

Personality and Individual Differences in Leadership Behavior. A Review

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Abstract

The study of personality and individual variations in leadership conduct is an intricate and multifaceted domain that has attracted substantial interest in organizational psychology and leadership studies. This review examines the complex correlation between personality traits and individual variations and their effect on leadership conduct. It encompasses diverse aspects such as servant leadership, transformational leadership, and shared leadership, as well as the influence of gender and cultural factors. A thorough comprehension of the intricate aspects of personality and individual differences in leadership behavior is essential to understanding how these factors interact with different leadership styles, organizational contexts, and cultural dynamics. This abstract introduces the complex connection between personality and individual differences in influencing leadership behavior. It paves the way for a more thorough examination of the challenges and perspectives related to this relationship.

Keywords: *Personality, Leadership, Behavior, Individual Differences, Cognition*

1. Introduction

The study of personality traits and variations in leadership conduct has received considerable focus in organizational psychology and leadership studies. Comprehending the impact of individual variations in personality traits, values, and cognitive schemas on leadership behavior is essential for developing effective leadership and management within an organization. This introduction examines the complex correlation between personality traits and individual variations and how they affect leadership conduct. It encompasses diverse aspects such as servant leadership, transformational leadership, and shared leadership, as well as the influence of gender and cultural factors (Antonopoulou et al., 2021a; Antonopoulou et al., 2021b). The influential study by Judge et al. (2002) thoroughly examines the qualitative and quantitative elements of personality and leadership. It emphasizes the noteworthy associations between personality traits such as Neuroticism, Extraversion, Openness to Experience, and Conscientiousness with leadership behavior. This meta-analysis highlights the importance of individual variations in influencing leadership styles and effectiveness. In addition, Sun and Shang (2019) explore the impact of personality traits. Examining the relationship between individual differences and leadership behaviors, this study focuses on personal values related to servant leadership. Their study highlights the importance of analyzing personality traits and values when studying leadership behaviors, contributing to a comprehensive understanding of the intricate dynamics at play. Cook et al. (2020) and Liang et al. (2020) examine how individual differences in shared leadership influence organizational creativity. These studies highlight the importance of cognitive schemas, power distance values, and the

experience of meaning at work in influencing individual creativity and leadership effectiveness in a shared leadership setting (Antonopoulou et al., 2019; 2020; Gkintoni et al., 2022b; Sortwell et al., 2023; Tzachrista et al., 2023).

Furthermore, examining how gender and cultural factors impact leadership behavior is an essential field of study. Acar & Sümer (2018) and Brandt & Laiho (2022) examine how ambivalent sexism and communication styles influence gendered-perspective agile leadership. Their research sheds light on the complex relationship between individual characteristics and leadership practices in diverse cultural contexts. A thorough comprehension of the interplay between personality, individual differences in leadership behavior, different leadership styles, organizational contexts, and cultural dynamics is essential due to the complex nature of these factors. This introduction establishes the context for a more thorough examination of the difficulties and viewpoints connected to the complex correlation between personality and individual variances in influencing leadership conduct (Gkintoni et al., 2017; Halkiopoulou et al., 2021a).

2. Personality and Individual Differences

Personality is a concept that we employ to elucidate the diverse behaviors exhibited by individuals in our vicinity. Personality encompasses the distinctive traits, cognitive processes, emotional responses, and actions that define an individual. These attributes contribute to the distinctiveness of everyone. Within the field of Individual Differences in psychology, multiple theories have been developed to elucidate the components of an individual's personality and its impact on daily existence. *Personality classification* is a complex task that requires advanced methods and theories. It helps us comprehend and analyze behavior in various settings, including work and clinical environments. Personality influences mood, motivation, creativity, leadership skills, and social and professional success (Bono & Judge, 2004; Dierendonck, 2010).

Diverse currents and authors have formulated distinct theories and models of personality. There are multiple methodologies concerning the development of an individual's personality. Some factors are primarily biological, meaning the inheritance of personality traits influences them, while others attribute the formation of these factors to environmental influences. The phrase "nature or nurture" is derived from the Greek words for "nature or upbringing". The truth resides within a middle ground. It pertains to the interplay between an individual's genetic makeup and the influences of their surroundings. The "Five Factor Model" or "Big Five" is one of the prominent personality theories in modern personality psychology. This theory falls under trait theories, which posit that individuals possess an inherent biological inclination to exhibit specific behaviors or undergo particular emotional states (Gkintoni & Dimakos, 2022; Gkintoni et al., 2023d). Extensive research indicates five crucial factors for categorizing individual variations in human characteristics: neuroticism, extroversion, openness to experiences, agreeableness, and conscientiousness. Based on the research findings, the alterations an individual exhibits in the factors above contribute to the distinctiveness and intricacy of their personality (Gkintoni et al., 2023c). To provide further elaboration:

Neuroticism evaluates an individual's ability to adapt and maintain emotional stability. In other words, individuals who obtain high scores on the neuroticism scale tend towards depression, solid cravings and impulses, and maladaptive imitative responses. They exhibit signs of nervousness, emotional sensitivity, insecurity, anxiety, and hypochondria. In contrast, individuals who obtain low scores on the neuroticism scale exhibit traits such as composure, bravery, confidence, and contentment with their selves and capabilities.

Extraversion pertains to the quantity and strength of social interaction. It evaluates variables such as energy level, motivation, and ability to experience happiness. Individuals with high scores on this scale exhibit sociability, energy, verbosity, focus on others, and optimism. In contrast, individuals with low scores typically tend to be cautious about reservation, timidity, and submissiveness. Experiential availability refers to an individual's capacity to tolerate and engage with unfamiliar situations. This scale evaluates an individual's receptiveness to novel experiences and activities. A high score on this scale indicates individuals who possess creativity, novelty, originality, and non-conformity. In contrast, a low score on this scale indicates individuals who are firmly connected to reality, possess narrow interests and struggle with analytical thinking.

The Cooperativeness factor evaluates the individual's level of interpersonal orientation in their thoughts, emotions, and behaviors. A high score on the Cooperativeness scale signifies individuals who possess benevolent traits, are reliable, and are always prepared to assist. A low score on this scale signifies individuals who possess cynicism, rudeness, suspicion towards others, a tendency for revenge, a lack of mercy, and a lack of cooperation.

Lastly, we conclude with the Conscientiousness factor, which evaluates the individual's level of organization, consistency, and steadfastness in pursuing their objectives. Individuals who obtain a satisfactory score on this scale exhibit organization, dependability, diligence, patience, and self-control traits. In contrast, individuals with low scores tend to exhibit traits such as laziness, unreliability, disorganization, listlessness, and aimlessness (DeRue et al., 2011). Goldberg (1990) asserts that the crucial variations in interpersonal communication are represented in our language as uncomplicated, distinct expressions. Individuals seeking to articulate the fundamental variations they perceive in their surroundings have devised terminology to facilitate their discussion.

The term used to describe this concept is the Fundamental Lexical Assumption, which is derived from the Five Factor Model. Studies demonstrate that variations in Five-Factor scores significantly impact essential outcomes, including work and career behavior, interpersonal relationships, and psychopathology. While the current theory has been strongly supported by empirical evidence, its capacity for comprehending the factors influencing an individual's personality is entirely satisfactory. The personality classification was supported by the research groups of Asendorpf, Robins, and Caspi, who identified three distinct types (Asendorpf et al., 2001; Robins et al., 1996; Caspi et al., 1995). The classification known as ARC is heavily influenced by Block's extension of Freudian theory (Block, 1971). The classification yields three personality types: resilient, over-controlled, and under-controlled.

Nevertheless, due to the inability to empirically confirm these findings and the limited number of study participants, it is challenging to validate the results. As a result, there has yet to be a consensus on the quantitative and qualitative distinction of personality types. Some studies have even suggested more than three personality types, unlike the ARC classification.

Gerlach, Farb, Revelle, and Amaral conducted an empirical study to examine the various possibilities for differentiating personality types using a contemporary methodological approach. This study revealed the categorization of personality into four primary types: the average type, the self-centered type, the reserved type, and the role model type. While these categories share specific common characteristics, they exhibit significant variations.

To provide further elaboration:

The current study defines the model personality type (role model) as a combination of intricate and socially approved traits. It is associated with the resilient personality type in the ARC classification of

personality. This personality type is characterized by low neuroticism and high levels of conscientiousness, extroversion, and openness to experiences.

Individuals who are self-centered and reserved exhibit fewer socially acceptable traits. More precisely, individuals with a self-centered personality lack openness to new experiences and conscientiousness. In contrast, those with reserved personalities display low neuroticism and openness to new experiences.

Unlike the other three personality types, the average type exhibits no significant variations in the five essential characteristics, all of which fall within the average range.

Hans J. Eysenck (1916) is recognized for his personality trait theory, which he developed through questionnaires. He is well-known for his perspectives on heredity, racial disparities in intelligence, and the biological foundations of human behavior. Eysenck delineated two primary dimensions of personality. The first dimension is characterized by introversion and extroversion, while the second dimension is characterized by neuroticism and stability. Subsequently, he introduced a supplementary dimension, denoted as "psychoticism-stability". The introvert is characterized by their reserved and aloof nature, displaying a preference for solitary activities such as reading. They tend to maintain a severe and orderly demeanor. An extrovert is characterized by being gregarious, impulsive, loquacious, sanguine, jovial, and extroverted. We are seeking engaging and stimulating activities.

Individuals with high levels of neuroticism exhibit traits such as unpredictability, impatience, heightened emotional reactivity, susceptibility to distress and anxiety, and frequent experiences of sadness. Individuals who display a pronounced level of neuroticism are regarded as being more susceptible to neurotic disorders. Individuals exhibiting a pronounced level of psychoticism tend to experience feelings of isolation and display aggressive behavior (Wilson & Convers, 2013). They exhibit emotional apathy and demonstrate a lack of concern for the emotions of others. Individuals with a pronounced level of psychoticism are deemed to be more susceptible to experiencing psychosis when exposed to stressful circumstances. Most individuals fall within the moderate range on the introversion-extroversion and neuroticism-stability spectrums. However, most individuals tend to fall on the stable end of the psychoticism-stability spectrum (Gkintoni et al., 2023c; Gkintoni et al., 2016).

In 1956, Eysenck developed the initial questionnaire to assess the aspects of personality, which underwent subsequent revisions. The EPQ, which emerged from the most recent revision in 1975, is the latest version of the Eysenck Personality Questionnaire. An extrovert responds affirmatively to inquiries such as: "Would you experience dissatisfaction if you were unable to interact with a large number of individuals for an extended period?" An introvert responds positively to inquiries such as: "Do you tend to be more reserved than talkative when in the company of others?" The EPQ also incorporates a deception component to detect individuals who are being untruthful and seeking to present a favorable image of themselves. Evidence from research indicates substantial disparities between introverted individuals and extroverted individuals. Introverts exhibit heightened sensitivity to pain, possess a greater capacity for fatigue, and demonstrate a tendency towards caution rather than speed. They exhibit superior academic performance, particularly in advanced and intricate disciplines. Excessive stimulation diminishes their performance. Extroverts prefer studying in environments that provide chances for social engagement, external stimuli, and a high noise level (Giannoulis et al., 2022a; Giannoulis et al., 2022b).

Unlike introverts, extroverts experience enhanced performance when exposed to excessive stimulation. Nevertheless, there has been skepticism surrounding the validity of the "psychoticism-stability" dimension. Barrett and Kine (1982) observed that this dimension does not exhibit significant strength,

whereas Bishop (1977) and Block (1977a) observed that individuals diagnosed as Psychotic do not necessarily achieve high scores on this dimension.

Eysenck posits that genetic factors predominantly dictate an individual's personality traits and behavior. The variations observed in the initial two out of the three fundamental aspects of personality can be attributed to inherent disparities in biological functioning (Antonopoulou et al., 2023; Gkintoni et al., 2021c; Halkiopoulou et al., 2023b)

Neurophysiological processes are responsible for expressing extroversion, introversion, and neuroticism traits. Eysenck establishes a correlation between extroversion and brain stimulation. Extroverts are perceived to have a lower state of arousal than introverts and actively seek out stimuli to elevate this level. Introverts are commonly perceived as being in a perpetual state of heightened arousal and employ tactics to evade further irritation. Eysenck links neuroticism to the brain's limbic system, which is connected to the Autonomic Nervous System (ANS) and disrupts the individual's emotional responses (Gkintoni et al., 2023a). Neurotics exhibit greater instability in their autonomic nervous system (ANS) and demonstrate rapid responsiveness to stimuli. Therefore, individuals with neurotic tendencies frequently exhibit independent emotional responses and are more prone to experiencing high levels of anxiety in response to neutral stimuli (Gkintoni et al., 2023).

3. Behavioral Studies

Genetic studies are essential because Eysenck argues that variations in cortical excitability and instability of the autonomic nervous system (ANS) have a hereditary component. Shields (1976) demonstrated that homozygous twins exhibit a significantly higher similarity in extraversion and neuroticism than heterozygous twins. Additional twin research indicates that genetics may significantly contribute to variations in introversion among individuals. The laboratory findings do not conclusively corroborate the theory. Eysenck posits that introverts exhibit a heightened state of arousal compared to extroverts, thereby suggesting a greater propensity for dependent learning. The study conducted by Gattaz in 1981 confirms this fact. Levey and Martin (1981) contend that the most accurate assessment of individual variations in the capacity for dependency learning occurs when circumstances do not modify the subject's typical stimulus level. In the laboratory setting, where the intensity of the independent stimulus is controlled and a specific behavior reinforcement design is implemented, introverts demonstrate a faster learning rate (Gkintoni et al., 2021a). Nevertheless, it is challenging to regulate the conditions beyond the confines of the laboratory. Thus, the outcomes cannot be anticipated to be identical.

Electroencephalography (EEG) is the most direct method for recording and analyzing the electrical activity of neurons in the brain, which allows for measuring cortical arousal. Out of the thirty studies mentioned by Gale (1981), half provide evidence in favor of Eysenck's hypothesis that introverts experience greater arousal.

Gale, on the other hand, highlights the significance of the individual's reliance on their arousal level in controlled laboratory settings. Introverts exhibit enhanced productivity when working in solitude and are more susceptible to the impact of others' presence compared to extroverts. Conducting laboratory experiments under carefully controlled conditions is essential to obtain accurate and reliable conclusions. Clinical research findings corroborate Eysenck's assertion that the variations in the expression of neuroticism among individuals stem from genetic disparities in the operation of the Autonomic Nervous System (ANS). Experiments conducted in laboratories using samples of individuals with psychiatric disorders have revealed that individuals with neurotic tendencies display a

lack of stability in their autonomic nervous system (ANS)—notable parameter variations such as heart rate and palm sweating measurements evidence this.

Neurotic individuals respond rapidly to external stimuli and persist in responding to them even after repeated exposure, suggesting a malfunction in the autonomic nervous system (ANS). Nevertheless, studies conducted on samples of individuals without any abnormalities yielded contrasting outcomes. It demonstrates that neuroticism is linked explicitly to dysfunction in the Autonomic Nervous System (ANS) only when neuroticism levels are exceptionally high or when individuals without neurotic tendencies experience extreme anxiety while under stress.

Eysenck's theory is reinforced by the fact that his personality questionnaire yields reasonably precise forecasts of individuals' behavior in real-life situations beyond the confines of the laboratory.

Furnham (1981, 1982) examined the leisure activities and preferred social contexts selected by participants. Extroverts actively pursue stimulating situations that involve intimacy, competitiveness, and affirmation in order to heighten their level of arousal. Individuals with neurotic tendencies tend to avoid situations involving competition and social interaction (Gkintoni et al., 2021b).

Individuals with elevated scores on the psychoticism dimension exhibit a propensity for selecting atypical circumstances in order to exert control over others. According to Williams (1981), individuals who scored high on the neuroticism dimension exhibited more incredible moodiness over three months than those who scored lower. Additional studies have demonstrated that the introversion-extroversion continuum is also evident among individuals from diverse cultural backgrounds. Eysenck's analysis concluded that genetic factors play a more significant role than environmental influences in shaping personality development (Cook et al., 2020).

Freud posits that the dynamic interaction between internal and external conflicts and demands shapes personality types in psychology. Moreover, psychoanalysis substantiates the presence of impulses and thoughts originating from the unconscious mind, which influence and validate our disposition. Carl Jung's theory of personality types encompasses four fundamental psychological functions. We engage in cognitive processes such as thinking, experiencing emotions, and perceiving our surroundings (Antonopoulou et al., 2022b; Antonopoulou et al., 2021). Each individual assigns a unique significance to one or more functions above. According to Jung, impulsivity in a person occurs when the functions of feeling and perception dominate over the functions of feeling and thinking. Another perspective is that of Carl Rogers, who views man as a "subject" rather than an "object". It centers its attention on the subjective manner in which individuals perceive themselves and others.

Actualizing Tendency

Rogers' theoretical analysis of the human personality identifies the desire for self-improvement as the main objective of self-actualization, which is considered a fundamental inclination of the human organism. The aforementioned is the sole incentive that Rogers presents about human nature (Iosifidis & Iosifidis, 1999).

Rather than responding passively to the surroundings, the individual persists with principles, goals, and a motivating force, inclined to sustain and enhance their experiences. This behavior is inherent and typically can be repressed, but it cannot be eradicated without causing harm to the organism (Rogers, 1977). The organism as a whole exhibits this behavior, whereas its components do not. According to Maddi (1996), it can be defined as "a biological imperative to fulfill the genetic plan." Each individual possesses the inherent responsibility to cultivate and actualize their innate capabilities.

Self

The concept of "self" holds a prominent position in Rogers' theory. An individual resides in an extraordinary setting that encompasses the human body's external and internal experiences, which can be comprehended through consciousness. The individual's phenomenological field is comprised of their perceptions, experiences, and meaning systems (Iosifidis P & Iosifidis I, 1999). As development progresses, a specific aspect of this field becomes distinct and molds the individual's sense of identity (Hall & Lindzey, 1985; Rogers, 1959). Ultimately, the person gradually develops a reliable and structured framework for understanding oneself. Despite the individual's transformations, their self-perception remains intact.

Self-Actualizing Tendency

The "self-actualization tendency" is a specific psychological manifestation of the realization bias associated with the self-concept. Every organism undergoes differentiation during its development and represents a portion of its reality as an individual entity (Rogers, 1959). The external environment dramatically impacts the self. Consequently, he dismisses any encounter that does not align with the qualities he deems part of his identity and incorporates the external stimuli that appear to correspond with his self-perception. The organization's requirements are often at odds with maintaining a positive self-perception. The conflict between the inclination towards realization and the inclination towards self-actualization gives rise to the phenomenon of incompatibility, which, if persistent, leads to psychopathological conditions (Gkintoni & Ortiz, 2023; Gkintoni et al., 2022a). The concepts of self and self-actualization are secondary needs that emerge during childhood. The desire for approval from significant individuals and the constructive acceptance of oneself are internalized manifestations of the concept above and appear to result in behaviors that align with an individual's self-perception (Maddi, 1996).

The Organizational Evaluation Process

When significant individuals in an individual's life, typically their parents, demonstrate positive acceptance exclusively based on specific conditions rather than unconditionally, the individual internalizes and assimilates these values, adopting them as their own (Antonopoulou et al., 2022a). Therefore, it comprehends terms of value (Rogers, 1959). It now relies on value data instead of the organizational development process. Value terms influence the ongoing and adaptable process of organizational development, which effectively represents and integrates experiences to optimize both the organization and the individual (Rogers, 1959)—the desire for approval results in the biased interpretation of events based on preexisting value systems. The disparity between how one perceives oneself and the natural growth and maturation of the body can result in feelings of uncertainty and unease (Rogers, 1959).

Actual and Ideal Self/Discrepancies

Rogers defines the ideal self as the individual's desired perception of reality. It encompasses all the qualities that could be connected to one's identity and is rated highly by the individual. The conflict arising from the disparity between one's genuine self and the desired self is a significant cause of distress and anguish. It activates defense mechanisms to reduce the perceived threat of experiences, resulting in psychopathological behaviors.

The Fully Functional Person

In theory, an individual can prevent the issues above by living in the present moment, having faith in the organizational evaluation process and the inclination towards self-realization, assuming accountability for their decisions, and naturally cultivating creativity because of the guiding force of self-realization, ultimately leading to a fulfilling life (Rogers, 1961). When referring to a good life, we indicate a continuous and evolving journey. Rather than being a specific endpoint, it is a course or path to follow (Rogers, 1961). For many individuals who did not experience an ideal childhood characterized by unconditional acceptance, there is potential for transformation and development through the psychological maturation processes that are addressed in therapy. The objective is to resolve conflicts stemming from personal values, attain self-acceptance, and restore the capacity for objective self-evaluation. Rogers asserts that personality is subject to change, an essential aspect of maturation and development. Nevertheless, self-acceptance is a prerequisite. Rogers' primary focus in psychology was enhancing human existence, his most notable contribution. Despite the numerous similarities between their ideas, his unwavering fascination with therapy sets him apart from Maslow. The person-centered approach has had a wide-ranging influence in various domains such as family life, education, business, and politics (Krebs & Blackman, 1988).

Adler's Theory of Personality

Adler's theory emphasizes the inherent and inseparable nature of the human personality. It posits that individuals mold their motivations, interests, and values distinctively, influenced by their self-perception, resulting in a personal touch in all their actions. The notion of "lifestyle" is an integral component of Adler's slogan in personality theory. It is the crucial factor that elucidates the uniqueness of one's character. The essence of human existence lies in pursuing one's ultimate objective, the relentless quest for dominance. Every individual devise their approach to attaining superiority. Each individual creates and molds their character in their own unique manner. Another term closely associated with Adler's theory of individual psychology is the "creative self" concept, which he initially regarded as the fundamental determinant of behavior. The creative self can be likened to the notion of the soul. This assists individuals in seeking experiences that promote personal development and establish their distinctive lifestyles. Every individual's existence is shaped by a sense of inferiority, leading them to strive for superiority to alleviate the void caused by their perceived inadequacy. As sociable beings, humans strive to fulfill three fundamental needs, referred to by Adler as labor, affection, and companionship. Adler posits that individuals who demonstrate an incapacity to adjust or a deliberate rejection of these three essential life tasks exhibit indications of neuroticism or maladjustment.

4. The Cognitive Sides of Personality

Morality refers to acquiring socially acceptable patterns of conduct and beliefs through guided behavior, modeling, or identification. According to Eysenck's theory, shared knowledge refers to a straightforward connection between what is considered correct or incorrect and what is understood in the context of traditional purposeful actions. Behavior, nevertheless, is determined not by moral knowledge but by the individual's responses to moral principles (Acar & Sumer, 2018). According to moral development theory, individuals experience qualitative transformations in their thinking about moral issues as they age. During the initial two phases, potential penalties serve as the foundation for

identifying actions as morally incorrect. The moral concepts of the later stages are more challenging to comprehend than those of earlier. The moral stage that one can achieve is determined by the constraints of one's cognitive abilities and their capacity to adopt different perspectives. Multiple studies have examined the correlation between the moral development stage and delinquency. The findings indicate that most delinquent individuals do not progress beyond the second stage (Halkiopoulos et al., 2022). Conversely, individuals who possess elevated levels of moral reasoning typically demonstrate adherence to the law. Rotter contends that individuals can be distinguished based on their attribution of causality or locus of control. Individuals who possess an internal locus of control perceive themselves as exerting influence over the outcome of events (Brandt & Laiho, 2022). In contrast, individuals with an external locus of control ascribe events to the actions of others, random occurrences, or destiny. A groundbreaking study examining locus of control revealed that possessing an internal locus of control engendered resilience against external influences (Judge et al., 2002; Sun & Shang, 2019). The concept of "I" encompasses the entirety of one's personality. Self-concept encompasses an individual's understanding and perspectives regarding their identity and their attitudes associated with emotional theory or self-worth. Hence, individuals with diminished self-esteem may embrace deceitful conduct as it does not alter their self-perception. On the other hand, specific individuals may feel compelled to enhance their self-esteem by engaging in alternative behaviors when a distinct reference group supports it. Several studies that compare individuals who engage in delinquent behavior with those who do not indicate the presence of negative self-perception among delinquents, characterized by low self-evaluation and lack of respect (Halkiopoulos et al., 2021b).

Personality Disorders

Personality theory is an essential framework in clinical practice. The DSM-III places significant emphasis on personality traits, defined as enduring structural patterns of perception, thought, and the individual's relationship with their environment and themselves. Personality disorder arises when these characteristics are persistent and dysfunctional. Consequently, the individual experiences torment and may impact others in their vicinity, resulting in repercussions for both the individual and society. The definition of this disorder primarily involves deviations from the norm that are more quantitative than qualitative. These deviations are observed in interpersonal behavior as well as intrapersonal predispositions (Gerlach et al., 2018). It is worth noting that other categories of disorders, such as borderline and narcissistic personality disorders, are more common among individuals with antisocial behavior. Individuals with borderline personality exhibit traits including volatile interpersonal relationships, impulsive actions, fluctuating moods, impaired anger management, identity instability, and paranoid ideation.

On the other hand, individuals with narcissistic personality disorder exhibit a significant sense of self-importance and indulge in fantasies of limitless achievements and intellectual superiority. They incessantly crave validation from others yet consequently receive minimal affection. They seek to exploit the individuals in their vicinity and request favors without any intention of reciprocation. Personality disorders involve deviations from typical personality characteristics, leading to deviations from interpersonal behavior norms. Individuals belonging to different categories of personality disorders exhibit tendencies that are detrimental to society.

5. Discussion and Conclusion

Personality encompasses enduring traits that individuals exhibit through their behavior in different circumstances. The concept of "personality" has demonstrated utility in elucidating human behavior. Our personalities provide us with signals that indicate the appropriate and necessary reactions in various situations. These reactions are emphasized in all the personality theories I mentioned earlier, contributing to examining the concept of predisposition. All theories of personality strive to understand the concept of a typical or standard personality. In order to accomplish this, researchers must initially ascertain the pivotal attributes of uniquely distinct personalities. Researchers focus on these traits to elucidate different criminal behaviors or deviations from social norms, leading to investigations into personality disorders.

Moreover, personality and emotions exhibit countless permutations unique to each individual, yet they are subject to the influence and molding of both social and hereditary factors. Exploring personality and distinct variations in leadership conduct is an intricate and multifaceted domain that has attracted considerable interest in organizational psychology and leadership research (Asendorpf et al., 2001; Sylvester, 1994). The chosen references offer a comprehensive basis for comprehending the complex correlation between individual variances, personality characteristics, and diverse aspects of leadership conduct. This study examines the effects of individual differences in shared leadership on organizational creativity (Caspi, 1995). It specifically investigates the role of cognitive schemas, power distance values, and the experience of meaning at work in shaping leadership effectiveness within a shared leadership context. This study examines the impact of gender and cultural variables on leadership behavior, focusing on the moderating influence of ambivalent sexism, communication styles, and ambidextrous leadership in various cultural contexts. The references offer insights into the intricate relationship between personality and individual differences in influencing leadership behavior. These insights cover various aspects such as servant leadership, shared leadership, gender dynamics, and cultural influences. To fully comprehend the complexity of this relationship, it is essential to thoroughly understand how these factors interact with different leadership styles, organizational contexts, and cultural dynamics (Robins et al., 1996). The chosen references enhance our comprehension of the complexities and possibilities linked to the complex connection between personality and individual differences in influencing leadership behavior. This is a solid basis for future investigations and inquiries in organizational psychology and leadership studies.

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