Research Paper

Exploring The Relationship between Leadership Preferences and Personal Values in Adults

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ABSTRACT

This study delves into the intricate relationship between leadership preferences and personal values among adults. Employing a sample size of 150 individuals, the research utilizes two established instruments: the Leadership Preference Scale by L.I. Bhushan and the Personal Value Questionnaire by G.P. Sherry and R.P. Verma. The Leadership Preference Scale categorizes leadership preferences into authoritarian and democratic orientations, offering insight into participants' inclinations towards different leadership styles. On the other hand, the Personal Value Questionnaire identifies and measures ten distinct values within individuals, encompassing religious, social, democratic, aesthetic, economic, knowledge, hedonistic, power, family prestige, and health values. By analysing the responses gathered through these tools, the study seeks to discern patterns, correlations, and associations between leadership preferences and personal values. Through comprehensive data analysis, this research aims to contribute to a deeper understanding of the interplay between individual leadership tendencies and underlying personal values, ultimately providing insights into how personal values may guide leadership preferences, offering a deeper look into the factors that shape leadership behaviours and their broader impact in various organizational and social contexts.

Keywords: *Leadership Preferences, Personal Values, Leadership Preference Scale, Personal Value Questionnaire, Comprehensive Data Analysis*

In today's complex and ever-evolving organizational landscapes, leadership plays a crucial role in determining success, fostering innovation, and driving change. It is clear that leadership is not a one-size-fits-all endeavour; it encompasses a broad spectrum of behaviours, styles, and approaches. As leaders guide teams and influence outcomes, their personal values invariably shape their leadership preferences, decisions, and interactions with others.

The intricate relationship between leadership preferences and personal values is a fundamental aspect of organizational dynamics. Understanding this relationship not only informs how leaders develop their own leadership styles but also impacts the broader cultural and ethical climate within organizations. Leadership preferences encompass a range

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of styles, from the more directive and authoritative to the collaborative and participative. Each preference has its strengths and situational advantages, and leaders often lean toward styles that resonate with their inherent beliefs and principles.

On the other hand, personal values represent the core beliefs that guide an individual's behaviour across various domains of life. These values are shaped by numerous factors, including culture, upbringing, education, and personal experiences. They reflect what individuals deem important, serving as internal compasses that guide choices and actions.

The intersection between leadership preferences and personal values has profound implications for both individuals and organizations. Leaders whose preferences align with their personal values often exhibit greater consistency, authenticity, and ethical grounding in their decisions. This alignment can foster trust, encourage employee engagement, and contribute to a cohesive organizational culture. In contrast, a mismatch between leadership preferences and personal values may lead to incongruence, decreased effectiveness, and potential conflicts with team members or organizational goals.

This research aims to explore the intricate connection between leadership preferences and personal values among adults. Through rigorous research and analysis, this research will investigate how individual leaders' values inform their leadership styles and how these styles influence the people they lead. This study is crucial because it sheds light on the importance of aligning leadership practices with personal values to create effective, ethical, and inclusive leadership within organizations. Additionally, by examining this relationship, we can provide insights into leadership development and identify strategies for cultivating leaders who inspire, motivate, and foster positive change.

Ultimately, the goal is to understand how personal values and leadership preferences coexist and interact to create a more holistic and effective approach to leadership. By delving into this relationship, this research will contribute valuable knowledge to the field of leadership studies, offering practical insights that can guide leaders, organizations, and leadership development initiatives.

REVIEW OF LITERATURE

Gabrielova & Buchko (2021) This article explores the dynamics between Millennials and Generation Z in the workplace, with Millennials transitioning into management roles as Generation Z enters the workforce. The authors examine the work-related characteristics of these generational cohorts and analyze the potential intergenerational conflicts that may arise. They draw on generational cohort theory, leader-member exchange (LMX) theory, and the work values framework to provide strategies for Millennial managers to effectively lead and manage Generation Z subordinates.

Rudolph et al. (2018) This article challenges the concept of generational differences in the context of leadership and workplace dynamics. It refutes common myths about generational distinctions in leadership and suggests a lifespan developmental perspective as an alternative. The authors propose a moratorium on applying generational concepts to leadership theory, research, and practice, arguing that they have limited empirical support.

Sagiv & Roccas (2017) This chapter explores personal values, distinguishing them from other psychological constructs like attitudes, traits, and specific goals. The authors define values and examine their unique characteristics, highlighting their motivational aspect and

impact on behavior. They discuss how values differ from other attributes in terms of stability and trans-situational consistency. By taking a cross-cultural perspective, they provide a comprehensive overview of how values influence behavior and address misconceptions that arise in research and everyday life. The chapter underscores the significance of values in shaping human behavior.

Von Rueden & van Vugt (2015) This work examines leadership in small-scale societies, focusing on how leadership roles and functions differ from those in large-scale, hierarchical settings. The authors discuss traits and behaviors conducive to effective leadership in smaller communities, emphasizing the motivations for leadership often driven by group cohesion and survival. The evolutionary perspective they offer suggests a collaborative and egalitarian approach to leadership, contrasting with traditional hierarchical structures.

Parks-Leduc et al. (2014) This meta-analysis investigates the relationship between personality traits from the Five-Factor Model (FFM) and personal values from the Schwartz values framework. The study finds consistent but modest correlations, indicating that personality traits and personal values are distinct constructs. It suggests that cognitively based traits (like Openness and Conscientiousness) have stronger correlations with personal values, while emotionally based traits (like Neuroticism) have weaker correlations. The findings offer insights into the connection between personality traits and personal values, with implications for understanding individual behavior.

METHODOLOGY

Aim:
The aim of this study is to assess the relationship between leadership preferences and personal values among adults.

Objectives:
1. Examine the Correlations between Leadership Preferences and Personal Values: The study aims to investigate the relationships between authoritarian and democratic leadership preferences and a range of personal values among adults, focusing on both the direction and strength of these correlations.
2. Understand the Connection Between Leadership Styles and Personal Values: By analyzing the correlations between leadership preferences and personal values, the study seeks to gain insights into the dynamics that link these elements, providing a nuanced perspective on how personal values influence leadership behavior within adult populations.

Hypothesis:
(H1)- There will not be a significant association between Leadership Preferences (Authoritarian and Democratic) and Personal Values (Religious, Social, Democratic, Aesthetic, Economic, Knowledge, Hedonistic, Power, Family Prestige, and Health).

Sample:
The sample consisted of 150 adults aged 18 to 45, chosen through selective sampling to represent a diverse range of leadership preferences and personal values. The sampling method aimed to ensure varied backgrounds and perspectives for a comprehensive exploration of the research variables.

Research Design:

A correlational research design was used to examine the relationship between leadership preferences and personal values among adults. The design aimed to identify associations between authoritarian and democratic leadership preferences and various personal values.

Tools Used:

1. The Leadership Preference Scale by L.I. Bhushan measured authoritarian and democratic leadership styles, providing a structured assessment of leadership inclinations.
2. The Personal Value Questionnaire by G.P. Sherry and R.P. Verma assessed ten distinct personal values, including religious, social, democratic, aesthetic, economic, knowledge, hedonistic, power, family prestige, and health.

Data Analysis:

Statistical analysis used the Statistical Package for the Social Sciences (SPSS), with Pearson's correlation analysis to explore relationships between leadership preferences and the ten dimensions of personal values. This approach helped to identify the magnitude and direction of correlations between the different variable

RESULTS

VALUES		LEADERSHIP PREFERENCES	
		Authoritative	Democratic
Religious Value (A)	Pearson Correlation	-.037	.022
	Sig. (2-tailed)	.753	.849
	N	75	75
Social value (B)	Pearson Correlation	-.123	-.005
	Sig. (2-tailed)	.295	.969
	N	75	75
Democratic value (C)	Pearson Correlation	-.002	.032
	Sig. (2-tailed)	.986	.785
	N	75	75
Aesthetic value (D)	Pearson Correlation	-.082	.049
	Sig. (2-tailed)	.486	.675
	N	75	75
Economic value (E)	Pearson Correlation	.006	-.012
	Sig. (2-tailed)	.961	.920
	N	75	75
Knowledge value (F)	Pearson Correlation	-.060	.021
	Sig. (2-tailed)	.612	.861
	N	75	75
Hedonistic value (G)	Pearson Correlation	.126	-.003
	Sig. (2-tailed)	.141	.977
	N	75	75
Power value (H)	Pearson Correlation	.119	.038
	Sig. (2-tailed)	.155	.749
	N	75	75
Family prestige value (I)	Pearson Correlation	-.124	.002
	Sig. (2-tailed)	.145	.989
	N	75	75
Health value (J)	Pearson Correlation	.003	.030
	Sig. (2-tailed)	.490	.796
	N	75	75

The Pearson correlation values for all relationships (A to J) with "Democratic" are relatively small, indicating weak relationships. Some correlations are positive (e.g., with Religious Value, Democratic Value, Aesthetic Value, Knowledge Value, Power Value, Health Value), and some are negative (e.g., with Social Value, Economic Value, Hedonistic Value, Family Prestige Value). However, the magnitude of these correlations suggests that any linear relationships between these values and "Democratic" are weak. The p-values (Sig. 2-tailed) for all correlations are above the typical threshold of 0.05, indicating that none of these correlations are statistically significant. This suggests that there's insufficient evidence to conclude that there are significant linear relationships between "Democratic" and these other values (A to J).

The Pearson correlations for all values (A-J) with the variable "Authoritative" are relatively weak, with coefficients ranging from -0.124 to 0.126. This suggests that there's no strong linear relationship between "Authoritative" and these various values. Some correlations are negative (e.g., with Religious Value, Social Value, Aesthetic Value, Knowledge Value, Democratic Value, and Family Prestige Value), while others are positive (e.g., with Economic Value, Hedonistic Value, Power Value, and Health Value). However, the weak magnitudes indicate that these relationships are minimal. The p-values for all correlations are above the typical threshold of 0.05, suggesting that none of these correlations are statistically significant. This means there is not enough evidence to conclude that there's a statistically meaningful relationship between "Authoritative" and these various values.

DISCUSSION

The findings reveal that the relationships between leadership preferences ("Democratic" and "Authoritative") and various personal values (A to J) are weak and statistically insignificant. This suggests that personal values may not play a strong role in determining a leader's preferred style. Both positive and negative correlations were observed, but none were statistically significant, indicating no meaningful linear relationships between leadership preferences and personal values.

CONCLUSION

Given the lack of significant correlations, the data suggest that personal values alone do not fully explain leadership preferences. This indicates a need for additional research to better understand the factors that shape leadership styles. Future studies could explore non-linear relationships, complex interactions, and qualitative aspects to gain deeper insights into how personal values intersect with other factors in influencing leadership behavior.

For organizations, these results suggest a more comprehensive approach to leadership development. It is essential to consider various influences on leadership, recognizing that a successful leader may be shaped by a combination of personal values, organizational dynamics, and external pressures. By acknowledging this complexity, organizations can create leadership development programs that foster adaptable, ethical, and effective leaders. Further research will be crucial in refining these programs and enhancing our understanding of the complex relationships between personal values and leadership preferences.

Implication for Leadership and Organizational Dynamics
The weak correlations imply that leadership styles might be influenced by factors other than personal values, such as organizational culture, peer influence, situational context, or leadership training. This raises important questions about the sources of leadership preferences and underscores the complexity of factors that guide leaders in their decision-

making and interactions with teams. These findings suggest that understanding leadership preferences requires a broader perspective, considering a wider range of influences beyond personal values.

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Conflict of Interest
The author(s) declared no conflict of interest.