

**RELATIONSHIP OF PERSONALITY TRAITS AND LEADERSHIP
PERFORMANCE IN ARMY PERSONNEL**

BY

ASMA RIAZ

Thesis submitted in partial fulfillment of

The requirements for the degree of

MASTER OF SCIENCE

IN

CLINICAL PSYCHOLOGY



DEPARTMENT OF APPLIED PSYCHOLOGY

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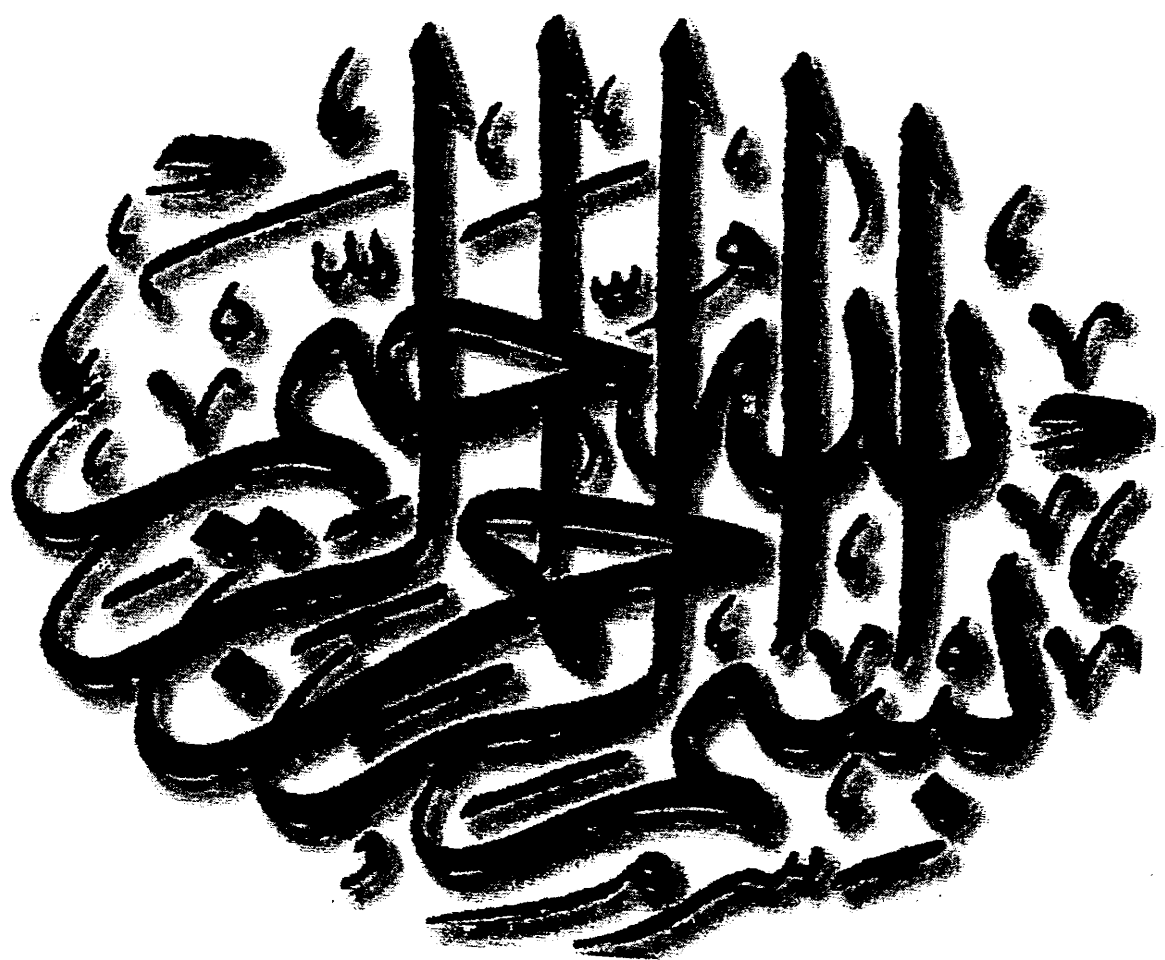
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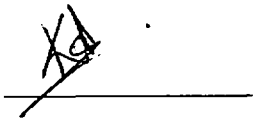
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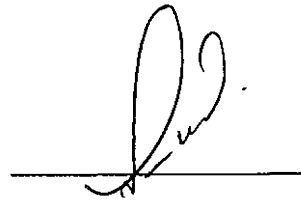


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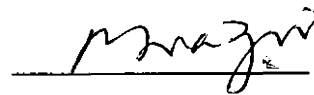
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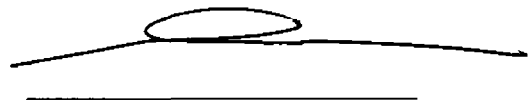
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DEDICATION

TO my Parents and Dear Husband Whom Support and Help

Made it Possible to complete this Project

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ABSTRACT

The study was aimed to assess a relationship in preferred personality types and leadership style among army personnel in Pakistan army. The study was based on the conceptual model of personality preferences given by Jung and then formulated by Isabel mayrs-Briggs. The sample consist of 120 male officers (grade 17 and above) working in Pakistan army. It was hypothesized that preferred personality type would be affected by the presentable leadership styles among army personnel. In the present study Myers-Briggs Trait Indicator (MBTI) and Multifactor leadership questionnaire (MLQ) were used. Analysis of the data indicated that personnel differ significantly in their leadership style with related to their preferred personality type. Variance in leadership style is associated with the personality type as in transformational leadership $F(10) = 6.24, P < .001$; in transactional leadership $F(10) = 7.62, P < .001$; in lessizeaaffair $F(10) = 4.29$ whereas in total level of leadership style $F(10) = 7.16, P, < .001$. This difference is significant with the personnel experience and educational status.

CHAPTER I

INTRODUCTION

INTRODUCTION

Personality style represents the attitudes, values and behavior of any individual in a specific situation. The difference among these behavior results in the form of different personalities of individuals. Some people have strong personalities that they can influence the behavior of others. These characteristics involve temperament, cognitive abilities, motives, personal skills, personal expertise and a lot more. With these preferred personality traits the exhibited leadership styles of these army personnel always differ in their environment. Knowledge of these personality traits may help to predict personnel leadership style which specifically shown in work environment.

Personnel that have task-oriented personality types tend to have considerable focus on details. They are not comfortable initiating an action-plan until they are satisfied they have all the necessary facts. On the other hand, people who have relations-oriented personality types tend to have considerable focus on the result and are comfortable initiating an action plan when they have just the essential facts. Therefore, it is important for a leader to understand personality and accurately adjust leadership style to the management situation

Leadership involves a person's passion and commitment towards his work. The impact of leadership qualities is predicated by using a person's unique gifts and talents that he already possesses. In other words, a leader cannot be great for his behavior unless he has a natural gift in that area. Process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Leadership is ultimately about creating a way for people to contribute for making something extraordinary happen. Leadership remains one of the most

relevant aspects of the organizational context. Leadership is about a capacity: the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision-making, to articulate their own values and visions clearly but do not impose them. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantial improvement rather than managing change (Genentech , 2003).

HISTORY OF LEADER'S TRAITS RESEARCH

The leader trait research was related to the functionalism that characterized early American psychology; early American psychologists were much interested in the mental testing and its basic theories. Functionalism gave a large amount emphasis on the basic operations of consciousness in specific conditions (Angell, 1907). Its focus was on discriminating the purposive nature of behavior and behavior dimensions in psychology (Munsterberg, 1913).

Personnel recruitment and selection is the process of identifying the qualities of best workers in various work places involves the processes of leadership and characteristics of effective leaders in any organization. The studies in these reviews reflected the use of six primary approaches methods (Stogdill, 1948,): (a) Observation of behavior in group situations that afforded leader emergence, (b) Sociometric choices by peers, (c) Nominations by qualified observers and raters, (d) Selection of individuals into leadership positions, (e) Analysis of biographical data and case histories of leaders and non leaders, and (f) Interviews with business executives and professionals to specify leader characteristics (Munsterberg, 1913).

Functionalism involves a lot of work in mental testing movement, which is used for identifying individual differences that contributes and promote the

performance of individuals. The mental testing work was all based on the differences of intelligence and its classification, mental activity and mental capacities (Goddard & Terman, 1916). This mental testing work involves leadership behavior for the development of mental skill and performance tests. These mental ability testing is used for the U.S. Army in World War I. Robert Yerkes, a scientist of that time, wrote in a letter to the army authorities that one of the purposes of this mental ability exams was to assist in selecting the most competent individuals for special training and responsible position to be uphold. Therefore from the second decade of the 20th century psychologists had begun to relate specific and unique individual differences with particular intelligence, mental capacity and mental ability level with high work performance in positions of leadership (Cattell, 1903).

LEADERSHIP STYLES AND RELATED PERSONALITY TYPES

There are many different leadership styles that are based on different theoretical perspective. The style of leadership which individuals use usually based on a combination of their beliefs, values and preferences, organizational culture and norms that will encourage to increase some specific styles and devalue others. Different Leadership theories involve the basis of Trait approach, Behavioral approach, Transformational style, Situational style, and Charismatic styles of leadership and its effects on leaders and its leadership behavior. Researchers and thinkers made efforts from some of the theories of leadership to evolve leadership behavior in individuals. But every model has its own pros, cons, merits and demerits. Latest researches which was conducted on Transactional and Transformational leadership styles. Leadership researchers proved that new models are modulations to the already existing models of leadership behavior. Max Weber, Macgregor Burns,

Bernard Bass, Bennis & Nanus have found important researchers in the area of transformational and transactional leadership (Babou, 2008).

CLASSICAL APPROCH OF LEADERSHIP STYLES

This dimension of leadership approach is focused to control and individual perception of level of control which should give to the people who are working under them. The laissez faire style in which personnel have low control, the autocratic style shows high control and the participative style is that which lies between somewhere in both of them. This leadership style is largely tends to minimize the amount of direction and face time required by the personnel. The person which is trained and motivated direct reports and produce works well. The autocratic style advocates personal command and its presentation in any environment (Harvard business review, 2011).

Participative Approach of Leadership Style

It is a hard task to demand from someone to be creative, work as a team, solve many complex problems, improve quality of work, and provide outstanding customer service in organizations. The participative style of leadership provide a bridge between over controlling (micromanaging) and not being engaged which tends to be seen in different organizations that must innovate to prosperity in work. The participative leaders create more creative team which improve the work in any organization and increase its competence (Harvard business review, 2011)

Situational Approach of Leadership Style

In the decade of 1950s, Ohio State University and the University of Michigan published a number of studies to determine whether effective leaders should be more task oriented or relationship oriented. The importance of this work cannot be overestimated due to some leaders tend to have a more dominant style

Goleman Model of Situational leadership style is a relatively recent work that is based on the application of emotional intelligence to leadership behavior. These six styles are: coaching, pacesetting, democratic, affiliative, authoritative and coercive.

Coaching

This style is called the coercive style of leadership this style is considered the least effective from all other styles. Nobody likes to be subordinates in any situation. But in a crisis time period this style is helpful to mobilize people quickly and effectively.

Pacesetting

This style is the second least effective style in above styles. The leader in this style obsessed with doing things better and faster but they do not make expectations clear. Pacesetting style can be effective with the people who are highly motivated, competent in teams, however, if this was used with combination in other styles.

Democratic

This style of leadership is based on the leaders which build trust and commitment by soliciting people's ideas. This style involves high morale and productivity rise but a drawback is that the extra time was required. The downfall of work can be using accord to avoid decision-making situations.

Affiliative

The affiliative style of leadership concern about his subordinate emotional concerns, creates a lot of appraisal, and gives its subordinate a lot of freedom in doing their work at organization. A severe type of loyalty

creates in result of this. This style is particularly helpful for rebuilding teamwork, trust and morale development at work places.

Authoritative

Authoritative style provides a clear vision for their subordinates to motivate them by clear work description and clarity in work role. People work according to goal achievement behaviour. This style considers the most positive style unless the subordinates are less trained.

Hershy and Blanchard's Model of Situational Leadership

This model based on the nature of the in work as considered being the major variable in choosing any style of leadership. There are four ways in this model as telling, selling, participating and delegating. Hersey and Blanchard described leadership style as how subordinates work according to their behavior and how this work will be helpful to formulate leader behavior. They categorized all leadership styles into four behavior types

Telling

Telling is a one-way communication which a leader adopts to defines the roles for subordinates or group and provides of all components as what, how, when, and where to do the task

Selling

Selling is a two way communication. In it the leader is providing the direction and social and emotional support which will allow the persons or group that being influenced to buy into the process.

Participating

Participating involves a shared decision making. This sharing is about how a task could be accomplished. It also involves leader for providing less task behaviors even as maintaining high relationship behavior.

Delegating

These leaders are still involved in decisions; however, the process and responsibility has been passed to the individual or a group.

THE APPROCH OF EMERGENT LEADERSHIP STYLE

The emergent leadership style explained in terms of Transformational and Transactional leadership styles

Transformational type of leadership is considered the ability to get people to change, to improve this ability, and to be lead people toward task accomplishment behavior. Transformational leadership helps to assess subordinates motives, satisfying their needs, and valuing these in goal directed behavior (Northouse, 2001). Therefore, a transformational leader could make the company more successful by valuing its subordinates. A research has proved that this appreciation can make the organization more successful. One such survey across the country to meet with associates to show his appreciation for what they did for the company (Hesselbein &Cohen, 1999).

Individuals who exhibited transformational leadership were more effective leaders with work outcomes. This rule was true for both high and low level leaders in organizations. Therefore, this can be very affective for personnel to apply the transformational style in the work environment. Transformational leadership is effective for leaders because the leader determines the success level effectively in the

work environment. Organizations that take time to teach leadership are far ahead in the competition. If a worker get familiar with the transformational leadership, that can become more effective leaders in the organizations (Hesselbein & Cohen, 1999).

Personality types have a relationship with the types of leader behaviors that an individual posses to be appropriate in work place. Leader personality traits have been shown to impact organizational performance and improvement. Personality of an individual have a noticeable amount of impact on behavioral intentions, and therefore, on the actual behaviors of individuals that they engage in. Personality traits refer to the trends in a person's behavior as well as in leadership style (Hogan, 1991).

The trait approach of personality maintains people behavior in the way that they do because of the strengths of the Personality traits. These are useful concept for explaining that why people act reasonably consistent from one situation to any other. In the same way, knowing how two people differ on a particular personality trait help us to predict more accurately how personnel will tend to act in a variety of situations in work environment. The trait approaches maintains a leader's behavior reflects an interaction between their personality and various situational factors (Bass, 2006).

ROLE OF LEADERSHIP BEHAVIOUR IN ORGANIZATIONAL SUCCESS

An effective leader always makes a commitment according to his vision, with the organization. A leader behavior is consistent. People judge a leader by his commitments. An effective leader takes a responsibility to urges others to accept, not just for the organization it heads, but for his followers, as well as their lives and efforts. A leader always takes risks for the benefits of an organization so if there is no risk, little leadership is needed. An easy effort can be done by any person but when

the effort entails a risk of failure, many people will quail before the challenge of it. Leadership is necessary to make workers more committed and the effort to succeed much more ahead. In most organizations, the chief executive of a company usually plays a leadership role than people at lower levels of the work place.

Leadership behavior is the most important factor for any organization success or failure and many researchers have developed to identify the determinants of effective leadership in personnel (Yukl, 1994). When a leader acts as a boss without setting any specific direction, technically this is not called leadership. Effective leadership reflects in any individual who have a healthier lifestyle, stronger relationships, and overall greater satisfaction and performance in any workplace which is directly relevant to leadership performance in work place. An organization tries to improve their performance by selecting and developing individual competence. The organizational task is to identify the personnel who will enhance organizational performance, selecting them whom behavior skills and potential closely match that profile. The personnel who are able to transform their leadership behavior so that their potential becomes a reality. Leadership is much more than managing tasks and putting orders to employees. In order to be a true leader, one has to be able to bring out the best of their workers. Many approaches study leadership performance that focus on the importance of transformational leadership within the framework of organizational change and development (Skogstad & Einarsen, 1999).

The selection of suitable personnel as leaders for the Armed Forces seriously import when the officers are to be charged not only with military but also with peace keeping and peace building duties. The activities of a leader is to be discussed here combine related with desk work with duties in the field have a relation with personality types. These activities are a constant contact with civilians who operate

out of military channels. There occur frequent heated discussions of controversial questions of many types which have a most direct bearing on the war effort. There is clash of temperament, information and motive. Since most of the officers are reserve officers or directly out of civilian life rather than members of the Regular Army, the coordination of desk work and operational tasks is especially complicated. Many situations arise, therefore, in which fundamental character traits of forbearance, patience, objectivity and insight are strained by the deep emotional desires of the individual to fulfill what he, himself, considers his role and the rewards in the war effort, irrespective of channels and custom. When leaders have such commitment it has an effect on organizational success and gives enhancements of the military work as an organization.

Leadership in armed forces in terms of personality is defined as the process of influencing others to achieve common goals. In the work environment in armed forces these are the leaders who provide a sense of safety and well-being in times of turbulence and crisis, stand and act on principles, servants to others and to sacrifice themselves for nation. These are the leaders that people trust, and they provide them with the things they hold dear. People look to leaders to take action, to develop other leaders, and to get results.

It is a process by which one person influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the rest of people; they help us see what lies ahead; they help us visualize what some might achieve; they encourage and inspire other people around them. Without leadership a group of human beings quickly degenerates into argument and conflict, because different people see things in different ways and lean toward different solutions. Leadership helps to point them in the same direction and harness their efforts jointly. Leadership is the ability to get other

people to do something significant that they might not otherwise do. It's energizing people toward a goal. A leader must be able to express his or her vision clearly and in a compelling manner so that others are engaged by it (Charles, 2009).

In the military environment leadership greatest challenge is to train personnel to risk their lives in combat situation. In general terms the higher one individual goes in the chain of command in army , he gets less exposure in battlefield, and also get less exposed to the personnel related to battle field. The leaders whom have greater responsibility for commanding soldiers in combat had got the greatest leadership challenge in military environment. The premium responsibility of leadership is to have a vision and clarity. The visionary leader creates his own perception about organizational accomplishments. A business leader has to lead a few people in any department or any company; while a military leader has to lead a small squad or an entire army division. The leader vision can be small when the group of people is small; and became broader when the group of subordinates is large, but the leader must be forward-looking and cool headed in either ways (Charles, 2009).

The great leader should have a mission which must be done with a strategy, a path, and how to accomplish the whole mission and how to achieve that. A leader must have a clear vision that can be communicate clearly. If subordinates grasp the vision it is also important that how they commit on it. A leader vision should not be rigid and unchanging; he must adapt to that changing circumstances, growing and evolving situation. Otherwise the situation becomes outdated and obsolete, and loses all its power to motivate subordinates. True and effective leadership is subtle, and complex. Mostly people confuse personal style and a position of authority with leadership behavior .Personality traits are closely linked with leadership ,most

important of them is charisma, but mostly people who are charismatic (for example, movie actors and sports figures) are not leaders.

PERSONALITY PREFERENCE AND LEADERSHIP IN ARMED FORCE

Personality preferences have its own impact among persons working in any organization .Every organization has its own merits and demerits with selection procedures, poor managerial ship, ineffective strategies, and also with poorly designed working and monitoring systems . Leadership is a function of circumstances as described by Anron model in HR department in US army .They Believed that leadership is a function of personality preference .This model of selection personnel explains that leadership is very much related to personality traits and effect of personnel preference. Many researchers believe that leadership is related with personality and developing relationships and developing a career. Personality traits of leaders are responsible to resolve the subordinate's problems during any social interaction and work environment. Some people have better in these personality traits at this than others, so they tend to move into leadership positions (Hagen, 2002).

Trait is a stable characteristic that potentially lasts throughout a person's entire life. Some specific Personality traits are associated with leadership, while others are not. The U.S. military academies have a rich tradition of producing strong leaders for service in the armed forces and, subsequently, leadership in business and industry. Nonetheless, research concerning the personal factors or traits that might correlate with effective military leadership has produced equivocal results. The literature related to nonmilitary leaders also offers minimal agreement regarding the personal characteristics of effective leaders. Although certain traits, such as drive for achievement. High energy level, persistence, task competence, self-confidence, and frustration tolerance, appear to consistently predict effective leadership in general. Additionally, these traits are often difficult to measure effectively. Leadership involves a range of functions, including the ability to persuade other people to set

aside, for a period of time, their individual concerns and pursue a common goal that is important for the responsibilities and welfare of the group. This ability is particularly pertinent in the military, in which strong leadership is thought to encompass the functions of clear direction.

David Raymond Cattell, who was considered pioneer in personality assessment, first ever developed the Leadership Potential characteristics in 1954. This model was based on a study of military leaders and their determinant traits to become an effective leader. According to cattle the traits of an effective military leader include the following characteristics:

Emotionally Stable. An emotionally stable leader must be able to tolerate any kind of frustration and developing stress in any environment. This leader have high level of maturity and psychologically very sound to deal any kind of situation.

Dominant. Affective leaders are competitive and dominant. The leaders are assertive in their style and always enjoy the coming obstacles. Their decision making is very strong.

Enthusiastic. Effective Leaders are mostly very active, expressive, and energetic. Generally they are uninhibited and very enthusiastic. Ready to meet any change and always go for new ideas.

Conscious. These leaders are dominated with a sense of duty and tend to behave exact in character. They have a very high standard of excellence and a desire to do its best.

Socially bold. They are socially aggressive and thick-skinned. They also are responsive to other people and tend to be very high in emotional stamina. These leaders are socially bold and very active

Tough minded. These leaders remain to-the-point, practical and logical. These leaders tend to be low in sentimental attachments and feel comfortable with criticism of others. They remain insensitive to hardships of work environment.

Compulsive. A person having leadership qualities are very controlled and do act with intuition with protective of their integrity and reputation. These persons consequently tend to be socially aware and careful.

Raymond Cattell believes that leaders of today have above qualities to control situations in work environment and these personality traits help them to improve competence in work environment. While leaders of future have following qualities

Highly Energetic. Due to long working hours and traveling are usually a prerequisite for any leadership position. They have to remain alert and focused.

Intuitive. Today's world has rapid changes in which individuals have a lot of information which they should know. It means only leader reasoning and logic can't get through in all situations. In fact leaders have to work to value their intuitions and make their decisions accordingly.

Mature. Maturity is based on recognition of empowering others than can be by ruling others. So a mature leader does not show only his powers and recognition.

Team oriented. Leaders today put a strong emphasis on team work. Leaders create an environment which fosters team cohesiveness. They support a healthy relationship of boss and subordinates for a team oriented performance.

Empathy. Without empathy leaders cannot build trust. Empathy is a trait which an effective leader should have. This build trust and without trust, leaders can never be able to get the ultimate effort from your employees (cattle, 1954).

Effective leaders are larger than their own life than others. Their leadership is considered as transformational. Personality traits play a major role in determining who will and who will not be good leading others. Military leadership is rather a complex domain of study, military leadership is neither art nor science but a combination of both, this might be expected that military leadership would be complex in nature instead of simple leadership behavior.

The definition of military leadership is that it is an art of direct and indirect influence and the skill of creating the friendly conditions for organizational success to create competence in work environment. In a military conflict, leaders and subordinates are bounded by contrasting positions on the battlefield. Military leadership and commanding position are two closely linked elements. Therefore it is difficult to consider one without considering the other (Hawkins, 2002).

Many personality traits may lead people naturally toward leadership behavior. US Army defined eleven leadership principals which are, leaders are tactically and technically proficient, they know himself and try to improve them, they know about their soldiers and work for their welfare, keep their soldiers informed, They set the example, They ensured that a task is understood, supervised and accomplished. They

train their soldiers to make a team ,develop a sense of responsibility in its subordinates, employ his unit in accordance with their capabilities, try to seek responsibility and always take responsibility for their actions.

A recent study results done in military academy indicated that the assessment of preferred personality type can be used to understand transformational and transactional leadership behaviors. Leaders whom types were found sensing and feeling types by the MBTI (Myers Briggs Trait Indicator) are mostly transformational and they mostly used the most positive reinforcement with their subordinates. Leaders who were introverts having sensing types had the most accurate self-perceptions. Transformational leader behaviors were mostly related to extra effort, active listener to the criticism. Results were discussed for leadership training and the usefulness of the use of MBTI in future leadership research (Roush, 1992).

The involvement of MBTI for selecting profound leadership qualities in army is getting higher day by day. It is considered the most relevant scale for the selection of the right person for right place. Many recent studies done on US armed forces increase its involvement in selection process and thus proved it more beneficial in army as an organization. Personality profiling is involved in the selection process of Pakistan army yet an improvement is required in this regard.

A study done on of student leaders at a military academy indicated that the Myers-Briggs Type Indicator (Myers & McCaulley, 1985) can be used to understand transformational and transactional leadership behaviors as well as the leader's self-perception accuracy. Leaders who were evaluated as sensing and feeling types by the MBTI were the most transformational and used the most positive reinforcement with followers. Leaders who were introverts and sensing types had the most accurate self-

perceptions. Additionally, transformational leader behaviors were related to reported extra effort on the part of followers. However, the most common type of leadership observed, active intervening with criticism when work was below standard, was unrelated to followers' extra effort. Results are discussed in terms of recommendations for leadership training and the usefulness of the MBTI in future leadership research

RATIONAL OF THE STUDY

The present study intends to assess a relationship of personnel's preferred personality types and its relationship with leadership style in army. The army as an organization share many characteristics with other organizations yet there are many different working environments in the form of hard working condition, disciplined work assignments therefore it required some specific personality traits. These personality traits predicts personnel leadership style and thus help them to perform the right job in any organization especially in army. It is presumed that different type of leaders dealing with different followers and subordinates will differ in their psychological profile. The analysis of prefer personality type will help to understand their unique leadership style.

In Pakistan army leadership is the most vital ingredient for all the structural branches. Each officer has the sole responsibility of looking after the men under his command. An officer is to keep his company platoon unit or division equally functioning during peace and in the time of readiness. The present study investigates the relationship of personality traits with officer leadership style. It also judges the effect of the age, academic qualification, and work experience on their personality type and their leadership style. The need of the hour is to involve valid psychological

theories to train Armed Forces from deployments to general military activities. Therefore the leaders have the knowledge of their preferred personality type, so that they can understand their current and future leadership requirements, potential and performance.

CHAPTER II

METHOD

METHOD

The present study aimed to investigate the relationship of preferred personality types with the leadership styles of army personnel. Personality is the key to unlock all elusive human qualities, for example leadership, motivation and empathy. The personality types are related with different leadership styles and the relationship of the preferred personality type of personnel with their opted leadership style in work environment were the major interests.

OBJECTIVES

Following were the main objectives of present study

1. To study the relationship of personality traits and leadership performance in army personnel.
2. To study the difference of preferred personality type of personnel in work environment.
3. To study the leadership performance and its relationship with type of induction, work experience and tenure of job in army personnel.
4. To study the relationship of preferred personality type among personnel in Pakistan army with their tenure of job, type of induction and work experience.

HYPOTHESES

Following hypotheses were formulated for the present study:

1. There would be a significant relationship between preferred personality type and leadership style among army personnel.
2. There will be a significant relationship between preferred personality type and their type of induction among army personnel.
3. Preferred personality type will be significantly different among army personnel with their tenure of job.
4. Leadership styles of army personnel will be significantly different on the basis of their type of induction, tenure of job and nature of job.

OPERATIONAL DEFINITIONS

The operational definitions of key terms are as below

Preferred Personality Type People have different, attitude (extraversion-introversion) and mental functions (sensing-intuition and thinking-feeling) and they use them accordingly, and judging-perceiving is another parameter that determines the mental function. Jung's typological theory is based upon these dichotomies. All possible combinations of the four dichotomies transformed in to further sixteen different personality types. Each type has a name, as an acronym of the combination of the 4 dimensions that defines the Personality Type (Jung, 1971).

In this study preferred personality type denotes the application of the theory through the analysis of MBIT.

Leadership Style

Burns has discussed the relations between a group and its leadership in terms of transactional and transformational leadership.

The transactional leader has the power to perform certain tasks reward or punish according to subordinates performance. In transactional leadership power is given to the leader to assess, correct and train subordinates when productivity is not up to the optimum level and reward effectively when expected outcome is achieved. It gives an opportunity to the leaders to lead the group has to accomplish a predetermined goal in exchange.

The transformational leader motivates its subordinates to be effective and efficient in work environment. This leader is highly visible and uses chain of command to get their job done. Transformational leaders focus on the big picture of the work, always need the subordinates who are peculiar and work on details. The leader is always looking for ideas that move the organization to reach according to leader expectations. In this style communication is the base for goal achievement focusing the group for goal attainment (Burns, 1998).

In this study these types of leadership styles have been assess by the use of Multi Factor Leadership questionnaire. The MLQ based on 4 assessment scales. Transformational leadership, Transactional leadership, Passive/avoidant and Outcome of leadership. The former scales have been used for the assessment of following two types of leadership

SAMPLE

A purposive sample of 120 personnel has been taken from the units of infantry. The sample was selected as in Sialkot (n=25), Lahore (n=25), ISSB center Kohat(n=35) ISPR Rawalpindi(n=35) officers from each center above. The inclusion criteria of the required sample were the army personnel on grade 17 and above working in Pakistan army. The age range of the data was 22 to 45 and the mean age was 35 which were all males. The sample was divided into groups on the basis of type of induction, work experience and nature of job. The three demographic were mentioned in demographic sheet.

INSTRUMENTS

Following instrument have been used in the present research

1. Demographic sheet
2. Myers-Briggs Trait Indicator
3. Multifactor leadership Questionnaire

1. Demographic sheet

Informed consent has been taken initially from the organization as the data consists of army personnel. Than formally consent taking considerations an informed consent and demographic sheet have been attached with the performas. The demographic sheet is based on all required demographics for the research purpose. (Appendix A)

2. Myers-Briggs Trait Indicator (Myers, Isabel Briggs, 1999)

The Myers-Briggs Type Indicator (MBTI) is a questionnaire which was designed to measure psychological preferences of individuals related to their perception of the world and work environment and make decision accordingly. These preferences are based on the typological theories proposed by Carl Gustav Jung and first published in his 1921 book *Psychological Types* (English edition, 1923). The initial questionnaire the Myers-Briggs Type Indicator was first published in 1962. The MBTI focuses on normal populations and emphasizes the value of naturally occurring differences. It has been revised in 1999. The 16 personality preferences based on four dichotomies like EI (extraversion-introversion), SN (sensing-intuition), TF (thinking-feeling) and JP (judging –perception) are as following;

1. **ISTJ (Introvert sensing thinking and judging)** these people are quiet, serious, earns success by thoroughness and dependability. They are mostly Realistic, and responsible and decide logical, regardless of distractions. Take pleasure in making everything orderly and organized in their work and their home.

2. **ISFJ (Introvert sensing feeling and judging)** these people work hard and efficiently to complete tasks contributes practical skill in organizing people. They ensure that every one present in their team must be valued and maintained respect for already present hierarchies. They always strive to ensure that people are happy with the service provided.

3. **INFJ(Introvert intuitive feeling and judging)** These persons are gentle caring complex and highly intuitive. These people are artistic and creative and they live in the world of hidden meanings.

4 .INTJ (Introvert intuitive thinking and judging) These types of personalities are challenging to status quo, leading the team to the greater understanding of concepts, develop and maintain a sense of direction in team work, produce work high level of quality and ensure that ideas and vision are translated in to actions.

5. ISTP (Introvert sensing thinking and perception) these are good listeners and like to figure out things by themselves. They are usually easy going optimistic, independent and determinant. They are usually quit self confident practical and have a good grip on reality.

6. ISFP (Introvert sensing feeling and perception) the dominant function is judging and feeling .characteristics associated with this include makes decisions on the basis on personal values. They are appreciative and seek harmony, assess the impact of decisions on others.

7. INFP (Introvert intuitive feeling and perception) people with this personality type view the world around them a tightly focused and extremely optimistic. INFP have a natural inclination toward unattained idealism.

8. INTP (Introvert intuitive thinking and perception) The dominant function is judgment and thinking. They like to make decision on the biases of logic using objective consideration and concerned with truth, principal and justice.

9. ESTP(Extravert sensing thinking and perception) People with this type are driven by a sense of competition. Due to natural improvisational ability get successful. They are blunt straight forward and risk takers.

10. ESFP(Extravert sensing feeling and perception) These people love people and new experiences. They are lively and fun and enjoying being the center of attention. They live in the here and now and relish excitement and drama in their lives

11. ENFP (Extravert intuitive feeling and perception) These people are warm and enthusiastic. Typically very bright and full of potential. They live in the world of possibilities. Their enthusiasm lends them to inspire and motivate others.

12. ENTP (Extravert intuitive thinking and perception) these people are ingenious, stimulating, alert, and outspoken. ENTP primary interest is understanding people. They are constantly absorbing ideas and images. They use their intuition to process all the information.

13. ESTJ (Extravert sensing thinking and judging) they live in the world of facts and concrete needs. They always scan their personal environment to check whether everything is running smoothly and systematically. They honor traditions and laws and set clear standards and beliefs.

14. ESFJ (Extravert sensing feeling and judging) these personalities are people persons. They love people .They are warmly interested in others They use their sensing and judging characteristics to gather information specific and detailed about others and turned it to a supportive judgment.

15. ENFJ(Extravert intuitive feeling and judging) These people direct their energy toward the outer world. They try to build harmony in important personal relationship. Their lives are organized on personal biases seeking to develop and promote personal growth in people they value.

16. ENTJ(Extravert intuitive thinking and judging) These people are decisive, frank and assume leadership readily. They are natural born leaders. They have a drive for leadership which will serve by their quickness to grasp possibilities. They have ability to take quick and decisive judgments.

The reliability and validity of the scale have been taken from the manual published by CPP (center of personality preferences). It state that the scale has test retest validity, construct reliability and internal consistency with .90 for fully employed and .92 for students. On retest people come out with three or four type preferences the same 75% and 90%. The reliability is quite good across ages and ethnic groups with .87 and .86 (Appendix B).

3. Multifactor Leadership Questionnaire (Bernard M. Bass & Bruce J. Avolio, 1995)

A short form of the questionnaire was used for assessing the leadership styles of personnel. This questionnaire was developed by Bass and Avolio (1995). MLQ-5X measures the transformational, transactional leadership styles, laissez- faire leadership behavior and extra outcomes of the leaders. The characteristics of transformational leadership style (20 items), which are measured by MLQ-5X, are: attributed charisma (4 items), idealized influence (4 items), inspirational motivation (4 items), intellectual stimulation (4 items), and individual consideration (4 items). Whereas, the characteristics of transactional leadership (12 items), which are measured by MLQ5X, are: contingent reward (4 items), management-by-exception (active) (4 items), management-by-exception (passive) (4 items). In addition, four items measure laissezfaire leadership behavior and nine items measure leadership outcomes. These are: extra effort, effectiveness, and satisfaction. For our study we

were interested only in transformational leadership style and transactional leadership style. The MLQ-5X scores is average scores for the items on the scale. The score can be derived by summing the items and dividing by the number of items that make up the scale. The five point rating scale is used in this questionnaire that is: 0 (*not at all*), 1 (*once in a while*), 2 (*sometimes*), 3 (*fairly often*), and 4 (*frequently if not always*). MLQ-5X has two forms one is leader foil).1 which is given to the leaders for self rating, and other is rater form which is given to subordinates or supervisors who rate leader.

The reliability of MLQ was generated for the current research and it was found that MLQ shows the reliability correlation of .819. This shows it a highly reliable tool for current data. (Appendix C)

PROCEDURE

For the data collection the informed consent was obtained from General Head Quarter as the data consists of Pakistan army personnel. After formal approval from GHQ the consent letter were sent to the commanding officers of ISSB, ISPR, and units of infantry in Lahore and Sialkot. The researcher visited ISPR center by herself and rest of the questionnaire dispatched to the officers at their places. Urdu translation was not required as all subjects were qualified enough to understand them. The data was collected individually. A number of security checks, a lot of investigative interviews and a number of quires on the part of relevant authorities that made this process more time consuming. The data collected statistically analyzed and discussed by the researcher.

STATISTICAL ANALYSIS

The statistical analysis of the data has been done by SPSS. The t test, analysis of variance and multivariate analysis of variance for hypothesis testing. With the results of following test the research hypotheses were explained and found the significant results. These results explained that army personnel differ in their personality types as the change of their leadership style. It was also found that age, educational qualification and work experience have also been found significantly different with the difference of personality types and leadership style of army personnel.

CHAPTER III

RESULTS

RESULTS

Table I

Alpha reliability coefficient of (MBTI) Myers_Briggs trait indicator & (MLQ) multifactor leadership questionnaire (N=120)

Scales	Items	α
MBTI	72	.78
MLQ	35	.81

Both measures MBTI and MLQ scale demonstrate cronbach alpha highly significant ($\alpha = .78$) and ($\alpha=.81$) respectively which shows that the instruments are highly reliable in measuring the personality type and leadership among army personnel. The reliability coefficient ranges from -1 to + 1. So the alpha coefficient of MBTI and MLQ shows that these are highly reliable test for the data (Anastasi, 2006).

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Table 2

Frequencies and percentages of the preferred personality types among army personnel

(N=120)

Personality types	<i>f</i>	%
ISTJ	17	14.0
ISFJ	25	20.7
INFJ	7	5.8
ISFP	2	1.7
ESFP	8	6.6
ENFP	6	5.0
ENTP	4	3.3
ESTJ	6	5.0
ESFJ	17	14.0
ENFJ	15	12.4
ENTJ	14	11.4

Note. ISTJ= Introvert sensing thinking and judging ; ISFJ=Introvert sensing feeling and judging; INFJ= Introvert intuitive feeling and judging; ISFP= Introvert sensing feeling and perception; ESFP= Extravert sensing feeling and perception; ENFP= Extravert intuitive feeling and perception; ENTP= Extravert intuitive thinking and perception; ESTJ=Extravert sensing thinking and judging; ESFJ= Extravert sensing feeling and judging; ENFJ= Extravert intuitive feeling and judging; ENTJ= Extravert intuitive thinking and judging.

Table 2 indicates that different army personnel have different preferred personality types in which the most prevalent personality type among army personnel is Introvert sensing feeling and judging (ISFJ). After ISFJ, introvert sensing thinking and judging (ISTJ) and extrovert sensing feeling and judging (ESFJ) are the personality types which have highest frequency among the sample. The least prevalent type is extravert intuitive thinking and perception (ENTP). All prominent personality preferences involve the judgment dichotomy in it which considered a strong factor in leadership style

Table 3a

Mean and standard deviation of three types of leadership

Scal	Transformational leadership		Transactional leadership		Laissez-faire leadership	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Personality	98.32	22.05	70.54	20.83	60.22	17.23

Table 3b

One way analysis of variance of personality preferences and leadership style among army personnel

Scale	Source of variation	<i>df</i>	<i>F</i>	<i>p</i>
Transformational				
	Between Groups	10	6.24	.00
	Within Groups	110		
	Total	120		
Transactional				
	Between Groups	10	7.62	.00
	Within Groups	110		
	Total	120		

contd

Scale	Sorce of variation	<i>df</i>	<i>F</i>	<i>p</i>
Lessizeaffair				
	Between Groups	10	4.29	.00
	Within Groups	110		
	Total	120		
Leadership				
	Between Groups	10	7.16	.00
	Within Groups	110		
	Total	120		

Note. *df*=Degree of freedom.

** $p < .001$, * $p < .01$

Variance in leadership style is associated with the personality type as in transformational leadership $F(10) = 6.24$, $P < .001$; in transactional leadership $F(10) = 7.625$, $P < .001$; in laissez-faire $F(10) = 4.298$ whereas in total level of leadership style $F(10) = 7.161$, $P < .001$. Results of the study shows a relationship in the form of effect in preferred personality type. Difference in the mean scores shows that transformational leadership is higher in this relationship as compared to transactional and laissez-faire style.

Table 4

t test analysis of personnel's preferred personality with the comparison in their type of induction

N (120)

Variable	directly inducted		SSC		<i>t</i>	<i>p</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>LL</i>	<i>UL</i>	
Personality	11.09	5.26	8.80	5.7	2.0	.00	.02 - 4.55		0.41

Note .CI= Confidence interval; LL= Lower limit; UL= Upper limit

*P<0.05

A significant difference in preferred personality type have been found in the personnel inducted directly and personnel coming through short service commission. $t(120) = 2.009$, $P = 0.023$. This significant difference shows a significant relationship of personnel preferred personality type with the difference of their type of induction. Usually personnel coming from short service commission having master degree showed consistent personality traits having no effect of military environment. While young recruits and personnel have a strong impact of this organizational environment. This impact is presentable in the form of uniform personality preferences of these young personnel.

Table 5

Analysis of variance of preferred personality types and nature of job among army personnel

N (120)

Scale	Infantry		logistic		public relationing		<i>F</i>	<i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
	10.49	5.8	11.14	5.23	5.50	6.48	2.62	.05

* $P < 0.05$

Note. $N=120$. Where for infantry $n=50$, logistic $n=40$, public relatinig= 30

Different groups have different type of personality. Results are statistically significant at 0.05 significance level .Table 5 indicates the difference of mean score of infantry, logistic and public relationing .It indicates that every group of personnel has different type of preferred personality. The mean score indicates this difference.

Table 6

Multivariate analysis of variance showing the impact of demographics on leadership styles

Dependent variable	SS	df	MS	F	P
Nature of job					
transformational	146.72	3	48.90	.556	.64
transactional	18.85	3	6.28	.373	.77
lessizeaffair	3.50	3	1.16	.159	.92
W.E					
transformational	1904.73	3	634.90	7.22	.00
transactional	255.92	3	85.30	5.06	.00
lessizeaffair	157.11	3	52.37	7.14	.00
type of induction					
transformational	11.85	1	11.85	.13	.71
transactional	28.03	1	28.03	1.66	.20
lessizeaffair	33.94	1	33.94	4.63	.03
Nature of job * W.E					
transformational	916.47	2	458.23	5.21	.00
transactional	104.34	2	52.17	3.09	.05
lessizeaffair	21.70	2	10.85	1.48	.23
Nature of job * type of induction					
transformational	44.70	1	44.70	.50	.47
transactional	.45	1	.45	.02	.86
lessizeaffair	.20	1	.20	.02	.86
W.E * type of induction					
transformational	4.46	1	4.46	.05	.82
transactional	6.97	1	6.97	.41	.52
lessizeaffair	2.61	1	2.61	.35	.55

Continued

Source	Dependent variable	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>
Nature of job *W.E * type of induction					
	transformational	.000	0		
	transactional	.000	0		
	lessizeaffair	.000	0		
Error					
	transformational	7472.90	85	87.91	
	transactional	1431.63	85	16.84	
	lessizeaffair	623.12	85	7.33	
Total					
	transformational	33574 .00	100		
	transactional	58278.00	100		
	lessizeaffair	8316.00	100		

* $p < .01$

Impact of nature of job, work experience and type of induction on leadership was also investigated by conducting manova. The results in table 6 shows highly significant in transformational leadership with work experience $F(3,85)=7.22$, $p<.001$; transactional $F(3, 85)=5.06$, $p,.01$; Lessizeaffair $F(3, 85) = 7.144$, $p<.001$. While in nature of job and with type of induction it was not significant respectively in type of induction $F(3, 85) = .55$, $p>.05$; nature of job $F(1,85) = .13$, $p>.05$.

CHAPTER IV

DISCUSSION

DISCUSSION

The study was aimed at investigating the role of preferred personality type in explaining the leadership behavior of army personnel. It also investigated the leadership style of army personnel which they adopt in their work environment. Moreover it also tells the role of age, academic qualification and work experience with respect to leadership style and personality types of personnel. Over all finding suggest that personality type have a significant effect on leadership style and personnel age, academic qualification and work experience effect differently on their style of leadership and personality type.

The current study was a first attempt to simultaneously investigate the role of preferred personality types and any possible effect on leadership styles among army personnel in Pakistan. Leadership style has been remains in the domain of research in Pakistan army as it considered a key component for the recruitment and organizational structure of Armed Forces. Although the personality type has also been tested during whole recruitment process yet there is no evidence or any researches on hand which can tell us about role of personality types in organizational environment.

The major objective of the current study is to see the preferred personality type which they represent in their work environment. If the personnel have this knowledge they can have a better understanding of the dichotomies of their preferred types which can help them to understand their leadership style. This knowledge also helps them to understand the leadership qualities of their subordinates so that they can assign right duties to them.

The result of the study shows that in (n =120) the highest frequency of ISFJ in the personnel sample were observed. (Table 2) which shows that ISFJ is the most prevalent personality type among army personnel. The intuitive sensing feeling and judging are the basic dichotomies in this type. The major characteristics of this personality types are responsible, conscientious, quiet, and responsible. These people are loyal, thoughtful, notice and remember details about people working under them and do their best to create a harmonious environment at work place.

ESFJ and ISTJ were also having highest frequency among the army personnel. ISTJ type of personalities is also silent, serious, earn success by diligence and reliability, realistic, responsible, and decide logically. Whether as ESFJ personality types are conscious, cooperative and warm hearted. They want harmony in their environment work with determination to establish it. They notice what other needs in their day by day lives and try to provide it. The difference between the frequencies also explains that army personnel differ in their preferred personality type.

A study have been done by(Garren, 2005) in US army command and staff college in which she found that the personality types which are in the effective military leaders are ISTJ, ESTJ, ENTJ, and INTJ. Another study done by (Moraski, 2005) found a study results in the US Marine Corps Command and Staff College that 218 preferred SJ temperaments, 124 preferred NT temperaments out of 428 students, while 35 have preferred NF temperaments and 50 were preferred SP temperaments. MBTI personality types are based four dichotomies which are EI (extroversion-introversion), SN (sensing-intuition), TF (thinking-feeling) and JP (judgment-perception). The result of current study shows that from the first two dichotomies all personnel showed Introversion and Sensing temperaments whereas 84 % showed the

temperament of Judgment 16% showed the temperament of Feeling. In last dichotomy 69.6% showed the temperament of judgment while remaining 30.4% showed the temperament of feeling.

MBTI is a very popular test of career planning and it is also very helpful for placing personnel on right places in armed forces. In US and Australian army this test widely used for the personnel duties in different places. The study results showed the difference of preferred personality among army personnel. In history of Pakistan army each personnel have to perform uniform activities throughout in their career. It was done to improve the level of competence of each personnel. Sometimes their performance does not come up to the mark as expected. If assigned duty did not match with personality attributes the deterioration arises. So the MBTI profile helps to improve their competence after placing them in their rightful positions.

HYPOTHESIS 1

There would be a significant relationship between preferred personality type and leadership style among army personnel.

It was hypothesized that preferred personality type will have a relationship with the leadership styles of army personnel. One way analysis of variance has been used and the results were found significant (Table 3).

The current study results explained that preferred personality type differs with the difference in leadership style of army personnel. Mean of transformational leadership showed that mostly personnel leadership score is higher on transformational leadership. This shows that their practicing leadership style is transformational. The characteristics of transformational leadership are raising followers or motivating them to higher level of morality. In other words leader and follower as well as their social system in which they function are transformed.

Pakistan army leadership is considered as passionate and idealistic kind of leadership. The personnel always try to ensure such kind of environment that could potentially involve high level of morality and concept of sacrifice. Thus the transformational leadership would be considered very much effective for raising the personnel morale. Whereas the personality types of personnel described the dominant personality types were ISFJ, ESFJ, and ISTJ. It can be assumed from the results of current study that *ISFJ*, s is very much related to transformational leadership. In organizational leadership it is very much necessary to raise the personnel at the highest level of achievement. For creating a healthy and soothing environment among organization this kind of leadership not only develop personnel trust on their leadership but also build the organization much stronger.

Persons classifies as *ISTJ* personality types are responsible and realistic. They make everything orderly and organized their work, their home, their life. They value loyalty. Traditions are very important to them. While persons classifies as *ESFJ* types of personality are conscious and cooperative. They want ease and harmony in their environment. They work with a lot of determination and they like to work with others to complete tasks with accurate timing. They are loyal. They always look for small matters. They notice what the other needs in their daily lives try to provide it. They always want to be appreciated of what they are and always want that everybody should notice it.

Personality types might contribute to leadership styles in army personnel but that effect might differ in different leadership styles.. These differences are there due to the difference of work environment, tactical and technical knowledge, in born leadership qualities and different personality traits and temperament which is

possessed by personnel in Pakistan army. Different attributes relate to different leadership styles.

A single study done by col tanweer akhter on military leaders profiling have established the characteristics of a military leader defined by his subordinates. It would be bold places country before their life, takes initiative, is able to command and control, professional ,takes care of subordinates , is patriotic and disciplined. The results of the researches also indicated that there is a significant difference on the attributes which are peculiar to a leader (tanweer, 2003).

Another study also presented that the different leadership styles showed different displayed characteristics of personality. (Hofmann & Jones, 2005) evaluate that transformational, transactional leaders have different working strategies about the work and competence in work environment. They shared norm, they have different capabilities and skills therefore they are different in their behavioral styles within personalities. This type of leadership which they show in their work environment, these behavioral styles will produce different personality traits (e.g., conscientious or agreeable behaviors) at different level of personality. The evidence shows that the individuals that have transformational leadership motivate subordinates well to fulfill their job with more effort.

A study done by Grice in 2006 on the personality profiling of the experienced army aviators in Virginia university proved that different army personnel have different types of preferred personality type .According to his results 53 out of 300 Majors surveyed indicated ESTJ personality type as their preference and 74 out of 300 Majors surveyed indicated have ISTJ personality type as their prefer personality type. They are usually called naturally administrators. ENTJ personality types are

considered naturally administrator and 47 majors from the group of 300 Majors preferred this personality type and showed behavior accordingly. These results indicate that these personality types might contribute to success as an officer in the Army (Grice, 2006).

A study conducted by Tudi in 2004 support this theory that certain personality types are successful within specific Combat situations. Each personality type has its strengths and weaknesses. By taking personality into consideration any officer can be directed and counseled to what they choose in their careers and what are their personalities types are relevant with. Personality is very much important for determine an officer's life in army environment. It will help leaders to prepare their weaknesses based on the knowledge of their personality preferences. For example, ENTJ type of personalities is very vocal in communication but their use of word is in abstract form to present it to others. On the other hand if personnel are an ISFP their communication is less verbal and more thoughtful. They understand information they can gather with their senses and understand the information accurately and systematically. Information is obtained through instincts and decisions are based on their personal knowledge. They are committed to the object of their work goals and cannot be influenced once they have made up their mind. They will stick to the achievement of the goal without much in the way of discrepancy. They are concerned about how their decision will affect on those who are working under them and who have to complete the mission. They are also capable of changing their methods to accomplish the work and influence the outcome. (Tudi, 2004).

Pakistan Army as an organization has different kind of fields and work environment. The different divisions of army known as Infantry, Armor, Field

Artillery, Air Defense Artillery, Aviation, Special Forces, and Corps of Engineers , Medical core, Educational core and public relations. The current study results showed that army personnel have different types of leadership styles. After knowing the personality types of personnel the specific and required nature of leadership assignments needed by these different divisions would be given to them.

HYPOTHESIS 2

There would be a significant relationship between preferred personality type and their type of induction among army personnel.

Our second hypothesis hypothesized that Personnel having difference in type of induction in army would also differ in their personality types. For the analysis of this t test have been used, the data was divided in to two groups and the results showed a significant difference among the directly inducted and short service commission army personnel .The results shows that personnel differ in their personality types with regard of their induction type in army and it is significant (Table, 4) .Personnel inducted directly were mostly ISTJ personality types while personnel coming through short service commission were ISFJ in their personality types. In Pakistan army recruitment on officer ranks have been done through SSC and direct commission. Personnel coming through both of these categories have different educational backgrounds. Although they have to done different courses during their work but the nature of these courses remains same. These differences in preferred personality type relate to preferred personality type.

Not much empirical data is there to support these results however many researches given as following showed the positive or negative relationship between personality

types and academic achievement, learning and personality of the individuals, thus the difference of education also visible in the difference of personality types.

The results of a study done at classical education settings have confirmed a positive correlation between students' preferred personality type of achievement and their academic success. Several other studies have also investigated the relationship between students' academic success and their preferred personality. It also acknowledged statistically significant relationship between academic success and of preferred personality traits (Yavuz , 2008).

HYPOTHESIS 3

Preferred personality type will be significantly different among army personnel with their nature of job.

The third hypothesis explains that Army personnel will have different personality types with the difference of their nature of job (Table 5).

The data have been divided in to three groups which are infantry group, logistic group and public relationing group. The analyses of result explain that these said groups were significantly different in their personality types. It also describe that this difference is more significant at infantry group with the comparison of the public relationing group.

Mostly personnel in Pakistan army belong to the early age groups as their ranks promoted higher the personnel get fewer in numbers. The personnel who serve in the commanding post in army units are fewer in numbers therefore the sample consists of mostly personnel belongs to the earlier age groups. The difference in work environment, operational duties, and organizational trainings makes the difference in personality as well in leadership.

A research explained that the personality of student aviators coming today might be different than the personality of the student aviators of twenty years before in armed forces; these differences might be due to the type of personality and their work environment or the change of their work place. Army has not required any college grade education traditionally or in order to be an aviator, but many of the student aviators in the presented research had obtained college degrees. These college grades have an impact on their style of leadership and personality types. These changes have occurred in Army with the development of new technologies that require a high level of technical skill and these changes have been found in different age groups (Grice, 2006)

HYPOTHESIS 4

Leadership styles of personnel will be significantly different on the basis of their nature of job, type of induction and work experience.

It was hypothesized that there will be a significant difference in the leadership styles of personnel on the basis of their nature of job, type of induction and work experience. The study of demographic in leadership explains that effect of nature of job and type of induction is not significant enough while the work experience have a significant effect on leadership behavior. The post hoc of the results explains that nature of job as a separate variable have no significant difference among leadership styles anyhow in the grouping variable of nature of job+work experience this difference is significant (Table 6).

The theories of leadership describe human leadership qualities are inborn. The leadership can be modified with training and experience therefore personnel leadership has an effect by their work experience. In the initial level of their army experience the personnel would have direct leadership. This Effective leadership

involved training stress, inevitable change in combat situations, and care for soldiers as these soldiers have to accomplish their missions under pressure and the guideline of their officer. If it was done in a supportive, climate which is also ethical. They try that subordinates can constantly improve and satisfy their officers in charge. Leaders demand the best from their soldiers-and mentor them.

At higher level of Army leadership describe the different skills and actions necessary for handling increasing complexity to be involved. The first-line supervisors, whether they are corporals, captains or majors were considered as direct leaders. Direct leadership is about to face-to-face communication, this leadership applies at the tactical level in squads, sections, platoons, battalions and squadrons. These skills and actions of direct leadership also apply at higher levels. Direct leadership not only involves the those skills and competencies which was needed by personnel to make communication ,building teams, supervising and counseling, but it also highlights critical reasoning and creative thinking. Leaders which are at initial level may think analytically and creatively (Alexander, 2005).

Brigade as the lowest level is helpful that is exactly in the organizational realm above higher leadership, these types of leaders have to coordinate with both higher and lower staffs. In a large organization such a brigade is also impossible to know everyone in the unit or to speak personally with each soldiers working under. Higher leadership or second line leadership which is known as organizational leadership occurs at levels from battalion through corps within the military leaders operate at the tactical level, but influence of higher leadership is much broader when they are operating through staffs. (Alexander, 2005).

Transformational and transactional leadership describes that direct leadership is very much alike to transactional leadership in which whole power was given to the leader to perform tasks and reward or punish to their subordinates on their performance. This opportunity was given to the transactional leader to lead the group and the group also agreed to follow his ideas to accomplish a predetermined goal. Power was given to the leader to assess, correct and train subordinates when productivity was not up to the mark. They also reward effectively when expected outcome have been acquired. While organizational leadership is very much related with transformational leadership. This difference in transactional and transformational leadership is clearly visible in results of current study. The investigation elaborated the difference of the type of leadership in personnel having different work experience.

CONCLUSION

The research summarize the rôle of preferred personality type and leadership style among personnel of armed forces .The study was conducted to explore these variables in Pakistan army .It can be concluded from the results that personnel were different in their preferred types. This preferred type has an impact on their leadership style. The difference in preferred personality type results in the difference in leadership style .The research also addressed the external environment confronting the military as well as the organizational culture within the armed forces. The original goal in writing this report however was to identify some of the key research needs in military leadership. The role of MBTI for measuring preferred type in army and its usefulness for army as an organization. Army leadership, its presentable form in army structure has been discussed.

IMPLICATIONS

1. Future studies can use the resulting data to expand their understanding of leadership relation with preferred personality type and imply the findings for its better understanding of military leadership.

2. Leaders in organization should take advantages of these results to understand the personality type for the selection of competent personnel.

3. The result of the study can provide a proof for the utilization of MBTI in armed forces for special training of army personnel in different areas for enhancing their competence.

4. MBTI can be used for selecting right person for the right duty in Pakistan army as it have been used in US armed forces and Australian army for the said purpose.

LIMITATIONS

Before generalizing the results of the study some light must be thrown on limitation of the study;

1. In this study the limited personnel have been studied as it was difficult to approach due to security problems of country .A higher number of data can help to determine the more profound results. It would have been a more comprehensive study if various level of leadership could have been put forward for more comprehensive result.
2. The sample was not selected all units of Pakistan army due availability problem. If it would consist of all the units of Pakistan army it would help more to understand the preferred personality type with the specific leadership style.
3. The intervening variable in leadership process such as subordinate commitment, power of leader, managerial motivation, plays an important role in influencing leadership behavior. If certain control has been put on these intervening variables it would have led to formulate more specific results.
4. There is a possibility that participant's self participation concerns would have influenced their responses.

RECOMENDATIONS

The study is important and following are the guidelines for further research

1. Present study has encompassed the personnel preferred personality traits and leadership style in their working environment. Some demographic like age work environment and work experience have been observed, In further research more demographic like gender, area of origin, working hours, family back ground etc would give us more profound results to be analyzed.
2. Present study has pointed out the relationship of preferred type with leadership style. Further studies can analyze the effect of this relationship reciprocally and it would also been judged that how this relationship effect organization.
3. A complete cross sectional study from the whole units of army can give more intensive results for the relationship of personality traits and its relationship with the leadership styles.
4. Studying the comparative results of preferred personality types and leadership behavior in the structures of army ,navy and Pakistan air force can much elaborate this relationship and its difference in the different sections of army.

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APPENDIX

Informed Consent and Demographic Sheet

I am the student of MS at International Islamic University, Islamabad. I am conducting the present research the leadership styles and its relation with different personality types. For this purpose following two scales will have to be completed. This process will take a little time of your busy work schedule but your cooperation will be highly valuable and will assist to advance scientific knowledge.

Your identity and information obtained in this regard will remain confidential and will only be used for the said purpose. I hope that you will consider it seriously and with professional regard. Highly obliged for your cooperation.

Thanks

For further information and queries, you may contact

ASMA RIAZ HUMDANI

MS, International Islamic University, Islamabad.

Email: asma_humdani@hotmail.com

NAME	_____
UNIT	_____
CORE	_____
RANK	_____
SEX	_____
AGE	_____
EDUCATION	_____
MARITAL STATUS	_____
SERVING TIME PERIOD	_____
DATE	_____

Appendix B

MYRES-BRIGGS TRAIT INDICATOR

1. You are almost never late for your appointments
☐ YES ☐ NO
2. You like to be engaged in an active and fast-paced job
☐ YES ☐ NO
3. You enjoy having a wide circle of acquaintances
☐ YES ☐ NO
4. You feel involved when watching TV soaps
☐ YES ☐ NO
5. You are usually the first to react to a sudden event:
the telephone ringing or unexpected question
☐ YES ☐ NO
6. You are more interested in a general idea than in the details of its realization
☐ YES ☐ NO
7. You tend to be unbiased even if this might endanger
your good relations with people
☐ YES ☐ NO
8. Strict observance of the established rules is likely to prevent a good outcome
☐ YES ☐ NO
9. It's difficult to get you excited
☐ YES ☐ NO
10. It is in your nature to assume responsibility
☐ YES ☐ NO
11. You often think about humankind and its destiny
☐ YES ☐ NO
12. You believe the best decision is one that can be easily changed
☐ YES ☐ NO
13. Objective criticism is always useful in any activity
☐ YES ☐ NO
14. You prefer to act immediately rather than speculate
about various options
☐ YES ☐ NO
15. You trust reason rather than feelings
☐ YES ☐ NO
16. You are inclined to rely more on improvisation
than on careful planning
☐ YES ☐ NO

34. You tend to rely on your experience rather than on theoretical alternatives
☐ YES ☐ NO
35. You like to keep a check on how things are progressing
☐ YES ☐ NO
36. You easily empathize with the concerns of other people
☐ YES ☐ NO
37. Often you prefer to read a book than go to a party
☐ YES ☐ NO
38. You enjoy being at the center of events in which other people are directly involved
☐ YES ☐ NO
39. You are more inclined to experiment than to follow familiar approaches
☐ YES ☐ NO
40. You avoid being bound by obligations
☐ YES ☐ NO
41. You are strongly touched by the stories about people's troubles
☐ YES ☐ NO
42. Deadlines seem to you to be of relative, rather than absolute, importance
☐ YES ☐ NO
43. You prefer to isolate yourself from outside noises
☐ YES ☐ NO
44. It's essential for you to try things with your own hands
☐ YES ☐ NO
45. You think that almost everything can be analyzed
☐ YES ☐ NO
46. You do your best to complete a task on time
☐ YES ☐ NO
47. You take pleasure in putting things in order
☐ YES ☐ NO
48. You feel at ease in a crowd
☐ YES ☐ NO
49. You have good control over your desires and temptations
☐ YES ☐ NO
50. You easily understand new theoretical principles
☐ YES ☐ NO

51. The process of searching for solution is more important to you than the solution itself
☐ YES ☐ NO
52. You usually place yourself nearer to the side than in the center of the room
☐ YES ☐ NO
53. When solving a problem you would rather follow a familiar approach than seek a new one
☐ YES ☐ NO
54. You try to stand firmly by your principles
☐ YES ☐ NO
55. A thirst for adventure is close to your heart
☐ YES ☐ NO
56. You prefer meeting in small groups to interaction with lots of people
☐ YES ☐ NO
57. When considering a situation you pay more attention to the current situation and less to a possible sequence of events
☐ YES ☐ NO
58. You consider the scientific approach to be the best
☐ YES ☐ NO
59. You find it difficult to talk about your feelings
☐ YES ☐ NO
60. You often spend time thinking of how things could be improved
☐ YES ☐ NO
61. Your decisions are based more on the feelings of a moment than on the careful planning
☐ YES ☐ NO
62. You prefer to spend your leisure time alone or relaxing in a tranquil family atmosphere
☐ YES ☐ NO
63. You feel more comfortable sticking to conventional ways
☐ YES ☐ NO
64. You are easily affected by strong emotions
☐ YES ☐ NO
65. You are always looking for opportunities
☐ YES ☐ NO
66. Your desk, workbench etc. is usually neat and orderly
☐ YES ☐ NO

67. As a rule, current preoccupations worry you more than your future plans

☐ YES ☐ NO

68. You get pleasure from solitary walks

☐ YES ☐ NO

69. It is easy for you to communicate in social situations

☐ YES ☐ NO

70. You are consistent in your habits

☐ YES ☐ NO

71. You willingly involve yourself in matters which engage your sympathies

☐ YES ☐ NO

72. You easily perceive various ways in which events could develop

☐ YES ☐ NO

MULTI FACTOR LEADERSHIP QUESTIONNAIR

PART I

Instructions:

1. This questionnaire is to describe your work style containing thirty-four statements.
Please answer all the statements.
2. Judge how frequently each statement fits you.
3. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.
4. Use the following rating scale while answering the statements. Circle one of the numbers indicated against each statement.
0 not at all 1 once in a while 2 sometimes 3 fairly often 4 frequently if not always

- 1.I provide others with assistance in exchange for their efforts 0 1 2 3 4
2. I re-examine critical assumptions to question whether they are
appropriate 0 1 2 3 4
- 3.I fail to interfere until problems become serious 0 1 2 3 4
4. I focus attention on irregularities, mistakes, exceptions, and deviations
From standards. 0 1 2 3 4
- 6.I talk about my most important values and beliefs 0 1 2 3 4
- 7.I seek differing perspectives when solving problems 0 1 2 3 4
- 8.I talk optimistically about the future 0 1 2 3 4
- 9.I instill pride in others for being associated with me 0 1 2 3 4
10. I discuss in specific terms who is responsible for achieving
performance targets 0 1 2 3 4
- 11.I discuss in specific terms who is responsible for success..... 0 1 2 3 4
- 12.I wait for things to go wrong before taking action "" 0 1 2 3 4
- 13.I talk enthusiastically about what needs to be accomplished 0 1 2 3 4
- 14.I specify the importance of having a strong sense of purpose 0 1 2 3 4
- 15.I spend time teaching and coaching 0 1 2 3 4
- 16.I make clear what one can expect to receive when performance goals are
achieved 0 1 2 3 4
17. I show that I am a firm believer in if some method doesn't work then
don't apply it 0 1 2 3 4
- 18.I go beyond self-interest for the good of the group 0 1 2 3 4

0 not at all 1 once in a while 2 sometimes 3 fairly often 4 frequently if not always

20.I demonstrate that problems must become chronic before I take action	0 1 2 3 4
21 I act in ways that build other's respect for me	0 1 2 3 4
22.I concentrate my full attention on dealing with mistakes, complaints, and failures	0 1 2 3 4
23.I consider the moral and ethical consequences of decisions	0 1 2 3 4
24.I keep track of all mistakes	0 1 2 3 4
25.I display a sense of power and confidence	0 1 2 3 4
26.I articulate a compelling vision of the future	0 1 2 3 4
27.I direct my attention toward failures to meet standards	1 2 3 4
28. I consider an individual as having different needs, abilities, and aspirations from others	0 1 2 3 4
30.I get others to look at problems from many different angles	0 1 2 3 4
31.I help others to develop their strengths	0 1 2 3 4
32.I suggest new ways of looking at how to complete assignments	0 1 2 3 4
33.I emphasize the importance of having a collective sense of mission	0 1 2 3 4
34.I express satisfaction when others meet expectations	0 1 2 3 4
35.I express confidence that goals will be achieved	0 1 2 3 4

PART II (should b filled by the boss or subordinate)

This questionnaire is to describe the work style of the above-mentioned individual, as you perceive it containing thirty-four statements. Please answer all the items.

1. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.
2. Please answer this questionnaire anonymously.

Important (necessary for processing): which best describes you?

I am at lower level than the person I am rating.

I do not wish my organizational level to be known.

4. Judge how frequently each statement fits the person you are describing.
5. Use the following rating scale. Circle one of the numbers indicated against each statements.

0 not at all 1 once in a while 2 sometimes 3 fairly often 4 frequently if not always

The Person I Am Rating ...

1. Provides me with assistance in exchange for my efforts 0 1 2 3 4
2. Re-examines critical assumptions to question whether they are appropriate 0 1 2 3 4
3. Fails to interfere until problems become serious 0 1 2 3 4
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards 0 1 2 3 4
6. Talks about their most important values and beliefs 0 1 2 3 4
7. Seeks differing perspectives when solving problems 0 1 2 3 4
8. Talks optimistically about the future 0 1 2 3 4
10. Instills pride in me for being associated with him/her. 0 1 2 3 4

0 not at all 1 once in a while 2 sometimes 3 fairly often 4 frequently if not
always

- 11 Discusses in specific terms who is responsible for achieving
performance targets 0 1 2 3 4
12. Waits for things to go wrong before taking action 0 1 2 3 4
13. Talks enthusiastically about what needs to be accomplished 0 1 2 3 4
14. Specifies the importance of having a strong sense of purpose 0 1 2 3 4
15. Spends time teaching and coaching 0 1 2 3 4
16. Makes clear what one can expect to receive when performance
Goals are achieved 0 1 2 3 4
17. Shows that he/she is a firm believer in if some method doesn't work
then don't apply it. 0 1 2 3 4
18. Goes beyond self-interest for the good of the group 0 1 2 3 4
19. Treats me as individuals rather than just as a member of a group 0 1 2 3 4
20. Demonstrates that problems must become chronic before taking action 0 1 2 3 4
21. Acts in ways that builds my respect.. 0 1 2 3 4
22. Concentrates his/her full attention on dealing with mistakes,
Complaints, and failures 0 1 2 3 4
23. Considers the moral and ethical consequences of decisions 0 1 2 3 4
24. Keeps track of all mistakes 0 1 2 3 4
25. Displays a sense of power and confidence 0 1 2 3 4
26. Articulates a compelling vision of the future 0 1 2 3 4
27. Directs my attention toward failures to meet standards 0 1 2 3 4
28. Considers me as having different needs, abilities, and aspirations
from others. 0 1 2 3 4
30. Gets me to look at problems from many different angles 0 1 2 3 4
31. Helps me to develop my strengths 0 1 2 3 4
32. Suggests new ways of looking at how to complete assignments 0 1 2 3 4
33. Emphasizes the importance of having a collective sense of mission 0 1 2 3 4
34. Expresses satisfaction when I meet expectations 0 1 2 3 4
35. Expresses confidence that goals will be achieved 0 1 2 3 4

