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Politis, John D.

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The Relationship Between Servant Leadership and Personality Characteristics: The 'Big Five'

John Politis¹ and Nicholas Politis²

¹Neapolis University Pafos, Cyprus

²Imperial College London, UK

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