OPEN ACCESS

The Perceiver Trait in Leadership as an Important FIKR (Facet, Insight, Knowledge, and Resilience) Personality Profiling: A Review from the Literature

Chee Kong Yap[1]*, Chee Seng Leow[2]*, and Wing Sum Vincent Leong[2]

[1]Department of Biology, Faculty of Science, Universiti Putra Malaysia, 43400 UPM Serdang, Selangor, Malaysia. [2]Humanology Sdn Bhd, 73-3 Amber Business Plaza, Jalan Jelawat 1, 56000 Kuala Lumpur, Malaysia

Abstract: Purpose: This short note presents a novel approach to leadership selection by reviewing all available literature on the 'Perceiver Personality' in the Scopus database. We propose the usage of the perceiver trait in FIKR (Facet, Insight, Knowledge and Resilience) personality profiling (PP) to identify the most suitable leader in an organization. Our carefully considered and logically sound proposal aims to convince you of its validity.

Methodology: Our research, conducted on 30 April 2024, was a comprehensive exploration using the Scopus database and the keywords 'Perceiver Personality' in the article title. We performed meticulous bibliometric analyses using VOSviewer, a tool that generates clear graphical representations of bibliometric maps, to ensure the comprehensiveness and accuracy of our findings.

Findings: A total of 22 papers was reached using the Scopus database search, which had high relevancy. Based on the visualization of the paper network confirming the main research themes, from 1962 to 2024, there has been no word on 'Perceiver' found in the 22 papers in any of the 78 items from the 7 major clusters. This indicates that Perceiver is not focused as a dominant personality trait in the past literature. However, our present study proposes a novel perspective, suggesting that the personality traits of high-perceiver leaders possess traits of adaptability and open-mindedness, curiosity and continuous learning, empathy and emotional intelligence, and vision and problem-solving. This underscores the importance of Perceiver as an important PT that holds a reasonable novelty in selecting the best leader in an organization, a topic of significant relevance in the field of leadership and personality profiling.

Unique contribution to theory, practice and policy: Hence, there is a rationale to propose and to highlight the use of Perceiver trait among others under FIKR PP profiling in selecting the best leaders of an organization. Therefore, this has become a novelty in the present paper.

Keywords: FIKR, Personal trait, Perceiver; Leadership.

1. INTRODUCTION

The usage of perceiver personality has been reported in the literature since 1962 to 2024 [1-22]. According to Srivastava et al. [16], in interpersonal perception, "perceiver effects" are tendencies of perceivers to see other people in a particular way. For instance, Sacco and Brown [1] discussed the limitations of current approaches to understanding the relationship between perceiver personality and motives and their relation to perceptions of facially communicated personality, as well as fruitful directions for future research. In addition, Maimon et al. [11] concluded that perceivers with stigmatized identities utilize target disagreeableness as a cue of identity threat, inferring that disagreeable people are more likely to be discriminatory, prejudicial, and hierarchy-endorsing than agreeable and low conscientious people.

A perceiver personality trait (PT) is one of the 20 (PTs) under FIKR (Facet, Insight, Knowledge, and Resilience) PT testing under Humanology [23]. The perceiver trait in leadership is an essential aspect of the FIKR PT profiling that

plays a significant role in understanding and evaluating the effectiveness of leaders in their respective roles. This trait focuses on an individual's ability to perceive and interpret information, directly impacting their decision-making, problem-solving, and strategic thinking abilities as a leader. Leaders with a strong perceiver trait can accurately assess and understand complex situations, adapt to changing circumstances, and make informed decisions based on their keen observation and analysis [24-25].

By perceiving and interpreting information accurately, leaders with a strong perceiver trait can effectively anticipate potential issues or opportunities, identify trends and patterns, and make insightful judgments. Leaders with a strong perceiver trait can approach challenges strategically, considering various factors before deciding. This trait also enables leaders to stay adaptable and flexible in dynamic environments, allowing them to pivot and adjust their strategies as needed. Understanding the importance of the perceiver trait in leadership provides valuable insights into the behaviours and competencies that contribute to effective leadership [26-30].

This short note aims to review all the available literature using the keywords 'Perceiver Personality' in the Scopus database and propose the usage of perceiver traits in FIKR personality profiling (PP) to select the best and most suitable leader in an organization with logical rationales.

2. METHODOLOGY

On 30 April 2024, the keywords 'Perceiver Personality' were used for the relevant publications in the article title. Later, bibliometric analyses using VOSviewer software (VOS stands for visualization of similarities – see www.vosviewer.com) were used to generate a clear graphical representation of bibliometric maps, especially for extensive datasets [31-32]. Scopus comprises many significant research papers and offers integrated analysis tools for creating informative visual representations [33]. VOSviewer was employed to analyze each keyword, calculate links, calculate total link strengths, and compare co-occurrences with other keywords.

3. RESULTS

The Scopus database had a high relevancy, and 22 papers were reached. To highlight the trends of studies conducted on the topic of 'Leader Personality' from 1962 to 2024 (based on 22 papers from the Scopus database), we performed a bibliometric analysis using the VOSviewer software, as shown in Figure 1.

Figure 1 gives a holistic overview of the past research based on keywords' co-occurrences with 'Perceiver Personality'. The analysis reveals a discernible prominence reflecting seven significant clusters that can be identified based on visualization in Figure 1. There has been no word on 'Perceiver' found in the 22 papers as any of the 78 items from the 7 major clusters. The first cluster being items consist of traits like Perception and Self-concept, but not Perceiver. This indicates that Perceiver is not focused as a dominant personality trait in the past literature. However, it is argued that there has been a lack of studies, and thus, this has become a knowledge gap. Therefore, the present study highlights Perceiver as an important PT that holds a reasonable novelty in the Humanology FIKR personality profiling inventory in selecting the best leader in an organization.

Therefore, all the above literature indicates that the use of perceiver trait among leaders is still lacking. Hence, there is a rationale to propose and highlight the use of perceiver trait in organizational leaders. Therefore, this has become a novelty in this present paper.
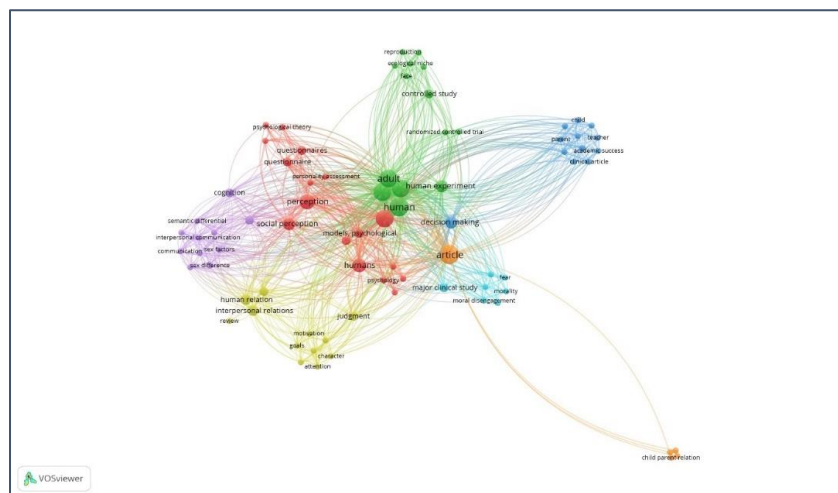
Figure 1. *A bibliometric analysis of research themes on 'Perceiver Personality'. Visualization of the paper network confirming the main themes of research, from 1962 and 2024 based on the Scopus database. The colours in the top panel indicate the themes of research that the papers are discussing.*

4. DISCUSSION

4.1. The Use of Perceiver Trait among Leaders is Still Lacking in the Literature

This can be judged from the 22 papers published using the Scopus database. For example, Leising et al. [17] concluded that the perceivers' attitudes toward the targets constitute an important factor in person perception and need to be taken more systematically in research studies. Idson and Mischel [18] indicated that psychological mediating variables play a significant role in lay perceptions of people and specify conditions in which the perceiver functions like implicit social-cognitive theorists, namely, when the perceived is familiar and important to the perceiver. Rau et al. [5] provided strong evidence for the hierarchical structure of perceiver effects and suggested that their meaning systematically varies depending on the trait domain and possibly the judgment context. Biesanz and Human [6] suggested that people motivated to form accurate impressions become more accurate but at the cost of seeing others less normatively and, in particular, less positively. However, none of these papers discussed the connections between the Perceiver trait and leadership.

Effective leadership is crucial for the success and growth of organizations. Leaders are often perceived as individuals with traits that make them suitable for guiding and directing teams [34]. However, the literature on using perceiver traits among leaders is still lacking [35]. This could be due to the complexity and multifaceted nature of leadership and the difficulty in isolating specific personality traits that consistently predict leadership effectiveness. Despite the extensive research on leadership and personality, there is a lack of focus on using perceiver traits among leaders in the literature [34]. This gap in

the literature highlights the need for further research to explore the role of perceiver traits in leadership [35-39]. The use of perceiver traits among leaders is still lacking in the literature, creating a gap that needs further research to explore their role in leadership effectiveness [35]. The lack of attention given to using perceiver traits among leaders in the literature is a significant gap that needs further exploration [39]. The existing literature on leadership and personality has primarily focused on leaders' traits [34].

While numerous studies have examined the relationship between personality traits and leadership emergence, there is a scarcity of research focusing specifically on how others perceive leaders [1-22]. This gap in the literature is significant because understanding how leaders are perceived can provide valuable insights into the factors that influence their effectiveness and the dynamics of leader-follower relationships. It is important to bridge this gap by conducting more research on using perceiver traits among leaders. By exploring the perceptions of followers and other members within an organization, researchers can better understand the qualities and behaviours that contribute to effective leadership.

4.2. A Hypothetical Leadership with High Perceiver Trait

A hypothetical leadership between high perceiver trait is presented in Figure 2. Successful leaders often exhibit high perceiver personality traits that enable them to adapt to uncertain and changing environments. These traits are crucial for navigating challenges and complexities in today's fast-paced business world. The following is a list of personality traits that are frequently observed in leaders who have a highly perceiver level, as indicated in Figure 2.
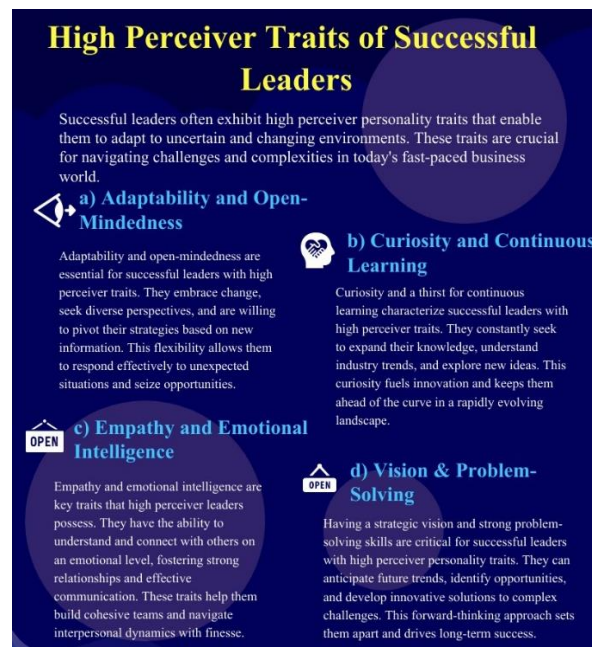

Figure 2. Personality traits of high perceiver leaders.

a) Adaptability and open-minded

Adaptability and open-mindeness are essential for successful leaders with high perceiver traits. They embrace change, seek diverse perspectives, and are willing to pivot their strategies based on new information. This flexibility allows them to respond effectively to unexpected situations and seize opportunities.

He may also have a more laid-back outlook on life. He may place less value on routines and schedules, preferring to go with the flow rather than exerting control over every aspect of their lives. He may be more adept at improvising and adapting their behaviour in response to changes in priorities or unanticipated events.

He feels in control by keeping options open and making choices only when necessary. At work, he tends to avoid or put off decisions and likes exploring problems and situations. He can be innovative and fluid and adjusts to changes on short notice. He works best with flexible time and is not put under pressure. He hates routine and always likes multitasking.

b) Curiosity and continuous learning

Curiosity and a thirst for continuous learning characterize successful leaders with high perceiver traits. They constantly seek to expand their knowledge, understand industry trends, and explore new ideas. This curiosity fuels innovation and keeps them ahead of the curve in a rapidly evolving landscape.

He prefers open-ended, flexible, and adaptable lifestyle choices. He may be more comfortable with ambiguity and adept at navigating unpredictable or dubious situations. He may also be more capable of learning from his errors. He may be more adaptable and creative in his approach to problem-solving, and he may take delight in exploring various options and points of view prior to making a decision.

c) Empathy and emotional intelligence

Empathy and emotional intelligence are key traits that high-perceiver leaders possess. They can understand and connect with others on an emotional level, fostering strong relationships and effective communication. These traits help them build cohesive teams and navigate interpersonal dynamics with finesse.

He may also have a more introspective and reflective personality. It is conceivable that he enjoys exploring his thoughts and emotions and is more in touch with his internal experiences. He may be adept at self-reflection and have a deeper understanding of the factors that motivate him and his assets and weaknesses.

d) Vision and problem-solving

Successful leaders with high perceiver personality traits need a strategic vision and strong problem-solving skills. They can anticipate trends, identify opportunities, and develop innovative solutions to complex challenges. This forward-thinking approach sets them apart and drives long-term success.

On the other hand, he leans primarily towards perceiving and may have difficulty making and sticking to decisions. He may also have difficulty committing to a specific course of action or become inundated by the number of available options. Both of these possibilities are plausible.

He may also have difficulty effectively managing their time or designating the order in which his tasks should be completed, as he tends to be more concerned with the present than with plans or goals. He possesses a high perceiver personality, which is generally a valid and significant aspect of their diversity. By recognising and appreciating the unique qualities and characteristics of each person's personality, we can cultivate a more accepting society of a wide range of individuals. This will help us establish a more inclusive society.

4.3. A Hypothetical Leadership with Low Perceiver Trait

Figure 3 presents a hypothetical leadership situation with a low perceiver trait. Leaders with low perceiver traits may struggle to recognize and adapt to changing circumstances, potentially leading to missed opportunities and ineffective decision-making. Understanding this aspect is crucial for developing effective leadership strategies. The following is a list of personality traits frequently observed in leaders with a low perceiver level, as indicated in Figure 3.

Low Perceiver Personality Traits in Leadership

Challenges

Leaders with low perceiver traits may struggle in recognizing and adapting to changing circumstances, potentially leading to missed opportunities and ineffective decision-making. Understanding this aspect is crucial for developing effective leadership strategies.

a) Communication

One common challenge for leaders with low perceiver traits is effective communication. It is important for them to actively work on improving their communication skills, such as being more attentive to non-verbal cues and fostering open dialogue within their teams.

b) Decision-Making

Leaders with low perceiver traits may find it challenging to make decisions under uncertainty, as they may struggle to gather and process relevant information efficiently. Developing frameworks for decision-making and seeking input from diverse perspectives can help mitigate this challenge.

c) Team Building

Leaders with low perceiver traits should focus on building strong and cohesive teams to compensate for their potential blind spots. Implementing motivation strategies that cater to individual team members' needs and strengths can enhance team performance and achieve desired outcomes.

d) Continuous Learning

Embracing a mindset of continuous learning is essential for leaders with low perceiver traits to adapt to evolving challenges and opportunities. By actively seeking feedback, engaging in professional development, and staying open to new perspectives, leaders can cultivate growth and improve their leadership effectiveness.

Figure 3. Personality traits of low perceiver leaders.

a) *Communication failure*

One common challenge for leaders with low perceiver traits is effective communication. They must actively work on improving their communication skills, such as being more attentive to non-verbal cues and fostering open dialogue within their teams.

He feels controlled by taking charge of the environment and making choices early. He is self-disciplined and decisive and seeks closure in decisions. When he asks for things, he is specific and expects others to do as he says. He enjoys being the expert.

A low perceiver personality is characterised by a preference for structure and organisation and an aversion to ambiguity and spontaneity. This preference for organisation and structure defines the low perceiver personality. He may feel more at ease in a consistent and predictable environment and find change or unpredictability unsettling.

b) *Difficulty in decision-making*

Leaders with low perceiver traits may find it challenging to make decisions under uncertainty, as they may

struggle to gather and process relevant information efficiently. Developing decision-making frameworks and seeking input from diverse perspectives can help mitigate this challenge.

He tends to be more systematic and organised than those with high perceiving personalities. He might have greater attention to detail, which places them at an advantage in professions that require precision, such as bookkeeping, engineering, or project management. He may feel more at ease with norms and guidelines and favour adhering to already-established procedures and standards.

c) *Team building difficulty*

Leaders with low perceiver traits should build strong, cohesive teams to compensate for their potential blind spots. Implementing motivation strategies that cater to individual team members' needs and strengths can enhance team performance and achieve desired outcomes.

He may also struggle with flexibility and adaptability. He may have difficulty adapting to unexpected changes or improvising when things do not go as planned. He may

encounter difficulty with both of these obstacles. He may value consistency and predictability over innovation and exploration.

d) *The need to continuously learning*

Embracing a continuous learning mindset is essential for leaders with low perceiver traits to adapt to evolving challenges and opportunities. Leaders can cultivate growth and improve their effectiveness by actively seeking feedback, engaging in professional development, and staying open to new perspectives.

A low perceiver personality is a valid and significant aspect of individual diversity in the greater scheme of things. Tendencies towards orderliness and methodical behaviour are valuable, although society frequently values and promotes spontaneous or flexible behaviour. By recognising and appreciating each person's personality's unique qualities and characteristics, we can cultivate a more accepting society of a wide range of individuals. This will help us establish a more inclusive society.

4.4. Shaping a Good Leader with Perceiver Trait

Effective leadership is crucial for organisational success in today's fast-paced and complex business environment. One of the key components of effective leadership is the perceiver trait, which plays a significant role in shaping how leaders approach decision-making, problem-solving, and strategic thinking. This paper explores the perceiver trait in leadership, exploring its impact on leadership effectiveness and its implications for organizational performance. Organizations can cultivate and develop this essential attribute in their current and future leaders by understanding the importance of the perceiver trait in leadership to drive sustainable success [34-35].

The impact of the perceiver trait in leadership extends beyond just decision-making, problem-solving, and strategic thinking. It also influences how leaders communicate and collaborate with their teams. Leaders with strong perceiver traits can effectively convey their insights and observations, fostering a culture of open communication and shared understanding within their teams [36]. Moreover, the perceiver trait contributes to a leader's ability to anticipate and navigate change. In today's rapidly evolving business landscape, the capacity to accurately perceive and interpret the dynamics of change is imperative for leaders to guide their organizations through transitions and challenges. Furthermore, the perceiver trait is closely linked to innovation and creativity in leadership. Leaders with a strong perceiver trait often recognize emerging trends and opportunities, sparking innovative solutions and strategies to drive growth and adapt to market shifts [37].

By acknowledging the multifaceted impact of the perceiver trait in leadership, organizations can tailor their leadership development programs to nurture and enhance this trait in current and aspiring leaders. This strategic approach can bolster individual leadership effectiveness and elevate organizational resilience and agility in an ever-changing business landscape. Therefore, cultivating and developing the perceiver trait in leaders is crucial for organizational success in decision-making, problem-solving, strategic thinking, communication and collaboration, navigating change, and fostering innovation [38].

A person's outlook on life can be described as having a perceiver personality if they tend to be more adaptable, spontaneous, and open-minded in their conduct. This trait originated in personality psychology, a subfield of psychology. This group can be distinguished from others by several characteristics, including its willingness to attempt new things and its adaptability to changing circumstances. They are typically adventurous and inquisitive and may enjoy visiting new places, trying new activities, and making new acquaintances. People who favour a more structured lifestyle have more difficulty dealing with ambiguity and adapting to new circumstances than those who are more receptive to new experiences [39-40].

They have a higher risk threshold and are more content taking risks in life. This would explain why they are more likely to engage in risky behaviour. They may have a deeper appreciation for originality and inventiveness and a greater propensity to forge nontraditional paths in their personal and professional lives. Additionally, they may be more prone to take risks. Conversely, they may need help with organisation and organisation. They may need help adhering to schedules or timetables and may be more likely to put off tasks until the last minute. They may have difficulty determining how to complete their responsibilities or keeping their attention focused on a single objective or aim. Generally, the perceiver's personality is a valid and significant aspect of an individual's uniqueness. Even though society frequently promotes and values structured and organised behaviour, there is still value in more flexible and spontaneous dispositions. Although society frequently promotes and values structured and organised behaviour, this is true [29].

By recognising and appreciating the unique qualities that comprise each individual's personality, we can contribute to developing a more accepting society of a broad range of people. This will allow us to cultivate a more inclusive environment for various individuals. In short, the perceiver is a person who becomes aware of things or events through the senses and likes to keep things open-ended [40].

5. CONCLUSIONS

The literature review shows that the Perceiver is not focused as a dominant personality trait. The present paper proposes that high-perceiver leaders possess adaptability and open-mindedness, curiosity and continuous learning, empathy and emotional intelligence, and vision and problem-solving.

Therefore, the perceiver trait in leadership is undeniably crucial for effective decision-making, problem-solving, and strategic thinking. Leaders who can integrate the strengths of the perceiver trait with a proactive and adaptive approach to decision-making are better equipped to navigate the complexities of the modern business landscape. Embracing a balanced approach that acknowledges the benefits of perception and interpretation while valuing action and risk-taking can ultimately contribute to more agile, innovative, and resilient leadership. Hence, there is a rationale to propose and highlight the use of the Perceiver trait, among others, under FIKR PP profiling in selecting the best leaders of an organization. Therefore, this has become a novelty in the present paper.

REFERENCES

[1] Sacco D.F., Brown M. The face of personality: Adaptive inferences from facial cues are moderated by perceiver personality and motives (2018) Social and Personality Psychology Compass, 12 (8), 12410.

[2] Lonnqvist J.E., Ilmarinen V.-J., Verkasalo M. Who likes whom? The interaction between perceiver personality and target look (2021) Journal of Research in Personality, 90, 104044.

[3] Meier-Faust E., Watermann R. Perceiver Effects and Socioeconomic Background: Contrasting Parent-Reports against Teacher-Reports of Elementary School Students' Personality (2023) Journal of Personality Assessment; doi=10.1080%2f00223891.2023.2286449&partnerID=40&md5=2ebef931ebcf05bbed72721f4b2050bc

[4] Horgan T.G., Herzog N.K., Dyszlewski S.M. Does your messy office make your mind look cluttered? Office appearance and perceivers' judgments about the owner's personality (2019) Personality and Individual Differences, 138, pp. 370 – 379.

[5] Rau R., Carlson E.N., Back M.D., Barranti M., Gebauer J.E., Human L.J., Leising D., Nestler S. What is the structure of perceiver effects? On the importance of global positivity and trait-specificity across personality domains and judgment contexts. (2021) Journal of Personality and Social Psychology, 120 (3), 745 – 764.

[6] Biesanz J.C., Human L.J. The cost of forming more accurate impressions: Accuracy-motivated perceivers see the personality of others more distinctively but less normatively than perceivers without an explicit goal (2010) Psychological Science, 21 (4), 589 – 594.

[7] Edwards B.C., McWilliams J.M. Expressor sex, perceiver personality, and cognitive perception (1974) Journal of Psychology: Interdisciplinary and Applied, 87 (1), pp. 137 - 141

[8] Hart W., Richardson K. Desirability of others' dark characteristics: The role of perceivers' dark personality (2020) Personality and Individual Differences, 155, art. no. 109722.

[9] Roth M., Altmann T. A multi-informant study of the influence of targets' and perceivers' social desirability on self-other agreement in ratings of the HEXACO personality dimensions (2019) Journal of Research in Personality, 78, pp. 138 – 147.

[10] Colman D.E., Letzring T.D., Biesanz J.C. Seeing and Feeling Your Way to Accurate Personality Judgments: The Moderating Role of Perceiver Empathic Tendencies (2017) Social Psychological and Personality Science, 8 (7), pp. 806 – 815.

[11] Maimon M.R., Sanchez D.T., Rodriguez S., Albuja A.F. Personality traits as identity threat cues: Stigmatized perceivers infer prejudice from disagreeableness (2024) Journal of Personality, 92 (2), pp. 620 – 635.

[12] Mervielde I., Pot E. Perceiver and target effects in personality ratings (1989) European Journal of Personality, 3 (1), 1 – 13.

[13] Smith G.E., Nave C.S. Illness transmission mode and perceiver personality: Factors affecting stigmatized perceptions of patients and sexual illness (2007) Social Behavior and Personality, 35 (6), pp. 853 – 860.

[14] HEILBRUN Jr. A.B., McKINLEY R. Perception of maternal childrearing attitudes, personality of the perceiver, and incipient psychopathology. (1962) Child development, 33, pp. 73 - 83

[15] Bracci M., Guidi S., Marchigiani E., Masini M., Palmitesta P., Parlangeli O. Perception of Faces and Elaboration of Gender and Victim/Aggressor Stereotypes: The Influence of Internet Use and of the Perceiver's Personality (2021) Frontiers in Psychology, 12, art. no. 561480

[16] Srivastava S., Guglielmo S., Beer J.S. Perceiving Others' Personalities: Examining the Dimensionality, Assumed Similarity to the Self, and Stability of Perceiver Effects (2010) Journal of Personality and Social Psychology, 98 (3), pp. 520 – 534.

[17] Leising D., Ostrovski O., Zimmermann J. "Are We Talking About the Same Person Here?": Interrater Agreement in Judgments of Personality Varies Dramatically With How Much the Perceivers Like the Targets (2013) Social Psychological and Personality Science, 4 (4), pp. 468 – 474.

[18] Idson L.C., Mischel W. The personality of familiar and significant people: The lay perceiver as a social -

cognitive theorist (2001) Journal of Personality and Social Psychology, 80 (4), pp. 585 – 596.

[19] Christopher A.N., Schlenker B.R. The impact of perceived material wealth and perceiver personality on first impressions (2000) Journal of Economic Psychology, 21 (1), pp. 1 – 19.

[20] Wessels N.M., Zimmermann J., Leising D. Who Knows Best What the Next Year Will Hold for You? The Validity of Direct and Personality–based Predictions of Future Life Experiences across Different Perceivers (2021) European Journal of Personality, 35 (3), pp. 315 – 339.

[21] Lakey B., Lutz C.J., Scoboria A. The information used to judge supportiveness depends on whether the judgment reflects the personality of perceivers, the objective characteristics of targets, or their unique relationships (2004) Journal of Social and Clinical Psychology, 23 (6), pp. 817 – 835.

[22] Shrauger S., Altrocchi J. The personality of the perceiver as a factor in person perception (1964) Psychological Bulletin, 62 (5), pp. 289 – 308.

[23] Humanology (2024). Humanology Sdn Bhd. https://hba.com.my/

[24] Kirkpatick, S A., & Locke, E A. (2023). Leadership: do traits matter?. https://journals.aom.org/doi/10.5465/ame.1991.4274679

[25] Suhartono, S. (2020). Leadership Communication Style in Improving Public Service Performance (A Case Study of the village office of Camba Berua). https://doi.org/10.22161/ijaems.66.7

[26] Aydoğmuş, C., Camgöz, S M., Ergeneli, A., & Ekmekci, Ö T. (2016). Perceptions of transformational leadership and job satisfaction: The roles of personality traits and psychological empowerment. https://doi.org/10.1017/jmo.2016.59

[27] Brown, M E., & Treviño, L K. (2006). Ethical leadership: A review and future directions. https://doi.org/10.1016/j.leaqua.2006.10.004

[28] Day, D V., & Dragoni, L. (2015). Leadership Development: An Outcome-Oriented Review Based on Time and Levels of Analyses. https://doi.org/10.1146/annurev-orgpsych-032414-111328

[29] Kirby, P C., Paradise, L V., & King, M I. (2015). Extraordinary leaders in education: Understanding transformational leadership.. https://www.tandfonline.com/doi/abs/10.1080/00220671.1992.9941130

[30] Özbağ, G K. (2016). The Role of Personality in Leadership: Five Factor Personality Traits and Ethical Leadership. https://doi.org/10.1016/j.sbspro.2016.11.019

[31] Ellegaard, O., & Wallin, J.A. (2018). The bibliometric analysis of scholarly production: how great is the impact? Scientometrics, 105, 1809–1831.

[32] Van Eck, N., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. Scientometrics, 84, 523–538.

[33] Guz, A. N., & Rushchitsky, J. J. (2009). Scopus: A system for the evaluation of scientific journals. Int. Appl. Mechan., 45, 351-362.

[34] Andersen, J A. (2006). Leadership, personality and effectiveness. Elsevier BV. https://doi.org/10.1016/j.socec.2005.11.066

[35] Yukl, G. (1989). Managerial Leadership: A Review of Theory and Research. SAGE Publishing. https://doi.org/10.1177/014920638901500207

[36] Dani, S., Burns, N D., & Backhouse, C. (2004). The effect of context upon leadership behavior. https://doi.org/10.1109/iemc.2003.1252244

[37] Haq, M A U., & Anwar, S. (2018). The many faces of leadership: Proposing research agenda through a review of literature. Future business journal. https://www.sciencedirect.com/science/article/pii/S2314721017300798

[38] Offermann, L R., Kennedy, J K., & Wirtz, P W. (1994). Implicit leadership theories: Content, structure, and generalizability. ˜ The œLeadership quarterly/˜ The œleadership quarterly. https://www.sciencedirect.com/science/article/abs/pii/1048984394900051

[39] Lee, A., Martin, R., Thomas, G., Guillaume, Y., & Maio, G R. (2015). Conceptualizing leadership perceptions as attitudes: Using attitude theory to further understand the leadership process. Elsevier BV. https://doi.org/10.1016/j.leaqua.2015.10.003

[40] Saleem, A., Dare, P S., & Sang, G. (2022). Leadership styles and the process of organizational change during the pandemic. https://doi.org/10.3389/fpsyg.2022.920495