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The Relationship Between Servant Leadership and Personality Characteristics: The ‘Big Five’

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Abstract: The study is the first to examine the relationship between the ‘big five’ personality traits and the descriptors of servant leadership of medium sized organisation offering transportation services in the United Arab Emirates (UAE). The findings support a strong, positive and significant relationship between servant leadership behaviours and the personality traits of agreeableness, conscientiousness, openness to experience and extraversion. As expected, neuroticism (negative affectivity) showed a negative relationship with every dimension of servant leadership, suggesting that in order to maintain and promote a pleasant work environment, organisations should avoid hiring and or promoting managers who score high on negative affectivity. Direction for future research and practical implications for leadership and business approaches are discussed.

Keywords: agreeableness, big five personality traits, conscientiousness, extraversion, neuroticism, openness to experience, servant leadership, UAE

The Relationship Between Agency Problems and Ethical Leadership

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Abstract: Since the start of the recent financial crisis, the salaries of CEO’s have constantly made headlines and the issue of management compensation has taken center stage in the public arena. For example, Barack Obama, the US president, is frequently quoted criticizing what he sees as excessive executive pay. Performance-based executive remuneration reflects the prevailing solution to the principal/agent relationship. In order to align executives’ incentives to the ones of the shareholders, executive pay has been tied to firm’s performance, mostly in terms of equity-based stakes in the firms. This has heightened the responsiveness of top managers’ compensation to stock prices. In particular, managers have prioritized short-term profits instead of focusing on long-term opportunities and sustainability. Corporate scandals, reflected in excessive management compensation and