

Relationship Between Personality Traits and Leadership Styles Among Officers of Nigerian Air Force Kaduna State Nigeria

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Received: 25-01-25

Accepted: 19-03-25

Published: 30-04-25

Abstract

Personality traits of individuals are evident in individuals having different perspectives, showing different attitudes and different behaviors, accepting a situation or event as a conflict and deciding the strategy for managing a conflict. It is on this note that this study assessed the relationship between personality and leadership styles among Officers of Nigerian Air Force Kaduna. The big 5 personality traits (extraversion, agreeableness, openness, conscientiousness and neuroticism) were used to find their impact on leadership styles (autocratic, democratic and laissez-faire) of 150 Officers of Nigerian Air Force. Convenience sampling was employed to select 150, Officers of Nigerian Air Force. Male were 133 and Female 17, Rank: Fg Offr – Flt Lt were 105, Sqn Ldr – Gp Capt 31 and Air Rank 14 Two hypotheses were tested. Hypothesis one confirmed that there will be a significant relationship between personality trait and leadership style of Nigerian Air Force Officers, the result shows that there is a correlation between personality traits and leadership styles $r(148) = 0.300$; $p < 0.001$). Hypothesis two revealed that the dimension of personality trait jointly influence leadership style significantly ($F_{(4,144)} = 21.80$; $P < 0.001$) with $R = 0.656$ and $R^2 = 0.431$. Thus, the five predictors' variables (extraversion, agreeableness, conscientiousness, openness and neuroticism) jointly accounted for 43.1% of the variance in leadership style. In other words, the hypothesis was confirmed. We concluded with recommendation that thus, Nigerian Air Force Leaders should pay more attention to personality and reduce aspects of depressive behaviour tendencies, which includes feelings of sadness, bad moods etc, so that they are more confident at work and able to work under pressure.

Key Words: Personality Trait, Leadership Style

1.0 Introduction

Leadership is an activity of influencing people to strive willingly for group objectives and it involves achievement of organizational goals and working with people. Leadership is the art of motivating, influencing and directing people so that they work together to achieve the goals of a team on an organization. Prasanthini (2017) posits that in the course of life, people need to experience leadership opportunities so that they can learn the art of building relationships within teams, defining identities and achieving tasks effectively. Experiences must provide

opportunities for learning, how to identify and display effective communication and interpersonal skills. Leadership is commonly explained as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of common goals (Prasanthini, 2017). The designation of manager or supervisor does not make anyone a leader, though they give them certain power and authority to get the work done from people in the organization, but leadership is stimulating and motivating followers to surpass the desired objective, including self interest in the task and lead them by example. Followers like to be guided by those they really trust, respect and

believe in. Studies on leadership were formally started in 20th century different persons introduced different styles of leadership (Jones et al., 2017).

A good leader does not need a title to identify him as a leader but what he need is the ability to influence others for a common goal. There are certain skills and qualities involved for playing effective leadership role, which can be learned. Some such qualities and skills are being easy to work with, having a mission, vision and specific roles, well horned interpersonal skills, committed to self-improvement, ability to delegate responsibilities, excellent organizational skills, knowledge of facilitating team work and a good sense of humor (Prasanthini, 2017).

Some personality traits may lead people naturally into leadership roles. Personality is that pattern of characteristics thoughts, feelings and behaviour that distinguishes one person from another and that persists over time and situation (Prasanthini, 2017). Some personality traits may lead people into leadership qualities. Within the personality pattern are both common and unique traits. The combination of the two contributes to the individuality of the person which can explain the variation in the personality pattern of different people and that of the same person at different times in the life span (Prasanthini, 2017).

The five factors model of personality is a hierarchical organization of personality traits in terms of five basic dimensions: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience. Investigation into the five factor model started in 1949, research increased in the 1980's and 1990's, offering increasing support for the five factors model. This personality traits show consistency in interviews, self-description and observations, as well as across a wide range of participants of different ages and from different culture. Individual personality influences every day's behaviour and individual differences reflect differences in behaviours to cope with a situation (Cooper et al., 2019). How individuals behave is depends on his or her personality. As people age, they tend to become less extroverted, less neurotic, and less open to the experience. Agreeableness and conscientiousness, on the other hand, tend to increase as people grow older. Other than age difference, the gender also will give the impact on

the five-personality dimension (Schmitt et al., 2017). Men and women have obviously difference biological roles. Gender differences in personality traits are often characterized in terms of which gender has higher scores on that trait (Schmitt et al., 2017). For example, women more often found to be more agreeable than men. Agreeableness comprises traits relating to altruism, such as empathy and kindness. Agreeableness involves the tendency toward cooperation, maintenance of social harmony, and consideration of the concerns of others. This means that women, on average, are more nurturing and altruistic more often and to a greater than men. However, such a finding does not preclude the fact that men may also experience nurturing and altruistic states, and that some men may even score higher in these traits than some women (Schmitt et al., 2017). Therefore, we can see that these differences will have an impact on how employees manage their personality traits and the quality of their relationships.

Nigerian Air Force Officers must embrace the 3 core values of 'Integrity first, service before self and excellence in all they do' to be very good leadership quality of integrity, as integrity is considered as the most important quality of leadership. Leaders with high integrity will have the strength of character and honesty to lead their members and able to generate trust among their members who are following. They will stand by their words and earn respect and loyalty from their followers and members. More training will be needed to boost this leadership quality as officers. Charisma is a special personal quality that causes others to show enthusiasm, admiration and loyalty. In order to generate these kinds of reaction from men, officers need to be trained in communication and relationship building skills, to enable them to be flexible in dealing with men according to their characters and needs, to bond with men and to stir their feelings to achieve higher goals. Furthermore, they are risk takers who have enough self-confidence to face challenging tasks. It is important for leaders to have openness to ideas and experience as previous studies indicates that self-confidence was closely associated with openness and that openness to experience is important to ensure leadership effectiveness.

Statement of the Problem

The outstanding reputation of the Nigerian Air Force (NAF) reflects the high professional standards of the service, the flexibility and ability to react rapidly. They are very likely to be in the first wave of Nigerian military operations and they may also be required to sustain our operations in difficult or hostile circumstances for long periods (Abubakar, 2019). Often, they are involved in joint missions with sister services and with other nation in support of multi-national operations under the auspices of the United Nations, ECOWAS and Africa Union. To meet many challenges, be there in training or during operations, they have to work closely together and have confidence and trust in each other. In the final analysis the success and the lives may depend on their comrades. The NAF needs people who, will respond to a demanding way of life, who aspire to the required standards of excellence, who share a sense of duty and commitment and who understand values (Abubakar, 2019). They want men and women who are proud to serve the country and whose personality qualities reflect the core values of the NAF. The success of NAF in any military endeavor is dependent upon the willingness of its personnel to fight and to support the fight. This, the moral component of air power, depends upon effective leadership, a shared set of core values and the total commitment that arises from strong and binding military ethics.

Personal traits, competencies and behaviours help one become a leader, however in order to be effective and achieve results, leaders must leverage and adapt these skills when making decisions and managing within the context of their environment. The environment presents many threats and opportunities and successful leaders have a keen understanding the environment in which they operate and craft their company's strategies accordingly. Leadership attributes on their own are therefore not very helpful in getting results, unless they are relevant to the environment. The environment buffers and modifies a leader's skills and abilities. This finding has implications on the training, selection and placement of officers to lead men. Nigerian Air Force authorities should take care in selecting and placing officers or situations likely to fit their personality type and leadership style.

Furthermore, it may be possible to train officers to develop the necessary attributes, in order to be successful in a particular task or context.

There are journals and literatures on operational standards, challenges and many panaceas have been recommended but all have failed to address why leaders change and why they behave that way. The psychological and behavioral responses to an individual can be influenced by several factors, including a person's characteristics and resources (Gori et al., 2021; Di et al., 2020), as evidenced by previous research that has highlighted the significant influence of personality traits on reactions to leadership (Oshio et al., 2018). The personality traits of individuals are evident in individuals having different perspectives, showing different attitudes and different behaviors, accepting a situation or event as a conflict and deciding the strategy for managing a conflict. None of the research has addressed how personality traits influence leadership styles in the NAF, therefore, this study is designed to assess the relationship between personality traits and leadership styles among officers of Nigerian Air Force in Kaduna.

Research Questions

- i. What is the relationship between personality traits and leadership styles?
- ii. What personality trait predicts good leadership?

Objectives of the Study

This research generally assesses the relationship between personality traits and leadership style among officers of Nigerian Air Force Kaduna. Specifically the research focuses on the following objectives. To:

- i. Examine the relationship between personality traits and leadership styles.
- ii. Ascertain the personality trait that predicts good leadership.

Hypotheses

The following hypotheses were tested in the study:

- i. There will be a significant relationship between personality traits and leadership styles among Nigerian Air Force Officers in Kaduna.

ii. Dimension of personality trait jointly predicts leadership style significantly among Nigerian Air Force Officers in Kaduna.

2.0 Methods

Design

The choice of cross sectional survey design is justified because it is appropriate to the study objectives which are concerned with obtaining opinions, attitudes and beliefs of group of people (sample).

Participants

The participants were strictly Nigerian Air Force Officers who served or were serving in Kaduna. Participants include male and female officers with military service age range from 22 and above. This study distributed questionnaires to one hundred and fifty (150) officers. Gender: Male 133 and Female 17 and Rank: Fg Offr – Flt Lt 105, Sqn Ldr – Gp Capt 31 and Air Rank 14

Inclusion Criteria

Only officers from the rank of Fg Officer to Air were selected

Only those that were present at the time of the research

Extclusion Criteria

Those who were not upto the rank of Air rank

Those who were not present as at the time of the research were excluded

Sample size and Sampling Techniques

Since most individuals, in one way or another, exercise leadership on a daily basis - the actual population was unreasonably large. We therefore made delimitation for reasons of convenience, which resulted in searching for respondents who already possessed knowledge of their personality type. Since the selected respondents were expected to possess certain knowledge relevant for the study, it can be said that we used a targeted selection. The survey was anonymous and distribution was done in order to reach as many and diverse respondents as possible, regardless of national origin - and the questionnaire was thus designed in English.

Instruments

Two instruments were used for data collection: Big Five Personality Inventory (BFI) and Leadership Style Questionnaire.

The Big Five Inventory (BFI) was developed by John and Srivastava (1991). Is a 44-item questionnaire designed to measure people's personality on the Big Five Inventory Personality main domains comprising of Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience components. Each of the items of these domains was measured using a five point Likert type response option ranging from 'Disagree Strongly' (1) to 'Agree Strongly' (5). In terms of scoring of the items of the instrument, direct scoring was used for all the items of the instrument. Furthermore, in relations to the interpretation of the scores of the individual, high scores means that the individual manifests the specific personality type while low scores indicate the non-manifestation of the specific personality type. John, et al. (1999) provided the reliability coefficient of the instrument to be 0.80 and a 3 months' test –retest 0.85. Other researchers such as Costa and McCrae, (1992) and Golberg (1992) also provided validity coefficient of 0.75 and 0.85 respectively. The instrument which was used in Nigeria by Umeh (2004) with University Maladjustment Scale showed Extraversion having a coefficient of .05, Agreeableness 0.13, Conscientiousness 0.11, Neuroticism 0.39 and openness 0.24.

The Leadership Style Questionnaire was developed by Alkahtani et al. (2011). It is a 9 item questionnaire developed to measure the different level of leaderships from democratic leadership to laizzer fair leadership. The psychometric property was a cronchbach alpha of 0.678

Procedure

The researchers introduced themselves to the organization to seek for permission to access into the facility for the study or administration of questionnaire from the Commander Base Services Group Nigerian Air Force Kaduna. After approval was given, the researchers engaged the participants on a group briefing,

stating the title of the study and the benefit of the work. The informed consent of prospective participants were sought after brief explanation of the research. Those who consented were given the questionnaire with assurance of anonymity and confidentiality of responses. Participants were also informed that they were not under any obligation to participate and that they had the right to withdraw at any point they felt to discontinue with the exercise. It was impressed on the participants that there was no right or wrong answers but they were encouraged to be honest in their responses.

Method of Data Analysis

This study employed descriptive statistics to analyze demographic data. Also, the data was analyzed using Pearson Product Moment Correlation to analyse hypothesis 1, while

regression was used to test the level of prediction between personality traits and leadership styles and ANOVA the difference.

Ethical Considerations

Before instruments were administered the ethical principles of psychological research with human participants were strictly considered and adhered. The consent of officers was sought and granted after detailed purpose of the study; the confidentiality of their responses were guaranteed. They were made to understand that, they have the right to discontinue, decline or refuse to participate or respond to the instruments anytime they feel like before the completion of their responses to the instruments. The researcher provides brief explanations to the respondents on questions and issues that arose from the instruments.

3.0 Results

Demographic Variables

Table 1: Demographic Characteristics of Participants

Demographic Variables		Frequency	Percentage
Gender	Male	133	88.7
	Female	17	11.3
	Total	150	100%
Rank	Fg Offr – Flt Lt	105	70.0
	Sqn Ldr – Gp Capt	31	20.7
	Air Rank	14	9.3
	Total	150	100%
Years of Experience	1-10	100	66.7
	11-20	27	18.0
	21 and above	23	15.3
	Total	150	100%

Table 1 presents the demographic characteristics of 150 participants. Gender: Male (N= 133; 88.2=7%) and Female (N= 17; 11.3%) and Rank: Fg Offr – Flt Lt (N=105;70.0%), Sqn Ldr – Gp Capt (=31;20.7) and Air Rank (N=14;9.3) as well Years of Experience: 1-10 years (N= 100;66.7%), 11-20 years (N=27;18.0) and 21 and above years (N=23;15.3).

Table 2: Showing Mean, Standard Deviation and Inter-Correlation of all the Study Variables

SN	Variables	Mean	Std	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Age	34.79	8.34	1													
2	Gender	-	-	-.082	1												
3	Rank	-	-	.221**	.003	1											
4	Years of Experience	-	-	.816**	-.036	.079	1										
5	Extraversion	39.68	5.72	.093	.105	-.010	.148	1									
6	Agreeableness	29.14	4.62	.074	.090	-.096	.137	.589**	1								
7	Conscientiousnes	25.18	3.65	-.092	.126	-.113	.047	.483**	.684**	1							
8	Openness	32.70	4.89	-.012	-.017	-.092	.073	.430**	.635**	.620*	1						
9	Neuroticism	38.23	15.33	.014	-.256**	.228**	-.026	-.050	-.148	-.037	.088	1					
10	Personality	164.94	21.34	.032	-.119	.100	.076	.542**	.531**	.565*	.652*	.687*	1				
11	Autocratic	12.67	2.10	-.183*	-.025	.074	-.077	.276**	.373**	.497*	.489*	.257*	.537*	1			
12	Democratic	13.52	1.10	-.053	.086	-.021	.050	.374**	.561**	.616*	.518*	-.003	.444*	.532**	1		
13	Laissez Faire	11.19	1.72	-.099	-.210*	.151	-.025	.095	.127	.233*	.229*	.332*	.384*	.354**	.270**	1	
14	Leadership Style	37.39	4.89	-.149	-.089	.103	-.029	.300**	.425**	.553*	.512*	.283*	.588*	.802**	.722**	.768*	1

Note: **=Correlation is significant at the 0.01 level (2-tailed); *=Correlation is significant at the 0.05 level (2-tailed); std= Standard deviation

The result in table 2 shows inter-correlation. The results reveal that age significantly correlated with rank positively ($r_{(148)}=0.22$; $p<0.01$); it correlate years of experience positively ($r_{(148)}=0.81$; $p<0.01$) and autocratic leadership style negatively ($r_{(148)}=-0.18$; $p<0.05$). However, there was no statistically significant relationship between age, gender, extraversion, agreeableness, conscientiousness, openness, neuroticism, overall personality, democratic leadership style, laissez faire and over all leadership style ($p>0.05$) respectively. The result also shows that gender significantly correlate neuroticism negatively ($r_{(148)}=-0.25$; $p<0.01$) and laissez faire ($r_{(148)}=-0.21$; $p<0.05$). However, there was no statistically significant relationship between age, rank, years of experience, extraversion, agreeableness, conscientiousness, openness, overall personality, democratic, autocratic leadership style, and over all leadership style ($p>0.05$) respectively.

Giving to the results, rank only correlate neuroticism significantly ($r_{(148)}=0.22$; $p<0.05$). Though, other variables age, years of experience, extraversion, agreeableness, conscientiousness, openness, overall personality, autocratic, democratic, laissez faire leadership style, and over all leadership style ($p>0.05$). The result shows that years of experience did not correlate significantly with any of the study variables ($p>0.05$). According to the results, extraversion significantly and positively correlate with agreeableness ($r_{(148)}=0.58$; $p<0.01$), Conscientiousness ($r_{(148)}=0.48$; $p<0.01$), Openness ($r_{(148)}=0.22$; $p<0.01$), Autocratic ($r_{(148)}=0.27$; $p<0.01$), Democratic ($r_{(148)}=0.37$; $p<0.01$) and over all leadership style ($r_{(148)}=0.30$; $p<0.01$). However, there was no relationship between agreeableness and neuroticism and laissez faire ($p>0.05$).

The result also indicate that agreeableness significantly and positively correlate with conscientiousness ($r_{(148)}=0.68$; $p<0.01$). Openness ($r_{(148)}=0.63$; $p<0.01$), Autocratic

($r_{(148)}=0.37$; $p<0.01$), Democratic ($r_{(148)}=0.56$; $p<0.01$) and leadership style ($r_{(148)}=0.42$; $p<0.01$). However, it was not statistically significant with Neuroticism and Laissez faire ($p>0.05$).

The result also specify that conscientiousness significantly and positively correlate with Openness ($r_{(148)}=0.62$; $p<0.01$), Autocratic ($r_{(148)}=0.49$; $p<0.01$), Democratic ($r_{(148)}=0.61$; $p<0.01$), Laissez faire ($r_{(148)}=0.23$; $p<0.01$), and leadership style ($r_{(148)}=0.55$; $p<0.01$). However, it was not statistically significant with Neuroticism ($p>0.05$).

According to the results, openness significantly and positively correlate with Autocratic ($r_{(148)}=0.48$; $p<0.01$), Democratic ($r_{(148)}=0.51$; $p<0.01$), Laissez faire ($r_{(148)}=0.22$; $p<0.01$), and leadership style ($r_{(148)}=0.51$; $p<0.01$). However, it was not statistically significant with Neuroticism ($p>0.05$).

Again, the results shows that neuroticism significantly and positively correlate with Autocratic ($r_{(148)}=0.25$; $p<0.01$), Laissez faire ($r_{(148)}=0.33$; $p<0.01$), and leadership style ($r_{(148)}=0.28$; $p<0.01$). However, it was not statistically significant with Democratic leadership style ($p>0.05$). The result shows that personality significantly and positively correlate with Autocratic ($r_{(148)}=0.53$; $p<0.01$), Democratic ($r_{(148)}=0.44$; $p<0.01$) Laissez faire ($r_{(148)}=0.38$; $p<0.01$), and leadership style ($r_{(148)}=0.58$; $p<0.01$). Autocratic leadership style significantly and positively correlate with Democratic ($r_{(148)}=0.53$; $p<0.01$), Laissez faire ($r_{(148)}=0.35$; $p<0.01$) and overall leadership style ($r_{(148)}=0.80$; $p<0.01$).

The result also shows that democratic leadership style significantly and positively correlate with laissez faire ($r_{(148)}=0.27$; $p<0.01$) and overall leadership style ($r_{(148)}=0.77$; $p<0.01$). Finally, Laissez faire leadership style significantly and positively correlate with overall leadership style ($r_{(148)}=0.76$; $p<0.01$).

Table 3: Summary of Pearson Correlation showing the Relationship between Personality Trait (Extraversion, Agreeableness, Conscientiousness, Openness and Neuroticism) and Leadership Style among Officers of Nigerian Air Force Kaduna

Variables	N	r	df	p-value
Extraversion and leadership style	150	0.300	148	<0.001*
Agreeableness and leadership style	150	0.425	148	<0.001*
Conscientiousness and leadership style	150	0.553	148	<0.001*
Openness and leadership style	150	0.512	148	<0.001*
Neuroticism and leadership style	150	0.283	148	<0.001*

*= Statistically significant

Table 3 shows summary of Pearson Correlation. The result revealed that extraversion has a positive and significant relationship with leadership style among officers of Nigerian Air Force Kaduna ($r_{(148)}=0.300$; $p<0.001$). Agreeableness has a positive and significant relationship with leadership style among officers of Nigerian Air Force Kaduna ($r_{(148)}=0.425$; $p<0.001$). Conscientiousness has a positive and significant relationship with leadership style among officers of Nigerian Air Force Kaduna

($r_{(148)}=0.553$; $p<0.001$). Openness has a positive and significant relationship with leadership style among officers of Nigerian Air Force Kaduna ($r_{(148)}=0.512$; $p<0.001$). Neuroticism has a positive and significant relationship with leadership style among officers of Nigerian Air Force Kaduna ($r_{(148)}=0.283$; $p<0.001$). Therefore, the hypothesis which state that there will be significant relationship between personality trait and leadership style is hereby confirmed.

Table 4: Standard Multiple Regression showing Independent Influence of Personality Trait (Extraversion, Agreeableness, Conscientiousness, Openness and Neuroticism) on Leadership Style.

Variables	R	R ²	F	P-value	β	t	P-value
Constant	0.656	0.431	21.80	<0.01*			
Extraversion					-0.006	-0.071	0.994
Agreeableness					0.079	0.769	0.443
Conscientiousness					0.390	4.245	<0.01*
Openness					0.197	2.229	0.027*
Neuroticism					0.291	4.449	<0.01*

*= Statistically significant

The results in table 4 show that the dimension of personality trait jointly influence leadership style significantly ($F_{(4,144)}=21.80$; $P<0.001$) with $R=0.656$ and $R^2=0.431$. Thus, the five predictors' variables (extraversion, agreeableness, conscientiousness, openness and neuroticism) jointly accounted for 43.1% of the variance in leadership style. Independently, Conscientiousness ($\beta=-0.390$, $t=4.245$, $P<0.01$); Openness ($\beta=0.197$, $t=2.22$, $P=0.027$) and Neuroticism ($\beta=0.291$, $t=4.449$, $P<0.01$) significantly influence leadership style. Conscientiousness has positive contribution by accounting for 39% of the variance in the criterion variable of leadership style. Openness

has positive contribution by accounting for 19.7% of the variance in the criterion variable of leadership style. Neuroticism also has positive contribution by accounting for 29.1% of the variance in the criterion variable leadership style. Conversely, extraversion ($\beta=-0.006$, $t=-0.071$, $P=0.994$) did not significantly influence leadership style. Extraversion has negative contribution by accounting for 0.6% of the variance in the criterion variable of leadership style. Similarly, Agreeableness ($\beta=0.079$, $t=-0.769$, $P=0.0443$) did not significantly influence leadership style agreeableness has positive contribution by accounting for 7.9% of the variance in Leadership style. With this result, the

hypothesis which states that personality trait will predict leadership style is hereby confirmed.

Discussion

The study assessed the relationship between personality traits and leadership styles among officers of Nigerian Air Force Kaduna. Three hypotheses were stated and tested with Statistical Package for Social Sciences (SPSS) version 26 for analysing the data. The descriptive statistics used were Frequency, percentages, means and standard deviations while the inferential statistics used for the test of hypotheses was Independent Sample t-test. The results of the analysis were presented in tables.

Hypothesis one stated that there will be significant relationship between personality traits and leadership styles. This hypothesis was tested using Pearson Product Moment Correlation. The results revealed a statistically significant relationship between personality traits and leadership styles, therefore the hypothesis which state that there will be significant relationship between personality trait and leadership style is hereby confirmed. Supporting the finding of this study, Antonakis et al. (2012) stated that personality traits represent one of the key interfaces between psychological factors and leader behaviours given that they are the precursors of a range of leader behaviours. Also Tuncdogan et al. (2017) argued that the relationship between personality traits and leadership performance is quite complicated, for at least two reasons. Firstly, personality traits have effects on various leadership behaviours as well as psychological variables. These variables that mediate the traits' effects on leadership performance interact with each other as well as with external factors such as environment dynamism.

Hypothesis two stated that personality traits will predict good leadership styles. This hypothesis was tested using multiple regressions. The results revealed a statistically significant relationship between personality traits and good leadership styles. In other words, the hypothesis was confirmed significant in this study. In agreement with the finding of this study, Zaccaro et al. (2018) the performance requirements matching approach ties the delimitation of individual differences of efficient leaders to the role and

functional expectations evoked by leadership positions. Thus, the key explanatory mechanism is the degree to which the range of personal attributes possessed by the leader fits or matches the performance requirements of the leader's role; the higher the match, the higher the promise of leadership effectiveness. According to the social information processing approach, individuals instead acquire leadership roles when their perceived attributes resemble those coded in the cognitive representations of observers and potential followers - and are thus dependent on the followers who create the leadership (Zaccaro et al., 2018). They further stated that both approaches provide conceptually compelling arguments for the role of leader individual differences in leadership outcomes, since they argued that both perspectives can explain the variability in the relevance of particular individual differences across situations.

Udita and Shukla (2017) conducted a study on leadership characteristic of college principals and their personality needs. They concludes that, if we are to make principals administratively effective, we have to fulfill relevant needs associated with administrative effectiveness as the lack of fulfillment of these needs can make a principal to be an in effective administrator. Furthermore, job performance is improved because of it. Research conducted by Janssens et al., (2019) depicted that personality traits (goal directedness, conscientiousness) have an influence in determining whether the relationship between work engagement and job performance is positive or negative. Moreover, it has also been studied that employee with special personality traits (conscientiousness) experience "flow" at work (involvement, pleasure, satisfaction, and dedication) and their performance levels are positively affected (Hosani et al., 2018).

The psychological and behavioural responses to an individual can be influenced by several factors, including a person's characteristics and resources (Gori et al., 2021; Di et al., 2020), as evidenced by previous research that has highlighted the significant influence of personality traits on reactions to leadership (Oshio et al., 2018). The personality traits of individuals are evident in individuals having different perspectives, showing different attitudes and different behaviours, accepting a situation or

event as a conflict and deciding the strategy for managing a conflict (Erdenk & Altunta, 2017). According to Abubakar (2019) the outstanding reputation of the Nigerian Air Force (NAF) reflects the high professional standards of the service, the flexibility and ability to react rapidly. They are very likely to be in the first wave of Nigerian military operations and they may also be required to sustain our operations in difficult or hostile circumstances for long period.

4.0 Conclusion

At the end of the study it is concluded that it is important for leaders to have openness to ideas and experience as previous studies indicates that self-confidence was closely associated with openness and that openness to experience is important to ensure leadership effectiveness. Leadership attributes on their own are therefore not very helpful in getting results, unless they are relevant to the environment. The environment buffers and modifies a leader skills and abilities. This finding has implications on the training, selection and placement of officers to lead men. Nigerian Air Force authorities should take care in selecting and placing officers or situations likely to fit their personality type and leadership style.

5.0 Recommendations

In view of the findings of this study, recommendations were provided as:

- i. Nigeria Air Force Leaders should pay more attention to and reduce aspects of lack of confidence, hopelessness, feelings of worthlessness, and helplessness, so that they are more confident at work and able to work under pressure. Several options that can be implemented are: increasing officers' awareness and understanding of mental health issues through education and training; building an inclusive and supportive work environment by promoting open communication. This has implications for increasing the effectiveness of the leadership style of Nigeria Air Force Officers in achieving organizational goals.
- ii. Nigeria Air Force Officers are expected to always pay attention to their subordinate who has good citizenship behaviour considering that this behaviour makes a positive contribution to the organization.

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