

Personality Traits and Charismatic Leader: An Innovative Perspective on Leadership

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Abstract

This paper explores the relationship between inherent personality traits and the emergence of charismatic leadership qualities. Drawing from established psychological models, such as the Five Factor Model, we identify key personality traits most associated with charismatic leaders, including extraversion, openness to experience, and emotional intelligence. Using both historical analysis and contemporary case studies, we demonstrate how these traits often manifest in leaders recognized for their charisma. However, we also discuss the role of environmental factors and personal experiences in shaping and amplifying these traits. Furthermore, the potential pitfalls of over-relying on charisma, to the detriment of other leadership qualities, are highlighted. Overall, the research suggests that certain personality traits, such as extraversion and conscientiousness, are associated with charismatic leadership behavior. These traits contribute to the ability of leaders to influence and mobilize others, create a positive group dynamic, and promote environmental management initiatives. Understanding the relationship between personality traits and charismatic leadership can provide valuable insights for organizations in selecting and developing effective leaders. The paper concludes with recommendations for organizations on how to foster and recognize leadership potential by considering a balance of inherent traits, cultivated skills, and contextual understanding.

Keywords: *Personality Traits, Charismatic, Leader, Personality, Charismatic Leadership, Innovation*

1. Introduction

For a leader to be deemed charismatic, they must possess distinct qualities inside their personality that are widely acknowledged and embraced by others, particularly those under their authority, and ultimately prove advantageous to their subordinates. Nonetheless, a crucial aspect of leadership pertains to whether an individual has inherent leadership qualities, hence exhibiting leadership traits consistently, or if they acquire these attributes when assuming a leadership position. Consequently, it is imperative to investigate the charismatic leader's possession of these charismatic attributes, whether they manifest prior to assuming power or subsequently. Furthermore, it is imperative to examine the malevolent attributes of an individual's personality, sometimes referred to as the dark triad, which has a detrimental impact on developing a leader's charismatic persona (Antonopoulou et al., 2021a; Antonopoulou et al., 2021b). Examining individual qualities is crucial as they lead to a leadership paradigm contrasting with the charismatic leader.

Furthermore, this study aims to examine the leadership behaviors exhibited by individuals in both crisis and non-crisis situations. The five-factor model is also recognized as having significant relevance in the domains of leadership and personality (Antonopoulou et al., 2019; Antonopoulou et al., 2020; Gkintoni et al., 2022). According to McCrae and Costa (2008), this model provides insight into the personality traits that exhibit the strongest associations with leadership. Personality refers to the psychological and spiritual attributes and behavioral patterns that define an individual (Gkintoni et al., 2016; Halkiopoulou et al., 2023). The entirety of this phenomenon contributes to the distinctiveness of an individual. In addition to the dimensions outlined in the Big Five model, personality encompasses various other traits, such as perception control, self-esteem, risk propensity, trust, forgiveness propensity, and positive and negative reciprocity (Gkintoni & Ortiz, 2023; Kandler et al., 2014). Personality traits have a certain degree of stability across time, while they can be subject to alterations as a result of environmental events (Bleidorn et al., 2018; Denissen et al., 2019; Gkintoni & Dimakos, 2022; Specht et al., 2011; Stieger et al., 2021).

Another aspect that will be given due consideration pertains to minority groups, their characteristics, the prevailing archetype of a leader, and the potential assumption of leadership roles. Subsequently, we shall also refer to numerous theories about leadership and personality, which serve as the foundation for our forthcoming analysis (Giannoulis et al., 2022a; Giannoulis et al., 2022b). Contrasts between grandiose narcissism and the other three kinds will also be examined. The presence of a claim delineating distinct variations in personality features between males and females before and after assuming a leadership role holds significant significance. Additionally, our study identified three hypotheses that investigate the correlation between the three components of the dark triad, namely prestige, leadership, and dominance, and their ability to predict positive or bad work behavior. Regarding this matter, it is crucial to acknowledge that an examination of the correlation between leadership styles and these motives is also being conducted (Gkintoni et al., 2021a; Gkintoni et al., 2023; Halkiopoulou et al., 2023).

Ultimately, it is essential to acknowledge that most of the research we encountered demonstrates a correlation between leadership and personality, particularly concerning specific traits deemed essential for effective leadership (Gkintoni et al., 2023). However, it is worth mentioning that we also came across studies that argue against the existence of such a connection. In a more precise manner, it is asserted that there exists no substantial empirical evidence or discernible statistical significance in the association between personality traits and leadership effectiveness (Halkiopoulou et al., 2021). The research hypothesis proposed in this work asserts a correlation between the efficacy of leadership and distinct positive attributes while noting that negative traits diverge from the archetype of the charismatic leader (Halkiopoulou et al., 2022).

2. Methodology

For the search of the bibliographic sources used in this work, four databases were used, which were the following: Researchgate, Scopus, Google Scholar, and ScienceDirect. More specifically, in Researchgate, the keywords were "personality AND leadership". The results displayed were 4,238. Then we put a date filter, "2000-2023", and in the text type, "articles" and "literature reviews". After applying the filters, the number of results was 314. Of these, we studied seven articles:

- Dealing with the devil: Combined effects of destructive leadership and Dark Triad personality on revenge, happiness and psychological detachment.
- Does Proactive Personality Moderate the Relationship Between Servant Leadership and Psychological Ownership and Resilience?
- Entrepreneurial personalities in political leadership.
- An Experimental Investigation of Perceived Differences in Personality and Leadership Attributes of Social Entrepreneurs Compared to Profit Entrepreneurs and Non-Profit Organizations Leaders.
- Leadership and Management systems in leadership: Susi Pudjiastuti through various aspects and/or personality.
- Personality and self-leadership of school principals as determinants of school performance.
- Personality Characteristics as Predictors of the Leader's Ethical Leadership in Regular Times and Times of Crisis.

We rejected 6 (1,2,3,4,5 and 6) because they were not related to the topic we wanted to examine, and some needed to be more apparent in meaning. We included 1 (7) in our review.

Our Scopus search with the keywords "personality AND leadership" found 4,779 articles. Then we set the filters "open access", "no year", "subject area: psychology", "document type: articles", and "language: English". By applying the filters, we had 146 articles. The articles we studied were:

- Distinguishing the Explicit Power Motives Relations with Dark Personality Traits, Work Behavior, and Leadership Styles.
- Longitudinal bidirectional associations between personality and becoming a leader
- Different Forms of Narcissism and Leadership.
- In the Eyes of the Beholder: Leaders' Personality and Courageous Followership.
- The influence of differential leadership and proactive personality on employee in-role performance: An integrated model.
- Pathways from Narcissism to Leadership Emergence in Social Groups.
- Why do leaders engage in destructive behaviors? The role of leaders' working environment and stress.

From these seven articles, we kept for our research 3 (1,2,3) and rejected 4 (4,5,6,7) because they either had ambiguities or referred to other areas of psychology. By doing the bibliographic search from Google Scholar with the keywords "leadership AND personality," we found 19,600 articles, which we limited with the filters "2000-2023" and "review articles" and ended up with 996 articles. we studied 4:

- Personality and Leadership: A Qualitative and Quantitative Review.
- Leadership, personality, and effectiveness.
- Leadership Theories and Styles: A Literature Review.
- Narcissistic leadership.

Of these four articles, we added 1 (3) to our search and rejected 3 (1,2,4) because they were irrelevant to our topic. In the last bibliographic source, we used ScienceDirect; the keywords were again "leadership AND personality," and it showed us 27,448 articles. As filters, we used "2010-2023", "article type: a review article", "subject area: psychology," and "open access," and we ended up with 340 articles. Of these, we studied the seven articles:

- Dark and Strong? The associations between dark personality traits, mental toughness, and resilience in Hungarian students, employees, leaders, and military samples.
- The General Factor of Personality (GFP) is associated with a higher salary, leadership position, and social work.
- Tell us about your leadership style: A structured interview approach for assessing leadership behavior constructs.
- Coaching for Leadership Wisdom.
- Is there a glass ceiling for ethnic minorities to enter leadership positions? Evidence from a field experiment with over 12,000 job applications.
- Desired personality traits in politicians: Similar to me but more of a leader.
- Servant Leadership: A systematic review and call for future research.

We included 3 (1,5,6) of these articles in our review and rejected 4 (2,3,4,7) because they were unclear and irrelevant to our research. In total, for our research, we used eight articles that we found in the databases as we studied and included some of the articles that were in the bibliography of the above articles.

3. Results

Great Man Theory

The initial endeavor to classify the attributes of leaders originated from the Great Man Theory, as individuals sought to establish role models to delineate their achievements and shortcomings. In his "great man theory," Carlyle posited that leadership is an innate quality, asserting that individuals possessing exceptional heroic potential are the sole candidates capable of assuming leadership roles. According to the literature review titled "Leadership Theories and Styles," the author stated that heroes possess innate qualities rather than acquiring them through external factors. This theory posits that the hero possesses an innate predisposition to take optimal actions for the betterment of society. Nevertheless, the big man idea experienced a decline in appeal due to the emergence of individuals such as Hitler and Napoleon, whose moral deficiencies were brought to light, posing a significant challenge to this theory.

Theory of Traits

The theory of traits is a psychological framework that seeks to understand and explain individual differences in human behavior and personality (Sortwell et al., 2023). It posits that individuals possess stable and enduring characteristics known. The proponents of this theory exhibited a disregard for the excellent man hypothesis, which focuses on leadership traits, whether innate or learned. Jenkins classified the attributes of a leader into two categories: inherited and experiential. Inherited attributes encompass a range of characteristics, including abilities, intelligence, beauty, self-confidence, and efficiency. On the other hand, charm, a trait acquired through experience, is a fundamental element of leadership (Ekvall & Arvonen, 1991). According to Max Weber, charisma can be regarded as a potent force for revolution, as it can inspire followers and elicit unwavering personal loyalty towards leaders

who possess extraordinary and almost mystical qualities and abilities. The inability to identify the shared characteristics among influential leaders resulted in the decline of trait theory, which became perceived as an elusive element that lost popularity. In the latter part of the 1940s, a study was conducted on individuals from both military and non-military backgrounds to identify distinct traits that emerged at specific periods (Leadership Theories and Styles: A Literature Review).

Contingency Theories

Contingency theories, specifically situational contingency theories, are a prominent framework within organizational behavior and management. These theories propose that the effectiveness of leadership styles and based on the abovementioned notion, it is posited that leadership must possess a singularly correct approach, as the environment's multifaceted internal and external components necessitate the leader's ability to adjust and conform to particular circumstances. The concept of contingency theory falls within the realm of behavioral theory, challenging the notion that a universally optimal approach to leadership exists. It posits that the effectiveness of a particular leadership style might vary depending on the specific circumstances at hand (Greenleaf, 1979). While this theoretical framework places a significant emphasis on the role of the leader, it also acknowledges the crucial importance of the employee. Implementing necessary changes should not solely rely on the leader's actions but should also involve the active participation of the workforce (Gousteris et al., 2023).

Theoretical Framework of Style and Behavior

The notion of style and behavior acknowledges that leaders possess distinct leadership styles that align with their personal preferences and comfort levels. According to Yukl (1989), individuals working under democratic leaders had elevated job satisfaction and inventiveness levels, demonstrating enthusiasm in their work, irrespective of the leader's physical presence. Conversely, authoritarian leaders solely focused on achieving high productivity, disregarding the well-being and engagement of their employees. In addition, Feidler and House (1994) assert that essential factors for effective leadership include esteem, which refers to the consideration for others, the quality of the connection, and the quality of work.

Process Leadership

The idea of process leadership is a conceptual framework that seeks to understand and explain the dynamics of leadership within organizational settings. This theory focuses on the processes and behaviors that leaders engage in. During the early 1970s, Greenleaf introduced the servant leader concept as a new addition to existing leadership theories. The servant-leader emphasizes addressing their followers' needs and facilitating their development towards more autonomy, freedom, and knowledge. This leadership approach prioritizes the concerns of those who may be disadvantaged or without resources while acknowledging the followers as equals, as Greenleaf (1996) described. According to process theory, leadership is conceptualized as a dynamic occurrence contingent upon the reciprocal relationship between the leader and the follower.

Transactional Leadership

According to House and Shamir (1993), transactional leadership is characterized by a leader-follower relationship that is established through a series of agreements between the leader and followers. According to Bass and Avolio (1994), *transactional leadership* can be defined as a form of contingent reward leadership that involves an active and positive exchange between leaders and followers, wherein

followers are rewarded or recognized for accomplishing mutually agreed-upon goals. According to House and Shamir (1993), transformational leaders can enhance their followers' motivation and morale.

The Implicit Leadership Theory

The Implicit Leadership Theory posits the existence of a prevailing leadership pattern. The model mentioned above delineates the optimal attributes of a leader (House et al., 1999; Lord et al., 1984; Lord & Maher, 1991). According to the abovementioned notion, a shared understanding within a society exists regarding a leader's desirable characteristics (House et al., 2004; Olsen et al., 2022).

Consequently, the current leadership paradigm lacks representation of minority groups, posing challenges for individuals from these marginalized communities in attaining leadership roles within their workplaces (Lord et al., 2020).

Leadership is a crucial factor in determining the success of enterprises. According to Asselmann et al. (2023), individuals in managerial roles are responsible for making decisions, coordinating teams within the organization, and motivating employees to demonstrate their skills and fulfill their assigned duties. In addition to their professional competence, individuals' personality traits also play a significant role in their task performance and overall conduct within the work environment (Bono & Judge, 2004; Judge et al., 2009; Judge, Bono, et al., 2002). The interaction between personality and leadership is evident. In leadership, individuals are typically categorized into two groups: those with inherent qualities that naturally predispose them to adopt leadership roles and those who acquire and cultivate these qualities after assuming a leadership position. Frequently, the leading figures exhibit a blend of this differentiation. The Big Five model is utilized to examine individuals' personality qualities, as proposed by McCrae and Costa in 2008.

Kandler et al. (2014) identified several factors influencing human behavior, including perceptual control, self-esteem, risk appetite, trust, and positive and low negative reciprocity. The emergence and effectiveness of a leader are correlated with specific characteristics (Judge et al., 2009; Judge, Bono, et al., 2002). This suggests that individuals possessing these characteristics are more likely to attain and assume leadership positions in personnel selection processes (Lievens & Johnson, 2017). Personality is also considered a reliable indicator of leadership potential (Antonopoulou et al., 2022; Antonopoulou et al., 2021; Gkintoni et al., 2023; Tzachrista et al., 2023).

Based on the conducted research, a sample size of 2683 leaders (including 967 women, accounting for 36.04% of the total) and 33,663 non-leaders was examined. The findings indicate discernible differences in personality traits between leaders and subordinates (non-leaders). Individuals with inherent leadership qualities tend to exhibit higher levels of extraversion, openness to experience, emotional stability, conscientiousness, and a propensity for risk-taking. They experience a significant level of control and exhibit a sense of confidence. Subsequently, upon their ascension to a leadership role, the disparities between individuals who assume leadership positions and those who do not persist, despite the leaders experiencing a decrease in congruence (Antonopoulou et al. 2022; Antonopoulou et al., 2023; Gkintoni et al., 2021). Nevertheless, despite their lack of likability, individuals with these traits have elevated levels of self-esteem, a proclivity for forgiveness, and a predisposition to engage in positive reciprocity toward their subordinates (Asselmann et al., 2023).

In the realm of gender, a distinction exists between female and male individuals in leadership and non-leadership roles concerning their respective attributes (Eagly & Johnson, 1990). In the context of leadership, it has been observed that female leaders exhibit lower levels of Agreeableness compared to their non-leader counterparts. Conversely, no significant difference in Agreeableness has been found

among male and non-leaders. Upon assuming leadership positions, male and female leaders exhibited a greater level of perceived control than their male and female counterparts who did not hold leadership roles. Indeed, the observed disparity was notably more pronounced among males (Asselmann et al., 2023).

Moreover, previous research has indicated that women tend to encounter higher acceptance levels than men (Specht et al., 2011). This finding contradicts prevailing assumptions associated with leadership positions.

According to Asselmann et al. (2023), women are compelled to exert adaptation efforts due to the necessity of possessing resolve, competitiveness, and aggression, which is not required of men.

Subsequent findings from the study mentioned above indicate that an individual's personality undergoes notable variations prior to a leadership role, with significant shifts observed when approaching a particular leadership position and assuming leadership responsibilities (Theodorakopoulos et al., 2022). One plausible rationale for this disparity is elucidated through the lens of leadership expertise. Specifically, individuals who exhibited the traits mentioned above were found to have fulfilled the requirement of five years of experience before assuming leadership positions. By employing the method of selection effects, the individuals in leadership positions could enhance the proportions of these specific attributes. Additionally, according to Asselmann et al. (2023), increased extroversion, openness, and risk-taking behavior led to heightened personal agency and control over their lives. The likely cause of this phenomenon can be attributed to individuals' aspirations for professional and leadership accomplishments, which they want to attain through their notable and impactful endeavors (Colquitt et al., 2007; Judge et al., 2009; Judge & Bono, 2001; Judge, Bono, et al., 2002; Ng et al., 2006; Wang et al., 2010).

According to Asselmann et al. (2023), there was a decrease in extroversion, conscientiousness, and risk-taking among leaders during and following their initial year of leadership. The intense labor and duties resulted in a decrease in extraversion, hence limiting opportunities for social interaction. The decline in conscientiousness can be attributed to factors such as laxity, increased tolerance for faults, and a higher appetite for risk, all driven by the necessity to uphold one's position. Nevertheless, in five years, the leaders had significant increments in their levels of self-esteem, which were linked to heightened levels of status and achievement. Furthermore, it was seen that acceptance, emotional stability, trust, propensity to forgive, and reciprocity remained constant throughout the process of leadership development. Additionally, it should be noted that these modifications have the potential to be both temporary and enduring in nature (Asselmann et al., 2023).

Returning to the topic of gender, it has been shown that men occupying leadership roles tend to exhibit higher levels of self-assurance and personal agency, leading to more favorable evaluations compared to women (Bass & Bass, 2009; Eagly et al., 1992). Moreover, before and during a leadership role, it has been observed that men tend to exhibit higher extroversion levels than women (Asselmann et al., 2023). This tendency reinforces prevailing preconceptions associated with leadership positions (Bandura et al., 2018; Eagly & Karau, 2002; Eagly & Wood, 2012). Consequently, these individuals are appraised favorably and uphold their stances regarding women subjected to stereotypical treatment.

Three studies examined leaders' personality traits concerning their ethical leadership during times of crisis. *Ethical leadership* is a procedural approach in which leaders demonstrate proper and ethical conduct towards their associates and subordinates. In alternative terms, it demonstrates a regard for the entitlements of its workforce. The results of all three research indicate a robust correlation between Agreeableness and conscientiousness in the context of ethical leadership. Individuals with a pronounced

level of Agreeableness tend towards increased cooperation, warmth, reliability, kindness, and a genuine interest in others. These particular categories of individuals often have a higher propensity for exhibiting positive and reliable conduct due to their inclination towards fostering harmonious interpersonal connections and demonstrating respect and acknowledgment towards the objectives and requirements of others. Hence, these two characteristics significantly correlate with moral leadership, whether in times of crisis or during normal circumstances (Halkiopoulos et al., 2021). According to Damti and Hochman (2022), contrary to the initial premise provided by the researchers, it was shown that the association between agreement and ethical leadership exhibited greater strength during times of crisis. Conscientiousness similarly exhibits this characteristic. Psychologists have widely acknowledged Agreeableness and conscientiousness as traits typically linked to engaging in prosocial conduct, such as participating in volunteer activities or assisting a neighbor in carrying groceries (88). The potential rationale behind the strong association between ethical leadership and these characteristics can be attributed to the tendency of managers possessing these personality traits to consistently demonstrate ethical conduct towards employees, both during normal circumstances and in times of crisis (Damti & Hochman, 2022; Gkintoni et al., 2017).

It is essential to acknowledge that no discernible correlation existed between neuroticism and moral leadership, both during times of crisis and under normal circumstances. Individuals exhibiting high levels of neuroticism often display characteristics such as heightened caution, anxiety, nervousness, and a propensity for mood fluctuations, depressive episodes, and feelings of insecurity (Gkintoni et al., 2022). According to Damti and Hochman (2022), there is a potential for neurotic managers to be viewed less favorably as role models. It has been determined that the hypothesis posited by the researchers, which suggests that individuals' personality characteristics become more pronounced during times of crisis, needs to be corrected. Nevertheless, this study also revealed a noteworthy correlation between the personality traits of leaders and their moral leadership, particularly concerning the traits associated with the Big Five model. When coupled with ethical leadership, these attributes mentioned above of leaders contribute to attaining optimal performance.

Politics is an essential domain in which leadership has a pivotal role. Individuals who exhibit a keen interest in assuming leadership roles within the political sphere are often defined by personality traits such as extroversion and emotional stability (Allen & Cutts, 2018; Dynes et al., 2019; Scott & Medeiros, 2020). Moreover, it has been shown that these individuals exhibit a rigid adherence to their viewpoints, display a relatively low level of conscientiousness (Allen & Cutts, 2018; Dynes et al., 2019), and are especially prone to a deficiency in demonstrating humility (Blais et al., 2019). According to Aichholzer and Willmann (2020), there is an expectation among citizens for political leaders to exhibit traits such as extroversion, friendliness, and talkativeness. These traits align with the concept of high levels of extroversion as proposed by the theory of the five elements of personality (Big Five). Another crucial attribute is the dependability and consistency of viewpoints. This implies that political leaders must adhere to their perceived correctness and maintain consistency in decision-making. Aichholzer and Willmann (2020) assert that adherence to discipline and diligent effort are essential for effective governance. According to Aichholzer and Willmann (2020), there is a need among citizens for politicians to establish trustworthiness in order to prevent the occurrence of conflicts and wars inside the nation. In a scholarly context, it is noteworthy to mention that several negative attributes associated with politicians include unreliability, megalomania, excessive craving for power, instability, and moral ambiguity (Mondak, 1995). According to the five-factor model, this implies a state of diminished stability and reduced degrees of neuroticism. According to Aichholzer and Willmann (2020), possessing foresight is widely seen as a valuable attribute for a politician.

Power motives refer to the inherent desires of individuals to attain power fame, and exert influence over others, which can manifest in both constructive and detrimental manners (McClelland, 1975). The motives discussed in the McClelland et al. (1989) study encompass both explicit and implicit factors. McClelland and Boyatzis (1982) assert that implicit motivation, which operates at an unconscious level, is a significant predictor of human performance and effective leadership creation. Explicit motives are consciously held and impact the self, impacting thoughts, feelings, and behavior and serving as predictors of decision-making (Gkintoni et al., 2021b). Simultaneously, scholars have made predictions about positive leadership behavior (e.g., Lord et al., 1986) while establishing a connection between these behaviors and the dark triad of personality (Jonason & Ferrell, 2016). The dark triad, in its essence, is associated with both constructive organizational conduct, as indicated by O'Boyle et al. (2012), and counterproductive behavior, as highlighted by Schyns and Schilling (2013), thereby establishing a correlation between the dark triad and these outcomes. The current study examines manifest power motives, categorized into three distinct aspects. The objective is to investigate each element individually and explore their associations with the dark triad and organizational behavior.

To clarify, evident power motives can be categorized into domination, status, and leadership. Dominance refers to the inclination to exert control over others, compelling them to comply with one's desires and garnering their respect. The acquisition of power is achieved through the utilization of dominant physical strength, which encompasses tactics such as intimidation, manipulation of emotions, and deceit (Suessenbach et al., 2019, p. 8). Based on the findings of Suessenbach et al. (2019), there is a positive correlation between dominance and verbal aggressiveness, a moderate correlation between dominance and rage, as well as social dominance, and a negative correlation between dominance and Agreeableness.

Prestige refers to the endeavor to attain admiration and esteem. Individuals aspiring to attain social status and domination are motivated to acquire extensive, sophisticated information and abilities. Based on the scale, prestige is positively associated with explicit accomplishments, interpersonal connections, and the apprehension of potential damage to one's reputation. A moderate association exists between helping conduct, encompassing acts of charity giving, and adherence to ethical principles. According to Suessenbach et al. (2019), individuals assert their entitlement to respect based on their knowledge, emphasizing the choice nature of this demand.

Leadership entails assuming accountability for a team and providing guidance to facilitate attaining its objectives. Individuals who aspire to assume leadership positions refrain from resorting to violent or unjust methods in pursuing power instead of asserting a just entitlement. Based on the findings of Suessenbach et al. (2019), it can be observed that leadership is positively associated with extroversion, manifest achievement, and solidarity. A modest correlation is also shown between leadership and emotional stability, conscientiousness, and helpful behavior (Antonopoulou et al, 2022).

The dark triad is a crucial component of personality. Dark personality traits encompass personality disorders and can be categorized into three main dimensions: narcissism, Machiavellianism, and psychopathy. As identified by Paulhus and Williams (2002), the Dark Triad comprises three interrelated yet separate characteristics. The shared attributes of these individuals include a deficiency in acceptance, a diminished level of honesty, a reduced sense of humility, and a constrained capacity for empathy (Jones & Paulhus, 2010; Jones & Figueredo, 2013). The attributes mentioned above delineate an individual who exhibits social ineptitude alongside a proclivity for self-promotion. According to Paulhus and Williams (2002), traits such as emotional coldness, duplicity, and aggressiveness are observed.

Narcissism is initially defined by grandiosity, entitlement, and superiority (Raskin & Hall, 1979). According to Jones and Paulhus (2010), individuals with narcissistic tendencies exhibit self-centered behavior and tend to underestimate the abilities and perspectives of others. Furthermore, Crowe et al. (2019) categorize narcissists as belonging to the grandiose subtype rather than the vulnerable subtype. Individuals diagnosed with narcissistic personality disorder have a pervasive pattern of grandiosity and a sense of entitlement, perceiving themselves as superior to others (Paunonen et al., 2006). Moreover, when their inflated self-image is challenged or undermined, they respond aggressively (Schoenleber et al., 2011). Individuals exert effort to attain distinctiveness and harbor extravagant imaginings of their identities (Graspas et al., 2020). According to Graspas et al. (2020), individuals often use self-presentation strategies to enhance their status while simultaneously devaluing others. According to Szabó et al. (2022), the eight dimensions of narcissism encompass various characteristics and behaviors. These dimensions include "self-centered competition," which involves entitlement, reactive anger, and mistrust. Another dimension is "indifference," which refers to a lack of concern or empathy towards others.

There is also a "distrust of self-efficacy," which entails a lack of confidence in one's abilities. The dimension of "agentic extroversion" encompasses manipulation, ostentation, and a constant desire for recognition. "Power" is another dimension, highlighting a tendency to seek and exert control over others. The dimension of "superiority" involves entitlement and ostentation, while "leadership" pertains to a desire for positions of authority. Lastly, "narcissistic shame" includes a need for approval and a propensity to shame others.

Machiavellianism refers to an individual characterized by a manipulative disposition, drawing inspiration from the teachings of Machiavelli (Christie & Geis, 2013). Such individuals lack empathy using falsehoods and deception to assert power over others (Jones & Paulhus, 2010). According to Christie and Geis (2013), individuals who possess Machiavellianism can manipulate others to get personal benefits. The primary objectives pursued by individuals are financial gain, social standing, and influence. A positive correlation with high levels of conscientiousness and a negative correlation with low levels of Agreeableness characterizes the five-factor model. According to Du et al. (2021), three key characteristics that play a significant role in defining it include competitiveness, self-effort, and excessive organization. According to Kavish et al. (2019), there is no association between Machiavellianism and violence. Similarly, Malesza and Ostaszewski (2016) found no link between Machiavellianism and impulsive risk-taking. The four dimensions of Machiavellianism encompass manipulation, absence of morality (referring to a broad deficiency in moral and ethical principles), distance (characterized by a lack of empathy and emotional detachment from others), and cynicism (as identified by Szabó et al., 2022).

Psychopathy is distinguished by impulsivity, deficient empathy, emotional callousness, apathy, and interpersonal manipulation (Paulhus & Williams, 2002). Individuals diagnosed with psychopathy exhibit violent behavior (Schoenleber et al., 2011), possess low identity requirements (Jones & Paulhus, 2010), demonstrate a preference for quick pleasure, and lack regret. The underlying causes of psychopathy include a deficiency in self-control, a disposition towards boldness, and a malevolent orientation (Patrick et al., 2009). According to Szabó et al. (2022), the six dimensions of psychopathy encompass the following characteristics: "thrill-seeking," "manipulative," "aggression/impulsivity," "antisocial," "distancing" (referring to a sense of emotional detachment), and "interpersonal" (about insincere interpersonal interactions).

Subsequently, the definitions of positive organizational behavior (OCB) and negative organizational behavior (CWB) are delineated. Organizational citizenship behavior (OCB) is associated with enhanced

work performance and efficiency and reduced potential staff absenteeism. Additionally, OCB has increased productivity (Podsakoff et al., 2009), conscientiousness, and empathy rates (Borman et al., 2001). Counterproductive workplace behavior (CWB) has been found to have detrimental effects on various aspects of organizational functioning, including the smooth operation of the company, job satisfaction, and employee efficiency (Schattke & Marion-Jetten, 2021).

The initial investigation conducted by Schattke and Marion-Jetten involved the examination of a sample of 151 employees. The primary objective of this study was to establish associations between overt power objectives and dark personality traits. The hypotheses developed by the researchers were afterward validated and supported by the study's findings (Schattke & Marion-Jetten, 2021).

1. A positive correlation exists between dominance and all three dark personality traits, with Machiavellianism exhibiting a stronger association.
2. There is a high positive correlation between prestige and Narcissism, a modest positive correlation between prestige and Machiavellianism, and no significant correlation between prestige and psychopathy.
3. The correlation between leadership and Narcissism is moderate, indicating no significant association with the Dark Triad, as the predominance of good attributes is evident.

According to the study by Szabo et al. (2022) a positive association exists between Narcissism and self-leadership. Self-leadership refers to behavior-based methods, such as reward strategies and thought patterns, that aid individuals in eliminating unproductive cognitive and behavioral patterns (Furtner et al., 2011). According to Brunell et al. (2008), individuals exhibiting narcissistic traits frequently assume leadership positions. According to Rosenthal and Pittinsky (2006), individuals with narcissistic traits are seen to possess a more excellent aptitude for accepting leadership roles when compared to those without such traits. According to Drory and Gluskinos (1980), persons exhibiting Machiavellianism can effectively lead teams. This can be attributed to their strategic and adaptable cognitive abilities, as highlighted by Judge et al. (2009). Hawley (2003) also suggests that their social and negotiation skills proficiency further contributes to their leadership capabilities. According to Simonton (1986), evidence suggests that American presidents who adopt a Machiavellian leadership style have achieved noteworthy outcomes.

The article by Schattke and Marion-Jetten provides evidence that dominance is a significant predictor of organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). The case pertained solely to the prediction of counterproductive work behavior (CWB); nonetheless, it was ultimately shown to lack validity. The variables of prestige and leadership solely serve as predictors of organizational citizenship behavior (OCB).

There are two distinct forms of leadership: transformational and transactional. Transactional leadership pertains to the reciprocal transfer of resources between leaders and their followers (Lord et al., 2017). According to Judge et al. (2006), a transformative leadership style is more effective than a passive one. However, it is essential to note that transformational leadership, as discussed by Lord et al. (2017), focuses on the business's long-term goals and objectives while emphasizing the importance of implementing proactive measures. The abovementioned elements encompass charisma, vision, identity, and inspiration, as noted by Lord et al. (2017). The participative leadership style is characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which generate favorable outcomes regarding transactional performance (Halkiopoulous et al., 2023; Judge et al., 2006). The impact of transformational leadership on various aspects of followers' experiences and organizational outcomes has been extensively studied. Judge and Piccolo (2004) have

found that transformational leadership significantly affects followers' satisfaction with their leader, motivation levels, and perceived effectiveness. Additionally, Hoch et al. (2018) and Nohe and Hertel (2017) have demonstrated that transformational leadership is associated with positive organizational behavior and performance. According to Schattke and Marion-Jetten (2021), this leadership style posits that the pursuit of power yields advantageous outcomes in a leadership role since directing and inspiring people contribute favorably to attaining shared objectives.

Szabo et al. (2022) postulate a positive correlation between psychopathy and job performance (Titze et al., 2017), as well as transformative leadership (Costello et al., 2018; Neo et al., 2018). Babiak et al. (2010) believe that persons exhibiting psychopathic traits may possess qualities that make them suitable for leadership roles, such as practical management skills. The second study conducted by Schattke and Marion-Jetten focused on leaders, with a sample size of 371 participants. The study aimed to investigate the associations between leadership styles, power motives, and their impact on the links between these motives and the organizational behaviors they are known to predict. According to Schattke and Marion-Jetten (2021), it was subsequently revealed that:

- a) The relationship between dominance and transformational leadership is negative, while the relationship between dominance and transactional leadership is weakly favorable.
- b) There exists a significant and positive correlation between prestige and leadership, particularly in the context of transformative leadership and, to a lesser extent, transactional leadership.

Previous research has indicated a favorable association between transformational leadership and organizational citizenship behavior (OCB), with transactional leadership also demonstrating a positive but comparatively weaker relationship with OCB (Antonopoulou et al., 2021a; Hoch et al., 2018; Nohe & Hertel, 2017). Additionally, it has been observed that both transformational and transactional leadership styles are adversely associated with counterproductive work behavior (CWB) (Kessler et al., 2013). Therefore, the two leadership styles, particularly the transformational style, have a role in mediating and directing the connections between the three power motives and the anticipated organizational actions, both positive and negative. This holds even when considering the influence of the three dark personality traits.

The concept of leadership exhibits a correlation with Narcissism, wherein Narcissism is understood as a personality trait that exists within non-pathological manifestations. The existing body of research indicates a robust correlation between the grandiose dimension of Narcissism, sometimes called grandiose Narcissism, and leadership (Gauglitz, 2021). However, previous studies have examined and demonstrated the correlation between leadership and other genres. The manifestations mentioned above might be categorized as pathological, vulnerable, and communal forms of Narcissism. The study's findings indicate that grandiose Narcissism exhibits comparable behaviors to other forms of Narcissism while also displaying distinct behaviors in developing leadership traits (Gauglitz, 2021).

The relationship between grandiose Narcissism and leadership can be observed as grandiose narcissists are motivated to assume leadership positions, actively pursuing opportunities to emerge as leaders (Emmons, 1984; Raskin & Terry, 1988). According to Gauglitz (2021), individuals aspire to attain leadership positions, establish supremacy over others, and acquire power. Upon assuming a leadership role, individuals have the potential to cultivate a significant level of influence as leaders. According to Campbell et al. (2011), Narcissism is characterized by a distinct personal attribute encompassing grandiosity, self-admiration, and an exaggerated sense of self-importance (p. 269). The phenomenon under examination comprises three distinct elements: the narcissistic self, superficial interpersonal connections, and self-regulation tactics (Campbell & Foster, 2007). He possesses distinct individuality

and strongly seeks authority and admiration. The individual in question exhibits a deficiency in empathy and emotional intimacy, as seen by their tendency to engage in shallow interactions characterized by the exploitation and manipulation of others (Gauglitz, 2021). As exemplified by Krasikova et al. (2013), destructive leadership is marked by egoism, extroversion, and overconfidence.

Conversely, the association between susceptible Narcissism and leadership remains inconclusive due to insufficient empirical evidence. The traits mentioned above, namely introversion, defensiveness, and neuroticism, have been linked to this phenomenon (Miller & Campbell, 2008; Wink, 1991). Individuals tend to be cautious in placing their faith in others (Miller et al., 2017). Moreover, they display passive behavior incongruent with the characteristics associated with destructive leadership. Moreover, their level of extroversion is lower. These points exhibit distinctions from grandiose Narcissism. Both individuals share commonalities in their fixation on self-perception, societal standing, prestige, and inclination toward competition. Moreover, in competition, individuals with sensitive narcissistic tendencies exhibit concealed behaviors (Wink, 1991).

Pathological Narcissism, a psychological condition characterized by an excessive preoccupation with oneself, is likely associated with the domain of leadership. The term "it" pertains to the psychological condition known as narcissistic personality disorder. The construct encompasses a set of five or more characteristics, including an inflated sense of self-importance, grandiose fantasies of achievement and authority, beliefs in one's exceptional qualities, a pronounced desire for excessive adulation, a sense of entitlement, exploitative behavior towards others, a deficiency in empathetic understanding, feelings of jealousy, and the manifestation of severe arrogance. The phenomenon under consideration is posited as a contrasting manifestation of conventional Narcissism, as evidenced by previous scholarly works (e.g., Miller et al., 2017; Raskin & Hall, 1981). The need for leadership, adulation, power, competitiveness, and social recognition are shared characteristics between normal Narcissism and the subject under discussion. Individuals with pathological Narcissism exhibit a propensity for displaying aggression towards others. There exist notable distinctions between pathological Narcissism and normal Narcissism. Pathological Narcissism is characterized by elevated levels of psychological distress and trauma, as evidenced by research conducted by Miller et al. (2017). Conversely, normal Narcissism is associated with positive psychological functioning and overall well-being, as indicated by Sedikides et al. (2004) studies. Pathological Narcissism appears to be a manifestation of leadership that is detrimental rather than beneficial (Gauglitz, 2021).

Communal Narcissism is an additional manifestation of Narcissism that is associated with leadership. Individuals aspire to attain leadership positions, wield influence, gain regard (Gebauer et al., 2012), secure rights, and acquire reputation, particularly within communal spheres. Nevertheless, those with grandiose narcissistic tendencies exhibit an exaggerated sense of self-importance, with the former group primarily directing their attention towards social media platforms. In contrast, the latter group focuses on individualized media channels. The individual desires to cultivate favorable perceptions among their followers by demonstrating genuine concern and attentiveness towards them. This phenomenon is attributed to the establishment of favorable relationships in order to garner social approval (Rentzsch & Gebauer, 2019). The study mentioned above by Gebauer et al. (2012) suggests that these impressions have a limited duration, as individuals who follow these leaders eventually recognize their authentic nature and the aggressive behavior they exhibit within social contexts. Moreover, these leaders exhibit detrimental passive behaviors (Gauglitz, 2021).

4. Discussion and Conclusion

As mentioned earlier, this work hypothesizes that positive personality traits are related to leadership effectiveness. On the contrary, negative traits are not related to the model of the charismatic leader. According to the findings we cited, the first part of our hypothesis is confirmed: the existence of positive personality characteristics leads to leadership effectiveness. On the contrary, the second part of our hypothesis is refuted as it was found that some negative traits, such as those of the Dark Triad, i.e., narcissism, Machiavellianism, and psychopathy, if present to some extent, can contribute to the structure of functional leadership. In addition, it was found that some characteristics of individuals who assume leadership roles change over time due to experience and differ from the initial characteristics before assuming leadership. Furthermore, it has been shown that some personality traits related to moral leadership are more powerful in times of crisis than in regular times.

The research conducted also had some limitations. Initially, personality traits were measured based on the opinion of employees rather than an experiential approach of leaders. Also, some of these workers have worked for their employer for a short time, which is not capable of making them acquire a proper judgment of him. A third limitation concerns the reduction of the accuracy of the employees' judgment due to the retrospective reporting on the behavior of the leaders.

From the multitude of texts, we found on the research websites, the ones we used could have been more extensive. Firstly, some articles were only available for a fee. Secondly, some needed to provide the proper information; thirdly, some articles had too many tables and statistics, which needed to be more understandable and helpful in our work. Regarding narcissism, we discerned a limitation related to the fact that there was a clear definition only for grandiose narcissism, and there were no clear indications for underdogs always related to leadership. Also, many articles had common points and references and were constantly repeated, which prevented us from enriching our work with more information.

The latter conclusion contradicts the research hypothesis in which it is included, as that hypothesis held that the strength of the characteristics reported would be more weighted in tactical rather than critical periods. Regarding leadership theories, we noticed that many leadership model approaches were analyzed over the years until we arrived at the Transformational Theory, which objectively, based on its functions, is the most reliable and appropriate at the organizational and individual level. In addition, we observed that people belonging to minority groups do not often have the opportunity to assume leadership positions solely because of their social status as minorities. This proves that stereotypical views are confirmed in the assumption of leadership positions, just as in women's case. Women are judged negatively in terms of some leadership characteristics (decisiveness, competitiveness, aggressiveness, self-confidence, extroversion) concerning men, because of which they are not easily selected for leadership positions even though they are forced to make efforts. On the other hand, men are more easily given leadership positions because they are assumed to have these abilities by nature, thus perpetuating sexism.

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