

Mediating Effect of Personality Traits on Religiosity and Ethical Leadership: Basis for a Leadership Development Program

**Lolina T. Mostaza, Reuel E. Narbarte,
Francisco D. Gayoba, Robert Borromeo and
Jolly S. Balila**

Adventist University of the Philippines, Cavite,
Philippines

Abstract: The study aimed to determine the mediating effect of personality traits on religiosity and ethical leadership among administrators of Christian institutions in the Philippines. A self-constructed questionnaire was used in gathering the data from 265 administrators of Christian institutions in the Philippines. The study shows that the administrators are highly religious. As to their personality traits they are: highly open to experience; conscientious; extravert; agreeable; and moderately neurotic. As leaders, the administrators are highly ethical. Moreover the following have significant relationship to one another: religiosity and personality; religiosity and ethical leadership; and personality traits and ethical leadership. The predictors of the study are stewardship, prayer, and service. On the other hand, agreeableness, openness to experience, and conscientiousness predict ethical leadership. Furthermore, there is no impact to ethical leadership when gender, age and years of service are considered. But there is an association in ethical leadership and its dimensions between a bachelor's degree holder and a master's degree holder. Religiosity has no direct effect on ethical leadership. Personality traits fully mediate the relationship of religiosity and ethical leadership. Leadership development program was developed based on the results of the study.

Keywords: Personality traits, religiosity, ethical leadership