

# The implications of leader personality for follower engagement and satisfaction

It is generally accepted that one of the most important contributors to employees' state of mind at work is leaders. Executive leaders can, for example, affect employees' daily work experience through defining an inspirational vision for the organization (e.g. Baum, Locke & Kirkpatrick, 1998; Kirkpatrick and Locke, 1996). Immediate managers can affect their supervisees' work experience through their dyadic relationship with them and more directly, through leadership style, work allocation decisions, and many other mechanisms (Gerstner & Day, 1997; Judge & Piccolo, 2004). Overall, it has become increasingly important for researchers to examine how leaders affect various team outcomes (Chen, Kirkman, Kanfer, Allen & Rosen, 2007). Generally, the most-studied mechanisms of leaders' influence on employee experience focus on behaviors. Of equal interest, however, should be personality traits.

## Personality and leadership

Numerous lines of research have established relationships between personality and leadership. For example, meta-analytic studies found that several Big 5 personality traits were important factors for leadership effectiveness (extraversion, conscientiousness, and openness; Judge, Bono, Ilies, & Gerhardt, 2002; extraversion, conscientiousness, and agreeableness, DeRue, Nahrgang, Wellman & Humphrey, 2011). Powell, Butterfield, and Parent (2002) found that the more specific traits of assertiveness and self-reliance are viewed as necessary for effective leadership.

Few studies, however, have investigated relationships between leader personality and follower work attitudes. This is important given the effects of employee attitudes on work performance and organizational outcomes (Christian, Garza, & Slaughter, 2011; Harter, Schmidt, & Hayes, 2002). Most studies that investigate leader personality focus on performance outcomes (at the team or leader level). For example, Lim and Ployhart (2004) found that leader neuroticism and agreeableness was related to team performance, mediated by transformational leadership. Li, Zhou, Zhao, Zhang, and Zhang (2015) demonstrated that leader personality was related to team collective efficacy and

performance. In one of the few studies that looked beyond team performance, Walumbwa and Schaubroeck (2009) assessed how leader personality influences perceptions of ethical leadership and psychological safety. Leader personality traits could also impact team outcomes through their interaction with team values. For example, Hu and Judge (2017) studied effects of team power distance on team performance and found that leader personality impacted team performance differently depending on team power distance dynamics. Leader traits can therefore interact with other team processes or values that may affect follower outcomes.

Many findings support the idea that leader personality has important consequences for organizational and employee outcomes. There is some debate, however, over the methods of measuring personality. There are two widely-accepted approaches to measuring personality in the scientific community: broad factor models (e.g. the Five Factor model (McCrae & John, 1992), and multiple facet-level trait based models (e.g. NEO-PI-R; McCrae & Costa, 1990). Although providing the most parsimonious explanation of individual differences, broad factor personality models tend to cover less content domain than facet-level models (Judge, Rodell, Klinger, Simon & Crawford, 2013) and can obscure specific causes of behavior (Dudley, Orvis, Lebiecki, & Cortina, 2006), which may be important to specific aspects of team and follower attitudes. This study therefore uses a facet-level approach to assess leader personality as it relates to employee outcomes.

## Work engagement and job satisfaction

Work engagement (often defined as "a fulfilling work-related state of mind that is characterized by vigor, dedication and absorption"; p. 702, Schaufeli, Bakker, & Salanova, 2006) has become a popular topic in academic and applied settings because of its positive effects on individual and organizational outcomes. It's in companies' best interest to better understand and increase engagement because engaged employees are more enthusiastic and committed to their organizations. For example, Seibert, Wang and Courtright (2011) found that high

employee engagement leads to a host of positive outcomes, including higher organizational commitment, task performance, and contextual performance, and less turnover intentions and stress. Managers are thought to have an important role to play in employee engagement because of their influence on employees' work experience. For example, transformational leadership has been found to have a positive effect on work engagement and performance (Kovjanic, Schuh & Jonas, 2013).

Relationships between employee personality and employee work attitudes have also been previously investigated. For example, Kim, Shin, and Swanger (2009) found conscientiousness to be a strong predictor of employee engagement while Wefald, Reichard, and Serrano (2011) found that conscientiousness, agreeableness, and extraversion all positively predicted engagement. In addition, Akhtar, Boustani, Tsvirikos, and Chamorro-Premuzic (2015) found that some facet-level personality traits (like interpersonal sensitivity) were better at predicting engagement than the Big 5 traits. However, while there is ample evidence to support the employee personality-engagement link, there are few studies examining leaders' personality and followers' engagement.

Managers also play a big role in the job satisfaction of their followers. Job satisfaction has been defined as a positive emotional state that results from the appraisal of one's job or job experiences (Locke, 1976). It is different from work engagement in that it involves an individual's global evaluation of the different facets of their job. Research on the antecedents of job satisfaction suggests that an employee's immediate manager has the most influence on an employee's satisfaction or dissatisfaction with their job (Mardanov, Heischmidt, & Henson, 2008).

In sum, the question of how leader personality affects follower job attitudes has largely not been empirically addressed. The purpose of the current study is to investigate how leader personality is related to follower engagement and job satisfaction.

## Hypotheses

Based on previous research showing how significantly leaders can influence employees' experiences at work, we propose that nine different leader traits will be related to both follower work engagement and job satisfaction. Of the 9 traits, we hypothesize that seven will be positively related to both outcomes (Openness, Accommodation, Empathy, Gregariousness, Sociability, Thoroughness, Level-Headedness) and two will be negatively related (Aggressiveness and Skepticism). The positively hypothesized traits were chosen because of the propensity of leaders with these traits to be more nurturing, conscientious, and interactive with their teams, thus creating an environment where followers can thrive and feel heard. In contrast, leaders who are more aggressive and skeptical would be more likely to negatively influence follower attitudes due to their distrustful nature and propensity to push their own agenda without regard for others' input.

- **H1:** Leader personality will be correlated with follower work engagement.
- **H2:** Leader personality will be correlated with follower job satisfaction.

In addition to the main effects hypothesized above, we also predict that the relationship that leader personality has on follower engagement and satisfaction will depend on the type of environment in which the followers work. When employees perceive that they are being treated fairly at their job, they are more likely to be engaged (e.g. Tyler & Blader, 2003) and satisfied (e.g. Kim, Lin & Leung, 2015). These fairness perceptions can be summed up in organizational justice theory which refers to an employee's perception of whether they are being treated fairly by their organization (Greenberg & Colquitt, 2005). In support of this, Strom, Sears, and Kelly (2014) found that distributive and procedural justice was associated with a high level of work engagement. Meta-analytic evidence also indicates that positive fairness perceptions are related to higher levels of job satisfaction (Colquitt, Conlon, Wesson, Porter & Ng, 2001). Consequently, an employee's positive or negative fairness perceptions can influence work attitudes. Specifically, we hypothesize that the leader personality-follower engagement and satisfaction relationship will be moderated by the followers' perceptions of being in a fair and supportive work environment. We propose that leader personality will have a stronger effect on employee job attitudes if these "hygiene factors" are in place (i.e. having a minimum level of manager support and pay and work allocation fairness; Herzberg, 1968). If these factors are in place (i.e. high levels of the moderator variables), then leader personality will have a greater effect on positive employee job attitudes. However, if these conditions are not present (i.e. low levels of the moderator variables), leader personality will not have an effect on follower outcomes.

- **H3 and H4:** Managerial support will moderate the relationships between leader personality and (H3) follower work engagement, and (H4) follower job satisfaction.
- **H5 and H6:** Fair work allocation will moderate the relationships between leader personality and (H5) follower work engagement, and (H6) follower job satisfaction.
- **H7 and H8:** Pay fairness will moderate the relationships between leader personality and (H7) follower work engagement, and (H8) follower job satisfaction.

## Method

### Sample and procedure

In October or November of 2018, employees of a regional financial services organization completed an annual survey measuring job conditions, employee engagement, and other constructs. The survey was administered on a software platform that automatically captured demographic information. Respondents were informed that their data may be used for research, and responses were de-identified before analysis. The overall survey response rate was 64.72%.

Fifty-five managers in the organization had completed the Caliper Profile personality assessment within the last five years. One had multiple other managers from the sample reporting to them, and six had only one survey response from their team. These seven were dropped from analyses, resulting in 48 leaders (35% female; no other demographic data available) and 1,495 survey responses

(59% female; average age = 44.3; average tenure = 9.2 years) in the final data set (average number of survey responses per leader is 31.15, SD=57.79, range = 2 to 259). Survey respondents were not all at the same level of organizational hierarchy; that is, they could be direct reports of the leader of their group or several layers below.

## Measures

**Leader personality** was measured using the Caliper Profile, a work-focused personality assessment. Openness and empathy were measured with Likert-type items (“strongly disagree” to “strongly agree” on a 7-point scale). The remaining traits were measured in a partially-ipsative tetrad format, asking individuals to respond to personal statements that are most like them and least like them. Raw scores calculated for each trait are converted to percentile scores (1-99) based on a large representative US norm sample. Of the 21 personality traits measured, 9 were chosen to be included in this study due to their conceptual link to the outcome variables measured (Openness, Accommodation, Empathy, Gregariousness, Sociability, Thoroughness, Aggressiveness, Skepticism, and Level-Headedness). Table 1 contains the means and standard deviations for these traits for the leaders who completed the assessment, as well as trait definitions. A large number of studies provide evidence that this assessment has strong internal consistency and temporal stability, as well as criterion-related and construct validity (Prewett, Tett, & Christiansen, 2013).

**Work engagement** was measured with a proprietary 9-item instrument ( $M = 3.91$ ,  $SD = 0.64$ ,  $\alpha = 0.91$ ). This set of items was designed to measure cognitive, physical, and emotional involvement in work in the tradition of Kahn (1990). The instrument's scores show convergent validity with the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2006) and convergent and discriminant validity with known predictors of engagement. The instrument also shows criterion validity by predicting actual turnover in work organizations. Example items include “I have plenty of energy at my job each day,” and “My mind stays focused when I am working.”

**Job satisfaction**, defined as an attitude of contentedness and happiness with one's job and company, was measured using a proprietary 3-item scale ( $M = 3.95$ ,  $SD = 0.90$ ,  $\alpha = 0.87$ ). This scale showed convergent validity with the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (Bowling & Hammond, 2008). An example item is “Overall, I am very satisfied working at my company.”

**Managerial support**, defined as the feeling that one's manager attends to and advocates for one's individual concerns, was measured using a proprietary 5-item scale ( $M = 4.10$ ,  $SD = 0.84$ ,  $\alpha = 0.92$ ). This scale showed convergent validity with the Individualized Consideration and Intellectual Stimulation subscales of the Leader Behavior Scale (Podsakoff et al., 1990). An example item is “My manager supports my growth and development.”

**Fair work allocation**, defined as the feeling that everyone on one's team does their fair share of the work, was measured using a

proprietary 2-item scale ( $M = 3.79$ ,  $SD = 0.94$ ,  $\alpha = 0.81$ ). An example item is “Work is distributed fairly among team members.”

**Pay fairness**, defined as the feeling of being fairly compensated for one's work, was measured using a proprietary 2-item scale ( $M = 3.31$ ,  $SD = 1.05$ ,  $\alpha = 0.93$ ). Both fairness scales showed convergent validity with the procedural and distributive justice subscales of Colquitt's organizational justice scale (Colquitt, 2001). An example item is “Compared to what other companies pay their employees, I am paid fairly.”

All five work attitude scales used a 1-5 Likert response scale (1=“strongly disagree” to 5 = “strongly agree”).

## Results

Hypotheses were tested using multi-level models with followers nested in groups (and groups defined by leaders) in Stata software (Statacorp, 2017). Followers' scale scores were level 1 variables and leaders' personality traits were level 2 variables. Level 2 variables were grand-mean centered and level 1 variables were group-mean centered. There were no missing values at level 2, and all predictor variables at level 1 had less than 1% missing values. Engagement and satisfaction had 3.55% and 1% missing, respectively. Because of the small proportion of missing values and the relatively large sample size at level 1, listwise deletion was used with missing values.

We first fit a model with engagement as the outcome and no predictors. The intraclass correlation coefficient (ICC) was .037 (95% CI = .012 - .109), indicating that there was enough variance at level 1 to test effects at level 2.

We next fit a model with engagement as the outcome and the nine personality traits as predictors. Only openness was significantly related to engagement ( $B = -0.003$ ,  $SE = 0.002$ ,  $p = 0.035$ ). H1 was therefore partially supported. All significant effects are summarized in Table 2.

We then fit three more models with the engagement outcome, each with the nine traits, one of the moderator variables, and the nine interaction terms. There were two significant interactions with managerial support: accommodation ( $B = 0.004$ ,  $SE = 0.001$ ,  $p = 0.003$ ) and level-headedness ( $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.017$ ). The effect of managerial support on engagement was also significant ( $B = 0.329$ ,  $SE = 0.019$ ,  $p < 0.001$ ). There was also a significant interaction between openness and fair work allocation ( $B = 0.002$ ,  $SE = 0.001$ ,  $p = 0.017$ ). H3 and H5 were therefore partially supported while H7 was not supported. These interactions are depicted in Figures 1, 2, and 3.

We then repeated the above pattern with the satisfaction outcome. The ICC in the null model was .037 (95% CI = .016 - .087), indicating that there was enough variance at level 1 to test effects at level 2.

Empathy ( $B = 0.004$ ,  $SE = 0.002$ ,  $p = 0.004$ ) and thoroughness ( $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.01$ ) were significantly related to satisfaction, lending partial support to H2. There were two significant interactions: skepticism and openness each interacted

with fair work allocation ( $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.048$  and  $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.032$ , respectively). The effect of fair work allocation on satisfaction was significant ( $B = 0.487$ ,  $SE = 0.023$ ,  $p < 0.001$ ). H6 was partially supported, though H4 and H6 were not. These interactions are depicted in Figures 4 and 5.

## Discussion

We found partial support for our hypotheses that leaders' personality would be related to followers' work attitudes. Of the nine personality traits tested, only openness was related to engagement. Contrary to our prediction, the relationship was negative. Speculatively, it could be that leaders high in openness, being more prone to entertain alternative ideas or perspectives, lead a less stable working environment or policies that would support engagement.

As hypothesized, leaders' thoroughness and empathy were both positively related to job satisfaction. Thoroughness and empathy could both contribute to leaders paying attention to followers' job conditions and investing effort into creating a supportive work climate. Further research is needed, however, to investigate why these traits did not also relate to higher engagement.

Considering the importance of personality in leadership and of leadership in work attitudes, the relatively few significant findings in the current study might be considered surprising, and suggests that variables not measured in this study are responsible for leaders' influence on job attitudes. Indeed, many findings indicate that leader behaviors are related to job attitudes (Judge & Bono, 2000; Judge & Piccolo, 2004; Wang, Law, Hackett, Wang, & Chen, 2005). Robust lines of research also indicate that leadership training is effective (Lacerenza, Reyes, Marlow, Joseph, & Salas, 2017). Based on these conclusions, the current results suggest that leaders of all personality types can influence their followers' job attitudes, and that training could augment or compensate for traits to produce positive outcomes.

We also found some evidence that perceived work conditions, namely managerial support and work allocation fairness, could be "hygiene factors" (Herzberg, 1968), or minimal requirements for satisfaction or engagement. The hypothesized moderator of pay fairness was not supported. Future research should examine other such factors for interactions with leader traits to explicate other mechanisms of traits' influence on job attitudes.

Some factors might have limited our ability to detect effects. Our data had relatively little variance at level 2. This could be because leaders did not interact directly with followers, which could weaken any effects of their personality on job attitudes. We found preliminary support for this possibility by investigating teams of fewer than 30 followers: the ICCs for the null models for engagement and satisfaction were .106 and .043, respectively (neither 95% CI included zero).

A second limitation was range restriction in our dependent variables. Although skew and kurtosis were within acceptable ranges, scale scores were generally high. This and the limited group-level variability might indicate that organizational

influences, like corporate communication practices or standardized manager training, overwhelmed the influence of personality traits on attitudes. A third limitation was the relatively low number of leaders in the data (48) and that all leaders were in the same organization. More statistical power and more variability in personality traits could result in more relationships being uncovered in future research.

## References

- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences, 73*, 44-49.
- Baum, J. R., Locke, E. A., & Kirkpatrick, S. A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology, 83*(1), 43-54.
- Bowling, N. A., & Hammond, G. D. (2008). A meta-analytic examination of the construct validity of the michigan organizational assessment questionnaire job satisfaction subscale. *Journal of Vocational Behavior, 73*(1), 63-77.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64*(1), 89-136.
- Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology, 92*(2), 331-346.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *The Journal of Applied Psychology, 86*(3), 425-445.
- DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology, 64*(1), 7-52.
- Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. M. (2006). A meta-analytic investigation of conscientiousness in the prediction of job performance: Examining the intercorrelations and the incremental validity of narrow traits. *Journal of Applied Psychology, 91*(1), 40-57.
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology, 82*(6), 827-844.
- Greenberg, J., & Colquitt, J. A. (2005). *Handbook of organizational justice*. London: Psychology Press.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*(2), 268-279.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review, 46*(1), 53-62.
- Hu, J., & Judge, T. A. (2017). Leader-team complementarity: Exploring the interactive effects of leader personality traits and team power distance values on team processes and performance. *The Journal of Applied Psychology, 102*(6), 935-955.
- Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology, 85*(5), 751-765.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology, 87*(4), 765-780.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology, 89*(5), 755-768.
- Judge, T. A., Rodell, J. B., Klinger, R. L., Simon, L. S., & Crawford, E. R. (2013). Hierarchical representations of the five-factor model of personality in predicting job performance: Integrating three organizing frameworks with two theoretical perspectives. *Journal of Applied Psychology, 98*(6), 875-925.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academy of Management Journal*, 33(4), 692-724.

Kim, T., Lin, X., & Leung, K. (2015). A dynamic approach to fairness: Effects of temporal changes of fairness perceptions on job attitudes. *Journal of Business and Psychology*, 30(1), 163-175.

Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the big five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96-104.

Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81(1), 36-51.

Kovjanic, S., Schuh, S. C., & Jonas, K. (2013). Transformational leadership and performance: An experimental investigation of the mediating effects of basic needs satisfaction and work engagement. *Journal of Occupational and Organizational Psychology*, 86(4), 543-555.

Lacerenza, C. N., Reyes, D. L., Marlow, S. L., Joseph, D. L., & Salas, E. (2017). Leadership training design, delivery, and implementation: A meta-analysis. *Journal of Applied Psychology*, 102(12), 1686-1718.

Li, X., Zhou, M., Zhao, N., Zhang, S., & Zhang, J. (2015). Collective-efficacy as a mediator of the relationship of leaders' personality traits and team performance: A cross-level analysis: Leaders' personality versus team performance. *International Journal of Psychology*, 50(3), 223-231.

Lim, B., & Ployhart, R. E. (2004). Transformational leadership: Relations to the five-factor model and team performance in typical and maximum contexts. *Journal of Applied Psychology*, 89(4), 610-621.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.

Mardanov, I. T., Heischmidt, K., & Henson, A. (2008). Leader-Member Exchange and Job Satisfaction Bond and Predicted Employee Turnover. *Journal of Leadership & Organizational Studies*, 15(2), 159-175.

McCrae, R. R., & Costa, P. T. (1990). *Personality in adulthood*. New York: Guilford Press.

McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of Personality*, 60(2), 175-215.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.

Powell, G. N., Anthony Butterfield, D., & Parent, J. D. (2002). Gender and managerial stereotypes: Have the times changed? *Journal of Management*, 28(2), 177-193.

Prewett, M. S., Tett, R. P., & Christiansen, N. D. (2013). A review and comparison of 12 personality inventories on key psychometric characteristics. In N. D. Christiansen & R. P. Tett (Eds.), *Handbook of personality at work* (pp. 191-225). New York, NY: Routledge.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.

Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *The Journal of Applied Psychology*, 96(5), 981-1003. StataCorp. 2017. Stata Statistical Software: Release 15. College Station, TX: StataCorpLLC.

Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement: The roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership and Organizational Studies*, 21(1), 71-82.

Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review: An Official Journal of the Society for Personality and Social Psychology, Inc*, 7(4), 349-361.

Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: Mediating roles of ethical leadership and work group psychological safety. *Journal of Applied Psychology*, 94(5), 1275-1286.

Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *The Academy of Management Journal*, 48(3), 420-432.

Wefald, A. J., Reichard, R. J., & Serrano, S. A. (2011). Fitting engagement into a nomological network: The relationship of engagement to leadership and personality. *Journal of Leadership and Organizational Studies*, 18(4), 522-537.

**Table 1: Leader personality trait descriptives and trait definitions (n=48)**

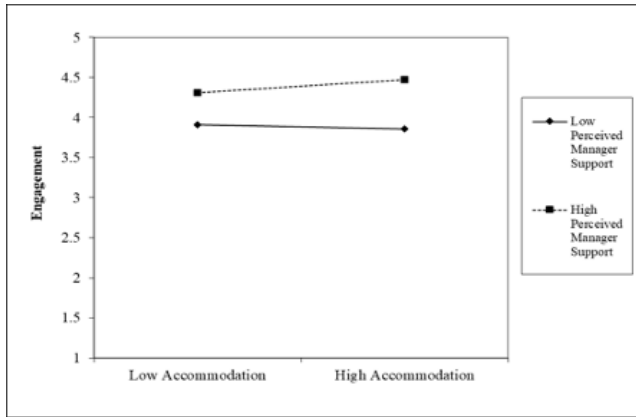
Trait	Mean	SD	Definition
Accommodation	44.17	27.30	Desire to help others.
Aggressiveness	58.25	27.04	Inclination to push forcefully.
Empathy	59.02	23.39	Potential to perceive others' feelings and to adapt as needed.
Gregariousness	45.08	26.98	Comfort with meeting new people and initiating conversations.
Level-Headedness	51.90	32.36	Propensity to remain calm and maintain a steady disposition.
Openness	49.71	28.67	Receptiveness to new or alternative ideas.
Skepticism	50.83	30.02	Inclination to doubt or question others' motives.
Sociability	43.83	29.77	The enjoyment of being around and working with others.
Thoroughness	54.52	32.21	The tendency to pay attention to detail.

**Table 2. Significant relationships between personality traits and job attitudes and interactions between traits and perceived work conditions**

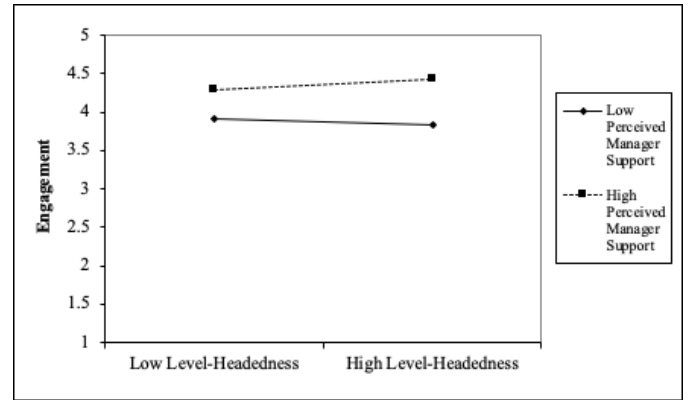
Variable	B	SE	P
<b>Engagement</b>			
Openness	-0.003	0.002	0.035
Managerial support x accommodation	0.004	0.001	0.003
Managerial support x level-headedness	0.003	0.001	0.017
Openness x fair work allocation	0.002	0.001	0.017
<b>Job satisfaction</b>			
Empathy	0.004	0.002	0.004
Thoroughness	0.003	0.001	0.010
Skepticism x fair work allocation	0.003	0.001	0.048
Openness x fair work allocation	0.003	0.001	0.032

Note. Results are from a series of multilevel models with followers nested in groups (the groups are defined by leaders).

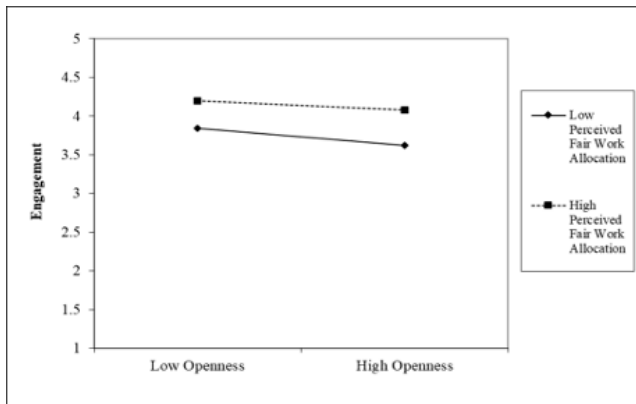
**Figure 1.** Perceived Manager Support moderates the relationship between leaders' accommodation and followers' engagement ( $B = 0.004$ ,  $SE = 0.001$ ,  $p = 0.003$ ).



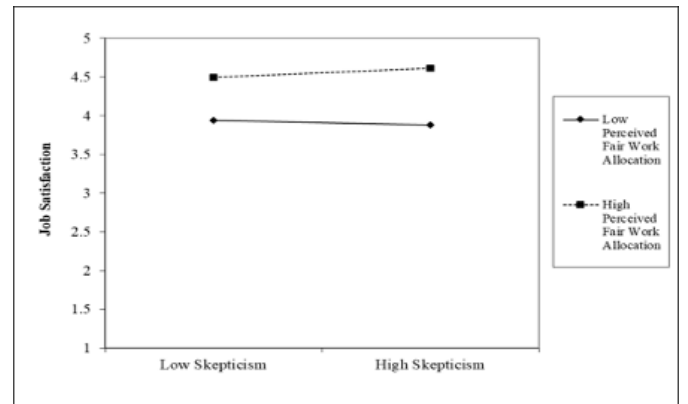
**Figure 2.** Perceived manager support moderates the relationship between leaders' level-headedness and followers' engagement ( $INT B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.017$ ).



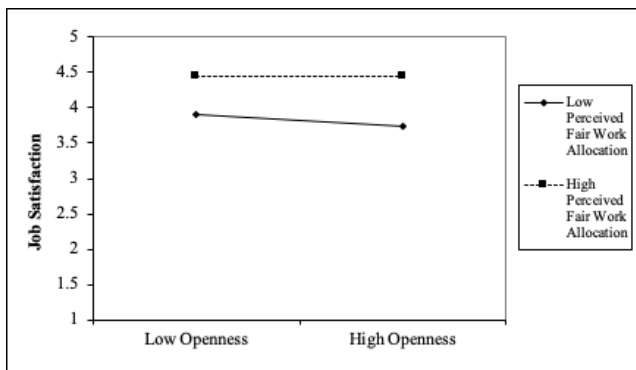
**Figure 3.** Perceived work allocation fairness moderates the relationship between leaders' openness and followers' engagement ( $B = 0.002$ ,  $SE = 0.001$ ,  $p = 0.017$ ).



**Figure 4.** Perceived work allocation fairness moderates the relationship between leaders' skepticism and followers' engagement ( $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.048$ ).



**Figure 5.** Perceived work allocation fairness moderates the relationship between leaders' openness and followers' engagement ( $B = 0.003$ ,  $SE = 0.001$ ,  $p = 0.032$ ).



## Truist Leadership Institute

During the past half-century, Truist Leadership Institute, and its predecessor firm Farr Associates, have developed and refined approaches to business leadership through collaborative work with clients throughout the United States. Truist Leadership Institute provides organizations with a leadership development partner who helps create dynamic and effective leaders, increase employee retention, and improve the bottom line.