

# Exploring the association between personality traits and leadership: A systematic literature review



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**Abstract** Understanding personality-related factors that influencing leadership is crucial for guiding stakeholders toward achieving long-term organizational goals, as leadership effectiveness is demonstrably shaped by individual dispositions impacting decision-making, interpersonal dynamics, and motivation. Although the association between personality traits and leadership has been extensively examined across diverse contexts, systematic reviews synthesizing recent empirical evidence remain relatively insufficient. Therefore, this study aims to systematically explore how diverse personality frameworks relate to leadership outcomes by reviewing literature published between 2019 and 2024. Utilizing predefined inclusion and exclusion criteria, a systematic review identified, selected, and rigorously analyzed 22 peer-reviewed articles sourced from Scopus, Web of Science, and Google Scholar databases. The findings consistently reveal significant associations between all five Big Five traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) and leadership, with extraversion exhibiting a strong positive correlation and neuroticism demonstrating a prominent negative correlation. Furthermore, traits from alternative models, specifically honesty-humility from the HEXACO framework and enterprising characteristics from the RIASEC model, were also identified as positive contributors to leadership development. These results emphasize the critical importance of integrating insights from multiple personality theories to gain a more detailed and comprehensive understanding of leadership functioning across different organizational and cultural settings. Beyond its theoretical implications, this review offers valuable, evidence-based insights for educators designing leadership syllabuses, organizational consultants developing talent management programs, and policymakers formulating strategies to cultivate leadership pathways. By identifying robust and consistent personality predictors of leadership, this study contributes meaningfully to the expanding literature focused on enhancing leadership capacity at individual and organizational levels, thereby supporting more effective and sustainable goal achievement.

**Keywords:** individual differences, big five personality, HEXACO, RIASEC, leadership behavior

## 1. Introduction

Although there is no universal consensus on the defining personality traits of effective leadership, many aspire to have leaders who are honest, competent, proactive, and visionary in an organization. Nevertheless, the impact of personality traits on leadership cannot be understood, as they have been proven by many empirical studies. This growing interest in the relationship between personality and leadership emphasizes the need for a structured approach to investigate these relationships. Therefore, this study uses the trait theory of leadership and the five-factor model (FFM) to examine how personality traits shape leadership behavior. By integrating both theories, this study provides a comprehensive framework for understanding how personality traits influence leadership.

As outlined by Yukl (2012), early leadership theories focused predominantly on trait-based approaches. The five-factor model (FFM), also known as the Big Five, provides a comprehensive framework for understanding how personality traits impact leadership behavior and effectiveness (Blair et al., 2018; Judge et al., 2009; Judge & Ilies, 2002; Miralam et al., 2020; Österberg et al., 2024). According to the five-factor model, the core personality traits namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism are theorised to influence leadership outcomes both positively and negatively, depending on contextual and behavioural factors. Another prominent theory related to the discussion of leadership traits is the trait theory of leadership, which suggests that certain innate characteristics or traits predispose individuals to be effective leaders (Goff, 2003). Leader traits incorporate stable and interrelated personal characteristics that account for individual variability and consistently support effective leadership across various groups and organizational situations (Zaccaro, 2007).

While early versions of trait theory focused on a wide range of personality traits, modern interpretations often highlight the relevance of the Big Five traits in understanding leadership effectiveness. Past studies have examined the impact of leader traits (Deuling et al., 2011; Judge et al., 2002; McCormack & Mellor, 2002; Özbağ, 2016; Shao & Webber, 2006). Reflecting this



growing interest, a meta-analysis conducted by Derue et al. (2011) revealed that two leader traits, extraversion and conscientiousness, are the most important in predicting leader effectiveness. Both traits contribute 35% and 27.6% of the total explained variance in leadership effectiveness, respectively. Thus, individuals with high levels of extraversion and conscientiousness are more likely to be evaluated as effective leaders and can improve the performance of their subordinates. In addition to the FFM, the HEXACO model shares similar concepts. In the HEXACO model, emotionality is different from neuroticism in the Big Five, and it also includes a sixth dimension: honesty-humility. As described by Ashton and Lee (2007), the honesty-humility dimension reflects a person's inclination to act sincerely and fairly in interpersonal interactions, cooperating even when there is a possibility of exploiting others without facing consequences. Honesty-humility encompasses traits such as fairness, sincerity, greed avoidance, and modesty, which are the opposite of narcissism. As a result, it can be viewed as a factor that contributes to effective leadership.

However, limited research has utilized systematic literature reviews (SLRs) to explore the associations between FFM personality traits and leadership. The subsequent sections explore further into the relationship between personality and leadership. In the present study, we used a systematic literature review. The SLR helps us develop knowledge and enhance understanding through the collection of all related publications and documents that fit inclusion and exclusion criteria to answer specific research objectives in the present study. In contrast to conventional literature reviews, which could be less structured and more narrative in nature, systematic literature reviews adhere to a transparent and methodical procedure that reduces bias and guarantees the validity and reliability of the results. The aim of this research is to determine the relationship between personality traits and leadership, subsequently providing a thorough overview of the evidence that is currently available, which can help with decisions on interventions, treatment plans, and policy suggestions in various fields, such as education, psychology, social sciences, management, and policy makers. We searched and reviewed the results and data from other researchers to determine the relationship between personality traits and leadership.

## 2. Methodology

In the present study, the SLR was conducted to identify published studies for the two research questions. According to Nightingale (2009), the SLR is a method that provides a balanced and unbiased summary of the literature to answer a specific research question. Therefore, we executed several techniques to search related publications and documents that fit the prespecified eligibility criteria. The techniques involved research protocol, search, appraisal, synthesis, analysis, and reporting results. The areas of interest involving personality traits and leadership were taken as the key words.

### 2.1. Step 1 – Research protocol

To ensure the transparency, transferability, and replicability of the work, we fulfilled a research protocol. First, we determine our research scope to formulate research questions and research boundaries. The goal is to determine the associations between personality traits and leadership. Therefore, the refined research questions of this systematic literature review (SLR) are as follows:

1. What is the relationship between personality traits and leadership?

This study aims to explore the relationships among the FFM, HEXACO, and Holland codes with leadership. We reviewed data from previous studies to determine the strength of the relationship.

2. What other factors influence leadership?

The second objective is to identify other factors that affect leadership.

### 2.2. Step 2 - Search

An electronic literature search was conducted through the Scopus, Web of Science, and Google Scholar databases. The search was limited to specific years between 2019 and 2024. According to Yang and Meho (2006), even though Google Scholar does not specify details such as publisher lists, journal types, or any information about the timespan or the refereed status of records, it still helps to cover citations that are not covered by other databases. Personality traits and leadership were the keywords used to search the list of studies or journals in the database. The inclusion criteria utilized in this search process are presented in Table 1.

### 2.3. Step 3 – Inclusion and exclusion criteria

The screening process applied inclusion and exclusion criteria based on article title, abstract, key terms, year, subject area, document type, language, keywords, source type, source title, and open access status. First, to perform the SLR related to the research questions, we determined the year of the article published as the initial criterion. We decided to include recent articles ranging from 2019-2024. For leadership, we used the keyword leadership. For personality, we then used several keywords related to personality traits in combination with personality search terms, including “big five personality” traits. Table 1 shows all the inclusion criteria for this SLR. As presented in Table 1, we used English language and quantitative research as

inclusion criteria. Third, we chose three main areas in the search tool, including social sciences, business, management and accounting, and psychology. Only journal articles were selected as the type of paper for this SLR. We excluded book chapters, articles in press, review books, conference papers, and letters as exclusion criteria.

At the first stage of the search, we identified many articles. There were 64,780 relevant journal articles that used personality traits as keywords. The number decreased to 1,322 after adding leadership as the second keyword. After 22 relevant and quality journals were obtained, we filtered out the articles again on the basis of the inclusion and exclusion criteria and discontinued them.

Figure 1 shows the process of the other step used in the present study. We adapted the PRISMA approach as suggested by Moher et al. (2010) in conducting and reporting the SLR. There are 4 phase flow diagrams and 21 checklist items that need to be followed by researchers in reporting systematic reviews and critical evaluations of published article journals. The 4 phases include eligibility, screening, and identification. Figure 1 displays the 4-phase flow diagram used in this study. The 21 checklist items include title, abstract structured summary, rational, objective, method, data collection process, results, study characteristics, etc. (Moher et al., 2010). We excluded nonrelevant area articles. As a result, 18 articles were selected after the exclusion process. The areas of articles selected included the social sciences; business, management and accounting; and psychology. Then, we selected open access articles and excluded nonrelevant areas of studies.

**Table 1** Inclusion criteria of the systematic review (Scopus).

No	Criteria	Particulars	Articles identified	Decision
1	Article title, Abstract, Key term	Personality Traits	64,780	Inclusion
2	Article title, Abstract, Key term	Leadership	1,322	Inclusion
3	Year	2019-2024	578	
4	Subject Area	i) Social Sciences, ii) Business, Management and Accounting iii) Psychology	458	
5	Document Type	Article	373	
6	Language	English	355	
7	Keywords	Leadership, Personality Traits, Big Five	174	
8	Source type	Journal	174	
9	Source Title	Applied Psychology, Current Psychology, Frontiers in Psychology, Journal of Personality, Leadership and Organization Development Journal, Leadership Quarterly, Personality and Individual Differences, Personality and Social Psychology Bulletin, SAGE Open, Social Psychological and Personality Science & Social Sciences	38	
10	Open access	All open access	18	

### 3. Findings of the Literature Review

Table 2 summarizes the link between personality traits and leadership, showing that certain traits are strongly associated with leadership. Specifically, extraversion, conscientiousness, and openness tend to be associated with leadership. Additionally, numerous studies have revealed strong links between honesty-humility and leadership as well as enterprising traits. These findings help us better understand the correlation between personality and leadership. Altogether, this systematic literature review produced 22 potentially relevant studies, with eighteen from Scopus, three from Web of Science, and one from Google Scholar.

### 4. Discussion

The SLR reveals that numerous studies have consistently concluded that personality traits influence leadership outcomes, including leadership styles and effectiveness. The wide-ranging use of established personality models such as the Big Five and HEXACO demonstrates their validity across different contexts. However, it is essential to account for other factors, such as cultural and gender differences. As a result, we have structured our discussion into two sections, outlined below:

#### 4.1. Relationship between personality traits and leadership.



The FFM and HEXACO models have been applied across a variety of settings to predict leadership outcomes. Studies by Costa & McCrae (1988) and Digman (1989) have confirmed that the FFM is stable over time. Furthermore, this comprehensive systematic literature review extensively examines FFM in the context of leadership, indicating the relevance of the FFM framework in comprehending leadership outcomes. For example, Tanaka et al. (2023) reported that all five traits (extraversion, agreeableness, conscientiousness, open-mindedness, and negative emotionality) were correlated with motivation to lead. In our analysis, it was evident that individuals exhibiting traits associated with neuroticism could experience challenges in their leadership roles (Bergner, 2020; Fosse et al., 2024; Gruda et al., 2023; Javalagi et al., 2024; Linfang et al., 2021; Tanaka et al., 2023). Neuroticism traits encompass characteristics such as anxiety, depression, anger, and insecurity (Roccas et al., 2002). Therefore, leaders characterized by high levels of neuroticism may encounter difficulties in regulating their emotions and coping with stress. Moreover, making decisions under pressure and fostering positive team relationships may present additional hurdles for leaders with these traits. Some studies have revealed that individuals with narcissistic traits often desire leadership positions but may exhibit destructive leadership behavior (Brunell et al., 2008; Wang et al., 2022).

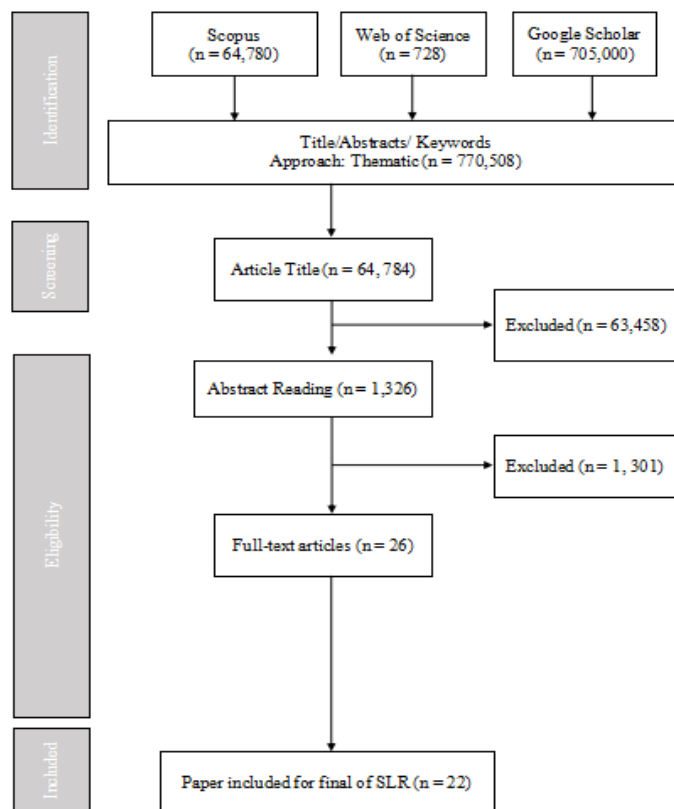


Figure 1 PRISMA flow diagram for the selection of SLRs.

Table 2 Summary of the selected studies.

No	Author	Title of Journal	Participant	Country	Statistical data/Findings
1	Linfang et al. (2021)	The Impact of Psychological Factors on Women Entrepreneurial Inclination: Mediating Role of Self-Leadership	250 female students at Kinnaird College for Women University and Lahore College for the Women University of Lahore.	Pakistan	Openness, neuroticism, and conscientiousness were associated with self-leadership, while agreeableness and extraversion were not. Additionally, this study identified self-leadership as a mediator in the relationship between openness, neuroticism, and conscientiousness with the entrepreneurial intentions of women. Respondents with high levels of neuroticism are more prone to depressive thoughts, which can lead to irrational belief patterns and,



					in turn, weaken entrepreneurial intentions in women.
2	Montalvo-Garcia et al. (2021)	Emotional Competence Development in Graduate Education: The Differentiated Impact of a Self-Leadership Program Depending on Personality Traits	270 students enrolled in master's degrees in management of a business school	Barcelona	Self-leadership programs (SLPs) had a different impact on the development of emotional competence in four of the five personality traits: neuroticism, introversion, antagonism, and lack of direction.
3	Sun & Shang (2019)	Personality traits and personal values of servant leaders	Participants included 81 leaders and 279 followers from a university in New Zealand.	New Zealand	The researchers found that the personal value of benevolent dependability has a negative relationship with servant leadership behaviors. Agreeableness and openness influence how benevolent dependability affects or moderate servant leadership behaviors. The study indicates that honesty-humility, agreeableness, emotionality, and conscientiousness significantly contribute to the development of humble leadership. However, openness negatively impacts the development of a humble leader, while extraversion has no significant effect. The HEXACO personality model was applied to assess participants' personality traits.
4	Hassan et al. (2023)	Personality and Humbleness: The Role of the HEXACO Model of Personality in Development of Humble Leaders	A total of 216 participants among leaders/supervisor were recruited in a public sector organization. Among them, 17 were female and 199 were male.	Islamabad, Pakistan	The study focused on developing leadership measurements for selecting company leaders and improving leadership training in Japanese universities. The results showed that the Japanese version of the motivation to lead (MTL) scale was valid and reliable. Correlation analysis revealed that affective-identity and social-normative MTL were significantly related to all five Big Five personality traits. Although noncalculative MTL was not significant, it can be interpreted within the Japanese context.
5	Tanaka et al. (2023)	Motivation to lead in Japan: validation of a Japanese version of the motivation to lead scale	A total of 1,000 participants (i.e., 500 students and 500 employees) in Kansai region with average age was 23 years old.	Japan	Individual traits formed valuable leadership resources, contributing to higher work engagement, and reduced perceived stress. For example, the study showed that the leadership trait of modesty was positively associated with honesty-humility and negatively associated with narcissism, neuroticism, and
6	Dåderman et al. (2023)	Leading with a cool head and a warm heart: trait-based leadership resources linked to task performance, perceived stress, and work engagement.	This study used data from a project of University West known as the human-related leadership.	Sweden	

					performance-based self-esteem. Furthermore, relational mastery involved rational competence and conscientiousness. This factor was strongly connected to task performance, work engagement, and perceived stress. Conscientious individuals, who were disciplined and motivated by duty, demonstrated a clear relationship to better work performance and engagement.
7	Szathmári et al. (2023)	Jungian personality type preferences of female and male Hungarian leaders	5282 participants with average age of 36. They were from nonmanagerial individual contributors, middle managers, and executive's background.	Hungary	The Golden Profiler of Personality was used to assess 10 traits. Personality preferences varied by hierarchy, executives had higher scores in extraversion, thinking, and calmness, and lower scores in tension compared to nonmanagerial staff and middle managers. Interestingly, the study suggests that in Hungary, male leadership is typical, while female leadership is the exception.
8	Li et al. (2024)	Power motives, personality correlates, and leadership outcomes: A person-centered approach	Two sample involved as below: 1. 1088 university students enrolled in an engineering project design course (in leaderless project design teams). 2. 466 participants recruited through Amazon's Mechanical Turk for a brief survey	Canada	Participants with an ultradominance profile scored higher in narcissism and tended to view themselves as leaders, even though their teammates did not perceive them as more leadership oriented. These ultradominant individuals also scored the lowest on honesty-humility compared to those with other profiles, such as the weak social power motive profile and the prestigious leadership profile. The HEXACO model was applied to assess the personality traits.
9	Di Fabio et al. (2023)	Human capital sustainability leadership: From personality traits to positive relational management	191 workers with average age of 55 years old from Central Italy.	Italy	Positive relational management (PRM) was positively linked to human capital sustainability leadership (HCSL). Moreover, PRM increased the explained variance in HCSL when considering personality traits. A multiple regression analysis showed that personality traits accounted for 17% of the variance in HCSL (step 1). Specifically, extraversion and agreeableness were connected to HCSL, while conscientiousness, emotional stability, and openness were not. At step 2, the PRM dimensions of connectedness and respect increased the explained variance by

10	Gruda et al. (2023)	Don't Go Chasing Narcissists: A Relational-Based and Multiverse Perspective on Leader Narcissism and Follower Engagement Using a Machine Learning Approach.	Sample involves of organizational employees and company information sourced from Crunchbase (crunchbase.com). Involved leaders and engaged followers.	-	16%. Overall, the model explained 33% of the variance in HCSSL. The study used the Big Five dimensions. The researchers found that leader narcissism positively affects follower engagement when interacting with followers who are agreeable or neurotic, but negatively affects engagement with followers who are open. Furthermore, the leader's gender plays a moderating role: followers with low openness engage more with narcissistic female leaders, while agreeable or neurotic followers interact more with narcissistic male leaders.
11	Ton et al. (2022)	Competition within Cross-Functional Teams: A Structural Equation Model on Knowledge Hiding.	Higher management circles, comprising department heads, external advisors, and specialists who come together to address specific critical issues.	Hungary	The study found that employees with competitive supervisors are more likely to display antagonistic behavior and withhold knowledge. Furthermore, individuals with antagonistic behavior are more prone to withholding knowledge.
12	Bergner (2020)	Being Smart Is Not Enough: Personality Traits and Vocational Interests Incrementally Predict Intention, Status and Success of Leaders and Entrepreneurs Beyond Cognitive Ability	Longitudinal Study: 1. Study 1: 420 Austrian students. 2. Study 2: Leaders from Australia (average 40 years old) 3. Study 3: 162 Austrian participants from various working fields including business, law, technology, arts, and social science.	Austria	The researcher conducted a longitudinal study and the findings as below: Study 1: Higher level of enterprising interests best predicts an individual's intention to take on future leadership roles. Study 2: Emotional stability was negatively correlated with leadership, while extraversion was positively correlated. Both emotional stability and extraversion positively correlated with supervisor-rated leadership performance. When leaders were emotionally unstable, their leadership level and income were more strongly influenced by their cognitive ability. Similarly, a leader's income was also more dependent on cognitive ability when they exhibit high openness to new experiences. Study 3: Openness was found to be a significant predictor, indicating that individuals with higher openness were more likely to become entrepreneurs. Additionally, individuals who were more conscientious and emotionally



					stable tend to perceive their entrepreneurial performance as more successful.
13	Fosse et al. (2024)	Neuroticism as an antecedent of abusive supervision and laissez-faire leadership in emergent leaders: The role of facets and agreeableness as a moderator.	420 emergent leaders/Officer Candidate School in the "Norwegian" Armed Forces during the summer of 2017.	Norway	The study examined the relationship between two leadership styles (abusive supervision and laissez-faire) and facets of neuroticism (anxiety, angry hostility, depression, self-consciousness, impulsiveness, and vulnerability). It found that angry hostility was positively linked to both abusive supervision and laissez-faire leadership. Self-consciousness was negatively related to laissez-faire leadership. Specific facets were better predictors of leadership styles than the broad trait of neuroticism. Angry hostility predicted abusive supervision, while anxiety, angry hostility, self-consciousness, and vulnerability predicted laissez-faire leadership. Additionally, there was a significant interaction between angry hostility and agreeableness in predicting both leadership styles.
14	Woods et al. (2023)	Learning to self-lead: Examining self-leadership strategies, personality traits and learning attainment.	The study recruited participants from postgraduate business programs at a UK business school. The sample included 157 participants (57 men, 100 women) with an average age of 23.48, representing various nationalities and ethnic backgrounds.	United Kingdom	The researchers studied three dimensions of self-leadership: energizing-self, doing-self, and thinking-self. The results showed that extraversion influenced the impact of the self-leadership intervention on the energizing self and doing self-dimensions, but not on the thinking self-dimension. Specifically, individuals with low extraversion improved in energizing self and doing self, while those with high extraversion did not show significant change.
15	Spark et al. (2022)	Is the transition to formal leadership caused by trait extraversion? A counterfactual hazard analysis using two large panel datasets	The data came from two panel datasets—one from Germany (Study 1) and one from Australia (Study 2). The average age of participants was 45 years.	German and Australia	The study found that extraverts was more likely than introverts to transition into formal leadership roles over time, even when controlling for sex, height, age, education, and the other Big Five traits.
16	Dinić et al. (2023)	Voters' HEXACO personality traits as predictors of their presidential leadership style preferences	The study sample included a total of 235 young voters from Serbia with average age was 22 years old.	Serbia	Voters' preferences for leadership styles were influenced by their HEXACO personality traits. Participants showed the strongest preference for a charismatic leadership style, with avoidant leadership being the least favored. Emotionality was linked to a

17	Wu et al. (2021)	A meta-analysis on the general factor of personality and its relation with leadership outcomes: Evidence from mainland China	The researcher used data from 53 studies in China for the meta-analysis on the General Factor of Personality (GFP). These studies are not included in major international scientific databases such as ScienceDirect, PsychInfo, or EricLit because they were not published in international journals.	China	<p>preference for charismatic leadership, while those with higher levels of honesty-humility were less inclined to favor avoidant leadership. Additionally, both honesty-humility and emotionality were associated with a lower preference for autocratic leadership. Voters high in agreeableness and emotionality were more likely to prefer a democratic leadership style. Study 1 confirmed the existence of a General Factor of Personality (GFP) in people from mainland China. A high GFP score indicates positive traits like open-mindedness, hard work, sociability, friendliness, and emotional stability. Study 2 found that leaders with a high GFP were seen as more effective and less abusive by their subordinates. Leaders' self-reported GFP was positively related to their effectiveness as rated by subordinates, but this link was not significant when rated by superiors. Furthermore, higher GFP in leaders was associated with greater job satisfaction, work motivation, and organizational commitment among their subordinates.</p> <p>Result of Sample 1: The researchers found that the group of politicians scored very high on self-reported honesty and humility. The characteristics of Honesty-Humility were assessed using the Brief HEXACO Inventory, which indicated that higher scores corresponded to greater levels of sincerity, fairness, greed avoidance, and modesty. The regression analysis also showed that political experience had a positive and significant effect. Specifically, the more experience a politician had, the more likely they were to self-report high levels of Honesty-Humility. Additionally, female politicians self-reported higher levels of Honesty-Humility than male politicians.</p> <p>Result of Sample 2: Politicians' self-reports revealed much higher scores than ordinary</p>
18	Schumacher & Zettler (2019)	House of Cards or West Wing? Self-reported HEXACO Traits of Danish Politicians	<p>Sample 1(Danish politician): 239 candidates of Danish national elections of 2015.</p> <p>Sample 2 (Community sample): 211 participants including students, and working professionals, with an average age of 29 years.</p>	Denmark	<p>Result of Sample 1: The researchers found that the group of politicians scored very high on self-reported honesty and humility. The characteristics of Honesty-Humility were assessed using the Brief HEXACO Inventory, which indicated that higher scores corresponded to greater levels of sincerity, fairness, greed avoidance, and modesty. The regression analysis also showed that political experience had a positive and significant effect. Specifically, the more experience a politician had, the more likely they were to self-report high levels of Honesty-Humility. Additionally, female politicians self-reported higher levels of Honesty-Humility than male politicians.</p> <p>Result of Sample 2: Politicians' self-reports revealed much higher scores than ordinary</p>



					citizens on Honesty-Humility, Extraversion, Agreeableness, Conscientiousness, and Openness, but lower levels of Emotionality. Furthermore, the most significant difference between politicians and citizens was found in Extraversion.
19	Liegl & Furtner (2023)	Introverted and yet effective? A faceted approach to the relationship between leadership and extraversion	The study included 204 German-speaking participants, with 76% aged between 20 and 24 years.	Austria, Germany, Liechtenstein, and Switzerland.	The study did not show any association between higher extraversion and increased leadership effectiveness, either when examining leadership styles or specific leadership behaviors.
20	Asselmann et al. (2023)	Longitudinal bidirectional associations between personality and becoming a leader.	The study used the Socio-Economic Panel Study (SOEP), a nationally representative household survey from Germany.	Germany	The study found that in the five years before assuming leadership roles, individuals showed gradual increases in extraversion, openness, risk-taking, and sense of control. However, during and after their first year in leadership, they became less extraverted. Over the following five years, leaders became progressively less conscientious and less willing to take risks, while their self-esteem increased.
21	Kennedy et al. (2021)	Motivation to Lead as Mediator of Relations Between the Dark Triad, Big Five, and Leadership Intention	The study recruited 760 university students from a university in Singapore.	Singapore	There was a positive relationship between narcissism and leadership intentions.
22	Javalagi et al. (2024)	Personality and Leadership: Meta-Analytic Review of Cross-Cultural Moderation, Behavioral Mediation, and Honesty-Humility	120 samples	United States	Extraversion and Agreeableness are strong predictors of leader effectiveness. Additionally, Honesty-Humility predicts leader effectiveness more consistently than the Big Five traits.

However, Gruda et al. (2023) reported that the interaction of leader narcissism with follower agreeableness and follower neuroticism has a positive effect on follower engagement. On the other hand, the interaction of leader narcissism with follower openness has a negative effect on follower engagement. Additionally, the gender of the leader is a crucial factor. Compared with nonnarcissistic female leaders, followers with low scores in openness to experience are more likely to interact frequently with narcissistic female leaders. Additionally, followers who are highly agreeable or neurotic tend to interact more frequently with narcissistic male leaders than with nonnarcissistic male leaders. Reflecting the findings of a study by Montalvo-Garcia et al. (2021), individuals with less desirable personality profiles, including neuroticism, introversion, antagonism, and lack of direction, are more likely to participate in self-leadership programs and consequently exhibit positive emotional competence. Emotional competence is believed to increase the likelihood of individuals having a positive attitude, which is important for organizational benefits. According to Day et al. (2014), engagement in leader development programs such as job assignments, feedback, and action learning is important, especially in a larger organization, to develop multiple people for future roles and better decision making.

We also found that the agreeableness trait was associated with leadership outcomes. (Di Fabio et al., 2023; Dinić et al., 2023; Fosse et al., 2024; Hassan et al., 2023; Li et al., 2024; Schumacher & Zettler, 2019; Sun & Shang, 2019; Tanaka et al., 2023). Sun and Shang (2019) indicated that individuals with a servant leadership style are driven by a desire to see growth and development, and this motivation is enhanced by agreeableness traits. Furthermore, they are skillful at creatively addressing the complex personal and job-related challenges faced by their subordinates, emphasizing the importance of openness. Other studies have shown that the agreeableness trait is associated with leadership styles such as democratic (Dinić et al., 2023),

humble (Hassan et al., 2023), laissez-faire (Fosse et al., 2024), and servant styles (Sun & Shang, 2019). However, Hassan et al. (2023) reported that the openness trait negatively affects the development of a humble leader, meaning that a higher score for the openness trait reduces the likelihood of becoming a humble leader. Other studies have reported positive associations with leadership outcomes (Bergner, 2020; Schumacher & Zettler, 2019; Sun & Shang, 2019; Wu et al., 2021).

In developing countries such as Pakistan, conscientiousness is positively associated with self-leadership (Linfang et al., 2021). The term "self-leadership" originated from the field of organizational management (Manz & Gioia, 1983) and is defined as an individual's ability to carry out tasks and achieve goals that result in the best possible outcomes through self-influence perception or natural motivation (Manz, 1986). Characteristics such as being responsible, thorough, careful, organized, hardworking, and meticulous of conscientiousness make them strive for achievement and conformity values (Roccas et al., 2002) and might influence their ability to initiate leadership. In addition, the influence of extraversion plays a crucial role in shaping leadership outcomes (Bergner, 2020; Schumacher & Zettler, 2019; Spark et al., 2022; Szathmári et al., 2023; Woods et al., 2023). Schumacher and Zettler (2019) reported that the most significant difference between politicians and citizens was in extraversion, with politicians scoring much higher in this trait than ordinary citizens did. Compared with ordinary citizens, politicians had much higher scores for the extraversion trait. Bergner (2020) and Spark et al. (2022) indicated that extraversion is a significant predictor of leadership emergence and success. Spark et al. (2022) reported that extraverts were generally found to transition more easily into formal leadership roles over time, even after accounting for factors such as sex, height, age, education, and the other Big Five traits. Interestingly, Woods et al. (2023) discovered that extraversion moderated the impact of self-leadership interventions on the energizing self and doing self dimensions. A meta-analysis revealed that the five-factor model effectively predicts leadership traits. Specifically, extraversion emerged as the strongest predictor of leadership (Judge et al., 2002, 2009). The characteristics of extrovert people, such as being assertive, dominant, active, outspoken, enthusiastic, and sociable, cause them to activate leadership initiation, such as organizing effective meetings and dealing with any challenges to solve any issues (Sieff & Carstens, 2006).

Finally, the RIASEC model of personality traits could also be considered in understanding leadership. Higher levels of enterprising interests were found to be the strongest predictor of an individual's intention to pursue future leadership roles (Bergner, 2020). In contrast, individuals with greater social interests are inclined to have lower intentions to seek leadership positions. However, further analysis through the interaction term revealed that individuals with high social interests had leadership intentions more significantly influenced by their cognitive ability than those with lower social interests. Specifically, individuals with the strongest leadership intentions exhibited both high social interests and strong cognitive ability.

#### 4.2. Other factors influence leadership.

Our systematic literature review revealed that the impact of cultural context is significant. For example, Tanaka et al. (2023) and Wu et al. (2021) emphasize how cultural differences in Japan and China affect the relationship between personality traits and leadership outcomes. The general factor of personality (GFP) and its application in different cultural settings highlight the importance of considering the cultural context when evaluating leadership effectiveness. Additionally, we found that leadership development and emotional competence were recurring themes. Studies by Montalvo-Garcia et al. (2021) and Wu et al. (2021) suggest that self-leadership programs and interventions can significantly influence leadership outcomes by enhancing emotional competence and self-leadership dimensions. Finally, the concept of gender differences was identified in this systematic review. Gender plays a role in leadership development and outcomes. Schumacher and Zettler (2019) reported that female politicians in Denmark reported higher levels of honesty-humility than their male counterparts did. Similarly, Gruda et al. (2023) indicate that the association between leader narcissism and follower engagement may be shaped by gender differences.

### 5. Limitations and Future Directions

This study aims to investigate the link between personality traits and leadership. The selected articles were mostly from Western and Asian countries, including the United States, the United Kingdom, Sweden, India, Spain, Pakistan, China, and others. This diverse geographical representation allows for a broad consideration of cultural backgrounds in the results. However, there are certain limitations to note. One of the limitations is that this systematic literature review focused only on English-language publications, potentially limiting important findings. Future researchers could include studies published in languages other than English to ensure a more comprehensive and diverse review of the literature on personality traits and leadership. Additionally, the concept of leadership is too broad, and future researchers could focus on specific personality traits and different types of leadership styles, such as laissez-faire, servant, autocratic, and transformational leadership styles. This would provide a more in-depth analysis of the subject matter.

### 6. Practical Implications

Understanding personality traits is crucial for organizations, especially within the human resources (HR) department. The incorporation of personality assessments into the screening process can significantly help HR departments identify

candidates whose traits align with the organization's leadership needs. Our systematic literature review (SLR) emphasizes the importance of specific personality traits for leadership roles. For example, individuals with high extroversion are often suitable for roles that require dynamic interaction and team leadership, whereas those with high conscientiousness are likely to perform effectively in task that involve detail-oriented and structured roles.

Additionally, our review revealed that, in the five years before taking on leadership roles, individuals gradually became more extroverted, open, willing to take risks, and feel more in control. However, during and after their first year in leadership, they became less extroverted. In the next five years, leaders became less conscientious and less willing to take risks, but their self-esteem increased. These findings can guide organizations in designing tailored leadership development programs to maximize the potential of their leaders. For example, individuals with neuroticism can benefit greatly from programs focused on emotional intelligence, mindfulness, and stress management techniques. Equipping leaders with these skills not only enhances their positive behavior and reduces conflicts but also significantly improves their effectiveness, leading to better team dynamics and overall organizational success.

Moreover, our findings emphasize the need for gender-specific leadership interventions to address the unique challenges faced by male and female leaders. The implementation of inclusive programs, such as mentoring initiatives, can empower women in leadership roles, creating a more equitable and diverse leadership landscape. Additionally, the study suggests the development of leadership models that consider cultural differences, ensuring that leadership strategies are aligned with the specific cultural norms and values of the organization. By implementing these thoughtful strategies, organizations can cultivate a more effective, inclusive environment and ultimately drive better outcomes to the organization.

## 7. Theoretical Implications

The findings provide a thorough examination of the five-factor model (FFM), Holland Code, and HEXACO in relation to leadership effectiveness, suggesting significant theoretical implications. First, the findings support the expansion of existing leadership theories to integrate personality traits more deeply. Upcoming studies may examine the ways in which certain personality traits interact with various leadership styles, offering a more comprehensive understanding of what motivates leadership effectiveness. Additionally, the impact of cultural differences on leadership outcomes emphasizes the need for theoretical frameworks that account for cultural context, potentially leading to the development of culturally specific leadership models relevant to different regions and populations.

Moreover, the findings revealing gender differences in leadership strongly suggest that gender should be more thoroughly integrated into leadership theories. Exploring how gender interacts with personality traits to shape leadership could offer a more comprehensive understanding of gender dynamics. The positive influence of emotional competence on leadership effectiveness indicates that emotional intelligence should be a component of leadership theories. Future theoretical work might focus on how emotional competence moderates the relationship between personality traits and leadership effectiveness, thereby refining existing models. Finally, the interaction between personality traits, such as neuroticism, and leadership outcomes highlights the value of cross-disciplinary approaches that integrate psychology and organizational behavior. The development of theoretical models that incorporate insights from these fields could provide better explanations of leadership dynamics and improve leadership interventions.

## 8. Conclusion

In conclusion, this comprehensive review emphasizes the complexity of leadership as a construct influenced by a variety of factors, including personality traits, cultural context, gender, and situational variables. The five-factor model, Holland Code, and HEXACO theory provide valuable insights into how personality traits such as extraversion, enterprising, and honesty-humility impact leadership. The review emphasized the need for detailed, culturally sensitive, and gender-inclusive leadership models, as well as personalized development programs, to ensure that interventions are tailored to the specific needs of leaders in diverse contexts. Consequently, these findings can assist related stakeholders in creating more effective and inclusive leadership practices in the future.

### Ethical Considerations

Not applicable.

### Conflict of Interest

The authors declare that they have no conflicts of interest.

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