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Ph.D. Thesis Title: Mediating role of leadership style on personality, performance and wellbeing among managers in the organizations

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Background: The role of leaders is pervasive in an organizational sphere; rarely is seen any leaderless organization. Leader's bring both glory and are often blamed upon. Leader's personality is assessed by two self focused personality traits- core self evaluation (CSE) and narcissism and providing insights into leadership styles (authoritarian, bureaucratic, nurturant, nurturant-task, task-oriented, participative, and authentic), wellbeing (life satisfaction, positive affect, negative affect) and performance (task performance, organizational/co-worker support, teamwork, cognitive/motivational effectiveness) among managers in the Indian organization. The mediating role of leadership styles is explored on having indirect linkages with personality, performance and wellbeing (across gender as well). **Method**: Co-relational framework and mediation regression analysis was carried among total 293 managers (148 males and 145 females) from a power generation sector. **Results:** Males and females Indian managers significantly differ on the both the personality traits, with females being higher on CSE and males being higher on narcissism. Male and female managers significantly differ on six out of seven leadership styles: males were higher on the authoritarian and participative leadership styles; females were significantly higher on nurturant, nurturant-task, task-oriented and authentic whereas no difference was found on bureaucratic leadership style. On the performance scores, females were higher on the task performance. Males and females Indian managers differ significantly on subjective wellbeing where females were higher on satisfaction with life and positive affect and males scored

higher on negative affect. The correlation results confirmed the relation of the personality traits CSE and narcissism with leadership styles, performance, and subjective wellbeing. Hence, the mediation pre-condition of that leadership styles must be correlated with performance and subjective wellbeing was met, although the intensity and direction may vary. The mediation results are as follows: Authoritarian style partially mediates the relationship between CSE and performance and with positive affect. The nurturant, nurturant-task, task-oriented, and authentic leadership style partially mediates the relationship between CSE and performance and wellbeing (except satisfaction with life in nurturant) and there is an indirect relationship between these constructs at a significant level and Sobel test also confirms the mediation effect. There was no meditational role of bureaucratic and participative leadership style on CSE, performance and wellbeing indicating that the relationship is direct. On the other side, mediation results confirms the partially mediating role of authoritarian and bureaucratic leadership style with personality trait, narcissism and performance and between narcissism and negative affect. Also nurturant, nurturant-task, task-oriented, participative and authentic leadership style partially mediate with narcissism and only one dimensions of subjective wellbeing, that is, negative affect (Negatively). Sobel test confirms that the relationship. **Conclusion:** The present research has contributed in the existing body of knowledge by taking a gender perspective on leadership styles of Sinha (1980). CSE proved to be a better predictor of positive leadership styles which in turn influenced performance and wellbeing. Narcissism as a whole failed to produce these indirect linkages and in fact it is a good sign that narcissistic personality leaders would not be able to produce leadership styles with their grandiose self image and grand vision as they would like to bring disaster to those they lead (Gladwell, 2002) and the organizations are bound to perish in the long run.

Key Words: Mediation, Leadership styles, Personality, Performance, Wellbeing