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Research of Female Supervisors' Personality Traits on the Leadership Styles and Organizational Commitment: The Impact of Relatedness

Monica Shu-Fen WU¹

Abstract

The change in social population structure and the annual increase of high-education female population largely enhance the employment willingness and capability and constantly increase female workers. Except for slightly worse physical fitness than males, females present outstanding abilities of analysis, conflict dissolution, and interpersonal relationship that female supervisors are increasing. Domestic female employment market show significant growth on the quality. In face of above opportunities and restrictions, an enterprise should consider how to solve females' problems in order to fully apply female human resources. Taking female supervisors in high-tech industry in Hsinchu Science Park as the research objects, total 247 valid copies of questionnaire are retrieved, with the retrieval rate 82%; each retrieved copy is regarded as a valid sample. The research results conclude that: (1) personality traits would affect leadership styles, (2) personality traits would influence organizational commitment, (3) leadership styles present significantly positive effects on affective commitment in organizational commitment, (4) leadership styles show remarkably positive effects on continuous commitment in organizational commitment, and (5) leadership styles reveal notably positive effects on normative commitment in organizational commitment. According to the results, suggestions are proposed, expecting to assist female supervisors in facing such the rapid and innovative environment, constantly applying personal traits, developing self-capability, and breaking through various restrictions to enhance the employment width and level as well as create benefits for ego and enterprise survival.

Keywords: female supervisors, personality trait, leadership style, organizational commitment.

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Introduction

The promotion of female status in past years annually increases high-education female population and largely enhances the employment willingness and capability. Lots of them show outstanding work performance. Females mainly involve in service, wholesale and retail transaction, finance, insurance, and real estate. Surveys revealed that most female workers in Taiwan involved in service industry, and about one-ten of executives were females. Apparently, female work capacity is affirmed. The change in social population structure results in increasing female workers. Except for slightly worse physical fitness, females' abilities of analysis, conflict dissolution, and interpersonal relationship are outstanding that female supervisors are increasing. Female leaders stress more on affection, interpersonal relationship, and high performance standards, tend to democratic participatory leadership, and could induce employees transforming personal benefits into organizational objectives. Females in charge of management particularly show broad protection to restrict the employment development. For this reason, the coverage should be reduced and the request for gender equality should be reinforced. Nevertheless, career women's age, education, marital status, number of children, and occupation would result in differences in career development and education needs. Domestic females present remarkable development on the quality in the employment market. In face of above opportunities and restrictions, an enterprise should consider how to solve female problems in order to fully apply female human resources.

Productivity as well as efficiency and effectiveness of work performance are the major emphases in high-tech industry, while leadership styles are the key factor in work performance. The influence of a leader far exceeds anyone Since he/she could create specific conditions and directly affect employee performance to have employees develop better activeness at work to further influence the execution and practice of working objectives for enhancing work performance. A good leader would affect employees' organizational commitment. An employee with higher organizational commitment would be more willing to work hard for the organization. When organizational members appear certain senses of identification and belongingness to the business organization, they would regard themselves as the members of the organization, show high loyalty to the organization, and further make efforts with other members towards organizational culture and objectives so that the organization could achieve the better working objectives. Aiming at the effects of female supervisors' personality traits and leadership styles on organizational commitment, this study expects to assist female supervisors in facing the rapid and innovative environment, constantly applying the traits, developing self-capability, and breaking through various restrictions to enhance the employment width and level as well as create the benefits for ego and enterprise survival.

Literature review

Personality traits

Woodman (2016) defined personality as the sum of individual responses to others or/and interaction with others. Jamielniak, Latusek-Jurczak, & Prystupa (2015) defined personality as individual unique personality to adapt to people, affairs, and self in the life process and even the entire environment. Such unique personality, under the interaction among heredity, environment, maturity, and learning, presented on needs, motivation, interests, abilities, aptitude, attitudes, temperament, value, living habit, and action. Boamah *et al.* (2018) indicated that personality traits mainly contained personal behaviors, persistence, and various traits. When individual behaviors presented continuous and consistent characteristic reaction, under various situations, it was called personality traits. Robbins & Coulter (2017) regarded personality traits as the integration of people distinguishing individual mental traits. Elkourie (2015) pointed out personality traits as the consistency of individual thoughts, affection, and behaviors. McCann, Kohntopp, & Keeling (2015) defined personality traits as the sum of individual thoughts, ideas, and behaviors. Goldenberg, Andres, & Resteigne (2016) considered that personality traits were used for expressing individual thinking patterns, affection expression, and behavior characteristics to present different attitudes from others.

Referring to Wang, Demerouti, & Le Blanc (2017), personality traits in this study contain the following dimensions: (1) Open extroversion: presenting creative thinking, independence, action, insight, confidence, and activeness, making performance, enjoying making friends, and being outgoing; (2) Rigorous affinity: concentrating on objectives and work, being responsible for the job, paying attention to details and politeness, being reliable and friendly to people, and easy-going; (3) Emotional sensitivity: easy to be anxious, discouraged, worried, lack of sense of safety, and not being able to control the temper.

Leadership styles

Torre-Ruiz, Vidal-Salazar, & Cordon-Pozo (2017) regarded leadership as a process as well as an attribute. The leadership process was to guide and coordinate organizational members' activities with non-compulsive influence to achieve team objectives. In terms of attribute, leadership referred to properties or characteristics to successfully precede such influence. Famakin & Abisuga (2016) indicated that leadership referred to relevant heads and supervisors supervising the employees into a whole, with proper methods and actions, so as to achieve the task through collective efforts. Salanova *et al.* (2015) regarded leadership styles as a leader's performance and consistent behavior patterns. Northouse (2015) pointed out leadership styles as the integration of personal traits, leadership behavior, interaction, role relationship, and organizational objectives. Robbins & Judge

(2016) regarded leadership styles as employees perceiving the leaders' styles and ideas from the leadership behavior. Johnston & Marshall (2016) considered that an organizational leader, after being affected by social culture, organizational culture, and personality traits, integrated the thoughts and ideas into the organizational culture to perform the leadership styles.

Referring to Choi, Kim, & Kang (2017), leadership styles in this study include the following dimensions: (1) *Idealized influence*: A leader presents vision and mission and could acquire the members' confidence, trust, and respect to further be willing to paying sincere and efforts; (2) *Intellectual stimulation*: A leader enhances the members' intelligence, induces the creativity as well as encourages the overall points of view and new ideas to face and solve problems; (3) *Inspirational motivation*: A leader delivers attractive vision to the members so that the members are full of enthusiasm, confidence, and optimistic spirits, communicates and presents high expectation of the communication and expression, and induces the members' efforts by symbols and making self an example; (4) *Individualized consideration*: A leader respects the members and concerns about their needs, believes in them and fully empowers to induce the experience in creative learning.

Organizational commitment

Lyons, Lynn, & Bhaird (2015) indicated that an individual with organizational commitment would present consistent attitudes with organizational objectives and focus on organizational tasks. Such attitudinal commitment could be the measurement standard of organizational commitment. Richter (2016) mentioned that organizational commitment was the psychological condition or state for describing the relationship between employees and organizations as well as allowing an individual deciding the continuous relationship with the organization. Dartey-Baah (2015) pointed out organizational commitment as individual psychologically tight link with the organization. Rodrigues *et al.* (2015) considered organizational commitment as the attitudes and behaviors of organizational members being able to identify organizational objectives and value, being willing to make efforts for the organization or the job, and expecting to continuously stay in the organization. Faulkner (2015) considered organizational commitment as organizational members' identification to organizational objectives and value, willingness to work for and contribute to the organization, and attitudes and behaviors to continuously stay in the organization.

Referring to Guay & Choi (2015), three dimensions in organizational commitment are applied to study professional commitment, and multi-dimensions are used for study the value of professional commitment. The three factors are explained as below: (1) *Affective commitment*: Referring to employees' affective attachment, identification, and involvement in the specialty that an individual still keeps the desire to stay in the specialty. One with high affective commitment would actively participate in relevant associations, read professional magazines,

and attend professional trainings and meetings to catch up with the professional development; (2) Continuous commitment: Referring to being willing to stay in the professional commitment when perceiving the great cost for leaving the professional field. When an individual stays in the specialty because of high continuous commitment, he/she would be comparatively not willing to involve in the professional activity than those with affective and normative commitment; (3) Normative commitment: An individual stays in the specialty based on the obligation to professional loyalty. One with high normative commitment, as those with high affective commitment, would be willing to make more efforts to catch up with the professional development.

Research hypothesis

Wang, Demerouti, & Le Blanc (2017) indicated that a leader with more personality traits of extroversion and conscientiousness would more obviously present charismatic leadership style; a leader with more personality traits of affinity and conscientiousness would reveal more transformational leadership style. Woodman (2016) pointed out the significant correlation between supervisors' personality traits and transformational leadership style. When a middle manager's personality traits tend to rigorous conscientiousness, the charismatic leadership style would be more apparent. Goldenberg, Andres, & Resteigne (2016) mentioned that a supervisor's personality traits and leadership styles presented positive relationship with and large effects on the effectiveness of the R&D team. Furthermore, leadership styles of supervisors with different personality traits might affect the effectiveness of the R&D team in the organization. Accordingly, the following hypothesis is proposed in this study.

H1: Personality traits would affect leadership styles.

Choi, Kim, & Kang (2017) revealed that employees with distinct personal attributes would appear some remarkable differences in job involvement, job satisfaction, and organizational commitment. Personality traits and organizational commitment showed significantly positive correlations; personality traits would affect organizational commitment; and, organizational commitment presented mediating effects on personality traits and job involvement. Boamah *et al.* (2018) pointed out the positive and notable correlation between personality traits and organizational commitment that employees with more positive personality traits would more easily appear identification to the organization. Regarding consent to personality traits, Robbins & Coulter (2017) indicated that accommodation staff showed the highest consent to affinity, followed by openness to experience, and the lowest consent to emotional stability. In terms of organizational commitment, willingness to work hard appeared the highest, followed by organizational identification. Finally, the structural equation analysis revealed the positive relationship between personality traits and organizational commitment. Apparently,

Rodrigues *et al.* (2015) mentioned that accommodation staff with different personality traits would present distinct organizational commitment, and positive personality traits would result in high organizational commitment. The following hypothesis is therefore proposed in this study.

H2: Personality traits would affect organizational commitment.

Guay & Choi (2015) pointed out the “technique” and “symbol” functions of leadership behavior, such as reinforcing the consistency of organizational culture, clarifying organizational tasks and objectives, and establishing reward and punishment systems. A leader with such effective management techniques and strong symbols could build organizational culture and develop the members’ organizational commitment. Supervisors’ leadership styles therefore are the key factor in employees’ organizational commitment. Robbins & Judge (2016) indicated that transformational leadership could affect organizational members’ attitude changes and actively make commitment to organizational tasks and objectives. Richter (2016) revealed the remarkably positive correlations between leadership styles and organizational commitment. In the study on expatriates, Torre-Ruiz, Vidal-Salazar, & Cordon-Pozo (2017) found out the notably positive correlation of transformational leadership with employees’ organizational commitment. When regarding transactional leadership as the sporadic reward for the measurement, Johnston & Marshall (2016) found out the remarkable relationship with organizational commitment. Dartey-Baah (2015) concluded the positive correlations and significant effects of transformational leadership and transactional leadership on organizational commitment. Consequently, the following hypotheses are proposed in this study.

H3: Leadership styles present significantly positive effects on affective commitment in organizational commitment.

H4: Leadership styles show remarkably positive effects on continuous commitment in organizational commitment.

H5: Leadership styles reveal notably positive effects on normative commitment in organizational commitment.

Methodology

Measurement of research variable

- *Leadership styles*: Referring to Choi, Kim, & Kang (2017), leadership styles are divided into three dimensions of (1) idealized influence; (2) intellectual stimulation; (3) inspirational motivation; and (4) individualized consideration.

– *Organizational commitment*: Referring to Guay & Choi (2015), it contains (1) affective commitment; (2) continuous commitment; and (3) normative commitment.

Research object and sampling data

Selecting female supervisors in high-tech industry in Hsinchu Science Park as the research objects, total 247 valid copies of questionnaire are retrieved, with the retrieval rate 82%; each retrieved copy is regarded as a valid sample. The retrieved questionnaire is analyzed with SPSS, and factor analysis, reliability analysis, regression analysis, and analysis of variance are utilized for testing various hypotheses

Analysis method

Analysis of variance is used for discussing the difference of personality traits in leadership styles and organizational commitment, and regression analysis is further applied to understand the relationship between leadership styles and organizational commitment in this study.

Results and discussions

Reliability and validity analysis

With factor analysis, leadership styles are extracted four factors of “idealized influence” (eigen value=3.755, $\alpha=0.82$), “intellectual stimulation” (eigen value=2.663, $\alpha=0.87$), “inspirational motivation” (eigen value=2.251, $\alpha=0.84$), and “individualized consideration” (eigen value=1.927, $\alpha=0.83$). The accumulative covariance explained achieves 78.422%.

Organizational commitment, after factor analysis, is extracted three factors of “affective commitment” (eigen value=2.736, $\alpha=0.84$), “continuous commitment” (eigen value=2.137, $\alpha=0.80$), and “normative commitment” (eigen value=1.682, $\alpha=0.81$). The accumulative covariance explained reaches 82.445%.

Effects of personality traits on leadership styles and organizational commitment

Variance analysis of personality traits to leadership styles: Analysis of variance is applied to discuss the difference of personality traits in leadership styles, i.e. analyses and explanations of personality traits of open extroversion, rigorous affinity, and emotional sensitivity. From *Table 1*, different personality traits show notable differences in idealized influence; open extroversion presents higher idealized influence than rigorous affinity and emotional sensitivity. Distinct

personality traits reveal significant differences on intellectual stimulation; rigorous affinity appears higher intellectual stimulation than emotional sensitivity and open extroversion. Various personality traits present remarkable differences in inspirational motivation; open extroversion shows higher inspirational motivation than rigorous affinity and emotional sensitivity. Different personality traits reveal notable differences in individualized consideration; rigorous affinity appears higher individualized consideration than emotional sensitivity and open extroversion.

Table 1. Variance analysis of personality traits to leadership styles

variable		F	P	Scheffe posteriori test
personality traits	idealized influence	12.451	0.000**	open>rigorous>emotional
	intellectual stimulation	9.884	0.004**	rigorous>emotional>open
	inspirational motivation	10.262	0.000**	open>rigorous>emotional
	individualized consideration	13.447	0.000**	rigorous>emotional>open

Note: * stands for $p < 0.05$, ** for $p < 0.01$.

Variance analysis of personality traits to organizational commitment: Analysis of variance is used for discussing the differences of personality traits in organizational commitment, i.e. analyses and explanations of open extroversion, rigorous affinity, and emotional sensitivity. From Table 2, various personality traits present notable differences in affective commitment; rigorous affinity shows higher affective commitment than open extroversion and emotional sensitivity. Distinct personality traits reveal significant differences in continuous commitment; open extroversion appears higher continuous commitment than rigorous affinity and emotional sensitivity. Different personality traits present remarkable differences in normative commitment; emotional sensitivity shows higher normative commitment than rigorous affinity and open extroversion.

Table 2. Variance analysis of personality traits to organizational commitment

variable		F	P	Scheffe posteriori test
personality traits	affective commitment	8.662	0.000**	rigorous>open>emotional
	continuous commitment	7.451	0.000**	open>rigorous>emotional
	normative commitment	9.238	0.000**	emotional>rigorous>open

Note: * stands for $p < 0.05$, ** for $p < 0.01$.

Correlation analysis of leadership styles and organizational commitment

Correlation analysis of leadership styles and affective commitment: The analysis results are shown in Table 3. To test H3, the results reveal notable effects of idealized influence ($\beta = 2.344^{**}$), intellectual stimulation ($\beta = 2.160^{**}$), inspirational motivation ($\beta = 2.258^{**}$), and individualized consideration ($\beta = 2.416^{**}$) on affective commitment that H3 is supported.

Correlation analysis of leadership styles and continuous commitment: To test H4, Table 3, the results appear significant effects of idealized influence ($\beta = 2.516^{**}$), intellectual stimulation ($\beta = 2.069^{**}$), inspirational motivation ($\beta = 2.337^{**}$), and individualized consideration ($\beta = 2.488^{**}$) on continuous commitment that H4 is supported.

Correlation analysis of leadership styles and normative commitment: To test H5, Table 3, the results present notable effects of idealized influence ($\beta = 2.113^{**}$), intellectual stimulation ($\beta = 2.278^{**}$), inspirational motivation ($\beta = 2.422^{**}$), and individualized consideration ($\beta = 2.524^{**}$) on normative commitment that H5 is supported.

Table 3. Analysis of leadership styles to organizational commitment

dependent variable→	organizational commitment					
independent variable↓	affective commitment		continuous commitment		normative commitment	
leadership styles	β	Beta	β	Beta	β	Beta
idealized influence	2.344**	0.227	2.516**	0.241	2.113**	0.201
intellectual stimulation	2.162**	0.205	2.069**	0.195	2.278**	0.216
inspirational motivation	2.258**	0.214	2.337**	0.223	2.422**	0.232
individualized consideration	2.416**	0.233	2.488**	0.237	2.524**	0.244
F	23.75		28.361		33.576	
significance	0.000***		0.000***		0.000***	
R2	0.245		0.296		0.327	
adjusted R2	0.218		0.263		0.291	

Note: * stands for p<0.05, ** for p<0.01.

Data source: Self-organized in this study

Conclusion

The research findings reveal that female supervisors present the properties of supervisors' personality traits and leadership styles, assisted with rigorous attitudes and affinity to people, that the employees and teams in high-tech industry would show excellent work performance and enhance the organizational commitment. Female supervisors would actively concerns about and encourage employees, timely assist employees in solving problems, and strive for employees' welfare so that the employees appear positive perception to trust the leader and further affect the work performance. Besides, employees in high-tech industry would show identification and commitment to the organization because of the supervisors' active concerns and encouragement, and the employees' organizational commitment would enhance the organizational performance. Moreover, female supervisors should pay attention to the employees' fulfillment of organizational commitment to connect the employees and organizational commitment and influence the employees. Employees with

affectively organizational identification and commitment would work hard and promote the work performance. Meanwhile, female supervisors should timely offer proper rewards for the employees achieving the working objectives.

Suggestion

Aiming at above research results, the following suggestions are proposed in this study.

1. Young female supervisors in high-tech businesses should consult with the elder and senior supervisors and should not put limits on themselves at work when becoming senior or experienced. Female supervisors with fewer direct subordinates should consult with those with larger control about leadership and management skills and experience so as to enhance the subordinates' senses of identification and achievement and induce the team creativity and efficiency.
2. Aiming at female employees with leadership potential, a high-tech business should provide proper in-service training (e.g. management skills of reinforcement training, budget, effective decision making), job rotation, and leadership work to enhance the responsibility and fully develop the management competence.
3. A high-tech business should fully apply career women's advantages. An organization with female supervisors presents favorable performance on job satisfaction, coherence, innovation, and efficiency, and the leadership capacity is worth of affirmation. For team tasks and affair innovation, a high-tech business could consider enhancing female supervisors' leading and participation.

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