



**ANALYZING THE DIFFERENCES OF LEADERSHIP
STYLES IN TERMS OF PERSONALITY TRAITS**

(With reference to insurance companies in Colombo district)

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Abstract

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Personality traits and leadership styles are significant elements in determining the success or failure of an organization. There is no any individual who have only one personality trait. Although, cannot expect such type of individual in the working environment. Individuals are having mixtures of personality traits and those mixtures are affecting to their leadership style in different manner. It is better for managers to have clear idea about their personality traits. Accordingly, the purpose of this research was to identify the differences of leadership styles in terms of personality traits with reference to Insurance companies in Colombo district. It also identifies the highly correlated personality trait on leadership styles.

Primary data were collected by using structured questionnaire. Moreover, collect data on personality traits based on NEO PI-R and the leadership style was based on Multifactor Leadership Questionnaire. Total sample was one hundred fifty two senior and assistant managers in insurance companies. Nonparametric tests were used to analyze gathered data. It was the Kruskal Wallis Test and Spearman's Correlation Coefficient. Other than that descriptive statistics were also used.

The results show that conscientiousness is the dominant trait and charismatic leadership style is the dominant leadership style on managers. Further, results show that there are differences of leadership styles in terms of personality traits.

Moreover, conscientiousness represents the highly correlated personality trait in determining leadership styles.

Accordingly, results of this research have implications for managers to involving employees. Moreover, managers need to aware to those traits which produce effective behavior and change. Other than that, managers needs to more training to enhance and develop their personality traits and leadership styles to success of an organization.