

Leadership and Personality: Related to Outcome Variables?



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Abstract

The main focus of this study is to examine the relationship between different leadership styles and outcome variables. The personality trait extraversion of followers is taken into account. To examine this, a sample of 50 participants, managers and followers, in a hotel in the United States filled out a questionnaire. The results show that the personality trait extraversion has a relation with the outcome variables. Followers with an extravert personality show less burnout and more job satisfaction. Leadership styles are shown to have an effect on the outcome variables as well. The leadership styles consideration, inspiration and initiating structure all have a positive relation with job satisfaction. Lower burnout is experienced more under followers that have a structural or considerate leader. Extraversion interacts with the leadership consideration and inspiration for burnout but not for job satisfaction.

Introduction

Bass (1990) describes consideration as the degree to which a leader shows concern and respect for followers, looks out for their wellbeing and shows appreciation and support. Initiating structure is the degree to which a leader defines and organizes his role and the role of followers, orientation towards goals and establishes a well defined communication pattern. Judge, Piccolo & Ilies (2004) found in their meta-study that consideration was related positively to follower job satisfaction, performance, and satisfaction with the leader. Seltzer and Bass (1990) found a negative relationship between leaders' consideration, and follower's levels of burn out, especially in combination with a high level of initiating structure. Initiating structure was also related to effectiveness (Judge et al, 2004). Consideration and initiating structure have virtually disappeared in modern day research. Here in this study they will be brought up again as two of the main leadership styles that are being examined.

There is a lot of research about leadership and the effects on outcome variables. However, it is not clear that every follower reacts the same to the various leadership dimensions. Relationship between leadership styles on the one hand and outcome variables on the other may be moderated by followers' personality. A certain type of leadership style can be motivating and appealing for one follower but not for another. Extravert followers prefer a democratic leadership style and followers high on neuroticism prefer an autocratic leadership style (Bhushan, 1970).

The study of Palm (2007) shows that inspirational leadership has a strong correlation with job satisfaction and that there is a negative correlation with emotional exhaustion and burnout. The interaction of inspirational leadership with the personality dimension extraversion is significant for the outcome variables job satisfaction and burnout. Extroverts experience more job satisfaction when inspirational leadership is high. This study does not mention any interaction between extraversion and the leadership styles consideration and structure on the outcome variables. However the personality trait neuroticism has been studied and the interaction with consideration, structure and job satisfaction is significant.

The present study has been conducted in a hotel in Florida. The hospitality industry is an industry on its own and differs in many ways from other industries. Every day there is interaction with different people from all over the world, and customer service is crucial in keeping the business standing. Many places in the world like Florida depend on the hospitality industry for jobs and income. There hasn't been a lot of research in this industry and therefore it is important to conduct research in this area so that effectiveness and wellbeing can be improved. My goal in this research is to examine leadership in interaction with personality of followers in the hospitality industry.

The leadership styles under study are consideration, initiating structure, and inspiration. The possible moderating effect of the personality trait extraversion on the connection between these leadership styles on the one hand and follower's job satisfaction and burnout will be examined.

Leadership

In the 1940s research on leadership established itself. Leadership has received a lot of attention throughout the following years. The Ohio State studies identified consideration and initiating structure as two dimensions of leader behavior. (Stogdill, 1950).

Transformational and transactional leadership are two leadership styles that have predominated studies in the 1980s. There are four dimensions of transformational leadership that have been developed by Bass (1985) through the Multifactor Leadership Questionnaire (MLQ): inspirational motivation, idealized influence, individualized support and intellectual stimulation. Inspirational leadership is the one that has received a lot of attention and is applied in this research.

Leadership and outcome variables

Leadership style can affect followers in a different way; personality of the follower can have a moderating effect in this. Job satisfaction and burnout are the two outcome variables researched in this study. Stoker (1998) investigated the relationship between leadership styles, individual characteristics and outcome variables. She came to the conclusion that there is more job satisfaction among team members when the leader is seen to offer considerate, charismatic or consultative leadership. Burn out only correlates with consultative leadership.

Job satisfaction is defined as a pleasurable or positive emotional state from the appraisal of one's job experiences (Locke, 1976). Job satisfaction is very important because it is related to turnover (Lee & Mowday, 1987; Tet & Meyer, 1993) and absenteeism (Scott & Taylor, 1985; Steel & Rentsch, 1995). When followers are satisfied with their job, they will be more committed and there will be less absenteeism. These effects in turn, are likely to enhance the company's productivity.

Burnout is the other outcome variable examined in this study. Maslach and Jackson (1981) define burnout as characterized by emotional exhaustion, depersonalization (negative, cynical attitudes and feelings about one's recipients) and reduced personal accomplishment (tendency to evaluate oneself negatively). The main factor in burnout is exhaustion; therefore this is the only characteristic that is considered in the thesis. Burn out can cause more absenteeism and this will

decrease productivity of the company. It is important to study burn out and what can make someone more susceptible in order to prevent it.

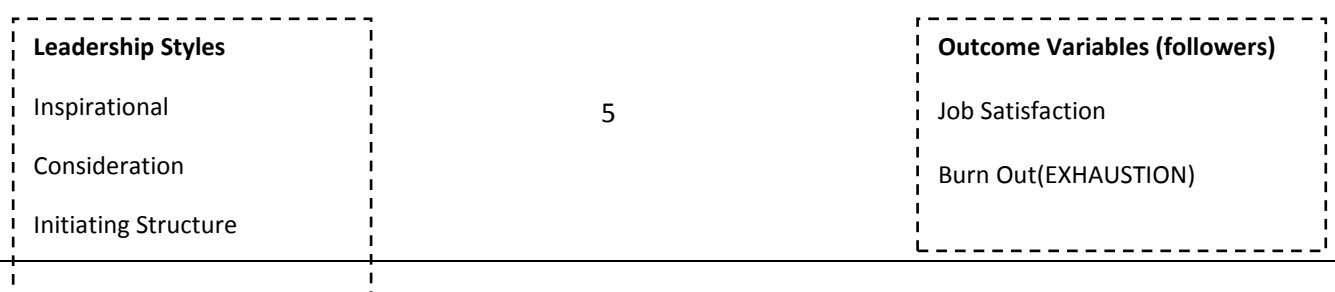
The focus of the present study is on leadership and follower well being. Three different leadership styles (consideration, initiating structure and inspiration) are brought into play; all of them have had a significant influence in the literature about leadership. The relationship between different leadership styles and their effects on followers in a hotel will be examined. One of the departments that has been taken into account is the restaurant of the hotel. This is an important department to study leadership in, since there is a lot of interaction with guests, employees and it is a very fast paced environment that needs a good leader. It is expected that leadership style will have a significant impact on follower's job satisfaction and burn out. Working in a restaurant is not an easy job and it is physically challenging. When the leadership style does not have a positive effect on the follower it can lead to burn out and low job satisfaction. Followers might have a higher/lower score on perceived burn out and job satisfaction, depending on the leadership style their leader displays. In addition the personality of the followers will be taken into consideration, selected is the personality trait extraversion of the Big 5. Extraversion has been examined extensively in previous research. It seems plausible that an extravert person will perceive a leader different than for example a neurotic person.

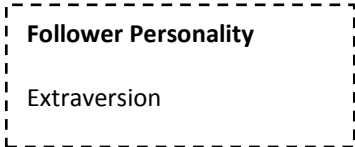
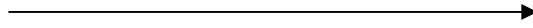
Research questions

In this study the focus will be on the following research questions:

1. What is the relationship between the leadership styles (consideration, initiating structure and inspiration) and outcome variables (job satisfaction and burnout)?
2. Does the personality trait extraversion interact with the leadership styles in predicting outcome variables? Is there a difference between followers scoring low or high on extraversion, in the need for a certain type of leadership?

Figure 1. Leadership styles and follower personality and their effect on outcome variables





Methods

Participants

Data is gathered from 50 participants in the hospitality industry, of which 26 males (52%) and 24 females (48%). Different departments of the hotel were involved in the study. The departments participating were the following: security, front office, restaurant, room service, reservations and valet. Some departments were excluded because they were too small and it would be hard to generalize the results. The age ranged from 20 to 70 years old ($M=37, S.D.=.5$). Participants have been employed between 2001 and 2010 ($M=2007, S.D.=2.27$).

Procedure

Questionnaires were handed out to employees in the hotel. It was explained the research was for the goal of writing a thesis and anonymity was guaranteed. The objective of the research is to study attitudes of American employees towards work and general attitudes of American employees towards life. Subjects were free to fill out the questionnaire in their personal time or at the job. It was strongly recommended not to discuss the questions and answers with others.

Instruments

The questionnaire included questions regarding leadership style, outcome variables and the personality trait extraversion. The questions measured the variables burnout and job satisfaction (as perceived by follower) and three leadership styles; inspirational, initiating structure and consideration.

Extraversion

The Big Five personality trait extraversion was measured using a scale from De Jong, Van Eck and Van den Bos (1994). Participants were asked to circle the answer that was the most appropriate for them, a 9-point scale was used with “9” indicating one extreme of the continuum and “1” the other extreme of the continuum. One of the items measuring extraversion is warmth, with “9” indicating very warm, to “1” indicating very cool.

Leadership style

Consideration and initiating structure were measured with the Ohio-State Leadership Questionnaire (Mulder et al., 1971). The questions used to measure consideration are:

1. My supervisor is friendly and approachable, 2. My supervisor makes me feel at ease when I talk to him, 3. My team leader can get along well with people in the team. Questions to measure initiating structure: 1. My supervisor takes the leading part, 2. My supervisor decides in detail what shall be done and how it shall be done, 3. My supervisor acts firm if needed.

Inspirational Leadership was measured with a questionnaire developed by Den Hartog et al (1997). A five-point scale was used for all the items measuring leadership style. Participants could indicate on a continuum of “strongly disagree” (=1) to “strongly agree” (=5). The questions measuring inspirational leadership are the following: 1. My supervisor is friendly and approachable, 2. My supervisor makes me feel at ease when I talk to him, 3. My supervisor can get along well with people in the team.

Outcome Variables

The outcome variables job satisfaction and burnout have been measured also. The variable job satisfaction was measured using a scale employed by Stoker (1998). The following questions were used to measure job satisfaction: 1. I am satisfied with my job, 2. Most days I am enthusiastic about my work, 3. I consider my work rather unpleasant, 4. I find real enjoyment in my work.

Burnout was measured by a six-point scale from Maslach and Jackson (1986), from never (1) to daily (2). The following items were used to measure burnout: 1. Working all day in my current job is really a strain for me, 2. In my current job I feel burned out from my work, 3. In my current job I feel used up at the end of the day, 4. In my current job I feel tired when I get up in the morning and have to face another day on the job, 5. My work makes me feel mentally exhausted.

Results

Descriptive statistics and correlations

In table 1 the means, standard deviations and correlations of variables are shown of leadership styles, personality and outcome variables.

Table 1. Means, Standard Deviations and Correlations of variables

| | 1 | 2 | 3 | 5 | 9 | 10 | |
|-----------------------|---------|---------|---------|---------|---------|---------|------------------------------------|
| 1.InspiratLead | 1 | .859** | .784** | -.069 | -.214 | .426** | |
| 2.StructLead | .859** | 1 | .765** | .105 | -.339* | .458** | |
| 3.ConsidLead | .784** | .765** | 1 | .079 | -.453** | .550** | |
| 5.Extraversion | -.069 | .105 | .079 | 1 | -.346* | .347* | |
| 9.Ubos | -.214 | -.339* | -.453** | -.346* | 1 | -.599** | |
| 10.JobSatCORR | .426** | .458** | .550** | .347* | -.599** | 1 | |
| M | 3.7829 | 3.8140 | 3.8605 | 7.4592 | 2.5388 | 3.7806 | <u>Leadership and influence on</u> |
| SD | 1.14523 | 1.00459 | 1.09649 | 1.22408 | 1.27489 | .88334 | <u>outcome variables</u> |
| Alpha | .893 | .882 | .948 | .756 | .829 | .410 | As shown in table 1, there is a |

relation between the dependent variable burnout and the leadership styles. Leaders displaying a structural or considerate style show a significant negative correlation with burnout. In other words, when a leader applies any of these leadership styles, followers perceive less burn out. Inspiration does not show a significant correlation with burn out. All three leadership styles show a positive significant correlation with job satisfaction. Whenever a leader displays one of these three leadership styles, followers will have a high job satisfaction.

Extraversion and interaction with leadership styles in predicting outcome variables

Extraversion and considerate leadership both show a significant negative correlation with burnout. Presented in table 2 is the correlation between extraversion and burnout (beta= -.296, p<.05) independent of considerate leadership (beta=-.430, p<.01). The interaction between considerate leadership and extraversion is significant for the outcome variable burnout.

Table 2. Extraversion and considerate leadership and their influence on burnout among followers

| | | Coefficients ^a | | | | |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| Model | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.862 | 1.157 | | 5.929 | .000 |
| | Extraversion | -.304 | .137 | -.296 | -2.216 | .032 |
| | ConsidLead | -.519 | .161 | -.430 | -3.220 | .003 |
| 2 | (Constant) | 13.723 | 3.747 | | 3.662 | .001 |
| | Extraversion | -1.259 | .515 | -1.224 | -2.444 | .019 |
| | ConsidLead | -2.163 | .871 | -1.792 | -2.483 | .017 |
| | ExtravXConsid | .228 | .119 | 1.726 | 1.919 | .062 |

a. Dependent Variable: BurnOut

Dividing the group of extraverts into low and high extraverts shows that followers with low extraversion benefit from a considerate leadership style if they are sensitive to burn out. The negative correlation between considerate leadership and burnout is much stronger with low than high extraverts (see table 3).

Table 3. High and low extraverts with considerate leadership for burnout

| Variable | | UBOS | |
|------------------------|-------------------|----------|-------|
| | | Constant | B |
| Considerate Leadership | High extraversion | 3.285 | -.282 |
| | Low extraversion | 5.849 | -.723 |

As shown in table 4 structural leadership and extraversion have a significant correlation with burnout independent of each other. There is no significant interaction found between the personality trait extraversion and structural leadership (beta=.774, $p > .05$)

Table 4. Extraversion and structural leadership and their interaction in relation to burnout

| | | Coefficients ^a | | | | |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| Model | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.422 | 1.241 | | 5.176 | .000 |
| | Extraversion | -.306 | .146 | -.298 | -2.096 | .042 |
| | StructLead | -.406 | .187 | -.308 | -2.171 | .036 |
| 2 | (Constant) | 9.297 | 3.574 | | 2.602 | .013 |
| | Extraversion | -.716 | .500 | -.696 | -1.433 | .160 |
| | StructLead | -1.212 | .957 | -.920 | -1.266 | .213 |
| | ExtravXStruct | .114 | .133 | .774 | .858 | .396 |

a. Dependent Variable: Ubos

Extraversion shows a significant correlation (beta=-.346, $p < .05$) with burnout in table 5, while inspirational leadership doesn't show a significant independent correlation. However there is an interaction effect of extraversion and inspirational leadership together.

Table 5. Extraversion and inspirational leadership and their effect on burn out

| | | Coefficients ^a | | | | |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| Model | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.281 | 1.318 | | 4.767 | .000 |
| | Extraversion | -.356 | .149 | -.346 | -2.390 | .022 |
| | InspiratLead | -.275 | .167 | -.238 | -1.642 | .108 |
| 2 | (Constant) | 13.601 | 3.291 | | 4.133 | .000 |
| | Extraversion | -1.356 | .439 | -1.318 | -3.087 | .004 |
| | InspiratLead | -2.090 | .772 | -1.808 | -2.708 | .010 |
| | ExtravXInspir | .249 | .104 | 1.819 | 2.403 | .021 |

a. Dependent Variable: Ubos

When the extraverts are divided by high and low extraversion, it shows that the low extraverts have a higher need for an inspirational leader than the high extraverts. Inspirational leadership has a stronger negative correlation for followers low than high on extraversion (see table 6).

Table 6. High and low extraverts with inspirational leadership for burnout

| Variable | | UBOS | |
|--------------------------|-------------------|----------|-------|
| | | Constant | B |
| Inspirational Leadership | High extraversion | 2.178 | -.007 |
| | Low extraversion | 5.824 | -.680 |

In table 7 considerate leadership shows a significant correlation with job satisfaction (beta=.529, $p<.01$) and so does extraversion (beta=.270, $p<0.5$). However there is no significant interaction between extraversion and considerate leadership in explaining job satisfaction.

Table 7. Extraversion and considerate leadership and their effect on job satisfaction

| Coefficients ^a | | | | | | |
|---------------------------|---------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .661 | .734 | | .900 | .374 |
| | Extraversion | .187 | .087 | .270 | 2.150 | .038 |
| | ConsidLead | .431 | .102 | .529 | 4.216 | .000 |
| 2 | (Constant) | -.626 | 2.478 | | -.253 | .802 |
| | Extraversion | .366 | .341 | .528 | 1.076 | .289 |
| | ConsidLead | .739 | .576 | .907 | 1.284 | .207 |
| | ExtravXConsid | -.043 | .079 | -.480 | -.544 | .589 |

a. Dependent Variable: JobSatCORR

Extraversion and structural leadership both show a significant correlation with job satisfaction in table 8. Considerate leadership shows a strong correlation with job satisfaction (beta=.430, $p<.01$). However the product of these variables does not show a significant interaction effect.

Table 8. Extraversion and structural leadership and their effect on job satisfaction

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
|-------|---------------|-----------------------------|------------|--------------|-------|------|
| | | B | Std. Error | Coefficients | | |
| | | | | Beta | | |
| 1 | (Constant) | .882 | .796 | | 1.108 | .275 |
| | Extraversion | .185 | .094 | .267 | 1.976 | .055 |
| | StructLead | .382 | .120 | .430 | 3.185 | .003 |
| 2 | (Constant) | 2.574 | 2.296 | | 1.121 | .269 |
| | Extraversion | -.056 | .321 | -.081 | -.175 | .862 |
| | StructLead | -.092 | .615 | -.103 | -.149 | .882 |
| | ExtravXStruct | .067 | .085 | .675 | .786 | .437 |

a. Dependent Variable: JobSatCORR

Extraversion and inspirational leadership have a significant correlation with job satisfaction. Inspirational leadership and job satisfaction have a strong correlation (beta=.450, p<.01). There is no interaction effect between extraversion and inspirational leadership (see table 9).

Table 9. Extraversion and inspirational leadership and their effect on job satisfaction

| Coefficients ^a | | | | | | |
|---------------------------|---------------|-----------------------------|------------|--------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
| | | B | Std. Error | Coefficients | | |
| | | | | Beta | | |
| 1 | (Constant) | .625 | .815 | | .766 | .448 |
| | Extraversion | .238 | .092 | .342 | 2.579 | .014 |
| | InspiratLead | .351 | .104 | .450 | 3.387 | .002 |
| 2 | (Constant) | -.497 | 2.174 | | -.229 | .820 |
| | Extraversion | .391 | .290 | .563 | 1.348 | .186 |
| | InspiratLead | .629 | .510 | .806 | 1.234 | .225 |
| | ExtravXInspir | -.038 | .068 | -.413 | -.557 | .580 |

a. Dependent Variable: JobSatCORR

Summarizing, the results show that followers with a considerate and structural leader experience less burn out. All three leadership styles, consideration, structure and inspiration, have a positive influence on followers job satisfaction. The interaction between extraversion and the leadership

styles consideration and inspiration is significant for the dependent variable burn out, but not for job satisfaction. In fact all three leadership styles did not show an interaction with extraversion for job satisfaction. Low extraversion has a stronger negative correlation than high extraversion with burnout for considerate and inspirational leadership.

Discussion

The first research question focuses on examining how leadership styles are related to outcome variables. Different leadership styles are related to follower burnout and job satisfaction. The results show that considerate, inspirational and structural leadership styles have a positive effect on employee job satisfaction. The study of Judge et al (2004) confirms that considerate leadership has a positive correlation with job satisfaction. Also Wofford and Liska (1993) found that considerate leadership style correlated strongly with follower satisfaction. Considerate and structural leadership show a negative effect on burn out. Second, it was examined if the personality trait extraversion interacts with leadership styles in predicting outcome variables. The follower personality trait extraversion is related to follower burnout and job satisfaction. The results show that extraversion has a significant effect on burn out. Employees that have a more stable and extravert personality show less burn out and a greater job satisfaction. One possible explanation is that extraverted people in general are more ambitious, outgoing, sociable and ambitious (Hogan, 1986) which makes them more perceptive for being happy at their job. It could be that people scoring high on extraversion are also happier in general. Bakker & Demerouti (2007) show a negative relationship between burnout and extraversion. Also other research has argued that extraversion is related to problem-focused coping, positive life experience, and wellbeing (Hart & Cooper, 2001). People with high extraversion worry less, are less anxious and more stable, which makes it more likely for them to be satisfied with their job. Especially when working in a hospitality setting, extraversion can be an important factor for success, since it involves interacting with people. Extraversion has shown to be a valid predictor for managers and sales where interaction with others is a crucial part of the job (Barrick & Mount, 1991). Furthermore Judge and Piccolo (2004) found that transformational leadership shows a strong relation with follower satisfaction. Employees showing a high degree of extraversion and stability on top of having a leader with one of the above leadership styles, show even more job satisfaction. The extraverts were divided in two groups; high and low extraverts. Followers with a low extraversion benefit more from a considerate and even more from an inspirational leadership style in regards to burnout. The degree of burn out for employees depends on the type of leadership, where structural and considerate leaders tend to have employees with a significant lower burn out. Considerate leaders care about their team and look after their wellbeing, which has a positive effect on burnout. Previous research confirms these findings that when a leader is low on consideration, followers experience higher levels of burnout (Seltzer and Bass, 1990). The personality traits of the employees do not contribute to this effect. (Yukl, 1999). When followers are divided into a group with high extraversion and low extraversion, a negative correlation shows between low extraversion with considerate and inspirational leadership for the dependent variable burnout. Followers who have a low score on extraversion have a higher need for a considerate and/or inspirational leader.

A person with a stable extravert personality is more likely to view his/her leader as a nice and considerate person. Extravert followers show a correlation with inspirational leadership; however the result is not significant. In this study only one personality trait of the Big 5 has been taken into account. Future research can examine all five personality traits and their connection to leadership and outcome variables for a more concrete illustration. Individuals high on conscientiousness are generally shown to perform better than those who are not (Barrick & Mount, 1991).

The outcome variables are all self-rated, this means that they are subjective and when examining the results, this should be taken into account. Another interesting finding is that the sample size was very small, and it is hard to generalize results from such a small sample. Some departments were larger than other. Future research should use a bigger sample so that results can be generalized. Leadership style was rated according to the followers, this is not completely objective, and because of the fact that the sample group was so small, consideration should be applied for generalizing these results.

Interesting about this study is that it was conducted in the hospitality industry. Hospitality is an industry on its own and should be examined carefully. Especially in some places in the world, it is the main source of income, and science can help improve this industry to grow and better itself. There are not that many studies that have been conducted in this industry. The research that is available regarding this industry is mostly about hospitality and leadership and how it is related to culture (Testa, 2007). It would be interesting to examine this industry in future research regarding follower outcome variables. The results can help the industry apply more efficient ways of leadership. Also it can help in recruiting the right type of personality for the job. Not many studies have focused on the personality traits of the Big 5 and the interaction with leadership and outcome variables. This could be examined in future research as well. It is interesting to study how personality of followers and leadership styles interact with each other. In order for a company to be successful it can be very helpful when these two variables match. Leaders can try to adapt their leadership style to each follower individually to be more effective. Adaptive leaders show a strong link with effectiveness according to the Situational Behavioral Theory (Silverthorne, 1999). A good leader should be able to adapt the leadership style to suit both the situation and the degree of readiness to undertake a specific task shown by subordinates. Leaders who apply flexibility can be considered leaders who can choose an appropriate style for a specific situation. It could be beneficial to study this more closely and particularly regarding the hospitality industry.

Personal attitude can lead to work pressure. Therefore it can be useful to restructure the way someone perceives work. Burnout is determined through work pressure, but having a stressful job has to do with an employee's attitude (Schaufeli & Bakker, 2007). The personality trait in this research is

extraversion. In hospitality this is a trait that can be seen often. Extraversion might have a positive effect on the wellbeing of employees and have a positive effect in the workplace. Like was said before extraverts tend to see their leaders as more considerate and in a more positive way, on top of that they are more stable and worry less, which can have also have a significant effect on wellbeing. In practice this means that it can be beneficial to have extravert employees in the hospitality industry. It is a personality trait that especially for this branch can be very important.

Wexley and Nemeroff (1975) describe a series of meetings with the goal to increase the socio-emotional leadership. Knowledge about this leadership style, that is friendly and open, with consideration for followers' feelings and ideas, was presented in the beginning of the training. It was shown that repetitive coaching conversations, where the work relations of employees and alternative ways are studied are effective. Leaders who have been coached are being seen as more socio-emotional leaders next to a control group. This leads to job satisfaction. Consideration has a significant positive effect on job satisfaction. This can be applied in the recruitment process where selection can be partly based on the trait consideration.

Coaching and training can be applied to increase the effectiveness at work through gaining more knowledge, skills and insight. It can be used to increase wellbeing of followers by teaching leaders how to develop an effective leadership style (Schaufeli & Bakker, 2007). Coaching an individual in a leadership position can have positive effects, not only for the leader but for the whole team (Frese, 2003). In this research the results show that considerate and inspirational leadership do have a positive effect on followers' wellbeing. Frese (2003) has presented that different aspects of charismatic leadership can be taught in small training classes.

Overall this study shows the importance of leadership styles and their interaction with personality for well being in the hospitality setting. The results can be applied to organizational practices. Recruiting can be based on personality for followers as well as leadership positions. Training and coaching can be applied for leaders to make them more effective and teach them socio-emotional skills and charismatic aspects to be more effective.

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