

According to McCrae and Costa (1987), agreeableness is the individual who are altruistic, warm, generous, trusting, and cooperative. For example, an agreeable person is concerned with other interests. In addition, agreeableness can be a prerequisite to be able to understand subordinates' perspective and infuse their work with meaning. People who score high on the agreeableness scale show great compassion, cooperativeness, and empathy for all the members of society. They value being congenial with others and will go to great lengths to secure and maintain their relationships. Agreeable people have an optimistic view on human nature and believe that people in general are honest and cooperative. This altruistic view on life leads to them being involved in many social causes.

Conscientiousness person encompasses dependability, responsibility, dutifulness, deliberation, achievement orientation, and a concern for following established rules (John and Srivastava, 1999). This kind of person is very responsible with work and will be very careful to make a decision. People who score high on the conscientiousness scale show great self-discipline and awareness of their responsibilities to themselves and society. They often have a very high regard for achievement and will

use achievement as a means to measure themselves against others. This leads to conscientious people who are very organized, academically prepared and successful in a variety of situations. In fact, after intelligence was factored, conscientiousness was found to be the most useful predictor of performance in the workplace out of any of the Big Five traits. People who are conscientious are very organized and follow schedules, but low scores on the conscientiousness scale correlate with people who are unorganized and seemingly unable to accomplish tasks that they would like to.

According to McCrae and Costa (1987), neuroticism can be defined as the tendency to be anxious, defensive, insecure, and emotional. This means that neuroticism is associated with lack of self confidence. When the people lack confidence, they will always feel anxious, have a defensive attitude and feel insecure. For example, when the leaders ask him to make a decision, he will refuse to make a decision because he feels that the idea that he will express is irrelevant and he will also feel that the people will laugh at his idea. They are often easily disturbed or stressed by a variety of common situations leading them to express a negative emotion. This often leads to them experiencing normal interactions as threatening and trivial problems as impossibly difficult.

Power

Power is define as the ability to get someone to do something you want done or the ability to make things happen in the way you want them to. In addition, power is the force to make things happen in an intended way; influence is what you have when you exercise power, and it is expressed by others' behavioural response to your exercise of power. According to French and Raven (1959), there are five sources of power which are coercive power, reward power, legitimate power, expert power, and referent power.

According to French and Revan (1959), coercive power involves the concept of influence based upon "the expectation of punishment for failure to conform to an influence attempt". The strength of coercive power depends on the magnitude of the "negative valence of the threatened punishment multiplied by the perceived probability that a power recipient can avoid the punishment by conformity". If followers do not undertake the action required, the leader will impose a penalty. Penalties take a variety of forms including withdrawal of privileges, job losses, verbal abuse, and delayed or loss of promotion. In all cases, the leader will need to choose the penalty carefully to prevent breaking the law or being the subject of an employment tribunal. In addition, coercive power requires followers to believe that the leader has the ability to impose the stated penalty. Coercive powers should be used carefully; overuse can lead to unhappy employee followers. Unhappy followers can be negative or

unmotivated; they may resign or adopt a “work to rule” attitude. Work to rule is where employees refuse to undertake any duties (or adopt working practices) that are not stated in their contract.

This type of influence is created when the leader is able to offer a reward to his followers for completing tasks/behaving in a certain manner. Rewards in the workplace can take a variety of forms from chocolates, gift vouchers and holidays to promotions, commission and pay rises. For example, if one conforms to gain acceptance, reward power is a work. However, if conformity takes place to forestall rejection, coercive power has to be exercised. In accordance to French and Raven (1959), reward power depends on the power wielder (individual or group) administering “positive valences and reducing or removing negative valences”. This type of power needs to be used carefully to prevent followers becoming accustomed to rewards and refusing to complete routine tasks without a reward. Generally, rewards should not be offered to follower employees to complete duties which are a normal part of their role. This is because as an employee, they are under a contractual obligation to complete these tasks and they are already rewarded for this through their salary. The other reason why rewards should be offered carefully is that frequent use can reduce the impact or influence that offering a reward initially had on the follower. Followers will soon tire of the reward especially if the reward is small, for example, chocolates or flowers.

The third power is legitimate power. According to French and Raven (1959), definition of this power “stems from internalized values which dictate that there is a legitimate right to influence and an obligation to accept this influence”. This is the power that a leader has when the followers believe that the leader has “a right” to instruct them and that they have an obligation to follow instructions. Sometimes, legitimacy power is created by the leader’s job title (such as captain, doctor, or area manager), combined with the follower’s belief that the job title gives the leader the right to give them orders. For example, the leaders have the right to take legal action if the employees still repeat the same mistake such as coming late to work or not performing their task.

French and Raven (1959) define referent power as “a feeling of oneness or a desire for such an identity”. This kind of power involves the concept of “identification”. The follower will address their leaders. This is created when the followers believe that the leader possess qualities that they admire and would like to possess. The followers identify with their leader and attempt to copy their leader. As referent power is dependent on how the follower views the personality of their leader, a leader will not have referent power over every follower they lead. Some leaders will have referent power over just a few, whilst others such as Ghandi have led millions through their personality and charisma.

French and Raven (1959) describe expert power as “expert” tends to be specialized. This power usually

manifests in information, knowledge and wisdom, in good decision, in sound judgment and in accurate perception of reality. As the title suggests, a leader has expert power when the followers believe that the leader has “expert” knowledge or skills that are relevant to the job or tasks they have to complete. Often, an experienced member of the team or staff in an organization can have expert power even though they are not a supervisor or manager.

Relationship between leaders’ personality and leadership style

Extroverts

In the context of leadership style, extroverts’ personality is important for transformational leadership. According to Bass (1985), such characteristics play an important role in influencing, persuading and mobilizing others and are argued to be important for transformational leaders. With the charisma that the leaders have, leaders can convince people about the vision that he have and inspire or persuade the followers to look at the vision. The suggestion fully supports Bono and Judge (2004) who found extraversion to be the strongest and most consistent personality correlate of transformational leadership.

Openness to experience

This kind of personality is a key behaviour for transformational leadership. When the leader is creative, he can transform people and organization to drive to the vision that he inspire. He will encourage followers to express the idea on how to solve the problem that organization face. Accordingly, Ployhart et al. (2001) found that openness to experience explained variance in transformational leadership, but only in more challenging conditions. According to Judge and Bono (2000) who found that openness to experience was associated with transformational leadership, because they are creative, individuals high in openness to experience are likely to score high in intellectual stimulation.

Agreeableness

This is a key behaviour of transformational leadership. One of the elements that transformational leaders must have is individualized considerations. This kind of leader will encourage the followers to express new idea, and trust the follower to make decisions. Being concerned with others may also help transformational leaders to attend to individual needs of followers. There are several leadership behaviours that might be exhibited by individuals high in agreeableness. First, because of their concern for others, they are likely to be concerned with individuals’ growth and development needs (individualized consideration) and are likely to be sure that individuals

are rewarded appropriately and praised "for work well done" (Contingent Reward; Bass, 1985: 122).

Conscientiousness

This kind of personality are also cautious, deliberate, self-disciplined, and tend to be neat and well organized (Costa and McCrae, 1992). The scholar suggests there is a link between conscientiousness and contingent reward. Furthermore, because contingent-reward leadership entails defining constructive transactions (Bass, 1998) whereby informal contracts are established between the leader and follower (Azizi et al., 2011c), conscientious leaders should better define and deliver on such contracts because of their integrity (Hogan and Ones, 1997), or "honour (their) transactions with people" (Avolio, 1999: 37). There is no particular reason to expect that conscientious individuals will exhibit vision, enthusiasm, or creativity. However, because conscientious individuals are goal and detail oriented (Hogan and Ones, 1997), they may be more likely to engage in management by exception-active, which involves both setting and monitoring goals (Azizi, 2011b).

Neuroticism

Individuals high in neuroticism tend to view the world through a negative lens. According to Costa and McCrae (1992), at the core of neuroticism is the tendency to experience negative effects, such as fear, sadness, guilt, and anger. Individuals who score high in neuroticism tend to experience emotional distress, whereas those who score low on the trait are calm, even tempered, and relaxed. Recent work by Judge et al. (2002) revealed a strong association between neuroticism and low self-esteem and low general self efficacy.

As Northouse (1997: 17) noted, self-confidence is requisite to the initiation of leadership. Thus, individuals high in neuroticism should be less likely to attempt to lead and less likely to "involve themselves in their subordinates' efforts" (Bass, 1985: 173), tending to avoid leadership responsibilities. Furthermore, they are not likely to be seen as role models, are unlikely to have a positive view of the future, and may be too anxious to undertake transformational change efforts. According to Azizi et al. (2009), self-confidence is argued to be a central characteristic of transformational leaders. Thus, neuroticism is likely to hinder transformational leaders, since neurotic leaders may be unable to picture a competence and trustworthy leader. Hence, it is unlikely that they will exhibit transformational leadership behaviours, such as idealized influence, inspirational motivation, or intellectual stimulation.

Relationship between power and leadership style

Power is defined as "the ability of one party to change or

control the behaviour, attitudes, opinions, objectives, needs, and values of another party" (Azizi et al., 2010). From the definition, we can see that power will influence leadership style. Leadership style can be divided into two which is transformational and transactional leadership. Power can be divided into two which is personal power (expert power and referent power) and position power (coercive power, legitimate power and reward power). Referent power is based on subordinates' interpersonal attraction to and identification with a superior because of their admiration or personal liking of the superior. This power is one of the key behaviour of transformational leadership which is the follower will recognize their leader. According to Burns (1978), one of the characteristic of transformational leaders is charisma (Rahim, 1989). So, with charisma, it will develop the referent power to the leaders. In addition, referent power will also inspire the follower to achieve the goals because the transformational leaders will drive them towards to the vision. Expert power is based on subordinates' belief that a superior has job experience and special knowledge or expertise in a given area. Expert power is key behaviour for transformational leaders. This power usually manifests in information, knowledge and wisdom, in good decision, in sound judgment and in accurate perception of reality. For example, when the problem arise in the organization, all the people in the organization will listen to the leaders because the leaders have the expertise on how to solve the problems and of course all the people in the organization will obey with the leaders instruction.

Coercive power is based on subordinates' perception that a superior has the ability to punish them if they fail to conform to his or her influence attempt. According to Burns (1978), transactional leadership believes that punishment can motivate the followers. In leadership style context, these types of power are related with transactional leadership. For example, if the employees come late to work or their performance does not achieve the target, the leaders will take the punishment to them.

Reward power is based on the perception of subordinates that a superior can reward them for desired behaviour. According to Burns (1978), both transformational and transactional leadership will use reward to motivate employees to perform their task. This type of power has positive correlation with transactional leadership. Legitimate power is based on the belief of the subordinates that a superior has the right to prescribe and control their behaviour. Legitimate power is induced by norms or values of a group that individuals accept by virtue of their socialization in the group. The leaders will influence the follower using this power when the followers don't want to comply with leaders' policy. For example, the leaders have the right to take legal action if the employees still repeat the same mistake such come late to work or the doesn't not perform their task. Accordingly, Atwater and Yammarino (1996: 3-22) stated that transformational leadership has positive correlation with this type of power. So, it shows that there is a relationship

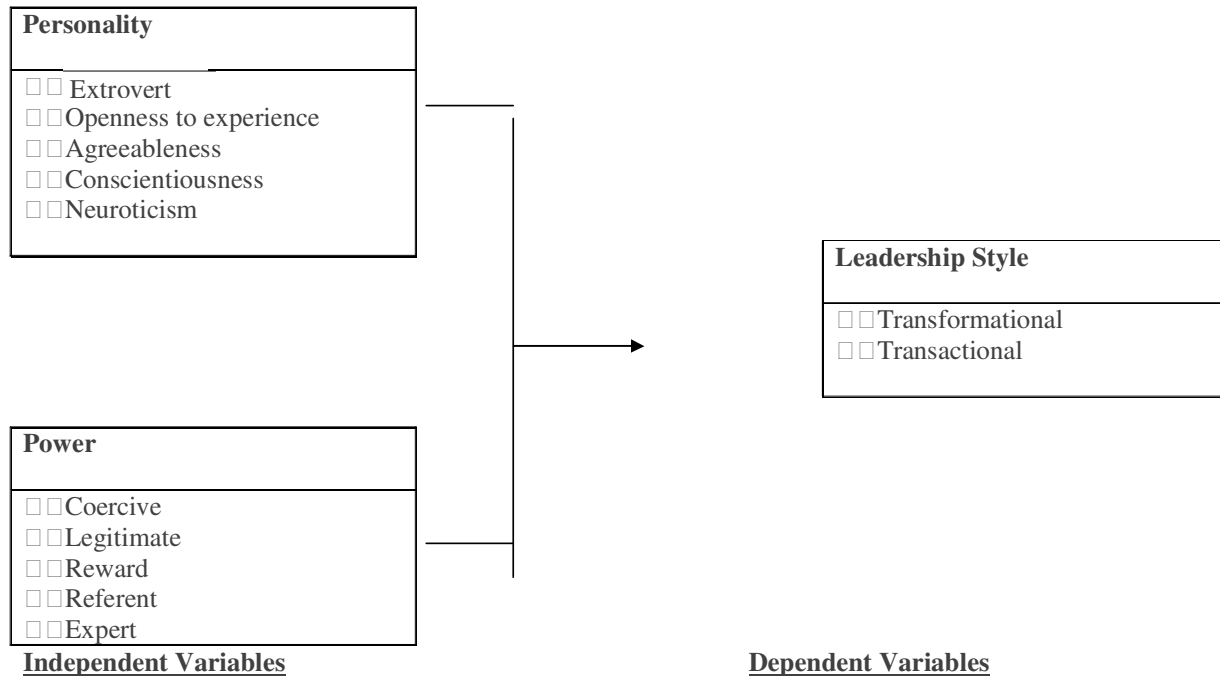


Figure 2. Relationship between personalities and leader’s power and leadership styles.

between personal power and transformational leadership, and between positional power and transactional leadership (Howell and Avolio, 1993).

According to Azizi et al. (2007), the theoretical framework is the foundation on which the entire research project is based. It is a logically developed, described and elaborated network of associations among the variables deemed relevant to the problem situation and identified through such processes as interviews, observations and literature survey. In sum, the theoretical framework discusses the interrelationships among the variables that are deemed to be integral to the dynamics of the situation being investigated. A variable is anything that can take on differing or varying values. The values can differ at various times for the same object or person, or at the same time for different objects or persons. Dependent variable is the variables of primary interest to researcher and independent variable is one that influences the dependent variable in either a positive or negative way (Hough, 1992). The researcher has developed a theoretical framework to measure factor that will influence leadership style (Figure 2).

METHOD

Population

Azizi et al. (2007) stated that population refers to the entire group of people, event, or things of interest that the researcher wishes to investigate. The population size in the area studied is 1500. The

target population is the manager in the company and the professional group. The range of age is from 20 to 45 years and above.

Sampling design

According Azizi et al. (2007), sampling can be defined as the process of selecting a sufficient number of elements from the population. The sampling used in research methodology is the manager and the professional group. Approximately 300 sets of questionnaires are used in this study and were distributed by the researcher, with the aid research assistant collecting the data. The researcher used simple random sampling (SRS) in which every element in the population has a known and equal chance of being selected as subject.

Sampling design is a listing of all the elements in the population from which the sample is drawn (Azizi et al., 2007). For the purpose of the study, the sampling frame is the manager and professional group in Kuala Lumpur. In this study, probability sampling is used in which the sampling units are selected by chance. It is possible to specify every potential sample of a given size that could be drawn from the population. Every potential sample need not have the same probability of selection, but it is possible to specify the probability of selecting any particular sample of a given size. In simple random sampling (SRS), each element in the population has a known and equal probability of selection. SRS is easily understood and sample result may be projected to the target population. For this study, the researcher selected five companies in Kuala Lumpur. Respondents of the study are manager and professional group (Dubinsky et al., 1995).

Sampling size

Sample size is a subset of the population (Azizi et al., 2007). The

Table 1. Reliability of Cronbach's alpha.

Strength of association	Alpha coefficient range
Worst	0- 0.59
Acceptable	0.6- 0.69
Good	0.7- 0.79
Very good	0.8- 0.89
Excellent	0.9- 0.99
Perfect	1.00

Table 2. Result of reliability test.

Variable	Cronbach's alpha
Transformational leadership	0.793
Transactional leadership	0.739
Extravert	0.754
Conscientiousness	0.835
Agreeableness	0.765
Openness	0.834
Neuroticism	0.734
Legitimate power	0.765
Neuroticism	0.865
Legitimate power	0.721
Neuroticism	0.873

sample size for this study is 300 respondents. This sample size is chosen because according to rules of thumb, the sample size larger than 30 and less than 500 are appropriate for most research.

Instruments

The questionnaire comprised 76 items adopted from Multifactor Leadership Questionnaire (MLQ), Big Five Personality Questionnaire (BFPQ) and Rahim Leader Power Inventory (RLPI) survey instrument and the respondent were asked to express their opinion on the scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is natural nor disagree, 4 is agree, and 5 is strongly agree in a five point Likert scale instrument. The questionnaires were prepared in two versions that are in Bahasa Malaysia and English.

There are four sections on this questionnaire, section A is about the respondent intention and demographics such as age, gender, employment. For section B, the questionnaire is about leadership style and it has 20 questions. For section C, the questionnaire is about leadership personality and it has 24 question and section D is about leadership power and it has 26 questions.

Pilot study

The term 'pilot studies' refers to mini versions of a full a scale study (also called 'feasibility' studies) as well as the specific pre testing of a particular research instrument such as a questionnaire. The researcher needs to pilot a questionnaire on a small group of volunteers, who are similar as possible to the target population. The main purpose of pilot study procedures is to improve the internal validity of a questionnaire (Edwin and Vanora, 2001). In this study, the researcher has distributed 15 questionnaires to the staff at

Miraxis Sdn. Bhd. The result is shown in Tables 1 and 2.

Table 1 shows the reliability test of the research. 68 items were selected, which come from the item under leadership style and leader's personality and leader's power. The purpose of this test is to check whether data obtained is eligible or not. "N" represents the number of item data is related to research objectives. According to Zickmund (2003), if the result of Cronbach's alpha is more than 0.60, the research is acceptable. Table 2 shows the Zickmund (2003) scale.

Data collection

A number of 300 questionnaires were distributed to respondent at the six selected companies.

From these 300 samples size, all the questionnaires distributed were returned, giving 100% response.

The process of analyzing and interpreting of the data was presented through tables.

RESULTS

Correlation analyses

The bivariate correlations, presented in Table 3, between leader powers, leader personality and leadership style (transformational and transactional) showed that the leadership styles were significantly correlated with leaders power and leaders personality variables.

Transformational leadership and transactional

Table 3. Pearson correlations between leader’s personality, leader’s power and the leadership style dimensions.

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Openness to experience	3.6208	0.2814	1											
2 Neuroticism	1.5473	0.2388	0.018	1										
3 Conscientiousness	3.2227	0.4744	0.103	0.000	1									
4 Agreeableness	3.2233	0.4375	0.097	-0.036	0.227 *	1								
5 Extravert	3.4187	0.3586	-0.004	0.027	0.044	0.007	1							
6 Referent power	3.3975	0.4261	0.119 *	0.044	0.510 *	0.175 *	-0.043	1						
7 Expert power	3.4261	0.4673	0.224 *	0.137 *	0.535 *	0.272 *	-0.008	0.620 *	1					
8 Reward power	3.4961	0.3535	-0.098	-0.054	-0.351 *	-0.145 *	0.168 *	-0.384 *	-0.510 *	1				
9 Coercive power	3.4450	0.4346	-0.036	-0.052	-0.421 *	-0.192 *	0.056	-0.439 *	-0.602 *	0.574 *	1			
10 Legitimate power	3.4387	0.4289	-0.079	-0.057	-0.391 *	-0.159 *	0.098	-0.382 *	-0.498 *	0.590 *	0.588 *	1		
11 Transactional	2.9793	0.3019	0.077	-0.042	-0.047	-0.078	0.006	0.022	-0.057	0.205 *	0.191 *	0.174 *	1	
12 Transformational	3.1740	0.4140	0.130 *	0.084	0.575 *	0.268 *	-0.031	0.544 *	0.694 *	-0.470 *	-0.537 *	-0.428 *	-0.015	1

Means and standard deviations.

leadership were significantly positively correlated with all leaders’ power, in the former case (correlations ranged from $r = 0.544$ to $r = 0.694$), and all but one in latter (correlations ranged from $r = 0.174$ to $r = 0.205$) respectively. Expert power had a significant positive correlation with transformational leadership ($r = 0.694$, $p = 0.05$). Referent power had a significant positive correlation with transformational leadership ($r = 0.544$, $p = 0.05$). Legitimate power had a significant positive correlation with transactional leadership ($r = 0.174$, $p = 0.05$) and had a significant negative correlation with transformational leadership ($r = -0.428$, $p = 0.05$). Coercive power a significant positive correlation with transactional leadership ($r = 0.191$, $p = 0.05$) and had a significant negative correlation with transformational leadership ($r = -0.537$, $p = 0.05$). Reward power had a significant positive correlation with transactional leadership ($r = 0.205$, $p = 0.05$) and had a significant negative correlation with transformational leadership ($r = -0.470$, $p = 0.05$). Of the personality variables, agreeableness had a significant positive

correlation with transformational leadership ($r = 0.268$, $p = 0.05$). Conscientiousness had a significant positive correlation with transformational leadership ($r = 0.575$, $p = 0.05$). Openness to experience had a significant positive correlation with transformational leadership ($r = 0.130$, $p = 0.05$).

Regression analyses

A series of regression analyses were performed to uncover the relative contribution of various factors in predicting leadership style among professional group and manager. Three separate stepwise multiple regression analyses were conducted, regressing each leadership style on leaders power and leaders personality.

Table 4 shows that there was a strong positive relationship between the significant expert power and transformational leadership style. The more expert power the leader used, the more transformational the follower perceived the leader (beta = 0.464, $p = 0.000$). There was a strong positive

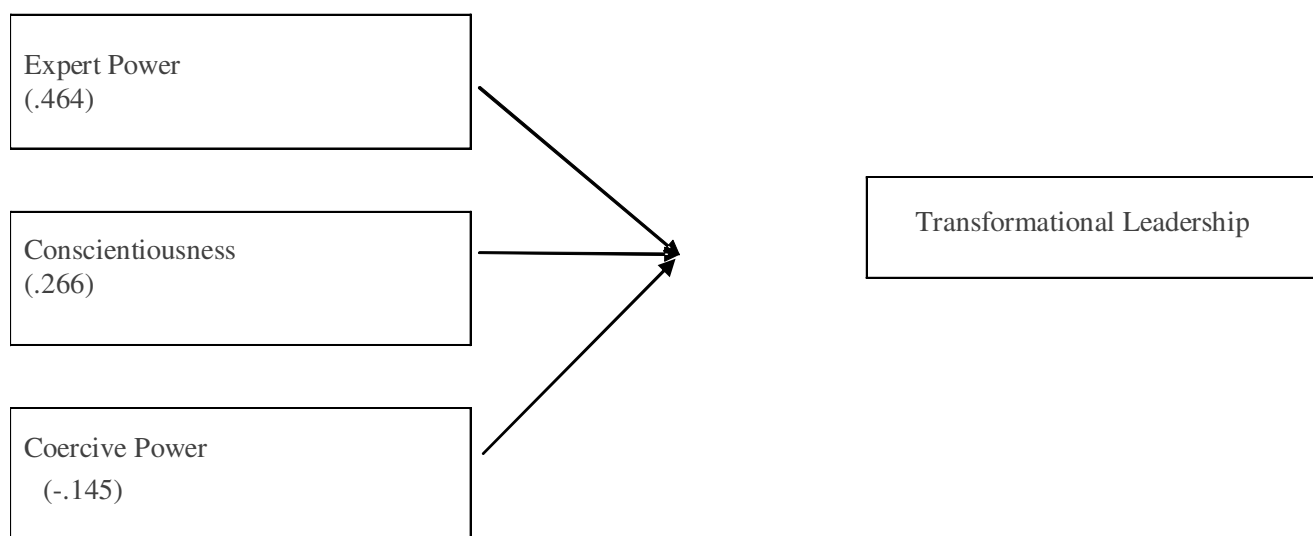
relationship between the significant conscientiousness personality and transformational leadership style. The follower will perceived the leader when the leader has conscientiousness personality (beta = 0.266, $p = 0.000$). There was a strong negative relationship between the significant coercive power and transformational leadership style. The less coercive power the leader use, the more transformational the follower perceive (beta = -0.145, $p = 0.03$). There was a strong positive relationship between the significant reward power and transactional leadership style. The more reward power the leader used, the more transactional the follower perceived the leader (beta = 0.205, $p = 0.003$). The model development of the aforementioned result is shown in Figure 3 and 4).

DISCUSSION

Previous research revealed that there was a significant relationship between transformational

Table 4. Leader's power and personality predictors of leadership style.

Variable	R ²	Standard size (B)	t	P
Transformational leadership				
Expert power	0.482	0.464	8.788	0.000
Conscientiousness	0.059	0.266	5.728	0.000
Coercive power	0.013	-0.145	-2.957	0.003
Transactional leadership				
Reward power	0.039	0.205	3.621	0.000

**Figure 3.** Expert power, conscientiousness, coercive power predictor to transformational leadership.

$$Y^1 = (.464) X^1 + (.266) X^2 - (.145) X^3$$

Y^1 = Transformational Leadership

X^1 = Expert Power

X^2 = Conscientiousness

X^3 = Coercive Power

leadership and expert and referent powers as well as between transactional leadership and reward, coercive and legitimate power (Atwater and Yammarino, 1996; Barbuto et al., 2001; Hamilton, 2006; Kudisch et al., 1995; Azizi et al., 2011a).

The results of this research also confirmed the same findings. Expert and referent power are predictors for transformational leadership. The more of these power bases the leader exercised, the more transformational the follower perceived him or her. Expert power is the only true social power that resides completely in the person (French and Raven, 1959). This power comes from the leader's ability, skills, or expertise to perform his or her function in an excellent fashion. Expert power is key behaviour for transformational leaders. This power usually manifests in information, knowledge and wisdom, in good decision, in sound judgment and in accurate perception of reality. For example, when the problem arise in

the organization, all the people in the organization will listen to the leaders because the leaders have the expertise on how to solve the problems and of course, all the people in the organization will obey the leaders instruction. Referent power is based on subordinates' interpersonal attraction to and identification with a superior because of their admiration or personal liking of the superior. This power is one of the key behaviour of transformational leadership which is, the follower will recognize their leader. In addition, referent power will also inspire the follower to achieve the goals because the transformational leaders will drive them towards to the vision.

Reward, coercive and legitimate power are predictors for transactional leadership. The more of these power bases the leader exercised, the more transactional the follower perceived him or her. Reward power is based on the perception of subordinates that a superior can reward

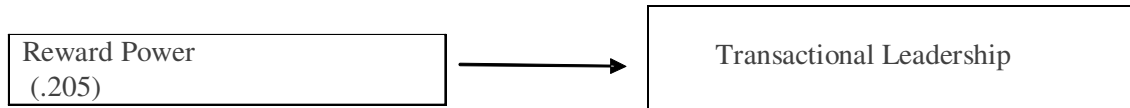


Figure 4. Reward power predictor to transactional leadership.
 $Y^2 = (.205) X^2$
 $Y^2 = \text{Transactional Leadership}$

them for desired behaviour. According to Burns (1978), transactional leadership will use reward to motivate employees to perform their task. This type of power has positive correlation with transactional leadership. Coercive power is based on subordinates' perception that a superior has the ability to punish them if they fail to conform to his or her influence attempt. According to Burns (1978), transactional leadership believes that punishment can motivate the followers. For example if the employees comes did not achieve the target, the leaders will take the punishment to them. Legitimate power is induced by norms or values of a group that individuals accept by virtue of their socialization in the group. The leaders will influence the follower using this power when the followers do not want to comply with leaders' policy.

The results of this research also find that there is a significance relationship between leaders' personality and leadership style.

The result shows that agreeableness, conscientiousness and openness to experience had a significant positive correlation with transformational leadership. Agreeableness is a key behaviour of transformational leadership. One of the elements that transformational leaders must have is individualized considerations. This kind of leader will encourage the followers to express new idea and trust the follower to make a decision. Being concerned with others may also help transformational leaders to attend to individual needs of followers. The result shows that there is a positive relationship between conscientiousness and transformational leadership. Transformational leaders are responsible to build a vision, mission and goals. For instance, what the company wants to be, where the company want to go. Transformational leaders will drive follower to achieve those goals. Openness to experience is key behaviour for transformational leadership. According to Judge and Bono (2000) who found that openness to experience was associated with transformational leadership, because they are creative, individuals high in openness to experience are likely to score high in intellectual stimulation. When the leader is creative, he can transform people and organization to drive to the vision that he inspire.

The findings of this research are compelling, and it has raised many more questions than those it answered. Future research should focus on examining the relationship between the full range model of leadership

behaviours and French and Raven's power styles and personality dimension in military field other than organizations. Additionally, the specific nature of the relationship between expert power and the various leadership styles could be further examined in the military population. Future studies might, for example, examine the relationship between expert power and the full range model of leadership behaviour, and various aspects of performance in the military population, as well as perceived effectiveness of leaders. Future research should investigate the use of badge to influence leadership style.

The results also show that, conscientiousness, openness to experience, and agreeableness are useful traits in relation to transformational leadership. Collectively, the results provide support for the relevance of the five-factor model in leadership research. For example, previous research notwithstanding, however, we have a relatively poor idea of not only which traits are relevant, but why. Is Neuroticism negatively related to leadership because neurotic individuals are less likely to attempt leadership, because they are less inspirational, or because they have lower expectations of themselves or others? Similarly, Extraversion may be related to leadership because extraverts talk more, and talking is strongly related to emergent leadership (Noordin et al., 2010; Aldoori, 2004). Alternatively, it may be that individuals implicitly expect leaders to be extraverted.

Implicit views of leaders include aspects of both sociability ("outgoing") and assertiveness ("aggressive," "forceful"; Lord et al., 1984), or extraverts could be better leaders due to their expressive nature or the contagion of their positive emotionality. Open individuals may be better leaders because they are more creative and are divergent thinkers, because they are risk takers, or because their tendencies for esoteric thinking and fantasy (Azizi et al., 2011) make them more likely to be visionary leaders. Agreeableness may be weakly correlated with leadership because it is both a hindrance (agreeable individuals tend to be passive and compliant; Graziano and Eisenberg, 1997) and a help (agreeable individuals are likeable and empathetic; Hogan and Hogan, 2000) to leaders. Finally, is conscientiousness related to leadership because conscientious individuals have integrity and engender trust (Hogan et al., 1994); because they excel at process aspects of leadership, such as setting goals; or because they are more likely to have initiative and persist in the face of obstacles?

Our study cannot address these process oriented issues, but future research should attempt to explain the linkages between the Big Five traits and leadership.

Conclusion

This study investigated the relationships among the transformational and transactional leadership with power style and leaders personality. The research examined the strength of relationship from the leaders' perspective. French and Raven's (1959) power style and McCrae and Costa (1987) five factor models of personality were used as independent variables to predict the criterion variables: transformational and transactional leadership styles. Results from this research are consistent with other research findings. There were significant relationships between several elements of the power style dimension and personality dimension and the full range leadership style

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