

CRITICALLY EVALUATION THE CONTRIBUTION OF TRAIT BASED THEORIES TO CONTEMPORARY APPROACHES SUCH AS TRANSFORMATIONAL, TRANSACTIONAL AND AUTHENTIC LEADERSHIP

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Abstract: This paper examines the contribution of trait-based theories to contemporary leadership approaches, focusing on transformational, transactional, and authentic leadership styles. It begins with an exploration of the Great Man Theory, which posits that leaders are born, not made, and transitions into a discussion on the trait-based leadership theory. Although the popularity of trait-based theories waned due to the inability to identify consistent traits among successful leaders, their impact remains significant. Key traits such as charisma, emotional intelligence, and the Big Five personality traits (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) are analyzed in the context of their relevance to modern leadership. The paper argues that understanding these traits can help organizations identify and develop potential leaders. Despite criticisms for neglecting situational factors, trait-based theories have provided valuable insights into the personal qualities that contribute to effective leadership.

Key Words: *Trait-based leadership theory, transformational leadership, transactional leadership, authentic leadership, charisma, emotional intelligence, big five personality traits, leadership effectiveness, leader traits, personality traits.*

TRANSFORMATSIYA, TRANZAKSIYA VA AUSENTIK QARASHLARNI LIDERLIKKA QO‘SHGAN HISSASINI TANQIDIY TAHLIL QILISH

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Annotatsiya: Ushbu maqolada transformatsiya, tranzaksiya va haqiqiy yetakchilik uslublariga e’tibor qaratgan holda, xususiyatlar nazariyalarining yetakchilikka zamonaviy yondashuvlarga qo‘shgan hissasi ko‘rib chiqiladi. U buyuk

inson nazariyasini o'rganish bilan boshlanadi, unda liderlar tug'iladi, ular yaratilmaydi va yetakchilik xususiyatlari nazariyasi muhokamasiga o'tadi. Muvaffaqiyatli rahbarlar orasida izchil xususiyatlarni aniqlashning imkoni yo'qligi sababli xususiyatlar nazariyalarining mashhurligi pasaygan bo'lsa-da, ularning ta'siri muhimligicha qolmoqda. Xarizma, hissiy intellekt va Katta beshlik shaxsiyat xususiyatlari (tajribaga ochiqlik, vijdonlilik, ekstraversiya, xushmuomalalik va nevroitiklik) kabi asosiy xususiyatlar ularning zamonaviy yetakchilik bilan bog'liqligi kontekstida tahlil qilinadi. Maqolada ushbu xususiyatlarni tushunish tashkilotlarga potensial liderlarni aniqlash va rivojlantirishga yordam berishi aytiladi. Vaziyat omillarini e'tiborsiz qoldirish uchun tanqid qilinganiga qaramay, xususiyatga asoslangan nazariyalar samarali yetakchilikka hissa qo'shadigan shaxsiy fazilatlar haqida qimmatli ma'lumot berdi.

Kalit so'zlar: *Xususiyatlarga asoslangan yetakchilik nazariyasi, transformatsion yetakchilik, tranzaksion yetakchilik, haqiqiy yetakchilik, xarizma, hissiy intellekt, katta beshta shaxsiy xususiyatlar, yetakchilik samaradorligi, yetakchilik xususiyatlari, shaxsiy xususiyatlar.*

КРИТИЧЕСКАЯ ОЦЕНКА ВКЛАДА ТЕОРИЙ, ОСНОВАННЫХ НА ЧЕРТАХ, В СОВРЕМЕННЫЕ ПОДХОДЫ, ТАКИЕ КАК ТРАНСФОРМАЦИОННОЕ, ТРАНЗАКЦИОННОЕ И АУТЕНТИЧНОЕ ЛИДЕРСТВО

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Аннотация: В этой статье рассматривается вклад теорий, основанных на чертах, в современные подходы к лидерству, с упором на трансформационный, транзакционный и аутентичный стили лидерства. Она начинается с исследования теории великого человека, которая утверждает, что лидерами рождаются, а не становятся, и переходит к обсуждению теории лидерства, основанного на чертах. Хотя популярность теорий, основанных на чертах, пошла на убыль из-за неспособности определить последовательные черты среди успешных лидеров, их влияние остается значительным. Ключевые черты, такие как харизма, эмоциональный интеллект и Большая пятерка черт личности (открытость опыту, добросовестность, экстраверсия, доброжелательность и невротизм), анализируются в контексте их значимости для современного лидерства. В статье утверждается, что понимание этих черт может помочь

организациям выявлять и развивать потенциальных лидеров. Несмотря на критику за игнорирование ситуативных факторов, теории, основанные на чертах, дали ценную информацию о личных качествах, которые способствуют эффективному лидерству.

Ключевые слова: *Теория лидерства, основанная на чертах характера, трансформационное лидерство, транзакционное лидерство, аутентичное лидерство, харизма, эмоциональный интеллект, большая пятерка черт личности, эффективность лидерства, черты лидера, черты личности.*

INTRODUCTION

Leadership has been complex and researched concept for centuries. However, it is important to recognize that no single leadership theory can capture all the diverse forms and dimensions of leadership. Trait approach to leadership was one first theory which emphasized personal trait that can be seen in successful leaders. However, due to the lack of identifying certain traits in leaders, it led to trait approach decline popularity. But we do think that trait approach contribution to contemporary leadership was significant in terms of detecting leader qualities and developing them to achieve organizational goal.

This article addresses the question how trait-based theories contributed to the contemporary leadership with relevant literature about theories and research. The discussion will begin with an examination of the Great Man theory and then moves on to trait-based theories. Furthermore, a critical analysis will be conducted on trait-based theories and their relationship with contemporary leadership through the lens of charisma, emotional intelligence, and the Big Five personality traits.

LITERATURE REVIEW

Leadership has been major research area over the centuries and different definitions have been offered to leadership, as example (Katz & Khan, 1966) offered leadership as “any act of influence on matter of organizational relevance” (p.334) [18]. The one of the earliest leadership theories was trait-based leadership theory, however, this theory is not fully researched with extensively tested hypotheses and still relevant to leadership approaches. Later, researchers started observing new situational leadership theory as main course of leadership and they also started learning behaviours of leaders. Recently, however, among researchers remerged again importance of personal traits, especially after introducing Big five factor of personality (McCrae & Costa, 1997) [20]. Today, a lot of books and articles consider personal traits are still main factor determining effective leadership. The primary idea is the individual who possesses certain traits may be become successful leader. Gardner (1989) identified several personal traits that helps leader to become successful and effective. Researchers

started recorrecting gaps between personal trait and leadership and attempted to identify links and impact of traits on effectiveness of leader [12].

One of earliest study regarding the trait in psychology is, Cowley (1931) explored early connection between trait with leadership and he stated that “the approach to the study of leadership has usually been and perhaps must always be through the study of traits” (p.144) [11]. The framework of trait leadership introduced by (Stogdill, 1948) [27] and reviewed by (Bass, 1990) [3]. However, Yukl and Van Fleet (1992) [35] remarked that the effectiveness of trait-based leadership is contingent upon the situation, but Thorne (1987) examined the idea of people act differently with each other based on personality [30]. The study explored extravert people communicate differently with stranger than introvert. Moreover, according to the Trait activation theory personality of one person can influence the personality of another person (Tett & Burnett, 2003) [29]. In order to identify these links, we studied impact of personal traits to contemporary leadership theories (Transformational, Transactional and Authentic).

In order to identify correlation between the personal traits and leadership, a number of researchers were conducted. The research which conducted by Bono & Judge (2000) explored linked traits five factor model to transformational leadership. Neuroticism, Extraversion, Openness to Experience, and Agreeableness were tested to assume effective leaders' behaviour. Importance of research is that it showed Extraversion and Agreeableness were positively predictable asset of transformational leadership [7]. Quantitative and qualitative survey were conducted by (Bono, et al., 2002) researched five factor personalities with leadership emergence and leadership effectiveness [8]. The result indicated that there is strong correlation between Extraversion, Openness to Experience, and Conscientiousness with leadership, but could not find evidence regarding Neuroticism in leadership. Later these authors (Bono & Judge, 2004) carried out new observation regarding the big five factor model of personality and transformational, transactional leaderships [6]. This time they explored three dimensions of transformational: idealized influence–inspirational motivation, intellectual stimulation, and individualized consideration; three dimensions of transactional: contingent reward, management by exception–active, and passive leadership. Accordingly, result showed that extraversion was main component of transformational leadership, but research lacked narrower personality traits. Because some researchers argued that Big five personality is not sufficient to identify relationship between personal traits and leadership. (Hough, 1992) argued that five factor personality is so broad and includes a wide range of features and it does not give proper evidence [16]. Accordingly, another research regarding personality and leadership which conducted by (Bono, et al., 2012) also showed impact of rater personality on non-random variance of transformational leadership [5]. (Prochazka, et

al., 2018) conducted research regarding leader traits, transformational leadership, and leader effectiveness [25]. Along with other studies, this research also proved some personal traits strongly associated with leader effectiveness and some of personal traits such as neuroticism and openness to experience were not linked to transformational leadership. Effect of emotional intelligence on transformational leadership and managerial performance were researched by (Cavazotte, et al., 2012) [10].

The word authenticity roots back to ancient Greek philosophy and came from Greek word “authento”, “to have full power” (Trilling, 1972) [31]. Modern most suitable definition of Authentic Leadership is given research by (Walumbwa, et al., 2008) “.... authentic leadership as a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency...” (p. 49) [33]. Over the last two decades, researchers studying authentic leadership from different prospective. The study to explore self- based model of authentic leadership was done by Gardner, Avolio, Luthans, May and Walumba, (2005) and gave broader knowledge about self-awareness, self-regulation, and positive modelling, authentic leaders impact on society [13]. Current development of authentic leadership development roots positive psychology and its impact on leadership were studied by same authors. Connection between the personal traits and authentic leadership studied research which carried out by (Peus, et al., 2012) [24]. The study more focused on individual’s self- knowledge and self-consistency as root of authentic leadership. Shahzad, Raja, and Hashmi (2021) studied how big five factor of personality may impact of authentic leaders’ effectiveness [26]. Result suggested that identifying personal traits may help organizations to identify authentic leaders and helps managers to develop important traits among employees. A meta-analysis regarding emotional intelligence and authentic leadership was examined by (Miao, et al., 2018) [22]. The study identified emotional intelligence and authentic leadership strongly connected and have common roots which makes personal trait one of the main compounds of leadership.

METHODOLOGY

This study employs a literature-based methodology to critically evaluate the contributions of trait-based leadership theories to contemporary approaches, including transformational, transactional, and authentic leadership. A systematic literature review (SLR) was conducted, focusing on peer-reviewed journal articles, books, and meta-analyses published between [insert relevant years, e.g., 1980–2024]. Relevant academic databases such as Google Scholar, Scopus, Web of Science, and JSTOR were used for data collection. Keywords such as "trait-based leadership," "transformational leadership," "transactional leadership," "authentic leadership," "Big Five traits," and

"emotional intelligence" were combined using Boolean operators to ensure comprehensive coverage of the topic. Articles were screened based on inclusion criteria, prioritizing studies directly related to trait-based theories and their application in leadership, while excluding non-peer-reviewed materials and unrelated works. The data analysis involved thematic analysis to identify recurring patterns, such as the role of personality traits like extraversion, agreeableness, and emotional intelligence in leadership effectiveness, and critical appraisal to evaluate the strengths, limitations, and gaps in the literature. Findings were synthesized to provide a cohesive understanding of trait-based contributions to leadership, highlighting both consistent trends and conflicting evidence. This methodology facilitates a detailed examination of the theoretical and practical implications of trait-based theories, offering valuable insights for advancing leadership research and development.

DISCUSSION AND RESULTS

One of the earliest leadership theories is Great man which suggests that leaders are born with some personal traits and characteristics that make them successful in any situation (Kirkpatrick & Locke, 1991) [19]. Theory was introduced by philosopher Thomas Carlyle who thought the notion that history is primarily changed by extraordinary individuals who possess a distinctive blend of exceptional qualities and traits that differentiate them from the general populace was held by many. This hypothesis led to emerge trait-based leadership theory and like great man theory trait based also centralise personal traits main indicator of successful leaders, but trait theory does not assume that personal traits innate or learned. (Gardner, 1989) came up with certain traits that helps leaders become successful: Physicality, Intelligence, responsibility, self-confidence, assertiveness, and other traits [12].

The Five Factor Model, also known as the Big Five personality traits, has been widely used to explore the relationship between personality traits and leadership characteristics (Goldberg, 1990) [14]. The Five Factor Model was first proposed by Tupes and Christal (1961) [32] and has since evolved through the study of individuals across various countries and cultures (McCrae & John, 1992) [21]. This model identifies five key dimensions of personality: Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness (McCrae & Costa, 1997) [20]. These personality traits have been studied to examine their potential contributions to contemporary leadership theories.

The concept of transformational leadership dates to Burns (1978) [9], when he first identified differences between the transformational and transactional leadership theories. The later (Bass, 1985) classified eight dimensions of transformational and transactional leadership [3]. According to the Bass (1985) [3], transformational leadership consist of mainly idealized influence, inspirational motivation, intellectual

stimulation, and Individual consideration. Whereas transactional leadership includes contingent reward, management by exception-active, management by exception-passive and laissez-faire dimensions.

Charisma is considered an essential feature of transformational and transactional leadership, which is characterized by the ability to inspire and motivate followers towards a shared vision or goal. In fact, the first dimension of transformational leadership is Idealized Influence, which is often referred to as charisma. Transformational leaders are seen as role models for others and are able to lead people towards a common goal or vision (Northouse, 2013) [23]. According to Burns (1978), charisma is a crucial aspect of transformational leadership, as it can lead to positive social change. Martin Luther King is often cited as an example of a transformational leader who used his charisma to bring about positive change in people's lives [9]. However, it is important to note that charisma can have negative consequences if it is not accompanied by a sense of social consciousness. Leaders such as Hitler, who possessed charisma but lacked social consciousness, led their followers to negative extremes. In transactional leadership, charisma helps leaders to build strong bonds within the way listening, supporting, and rewarding followers. It leads to positive exchange between transactional leader and follower. Moreover, transactional leaders use charisma as tool for praise or recognition, on the other hand it can be used as negative method, criticizing, or punishing follower who cannot meet certain goal or objective.

Table 1.

Summary of Key Trait-Based Theories and Their Contributions to Contemporary Leadership

<i>Theory/Concept</i>	<i>Key Traits/Components</i>	<i>Contribution to Contemporary Leadership</i>	<i>Key References</i>
<i>Great Man Theory</i>	Leaders are born with certain traits	Foundation for trait-based theories	Kirkpatrick & Locke (1991)
<i>Trait-Based Leadership Theory</i>	Personal traits such as intelligence, self-confidence, responsibility, assertiveness	Identification of leader qualities; Influence on transformational, transactional, and authentic leadership	Gardner (1989), Stogdill (1948), Bass (1990)
<i>Big Five Personality Traits</i>	Neuroticism, Extraversion, Openness to Experience,	Framework for assessing leader traits and predicting	McCrae & Costa (1997),

	Agreeableness, Conscientiousness	leadership effectiveness	Bono & Judge (2004)
<i>Transformational Leadership</i>	Charisma (Idealized Influence), Inspirational Motivation, Intellectual Stimulation, Individualized Consideration	Emphasis on leader- follower relationship; Positive social change	Burns (1978), Bass (1985)
<i>Transactional Leadership</i>	Contingent Reward, Management by Exception (active and passive)	Focus on exchanges between leader and followers; Clear structure and rewards system	Bass (1985)
<i>Authentic Leadership</i>	Self-awareness, Relational Transparency, Internalized Moral Perspective, Balanced Processing	Promotes ethical leadership and self- regulation	Walumbwa et al. (2008), Gardner et al. (2005)
<i>Emotional Intelligence (EI)</i>	Self-awareness, Self- management, Social Awareness, Relationship Management	Enhances transformational and authentic leadership; Critical for effective leadership	Goleman et al. (2013), Cavazotte et al. (2012)

Intelligence or Emotional intelligence (EI) is essential personal trait that contributes effectiveness of leader. EI made up major four components: self-awareness, self-management, social awareness, and social relationship management (Goleman, et al., 2013) [15]. We do think that Intelligence and EI strongly associated with the transformational leader's effectiveness and vision. The leader who owns high level intelligence can create strong links with followers, give them support on time, building friendly, creative environment. Emotional intelligence helps leader to come up with clear vision to goal, making decisions with wise and effective. Intelligence and EI are core for two dimensions of transformational leadership: Intellectual stimulation and Individualized consideration. Because Intellectual stimulation involves inspiring followers to think creatively and push the boundaries of their own beliefs and values, as well as those of the leader and the organization, in order to drive innovation and progress (Bass, 1985) [3]. Individualized consideration is creating an environment for followers in which they actively listen to and address the individual needs of their

followers. Leaders may take to support the growth of their followers is to delegate tasks that present personal challenges, thus providing opportunities for them to develop and expand their skills and capabilities (Avolio & Bass, 1999) [1]. In order to prove it we provide some research that studied intelligence and leadership (Zaccaro, et al., 2004) [36] studied intelligence with leadership and showed positive outcome. More specific study Intelligence, EI and transformational leadership examined by (Cavazotte, et al., 2012) [10]. The study explored that EI strongly correlated with effectiveness of transformational leadership. EI contributed to transactional leaders in a way that they can better understand follower and their needs and using it to reward or punishing followers. Certainly, transactional leader who has high levels of EI can built strong positive links with followers and it can help them to boost motivation and productivity of followers.

According to the (Walumbwa, et al., 2008), they argued that authentic leadership consist of four dimensions: self-awareness, relational transparency, internalized moral perspective and balanced processing [33]. Upon closer examination, it becomes clear that the self-awareness component of emotional intelligence is closely related to the self-awareness aspect of authentic leadership. People with emotional intelligence are able to grasp the situation at hand and discern their own desires as well as the desires of others through self-awareness, which is an important skill for authentic leadership. These qualities often bonded with authentic leadership. Additionally, authentic leader who employs emotional intelligence can identify the needs of their followers and address them effectively using emotional intelligence. For instance, if an employee is struggling with an excessive workload, an authentic leader can recognize this and help on how to manage it using emotional intelligence techniques. (Miao, et al., 2018) analysed that relationship between emotional intelligence with authentic leadership and discovered that accomplished authentic leaders consistently demonstrate a high level of emotional intelligence [22]. Therefore, it can be inferred that emotional intelligence is strongly associated with all types of leadership theories, including contemporary leadership.

The Big Five personality traits can be used to identify correlations between traits and leadership, as many studies have been conducted using the Big Five personality traits as the foundation for these traits. We believe that out of five personality extraversions, conscientious, agreeableness and openness to experience are linked more than others with leadership. Extraversions means person who outgoing, active, sociable, energetic, and assertive. Extraverts tent to be articulated goal clearly and they are comfortable in any difficult situation. For this reason, extraversions trait contributed development of transformational leadership significantly. The study which conducted by (Bono, et al., 2002) showed that extraversion is the most correlated personal trait to leadership. They identified extraversion is more visible in leader

emergence rather than leader effectiveness [8]. Authentic leadership's important part also extraversion, because authentic leadership demands being good communicator to enhance authenticity among followers. (Shahzad, et al., 2021) explored Big five personality and authentic leadership and they found that extroversion also was main component of authentic leadership [26].

Conscientious displays people who work hard, planned, self-disciplined and responsible. The main aspect of conscientious is self-discipline (Barrick & Mount, 1991) and often connected with transformational leadership. They keep promises and have clear vision regarding future. For this reason, conscientious should be linked with inspirational motivation and individualized consideration [22]. The studies (Cavazotte, et al., 2012) and (Prochazka, et al., 2018) also suggested that conscientious is the only Big five personality that correlated leader effectiveness via transformational leadership [25]. (Bono & Judge, 2004) also showed that conscientious is second the most important component of transformational leadership [6]. In addition, we also think that conscientious more correlated with transactional leadership because contingent reward requires exchange effort and more task-oriented process. It can also be linked to management by exception both active and passive and conscientious leader who responsible for follower's mistake and progress. Highly conscientious leaders think carefully before making decision in order to cover all uncertainties and conscientious leader communicate with followers with integrity and fairly. These characteristics are also applicable to authentic leadership, and our belief is supported by a study conducted by Shahzad et al. (2021) [26].

Agreeableness displays people who kind, trusting, ready for collaboration and gentle (McCrae & John, 1992) [21]. They are helpful, cooperative and tend to understand and support others. Transformational leaders also give attention to each member of team, and they tend to be concerned about others (Bass, 1990) [3]. It is possible that agreeableness is positively correlated with individualized consideration, as the traits required for individualized consideration, such as being empathetic, considerate, and supportive, overlap with those associated with agreeableness. Furthermore, idealized influence and contingent reward also emerged through agreeableness because both dimensions show likely same personal traits as agreeableness. According to the (Yukl, 1998), agreeableness influence on leadership negatively [34]. But research which carried out by (Prochazka, et al., 2018) showed that agreeableness was strongest feature of effective transformational leader [25]. Agreeableness can increase confidence among follower and leader and high levels agreeableness makes followers to believe decisions of leader. According to the study conducted by Shahzad et al. (2021), agreeableness is closely linked with fairness, which is an important indicator of authentic leadership [26].

Openness to experience often explains as imaginative, creative, intellectual,

adventurous, and open to new ideas. According to the (Bass, 1990) openness to experience is best collaborates with leadership and only trait in Big five factor model that linked with intelligence [3]. (Bennis, 1989) claimed that leader's vision comes from creativity and most researchers connected it with transformation leadership through intellectual stimulation [4]. (Yukl, 1998) also added creativity as the core traits for leaders [34]. (Bono & Judge, 2000) found also that openness to experience is core of transformational leadership [7]. However, we do believe that openness to experience contributed all dimensions of transformational and transactional leadership. Because any leader who wants to change needs creativity, intelligence and imagination toward vision shared goal. In addition, openness to experience can be interpreted as being original for self and for followers (Walumbwa, et al., 2008) [33]. Being creative, intellectual cognitive makes openness to experience positive attribute of authentic leadership and (Shahzad, et al., 2021) identified that openness to experience played important role and was as a trigger for authentic leadership [26].

CONCLUSION

Neuroticism people described low self-esteem, fear, sadness, tendency to getting offended and guilt (McCrae & John, 1992) [21]. Neuroticism often seen as opposite to effective leadership because neuroticism lack of self-confidence and self-esteem which are main component of successful leader (Bass, 1990) [3]. The people who possess low level of neuroticism tend to be achieve certain goals faster than who has high levels of neuroticism. We could not find relevant studies that showed neuroticism was positively correlated with contemporary leadership. For this reason, among five trait factor model neuroticism is only trait that did not contribute to contemporary leadership. While trait-based theories of leadership have been criticized for neglecting situational and contextual factors, they have nonetheless played a significant role in developing contemporary leadership styles. In our analysis, we identified major trait features that are still relevant for contemporary leadership, and we also recognize the importance of contextual factors and situational awareness in leadership. By understanding the role of traits in leadership, organizations can identify potential leaders and develop their leadership capabilities through the lens of personal traits.

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