



PERSONALITY TRAITS OF LATVIAN IT'S BUSINESS LEADERS AS A PREDICATOR OF MANAGEMENT STYLE

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ABSTRACT

Issues related to developing business ideas are topical and widely discussed in Latvia; assessment of factors of business environment and the financial resources and sources that are necessary for innovative solution have also been widely discussed. A number of measures were taken to improve business environment. The current problem remains topical: how to increase management of human resources and how to promote a social dialogue in the society. The authors conducted the study with the participation of 100 respondents who were managers from Latvian ITC companies. The purpose of the study was to explore personality traits of ITC company executives as a predictor of management style. The study provided the answers to the questions raised, which confirm that personality traits of ITC managers are a predictor of management style. An in-depth study of relationship between personality traits and leadership styles can help colleagues and managers to build trust and to communicate better with each other and to cultivate stronger organizational culture, by taking into account the strengths and weaknesses of every individual employed in the organization. Exploration of predictors of management style allows the manager to occupy a managerial position in the most appropriate structural unit of the organization, thus leading to a promotion of better cooperation and minimization mistakes. As part of this study, a linguistically adapted version of the tests was used as a survey: Big Five Personality Test (BIG 5), Robert Blake & Jane Mouton's the Managerial Grid. The following methods of statistical processing and analysis of data were applied in the study: descriptive statistics; Kolmogorov-Smirnov criterion in Lilifor's modification; visual analysis of boxplot; Spearman's rank's correlation coefficient; Kendall correlation coefficient; parametric one-way analysis of variance ANOVA; multiple regression analyses. Data processing for this empirical study was carried out by the use of data processing program SPSS (Statistical Package for the Social Science) version 22.0.

Key words: entrepreneurship, personality traits, leadership style, predictor of management style

JEL classification: 0011, 0035, Z10, Z13

Paper type: Research article

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INTRODUCTION

The manager's personal approach to managing people and tasks affects how he or she leads, motivates and treats employees. Although it is difficult to identify a specific personality type that works best in managerial positions, this is possible to identify different types of personal qualities that are well suited for the role of leadership in different industries. Although this is difficult to identify a specific personality type that works best in the managerial positions, it is possible to identify different types of personal qualities that are well suited for the role of leadership in different industries. By focusing on employee strengths, the leader can better



position employees to succeed. There is an opportunity to assign tasks for the employees according to their natural strengths and interests, by ensuring that they perform well (Kokemuller, 2022).

The authors Robbins and Judge consider that the dimension of the personality of the "Big Five" influences the results of work at the highest level is conscientiousness. Those who have higher scores in this trait are more likely to have higher level of work-related knowledge, since they are learning conscientiously. Such individuals are more likely to have aspects of a strong leadership, however, they are also more likely to place work in the forefront over anything else and will not be able to adapt to changing situations. Such individuals may have problems with acquisition of complex skills at an early stage, since they tend to focus on their own performance and not on the development of skills as such, since they tend not to be so creative. (Robbins & Judge, 2018).

Although personality traits affect attitudes towards work, however, their relationship with the outcomes of work are weaker (Uteubayev, Petrova & Lyubenova, 2018; Jarmusevica et al., 2019; Asenov et al., 2017; Panteleeva & Asenov, 2020). In turn, Hogan (Hogan, 2007) argues that work changes the attitude of personality towards things and the experience of performing work changes. Studies also indicate that managers with high self-confidence have entrepreneurship spirit more than rational managers who demonstrate innovative thinking and risk-taking (Ramazanov & Petrova, 2020), and are able to cope better with the consequences of the complicated environment, thereby they are contributing to the company's internal technological innovation activities (Forbes, 2005; Hirshleifer, Low, & Teoh, 2012). However, overly self-confident leaders achieve higher innovation only in innovative industries. Research indicates that excessive trust helps managers seize opportunities for the innovative growth (Liang & Mo, 2017). Some companies use negotiation in the recruitment process. Companies must also ensure that the recruitment procedure does not discriminate anyone (Goldberg, 1990). This is important for the managers to possess adaptive abilities that influence satisfaction of employees with their work. Employees have to recognize certain personality traits in themselves. Unfortunately, the reality is that many jobs will not be suitable for a particular personality, but positive results can also be achieved. For example, participants with high level of neuroticism or low extraversion can work most effectively at their home office, while those with high extrovertedness and low neuroticism might work more efficiently as full-time employers in an office in the company (Lehewych, 2010). This can be argued that certain personality traits are associated with the promotion or selection for managerial positions. These qualities probably affect both the choice of job and the tendency or ambition to move forward. However, this does not always mean that these qualities are associated with successful leadership. Personality can be considered as a stable and unique set of qualities (Badjanova, Iliško, Dombrovskis, Guseva, Capulis, & Ignatjeva, 2024). Many researchers (Hirshleifer, Low, & Teoh, 2012; Ramazanov & Petrova, 2020) found out that the manager without motivation is not able to control the activities of the organization and to take risks. It has been discovered that motivation is a futuristic way of thinking, when the manager is able to take risks and is able to adapt, which are the driving forces of the manager's professional activity (Singh & Rahman, 2013). Consequently, the following research questions are being defined: (1) Are personality traits of ITC company



executives is a predictor of management style? (2) Do personality traits predict the leadership style of ITC CEOs?

METHODOLOGY

Participants

In a time, frame of three months from 2024, 100 ITC company executives (N=100) participated in the study. The age of the study participants ranges from 30 to 60 years. Among the participants were 28 men and 72 women (average age 31-40 years). The participants were not divided into groups or selected according to their place of residence, location, gender, age, or other demographic indicators, as well as depending on the length of service, as this is not relevant within the framework of the problem being studied in this study.

Instruments

The study is not experimental, but correlative. Correlations between dependent variables – personality traits and leadership style – have been studied. These studies are measured on non-metric scales.

The Big Five Personality Test (BIG 5) has been applied for the purpose of this study and a linguistically adapted version (Goldberg, 1990). The test consists of 50 statements that are split in 5 subscales: (1) extraversion, (2) agreeableness, (3) conscientiousness, (4) emotional stability, or (5) intellect/Imagination) and its direction of scoring (+ or -). Items were evaluated according to 5-point scale:

1. scale. *Very Inaccurate*,
2. scale. *Moderately Inaccurate*,
3. scale. *Neither Accurate nor Inaccurate*,
4. scale. *Moderately Accurate*,
5. scale. *Very Accurate as a description of you*.

Internal consistency scores (α -Kronbach coefficient) was: $\alpha = 0.82$. Thus, sufficient reliability of the (Table 1).

Table 1. α Kronbach values for all five scales of the "Big Five" (n=100)

Sub scales	α Kronbahs for each scale
Openness to experience	0.73
Conscientiousness	0.75
Extraversion	0.77
Agreeableness	0.82
Neuroticism	0.76
α Kronbach total score	0.79

Indicators of internal consistency of scales indicate to the sufficient reliability of the methodology and the feasibility of the scale carried out in the framework of this study.



As part of this study, Robert Blake and Jane Mouton *The Managerial Grid* was also applied, the linguistic adaptation of the authors of this study (Blake & Mouton, 1985), which includes 5 management styles:

- 1) *Indifference style,*
- 2) *Accommodating style,*
- 3) *Dictatorial style,*
- 4) *The status quo style,*
- 5) *The sound style.*

The test consists of 18 statements and were evaluated in 5 point scale: 1 - always, 2 - often, 3 – sometimes, 4 – rarely and 5 – never.

Each style was evaluated in the scale from 1 to 9. As part of this study, a linguistically adapted version of the test was used. Internal consistency scores (α -Kronbach coefficient) were: $\alpha = 0.86$. Thus, sufficient reliability of the test results was confirmed (Table 2).

Table 2. α Kronbach's α indicators for Blake and Mouton's control grid (n=100)

	α Kronbahs šajā pētījumā
α Kronbach	0.86

Procedure

The authors designed a questionnaire in online Google Form. The google format questionnaire and the link of the electronic site was sent to 120 ITC company managers. The participants of the study were informed about the importance of the study and the confidentiality of data.

RESULTS AND DISCUSSION

For each participant, a personality trait was determined according to all 5 subscales of the "Big Five", obtaining the corresponding numerical sum. The data obtained in the study were processed for each participant according to the keys of the methods and were summarized in a table.

The figure shows that the highest points are obtained on cooperation in the subscale, the lower for neuroticism, which is inherently contradictory. Benevolent people are characterized by the ability to be pleasant in communication and thinking about others, but a person with neuroticism is prone to negative emotions, he or she perceives himself/herself and others negatively.

Next, the average value for the sub-divisions of the Blake and Mouton control grid was analyzed and can be seen in Figure 2.

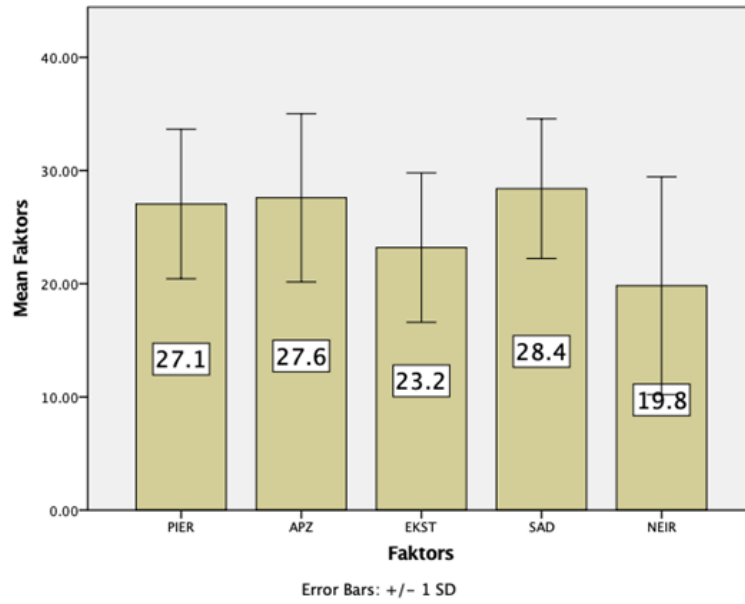


Figure 1. Average values for subscales personality trait model the "Big Five"

Source: Author's illustration

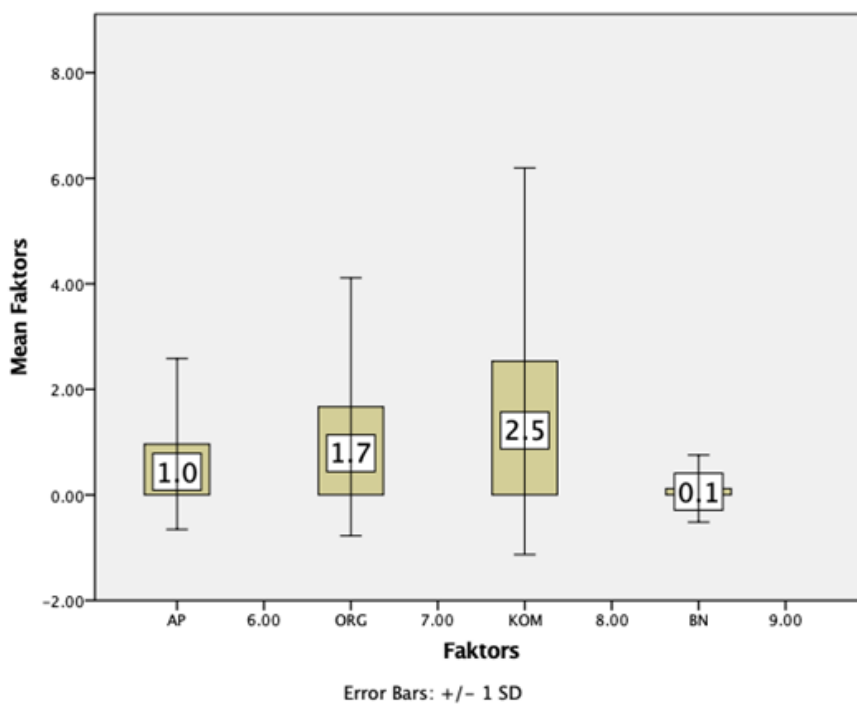


Figure 2. Mean value for Blake and Mouton control grid subscales

Source: Author's illustration

The figure shows that the highest scores are obtained in the Team COM subscale, the lowest - Fear of Poverty in the BN. The fifth scale of the management style "Club Management" is not reflected, since it does



not contain any data, none of the participants in this study match with this management style. This could indicate that the managers involved in the study are inclined to concentrate to the performance of tasks.

The relevance of the data to normal distribution in this study was verified by Kolmogorov-Smirnov criterion in the Lilifora modification. Since the empirical distribution of the data does not correspond to the normal distribution, nonparametric criteria were used for further analysis: Spearman's rank correlation coefficients r_s and τ Kendall.

As a result of correlation analysis, several correlations were found out:

1. Positive correlation between the "Big Five" subscale of the personality trait model - Openness to experience and leadership style - *Organization* with significance level $p < 0.001$ and negative correlation between the "Big Five" subscale of the personality trait model - Openness to experience and management style - *Authority-Subjugation* with significance level $p < 0.001$ and *Team* at meaning $p < 0.05$.

A strong positive relationship between Openness to Experience and the organization's management style suggests that as the value of one indicator grows, so does the other. Statistically significant negative relationships between the subscale Openness to experience and leadership style *Authority-Subordination* and *command* indicates that individuals with a high score at personality trait - Openness to experience will not adhere to *Authority-Subordination* or *Team* management styles.

2. Positive correlations between the "Big Five" subscale of the personality trait model *Conscientiousness* and the leadership style *Authority-Subjugation*, at the significance level $p < 0.001$ and *Fear of Poverty* is at the significance level $p < 0.05$, as well as negative correlations were discovered between the "Big Five" subscale - *Conscientiousness* and Leadership style - *Organization* with a significance level $p < 0.01$ and *Team*, with a significance level $p < 0.001$.

Statistically significant positive relationships between *Conscientiousness* personality trait and leadership styles *Authority-Subjugation* and *Fear of Poverty* suggest that people with high scores in *Conscientiousness* will stick to the leadership style of *Authority-Subjugation* and *Fear of Poverty* and much less often to the Styles of *Organization* and *Team Management*, as evidenced by the statistically significant negative relationship between *Conscientiousness*, *Organization* and *Team Management* style.

3. Negative correlation between personality trait subscale *Extraversion* and leadership style *Authority-Subordination* at significance level $p < 0.01$ and positive correlation between subscale in personality trait of the model "Big Five" - *Extraversion* and leadership style is at the *Team* importance level $p < 0.05$. The data obtained suggests that people with high scores in the *Extraversion* subscale will not stick to the *Authority-Subversion* Management style, but will have a high score at the *Team Management* style.

4. A negative correlation between the personality traits in subscale *Benevolentness/Collaboration* and the leadership style *Authority-Subjugation*, is at the significance level $p < 0.001$. Positive correlation link between personality trait *Benevolentness/Collaboration* and leadership style *Team*, is a at significance level $p < 0.001$. For respondents with high scores - *Benevolentness/Collaboration* will have low scores *Authority-Exposure* to



management style, evidenced by a strong negative relationship between the scores and high scores in Team Management style and are described as strong positive relationships.

5. Positive correlations between the subscale personality trait *Neuroticism* and management style *Authority-Subjugation*, is at the significance level of $p < 0.001$, and *Fear of Poverty* at the significance level $p < 0.01$. Negative correlations were discovered between the subscale *Neuroticism* and Management styles - *Organization and Team* $p < 0.001$ that was at the significance level.

A statistically significant positive relationship between neuroticisms and leadership styles *Authority-Subjugation* and *Fear of Poverty* suggests that those with high levels of neuroticism will increase leadership style scores as this indicator increases, while indicators of leadership styles will increase as neuroticism indicator decreases. Management styles will decrease *Organization and Team*, as evidenced by a statistically significant negative relationship between these variables.

Regression analysis

Authority-Subjugation – personality traits

Multiple regression analysis was used to answer the question what personality traits are significant in the management style - Authority-Subjugation to the AP predictors, or predictors. Dependent variable – Authority-Subjugation to AP, independent variables, or predictors: Openness to experience PIER, Conscientiousness APZ, Extraversion EKST, Benevolentness/Collaboration SAD, Neuroticism NEIR. To explore the loading of each independent variable in the management style, a Backward method was used, first, including all predictors, or predictors, in the regression equation, and then removing one by one all variables whose correlation with the dependent variable has a significance level. For the intended values, the equation was used:

$$AP_{\text{predicted}} = 1.65 - 0.03*PIER - 0.07*SAD + 0.11*NEIR$$

The highest investment was in the management style: Authority-Exposure to AP introduced by the variables Openness to experience PIER ($\beta = -0.14$, $p = 0.03$) and Benevolent/Collaborative SAD ($\beta = -0.25$, $p < 0.001$). The negative features of the standardized ratio β suggest an increase in the management style index along with the Openness of the PIER and the decline of Benevolent/Collaborative SAD.

The next major contribution was to the Authority-Subjugation in the AP leadership style provided by Neuroticism that is not a variable ($\beta = 0.63$, $p < 0.001$). A positive sign for the standardized β ratio indicates to an increase in the leadership style index along with the increase in the Neuroticism NEIR index.

Calculated coefficient in determining R-square = 0.670 suggests that 67% of the variable Authority-Subjugation of the AP leadership style depends on the influence of the independent variables Openness to Experience PIER, Benevolent/Collaborative SAD, and Neuroticism NEIR. Adjusted coefficient of determination Adjusted R square = 0,660.

The indicator of the standard mistake is 0,94. ANOVA is a result of the variance analysis showed that the model is significant: $F(3.96) = 26.09$; $p < 0.001$.



Organization – personality traits

Multiple regression analysis was carried out to answer the question which personality traits are significant in management style - Organization ORG predictors, or predictors. Dependent variable – Organization ORG, independent variables, or predictors: Openness to experience in PIER, Conscientiousness in APZ, Extraversion EKST, Benevolent/Collaborative SAD, Neuroticism NEIR.

In order to explore the contribution of each independent variable in the management style, the Backward method was used, first including all predictors, or predictors, in the regression equation, and then removing one by one all variables whose correlation with the dependent variable has a significance level above the specified threshold. For the intended values, the equation was obtained:

$$\text{ORG}_{\text{predicted}} = 0.49 + 0.18*\text{PIER} - 0.06*\text{SAD} - 0.09*\text{NEIR}$$

The greatest contribution to the management style of the organization ORG introduces a variable - Openness to experience PIER ($\beta = 0.50$, $p < 0.001$). The positive sign of the standardized coefficient β indicates to an increase in the indicator of management style with an increase in the indicator Openness to experience in PIER.

The next major contribution to the organization's ORG management style comes from the variables Benevolent/Collaborative SAD ($\beta = -0.15$, $p = 0.087$) and Neuroticism NEIR ($\beta = -0.34$, $p < 0.001$). The negative signs of the standardized coefficient β indicate an increase in the Organization's ORG management style index, while Favourable/Collaborative SAD and Neuroticism do NOT have a decline in the indices.

Calculated coefficient of determination of R-square = 0.449 shows that 45.9% of the variability of the management style of the dependent variable Organization ORG are related to the independent variable Openness to experience PIER, Benevolentness/Collaboration SAD and Neuroticism NEIR.

Adjusted coefficient of determination R square is = 0,432.

The standard error of the assessment is 1.84. ANOVA showed that the model is significant as a result of the variance analysis: $F(3.96) = 26.09$; $P < 0.001$.

Team – personality traits

To answer the question of what personality traits are significant in the management style - Team KOM, predictors, or predictors, multiple regression analysis was carried out. Dependent variable – Team COM, independent variables, or predictors: Openness to experience PIER, Conscientiousness APZ, Extraversion EKST, Benevolent/Collaborative SAD, Neuroticism NEIR.

To explore the contribution of each independent variable in the management style, the Backward method was applied; first, including all predictors, in the regression equation, and then removing one by one all variables whose correlation with the dependent variable has a significance level above the specified threshold. For the intended values, the following equation was obtained:



$$KOM_{\text{predicted}} = 6.47 - 0.22*PIER + 0.19*SAD - 0.18*NEIR$$

The greatest investment in the management style - Team KOM introduces a variable - Openness to experience in PIER ($\beta = 0.40, p < 0.001$). The negative sign of the standardized coefficient β indicates an increase in the indicator of leadership style with a decrease in the indicator Openness to experience PIER.

The next biggest contribution to the Team COM management style is provided by the Benevolent/Collaborative SAD variable ($\beta = 0.33, p < 0.001$). The positive sign of the standardized coefficient β indicates to an increase in the leadership style indicator along with the increase for the Benevolent/Collaborative SAD indicator.

The next biggest contributor to the Team's COM management style is Neuroticism NEIR ($\beta = -0.47, p < 0.001$). The negative sign of the standardized coefficient β indicates the increase in the Team COM management style indicator with a decrease in the Neuroticism NEIR indicator.

Calculated coefficient of determination R-square = 0.493 indicates that 49.3% of the management style of the dependent variable Team KOM depends on the influence of the independent variables Openness to experience PIER, Benevolentness/Cooperation SAD and Neuroticism NEIR. Adjusted coefficient of determination Adjusted R square is = 0,477. The standard error of the assessment is 2.65. As a result of the ANOVA variance analysis, it turned out that the model is significant: $F(3.96) = 31.06; p < 0.001$

Fear of poverty – personality traits

To answer the question of what personality traits are significant in the management style - Fear of poverty BN, predictors, or predicators, multiple regression analysis was used. Dependent variable – Fear of poverty BN, independent variables, or predicators: Openness to experience PIER, Conscientiousness APZ, Extraversion EKST, Benevolent/Collaborative SAD, Neuroticism NEIR.

To explore the contribution of each independent variable in the management style, the Backward method was used, first including all predictors in the regression equation, and then removing one by one all variables whose correlation with the dependent variable has a significance level above the specified threshold. For the intended values, the following equation was obtained:

$$BN_{\text{predicted}} = -0.24 + 0.02* NEIR$$

The greatest contribution to the management style *Fear of Poverty* was introduced by the BN variable - Neuroticism NEIR ($\beta = 0.27, p < 0.006$). A positive sign for the standardized β ratio indicates to an increase in the leadership style index along with the increase in the Neuroticism NEIR index.

The calculated coefficient of determination of R-square = 0.074 indicates to 7.4% of the dependent variable management style. The fear of poverty BN variability stems from the influence of the independent variable Neuroticism NEIR. Adjusted coefficient of determination Adjusted R square is = 0,065.



The standard error is 0.61. As a result of the ANOVA variance analysis. This turned out that the model is significant: $F(1,98) = 7.85$; $p = 0,006$.

Since the study involved ITC company executives, the results obtained show that 30 people correspond to the leadership style of "Authority/Subjugation". The management style "Organization" corresponds to 33 managers who are able to combine qualities of caring for people with caring for production. Such leaders are seen as compromise seekers. The management style "Team" is also matched by 33 managers who are equally careful about both people and the fulfilment of the tasks set by the organization.

CONCLUSION

The results obtained indicate that 30 people display the leadership style - Authority/Subjugation. These are managers who are very concerned about the effectiveness of the performed work, but they pay less attention to the moral values of subordinates. Management style - The Organization corresponds to 33 managers who are able to skilfully combine caring for people with caring for production of results. Such leaders are seen as compromise seekers. Management style – The Team also relates to 33 managers who treat both employees well and are oriented towards organizational tasks.

Statistical analysis of the obtained data made it possible to discover all five personality traits for each participant and to find out their average level of expressiveness. The results show that the indicators ranging from 16 to 29, which determines the average level of expressiveness for all subscales of personality traits.

The highest score, or the most pronounced personality trait for all participants in the study, is - Benevolence/Cooperation, with an average level of expressiveness, which means that it is easy to find a common language with such leaders, they are "Team Players". The lowest score, or the most unspoken personality trait for ITC company executives, is - Neuroticism, which suggests that managers are less prone to stress at work, they experience negative emotions less and do not experience anxiety.

Strong positive correlation between personality trait - Openness to experience and the Management style of the organization suggests that as the value of one of the indicator's increases, so does the other.

A statistically significant negative relationship is between personality trait - Openness to experience and leadership style Authority - Subjugation and Team that indicates that leaders with high score at personality trait - Openness to experience will not adhere to Authority-Subordination or Team leadership styles.

Statistically significant positive relationships are between personality trait- Conscientiousness and leadership styles: Authority-Subjugation and Fear of Poverty suggesting that leaders with high scores in Conscientiousness will apply the leadership style - Authority-Subjugation and Fear of Poverty and less than the Styles of Organization and Team Management.

A manager with high personality traits - The extraversion score will not stick to the Authority-Subjugation management style, but rather to the Team Management style.



A statistically significant positive correlation is between the trait of personality - Neuroticism and management styles Authority-Subjugation and Fear of poverty that suggests that for those with high levels of neuroticism, as this indicator increases, this indicator of management style will increase.

Having information about the personality traits of the manager, one can predict manager's management style, or the features of personality that predicts his or her management style:

– Management style - *Authority-Subjugation* predictors are personality traits: Openness to experience and Benevolentness/Cooperation, on a condition that these indicators are low and personality trait - Neuroticism is high.

– Management style's - *Organization* predictors are a personality trait - Openness to experience. As this indicator grows, the likelihood that the leadership style will be - The Organization, and the decrease in the traits of an individual: Benevolentness/Collaboration and Neuroticism indicate the same thing.

– Management style's - *Team* predictors are, managerial personality traits - Openness to experience and Neuroticism, which has a lower score. However, with the predictor's - Benevolent/Collaborative indicators, the likelihood that the manager's management style will be – the Team orientation – also increases.

– Management style - *Predicates of Fear of Poverty* are personality traits – Neuroticism display quite high scores.

In the future, this would be necessary to carry out a study with a larger number of participants, and to explore the relationship between the gender, age and work experience of ITC managers and management style.

Author Contributions:

Conceptualization, J.B. and Dz.I.; methodology, V.D. and Sv.G.; software, V.D, Sv.G. and S.C.; validation, J.B. and Dz.I.; formal analysis, V.D, Sv.G. and S.C.; resources, V.D, Sv.G. and S.C.; data curation, V.D. and Sv.G.; writing - original draft preparation, J.B. and Dz.I; writing review and editing, J.B. and Dz.I; visualization, V.D, Sv.G. and J.B.; supervision, V.D., J.B. and Dz.I.

All authors have read and agreed to the published version of the manuscript.

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Data Availability Statement:

The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy issues.

Conflict of interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and publication of this article.



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