

**Proceedings
of the
8th European Conference
on Management
Leadership and Governance**

**Neapolis University
Pafos, Cyprus**

8-9 November 2012

Edited by
Professor John Politis,
Neapolis University Pafos
Cyprus

Copyright The Authors, 2012. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

These Conference Proceedings have been submitted to Thomson ISI for indexing.

Further copies of this book and previous year's proceedings can be purchased from <http://academic-bookshop.com>

CD version ISBN: 978-1-908272-76-8

CD version ISSN: 2048-9048

Book version ISBN: 978-1-908272-75-1

Book Version ISSN: 2048-9021

Published by Academic Publishing International Limited

Reading

UK

44-118-972-4148

www.academic-publishing.org

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