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Hautala, T. M. (2005). The effects of subordinates' personality on appraisals of transformational leadership. *Journal of Leadership & Organizational Studies*, Vol 11, No 4, pp. 84-93.

Abstract

To enhance leaders' development, a great variety of appraisal systems have been applied, becoming popular measure tools for leader performance. In these measurements, the research is usually focused on personality of leaders. It is argued here, that subordinates' personalities have also impact on ratings they give of their leaders' transformational behaviour. Those ratings are examined in this study. The study sample consisted of 167 subordinates' ratings of their leaders. The results indicated that extraverted and feeling subordinates give clearly higher ratings than their introverted and thinking counterparts.