

It takes two to tango: personality
(dis)similarities in leader-follower dyads as
predictors of follower's satisfaction.

Emeric Kubiak¹, Vincent Niesner¹ and Simon Baron¹

¹AssessFirst, Paris, France.

Abstract

Objective. While researches on leader-follower dyads generally look at the effect of personality in sync (Doci, Hofmans Judge, 2021) or personality congruence on follower's outcomes, our study examines dissimilarities at facet level that impact follower's satisfaction about the relation.

Methods. Data were collected from 192 followers and 43 corresponding leaders, across companies in France, Canada, Singapore, Belgium and Russia. Participants took an online psychometric test measuring work-related personality traits. Followers also self-reported their satisfaction with their leader. Data were analyzed using linear regression.

Results. We identified facets of extraversion, agreeableness and conscientiousness for which dissimilarities within leader-follower dyads are positively associated with the follower's satisfaction with the leader. Leader must score higher than the follower on extraversion related ones, and lower on the others.

Conclusion. Our study extends previous ones by considering dissimilarities in personality, and will help professionals understand leadership as a dyadic process.