# PREDICTING LOYALTY & LEADERSHIP:

# PERSONALITIES PRONE TO LEADERSHIP, LENGTH OF SERVICE,

# & HOW RELIGIOSITY PLAYS A PART

by

Michael J. Camire

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

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## ABSTRACT

This quantitative study was designed to examine whether relationships exist between personality type and religiosity, with leadership and organizational commitment. The connection between these variables has not been previously explored. The purpose of researching these variables was to enhance the field's knowledge surrounding the employee selection process as well as human resources development practices for organizations of all types and in all cultures. Study participants provided information on personality, religiosity, and employment and the data was evaluated to see if a statistically significant relationship existed. The study found statistically significant evidence to support that individuals with religion in their lives have a greater propensity towards leadership ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$). The exploration of personality data with the other variables, while interesting, found no statistically significant relationships. The discoveries in this study may prove valuable in the fulfillment of the Great Commission and may provide helpful insights into the employee selection process as well as understanding turnover intentions.


**Keywords:** Leadership, Loyalty, Length of service, MBTI, Organizational commitment, Personality type, Religiosity, Turnover

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## Dedication

This dissertation manuscript is dedicated to all who desire to be good stewards of their flock, to advance in their ability to lead, to develop this ability in others, and to make full use of the gifts that God has given.

## Acknowledgments

I am incredibly thankful for the kindness, love, and consistency of my darling mother, Dr. Mary Ellen Camire. Without her inspiration and belief in me, this would not have been possible. Mom, I love you each day a little more than the day before. I am thankful to my partner of more than twenty years for her unconditional love, deeply felt encouragement, and humility. I love you Melissa, you have been so much better to me than I deserved. I would like to thank my son, Malcolm, for his patience, love, and curiosity. You are a wonderful person, Malc, those you meet are truly blessed with your company. My darling sister Alicia and my nieces, Lily, and Aliyah, thank you for forgiving me for all the occasions that I have missed. It has been a privilege to see each one of you grow into such remarkable people.

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# CHAPTER 1: INTRODUCTION TO THE STUDY

## Introduction

Leadership is arguably the single most important contributor to organizational outcomes (Chappel et al., 2019; Dababneh et al., 2022; Fransen et al., 2019; Meyer & Rinn, 2021; Northouse, 2019; Pestana & Codina, 2020; Zárate-Torres & Correa, 2023). Leadership style and leader characteristics are antecedents of positive workplace outcomes including improved performance, organizational commitment, and turnover intentions (Colquitt et al., 2013; Eisenberger & Stinglhamber, 2011; Finch et al., 2018; Halvorsen et al., 2015; Kurtessis et al., 2017; Landy, 1989; Park et al., 2019; Sessa & Bowling, 2021). With organizational success depending heavily on leader fit, it comes as no surprise that hundreds of billions of dollars are spent annually on recruitment services and leadership development in the United States alone (IBISWorld, 2023; Westfall, 2024). Evaluation of the elements that contribute to exceptional leadership has been studied since biblical times, though our understanding of leadership continues to evolve (Northouse, 2019).

Evaluating people to determine fit is a cornerstone of human resources management and the selection process has Biblical roots (*King James Bible*, 1769/2020, 2 Timothy 3:10). Placing great care and consideration into the selection of leaders has also been modeled for us by Jesus. Luke wrote about how Jesus went to the mountain to pray, and when He returned, he chose twelve of His disciples and named them apostles (*King James Bible*, 1769/2020, Luke 6:12, 13; 10:2). Knowing this, the evaluation of the characteristics and traits in people that contribute to their selection for leadership roles, as well as what contributes to their longevity, is vital organizational knowledge. Finding

new and innovative ways to research these factors can provide new insights for human resource practitioners and business executives that will aid in producing improved organizational outcomes.

## Background

The relationship between religiosity and leadership is a complex and multifaceted issue (Al Eid et al., 2021; Dimos et al., 2016; Fetzer Institute & National Institute on Aging, 1999). It is important to recognize that there is not a universally accepted or standardized method for measuring religiosity, or for assessing a person's fitness for leadership, or for assessing their organizational commitment. However, religiosity can be one of many factors considered when evaluating a leader's qualifications or suitability for a particular role, especially in contexts where religion plays a significant role in the culture or organization (Hill & Hood, 1999; Koenig et al., 2015). In Boyle et al.'s (2014) Measures of Personality and Social Psychological Constructs, Koenig et al. (2015) identify several single-dimensional, multidimensional, and religion-specific scales. Similarly, *Measures of Religiosity* by Hill and Hood (1999) offers an incredibly comprehensive evaluation of 126 unique scales on topics ranging from religious beliefs and practices to forgiveness and views of death and the afterlife. Both eminent works support the use of the 5-item Duke University Religion Index (DUREL) (Boyle et al., 2014; Hill & Hood, 1999; Koenig et al., 2015).

The Myers-Briggs Type Indicator (MBTI) was developed by Katharine Cook Briggs and her daughter Isabel Briggs Myers and was first published in 1962 (Myers, 1962). Its creation was inspired by the works of Carl Jung, a Swiss psychiatrist (Jung,

2014). The MBTI utilizes four dichotomous personality spectrums to comprise each of the 16 prescribed personality types. These spectrums include introversion and extroversion, thinking and feeling, sensing and intuition, as well as judging and perceiving. There are dozens of little-known measures of personality and a couple of other popular measures of personality including the Big Five Inventory (BFI) by John et al. (1991) and the HEXACO model by Ashton and Lee (2007). The BFI evaluates personality on five factors that include Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (John et al., 1991). HEXACO is named for the dimensions of personality that it considers, those being Honesty-Humility, Emotionality, eXtraversion, Agreeableness, Conscientiousness, and Openness (Ashton & Lee, 2007). The MBTI has been in use the longest and has the most extant supporting literature as evidenced by Google Scholar searches executed on July 6th, 2023, for the terms “big five inventory”, “HEXACO”, and “Myers Briggs type indicator”. These searches found approximately 16,000 articles on HEXACO, 26,000 on BFI, and 59,000 on MBTI, see Table 1.

**Table 1**

*Google Scholar search results (July 6, 2023)*

| Personality Measure | Published Works |
|---|---|
| BFI | 16000 |
| HEXACO | 26000 |
| MBTI | 59000 |

Regardless of the measurement chosen, the science of personality is subject to much criticism and is considered by some to be pseudoscience (De Vries et al., 2016;

Dingfelder, 2013; Michael, 2003; Stein & Swan, 2019). Combined with other measures, personality, religiosity, and many other psychological constructs can provide keen insights into the selection and talent development of leaders (Alvarez & Alvarez, 2018; Aly et al., 2019; Bonner, 2010; Claes et al., 2018; Newcomer & Connelly, 2020). Historically, personality has been used largely for counseling and leadership development (Aly et al., 2019; Claes et al., 2018; Dababneh et al., 2022; Newcomer & Connelly, 2020; Zárate-Torres & Correa, 2023). MBTI personality type has even been utilized to predict performance in particular fields such as project management (Cohen et al., 2013). Team and workgroup personality composition has been studied as well (Zhang et al., 2021). Utilizing personality types for selection has yet to be fully explored, however, there is evidence that supports the use of personality in personnel selection (Dhliwayo & Coetzee, 2020).

While utilizing personality as a consideration for selection is believed to help narrow the choice, personality is not etched in stone and should be considered a dimension of a candidate that can be nurtured and developed with time (Kersting, 2003). This extends the benefits of this research from improving candidate selection practices to establishing areas of professional leadership development and advancement overall. Additionally, the findings provide a new framework for existing employees and hopeful candidates to compare and contrast their individual personality dichotomies against those identified in this research, tailoring the focus of their professional development to improve the likelihood of their future selection for desired roles. Moreover, the application of this study's findings can be helpful in identifying career and educational choices when utilized in secondary educational settings (Ling et al., 2020). The

Washington Post (2013) found that just 27 percent of college graduates work in a role or industry related to their educational studies, furthering the potential benefits of this research.

## Problem Statement

There exists a tremendous amount of literature on leadership and its role as an antecedent to workplace outcomes (Alvarez & Alvarez, 2018; Aly et al., 2019; Bonner, 2010; Chappell et al., 2019; Fransen, 2020; Northouse, 2019; Sessa & Bowling, 2021). We know that the individual characteristics of leaders have the greatest impact on organizational culture (Carson & Lowman, 2002; Dababneh, 2022; Kusy & Wiesner, 2021). Leadership is also the greatest predictor of organizational performance and outcomes (Al Eid et al., 2021; Dhliwayo & Coetzee, 2020; Northouse, 2019; Ware, 2019). Among the leadership characteristics that have been studied, personality is one of the most significant and can be measured in as many ways as leadership is measured (Ashton and Lee, 2007; John et al., 1991; Myers, 1962). The personality traits associated with leadership have been studied and measured through many different means (Marathe & Kakani, 2020; Moyle & Hackston, 2018; Zárate-Torres & Correa, 2023;). Distinct from personality, religiosity is another dimension that exists within all leaders on a spectrum (Al Eid et al., 2021; Birnie, 2019; Rezapour-Mirsaleh, & Aghabagheri, 2020; Rocha & Pinheiro, 2021).

Religiosity has contributed to leadership on many accounts, as seen in Pope Francis, Mother Teresa, Martin Luther King Jr., and Mahatma Gandhi. Throughout history, religious leaders have often held positions of authority within their respective religious communities. In some cases, these leaders are also influential in broader societal

and political contexts (Al Eid et al., 2021; Dimos et al., 2016; Koenig et al., 2015). Religiosity has been correlated to performance outcomes (Al Eid et al., 2021). Religious leadership has been evaluated for its relationship to turnover and organizational citizenship behaviors (Birnie, 2019; Fatoki, 2019). For purposes related to this study, one of the strongest contributions of Religiosity research is the work by Pasha (2022) which considered personality's correlation to organizational commitment moderated by spirituality utilizing the BFI. Personality and religiosity can be indicators of value alignment which can contribute to the work experience positively as organizational identification and commitment, or negatively as turnover intentions when there is misalignment (Halvorsen et al., 2015; Park et al., 2019; Sessa & Bowling, 2021). Low levels of organizational commitment result in increased turnover intentions (Sessa & Bowling, 2021; Wei et al., 2021).

Turnover is very costly for organizations and as a result, there is a significant amount of current research on factors that mitigate turnover intentions (IBISWorld, 2023; Sessa & Bowling, 2021). A goal among leaders in many top organizations is to reduce annual turnover which can involve a focus on organizational identification, organizational commitment, job embeddedness, and more (Chiou et al., 2021). The importance of employee retention is widely accepted as an objective and key result (OKR), though few researchers have explored personalities' relationship with length of service (Spagnoli & Caetano, 2012).

While there is much written on leadership style, traits, skills, and behaviors that contribute to successful leadership, there is little research evaluating personality typology as it relates to leadership tenure, organizational commitment, and leadership positions

(Northouse, 2019). Measuring personality traits and types has been utilized for counseling and therapeutic purposes, parenting, personal development, and for many other purposes. In this study, the use of personality-based research was expanded into leadership and organizational commitment. As mentioned earlier, the individual characteristics of leadership drive organizational performance, thus the illumination of personalities' role in leadership has the potential to positively impact the way we look at employee selection and human resources development practices (Northouse, 2019; Zárate-Torres & Correa, 2023). The personality traits that comprise BFI have been evaluated against leadership styles in some studies, including some very current research by Zárate-Torres and Correa (2023), which measured each dichotomous MBTI factor as well as openness, conscientiousness, extroversion (present in both MBTI and BFI models), agreeableness, and neuroticism (sometimes inversed as emotional stability) against the Leadership Practices Inventory. This research however does not consider the aggregate of MBTI traits as they are rolled up into sixteen personality types compared against the propensity for leadership or organizational commitment as measured by length of service. MBTI is considered on four levels: (1) introversion (I) v. extroversion (E), (2) sensing (S) v. intuition (N), (3) thinking (T) v. feeling (F), and (4) judging (J) v. perceiving (P) (Myers, 1962). The gap that existed in the research stems from which unique combinations of all dichotomous MBTI factors are most common in leadership positions and which demonstrate the most organizational commitment as represented by the average length of service. Similarly, there was a gap in identifying whether religiosity increases the likelihood of being in a leadership role or if it contributed in a statistically significant way to the length of service.

This research provides valuable new insights into leadership candidate selection as well as human resources development practices. The findings of this study may reduce organizational costs associated with recruitment and selection dramatically by having these new indicators of organizational commitment. The information found here can also enhance overall business outcomes by ensuring the right people are selected to lead teams.

## Purpose of the Study

The purpose of this quantitative survey study was to examine the relationship between MBTI personality type and religiosity on leadership propensity and organizational commitment in working adults.

## Research Question(s) and Hypotheses

### Research Questions

RQ1: Which MBTI personality type is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles?

RQ2: What is the relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for?

RQ3: Is religiosity as measured by the continuous scale, DUREL-5, associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles?

RQ4: What is the relationship between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for?

**Hypotheses**

$H_0$1: There is no MBTI personality type that is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_1$1: One or more MBTI personality types will be most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_0$2: There is no relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_1$2: There is a statistically significant relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_0$3: There is no association between religiosity and supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_1$3: Religiosity reflects a statistically significant relationship with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_0$4: There is no association between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_1$4: Religiosity reflects a statistically significant relationship with the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

## Assumptions and Limitations of the Study

There were five assumptions related to this study. First, it was assumed that one or more MBTI personality types would reflect a greater number of years in leadership. Second, it was assumed the same for the length of service. It was also assumed that those with religion in their lives would be more or less likely to be in leadership roles compared to the mean, and the same for the length of service. The final assumption was that the use of online solicitation of participants through the professional network, LinkedIn, would provide a significant volume of individuals that would be willing to participate in the study.

Study limitations could include self-reporter bias which would affect the results based on impression management. Here, participants may be tempted to select choices on their survey that they believe are most appropriate given their socio-cultural perspectives. The surveys were designed to be distributed electronically to the participants which were solicited via social media. This created another limitation for the study by only including participants who utilize social media platforms as well as those who have access to a computer and the internet and possess the technical expertise required to navigate the

technology. This study was further limited by the measures of personality. In this research only MBTI was utilized, however, several other measurements of personality are currently utilized by industrial and organizational psychologists across the globe. As new technology develops and big data, wearable technology, and artificial intelligence or machine learning are honed, new and more dynamic measures of personality are likely to emerge. At that time, this study should be recreated utilizing new measures. Personality is also a delicate subject, and some I/O practitioners refrain from using personality measures considered in human resource practices.

Participants solicited from the social media platform, LinkedIn, limited the search to users of that platform whose news feeds are exposed to the poster's extended network. Utilizing Liberty University's Doctoral Commons as a support to garner additional participants was considered, although this would have also limited the reach of this study and increased the potential for the college sophomore problem which has the potential to impact the study's reliability.

## Theoretical Foundations of the Study

The theoretical foundation of this study comprised Religiosity, Organizational Commitment, and the Trait Theory of Leadership. Each of these elements of the study are discussed in the following sections. A deeper explanation of each of these components of the study is provided in Chapter 2.

### Religiosity

Religiosity is a multidimensional concept influenced by various individual, social, and cultural factors (Dengah, 2017; Koenig et al., 2010; Hill & Hood, 1999; Huber &

Huber, 2012, Wilkes et al., 1986). Religiosity encompasses an individual's level of religious devotion, involvement, and commitment. The ways individuals express their religious beliefs can be derived from a variety of attitudes and behaviors associated with their particular religion. Thoughts, feelings, attitudes, emotions, moods, and attitudes can all contribute to the outward expression of behavior which tethers their influence on the trait theory of leadership.

Religiosity varies widely among individuals and cultures, from those who are highly devout and deeply committed to their faith, to those who are more secular and have limited engagement with religious practices and beliefs (Hill & Hood, 1999). The concept of religiosity is studied in various academic disciplines, including sociology, psychology, and religious studies, to better understand the role of religion in individuals' lives and society as a whole. For purposes of this study, the relationship religiosity has to leadership as well as organizational commitment was explored.

**Organizational Commitment**

Commitment is illustrated and punctuated in the Holy Bible in verses such as Colossians 3:23-24 and Proverbs 3:3-4 (*King James Bible*, 1769/2020, Colossians 3:23-24, Proverbs 3:3-4). These verses reinforce commitment to one’s work and the importance of faithfulness. Organizational commitment is a workplace psychological construct in the field of industrial and organizational psychology that refers to an individual's emotional attachment, identification, and loyalty to their organization (Wei et al., 2021; Xia et al., 2022). It reflects the extent to which employees are dedicated to their jobs and the organization they work for. Organizational commitment is a key factor in understanding employee motivation, retention, and performance.

There are many antecedents to organizational commitment including the culture of the organization, leadership, job satisfaction, and perceived organizational support (Klein et al, 2014). High levels of organizational commitment are associated with consequences that include increased job performance, reduced turnover intentions, and a willingness to go above and beyond the basic job requirements (Sessa & Bowling, 2021).

**Trait Theory of Leadership**

King Solomon was regarded as an exceptional leader, noting that he was wise and just, both traits that contributed to his success in a leadership role (*King James Bible*, 1769/2020, 1 Kings 3:12). Within the Trait Theory of Leadership, is the personality trait approach to leadership, which is aimed at isolating personality traits that are common to those who hold or have held leadership positions (Northouse, 2012). This trait-based approach is built on the premise that particular personality traits are essential to becoming a leader, and therein if the traits are present in an individual, they would be a suitable candidate for selection when considering the potential for fulfilling a leadership position. This theory suggests that personality traits associated with leadership are not completely crystalline, nor are they fully attributable to genetics. The theory argues that leadership traits are capable of being developed and acquired through experience and education.

The trait-based approach has been helpful in studies on visionary and charismatic leadership styles (Northouse, 2019). It posits that the average individual in a leadership role possesses different traits from the average group member (Stogdill, 1974). Many traits were illuminated in Stogdill's (1974) studies, and each time they conducted a new study, new traits would emerge. This has contributed to the many models and measures of personality and leadership.

## Definition of Terms

The following is a list of definitions of terms that are used in this study.

**Personality –** A culmination of one's "…hopes, dreams, aspirations, values, fears, and theories about how to get along, get ahead, and find meaning" (Hogan, 2017, p. 8; Roberts & Hogan, 2001, p.11). It is comprised of two parts, internally expressed as identity, and externally expressed as reputation. Each individual's personality is derived from one's own heredity and environment (Briggs-Meyers & Myers, 1980).

**Religiosity** – The beliefs and practices associated with divinity (Koenig et al., 2010). It is a multidimensional construct that culminates an individual's beliefs, commitments, and experiences related to religion. Hill and Hood (1999) define religiosity as how we experience "religious phenomena that include some relevance to traditional institutionalized searches to acknowledge and maintain some relationship with the transcendent." This is supported by Dengah (2017), Huber and Huber (2012), and Wilkes et al. (1986).

**Organizational Commitment** – A psychological construct that "describes the relationship between employees and the organization, and it can influence employees' decisions to continue or terminate their membership" (Wei et al., 2021). It is the many ways that loyalty manifests in individuals as they relate to the organization to which they belong (Xia et al., 2022). It is also considered a tripartite construct by concentrating on affective commitment (related to affective attachment to the organization), continuance commitment (related to the perceived costs of separation), and normative commitment (related to the feelings of obligation to remain) (Spagnoli & Caetano, 2012). For the

purposes of this study, the normative commitment was concentrated on as measured by length of service.

**Leadership** – Leadership is "a process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2019). There is much written on leadership, including power associations such as referent, legitimate, coercive, and reward, as well as leadership styles such as authentic, servant, charismatic, transformational, and adaptive (Aly et al., 2019; Dababneh et al., 2022; Newcomer & Connelly, 2020; Northouse, 2019). There have been many definitions of leadership over time, and it is likely that this term will continue to evolve into the future.

## Significance of the Study

This research is significant to the I/O community, executive leaders, and human resources practitioners as it was previously unexplored and stands to improve candidate selection practices. Globally, organizations struggle with leadership selection decisions and ensuring the best candidates are at the helm of their organizations. Identifying personality typologies that have the greatest propensity to leadership roles as well as those that demonstrate the highest levels of organizational commitment may help add new algorithmic insights to the selection process. Similarly, identifying whether religiosity had a statistically significant relationship with leadership and organizational commitment may help with predictive success modeling. This research can also serve as a guide that may narrow the areas of focus for professional leadership development based on the findings. Additionally, the findings provide a new framework for existing employees and hopeful candidates to compare and contrast their individual personality dichotomies against those identified in this research, tailoring the focus of their

professional development to improve the likelihood of their future selection for desired roles. This study also illuminates the significance of having religion in one's life professionally, which may provide valuable insights to secular individuals who are considering conversion. Moreover, the application of this study's findings may be helpful in identifying career and educational choices if utilized in secondary educational settings (Ling et al., 2020). As noted earlier, the Washington Post (2013) found that a mere 27 percent of college graduates work in a role or industry related to their educational studies, furthering the potential benefits of this research.

## Summary

This chapter presents the dependent and independent variables that are the focus of the study. The problem, knowledge gap, and benefits of the study have been identified. The hypothesis and research questions associated with each have been discussed, as well as the theoretical and biblical frameworks. This study's potential contributions to the knowledge of the field have been presented and provide a foundation on which the subsequent chapter is built. The following chapter provides a thorough review of the related literature that is relevant to this study.

# CHAPTER 2: LITERATURE REVIEW

## Overview

In this chapter, the search strategy utilized in the conduct of this study is outlined, including the databases utilized as well as the referenced religious journals. The phrases utilized in the performance of the search are provided. As a result of that search, 90% of the cited works were from peer-reviewed journal articles, and 80% of the sources referenced were published within the last 5 years.

In the review of the literature, each workplace psychological construct was explored, including personality, leadership, organizational commitment, and religiosity. Personality and its origins are explored and the rationale for the use of the scale selected is provided. This is followed by a review of leadership theory and the traits-based approach, as well as many of the consequences and outcomes of leadership in organizations. Organizational commitment is further defined, and its antecedents and consequences are identified. Religiosity, religious orientation, and the biblical foundations of the study are also considered before the transition to Chapter 3.

## Description of Search Strategy

The literature search strategy was conducted by utilizing the following databases: ABI/INFORM, EBSCOhost, Emerald Insight, Google Scholar, JSTOR, Springer Link, ProQuest, PsycArticles, PsycINFO, SAGE Journals, ScienceDirect, and Wiley Online Library. Liberty University provided access to the databases utilized. Religious journals were also consulted, which included, but were not limited to: *The Journal of Religion, The Journal of Religion and Health, The Journal of Pastoral Care, Journal of Pastoral*

*Care and Counseling, Journal for the Scientific Study of Religion, Christian Education Journal,* and *Mental Health, Religion & Culture.*

The keywords and phrases searched included: *leadership, personality of leadership, personality, MBTI, personality traits, personality types, personality selection, hiring personalities, hiring decisions, work personalities, Myers Briggs Type Indicator Leadership, loyalty, loyal personalities, organizational commitment, length of service, religiosity, religious leadership, biblical leadership, biblical selection, developing personality, professional development, personality trait development, crystalline traits, religious loyalty,* and *leadership development.* More than 90% of the cited works are from peer-reviewed journal articles and 80% of the sources referenced were published within the last 5 years.

A word study was conducted while examining the key concepts of selection and development within a biblical context. The words utilized in the conduct of the search were: *selection, leadership, leader, commitment, organizational commitment, service, hiring, training, development, professional development, personality, decision making, traits, leadership characteristics, loyalty, loyalty characteristics,* and *recruitment*. The intentional decision to consistently search within a single version of the Holy Bible was to ensure scriptural integrity, as different approaches to biblical research may cause for confusion. All scripture used in this present research study and within this document comes from the *King James Bible* (King James Bible, 1769/2017). The KJV (1769/2017) was first designed for private study in 1611, has since become a part of America's religious culture, and is now the most celebrated book in the world (Campbell, 2010).

## Review of Literature

**Personality: The Origin**

The study of personality has been considered since the times of ancient civilizations (Roberts & Hogan, 2001). The most famous philosophers of ancient Greece, such as Hippocrates, Plato, and Aristotle, made early attempts to understand human personality (Sproul & Runnette, 2010). Similarly, Chinese philosophers of ancient times like Confucius and Laozi from the Zhou dynasty also pondered human nature and character.

During the 1940s and 1950s, the study of personality experienced a shift toward the emergence of trait theories. Psychologists such as Gordon Allport, Raymond Cattell, and Hans Eysenck developed trait-based models of personality (McAdams, 1997). These models focused on identifying and measuring stable individual differences in behavior and disposition. In the 1960s and 1970s, the humanistic psychology movement, led by figures such as Abraham Maslow and Carl Rogers, emphasized the importance of self-actualization and personal growth in understanding personality (Smith, 1990). During the 1980s, outward-facing, reputation-based measures emerged such as the Five Factor Model (FFM) also known as the Big Five Inventory (BFI) which has roots in the late 1950s however, it was not thoroughly evaluated until the 1980s (McAdams, 1997).

Modern scientific approaches to understanding personality began to emerge in the late 19th and early 20th centuries. In the late 19th century, Sigmund Freud, often referred to as the father of psychoanalysis, developed a comprehensive theory of personality that focused on the role of the unconscious mind and the importance of early childhood experiences in shaping personality (McAdams, 1997). His work laid the foundation for much of modern personality psychology. Early assessments of personality were grounded

in the study of individuals with psychological disorders in an effort to better understand and ultimately treat patients. The emergence of studying personality in those without psychological disorders was much less interesting to practitioners at the time, however, this paved the way for the research that contributed to our understanding of personality as we know it today.

In the early 20th century, other prominent psychologists, such as Carl Jung, Alfred Adler, and Karen Horney, developed their own theories of personality, contributing to the diversity of approaches in the field (McAdams, 1997). This inspired many great works, such as the Minnesota Multiphasic Personality Inventory (MMPI) developed by Stuart Hathaway and Charles McKinley, as well as the Myers-Briggs Type Indicator, developed by Katharine Cook Briggs and her daughter Isabel Briggs Myers (McAdams, 1997). Katherine Cook Briggs researched Carl Jung's work on psychological types and saw the potential for practical application of his theories in helping individuals garner information that would contribute to better self and social awareness. Since, the MBTI assessment has been utilized in counseling, schools, and businesses. The MBTI scale has been through multiple revisions to ensure its accuracy and relevance, improving its validity and reliability.

Personality psychology continues to evolve with ongoing research utilizing advanced statistical methods, neuroscience, and global cross-cultural studies. The dark side of personality is also researched, and common hidden agendas or secret motives by personality type have been studied (Terry & Newham, 2020). It is even utilized in political psychology to evaluate the character of presidents, and the MBTI analysis was utilized to delve into particular insights and qualities of President Bill Clinton (Lyons,

1997). Researchers now explore various aspects of personality, including its biological basis, development across the lifespan, and its influence on various life outcomes, which brings us to this study.

***Why The Myers-Briggs Type Indicator***

The MBTI assessment is one of the most widely utilized measures of personality traits and types in the world (*The Myers-Briggs Company*, 2023). The MBTI assessment is utilized by 88% of Fortune 500 companies in over 100 countries and is translated into 29 languages. MBTI is widely utilized in business and educational settings and is a popular tool among Industrial and Organizational Psychologists who provide leadership coaching (Zarate-Torres & Correa, 2023). Its popularity may be attributed to its ease of use and practical applications, especially concerning emotional intelligence and self-awareness (Pittenger, 2005).

The framework for MBTI is built on individual preferences and offers a developmental approach to understanding personality (McCrae & Costa, 2008). MBTI offers four opposing dichotomies which are utilized in determining how people view the conditions around them and how they form decisions (*The Myers-Briggs Company*, 2023). These include Extroversion versus Introversion, where a preference towards social interactions is compared against time alone. Sensing versus Intuition compares a preference for details over an abstract perspective. Thinking versus Feeling, where a logical process is evaluated against consideration for personal values and how others could be impacted. As well as Judging versus Perceiving, which could be perhaps better represented as Organized versus Spontaneous, where planning and routine are valued or flexibility and keeping options open are. In developing teams, MBTI offers a common

language of personality, which aids in the facilitation of conversations concerning the understanding of ourselves and others (Pittenger, 2005).

**Table 2**

*Common characteristics of the 16 MBTI personality types*

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*Note*. From *The Myers-Briggs company, 2023.*

The MBTI has also demonstrated empirical validity and reliability in several studies (Capraro & Capraro, 2002; Harvey, 1996; *The Myers-Briggs Company,* 2023). Capraro and Capraro (2002), found that the test-retest reliability for MBTI varied in each dichotomous category, but that the scores reflected consistency over time. Their study utilized split-half reliability estimates and found that the population under 20 years of age had lower reliability than those that were greater than 20 years of age (Capraro & Capraro, 2002). While their study references many other studies that also found MBTI to be reliable, the most compelling was the meta-analysis by Harvey (1996) that found split-half estimates by gender revealed reliability scores on the dichotomies of Extroversion and Introversion to be .82 (Male) and .83 (Female), for Sensing and Intuition at .83 (Male) and .85 (Female), for Thinking and Feeling at .82 (Male) and .80 (Female), and for Judging and Perceiving at .87 (Male) and .86 (Female), while a correlation of .7 is considered to be reliable. It is also noted that statistically significant correlations have also been found between MBTI self-rated personality type, behaviors related to the four MBTI dichotomies, and individual's thoughts and feelings on their personality type, reinforcing the validity of the assessment (Capraro & Capraro, 2002; *The Myers-Briggs Company,* 2023; Harvey, 1996).

This statistical significance is important to understanding the potential for utilizing personality type and trait data in predictive modeling. Our ability to forecast which candidates are going to produce the greatest results for an organization based on the established criterion and personality data could help reshape the selection process and forever change the human resources and recruitment industries. At the individual level, this knowledge could also be applied to help provide keen insights into suggested career

paths for young people who are looking for roles in which they will find success (Ling et al., 2020).

It is important to emphasize that the science of personality is subject to much criticism and is considered by some to be pseudoscience (De Vries et al., 2016; Dingfelder, 2013; Michael, 2003; Stein & Swan, 2019). The reliability and validity of scales are important considerations and only those that have demonstrated statistical performance should be utilized in practical or industry applications. While historically personality assessments have been predominately used in counseling and leadership development, other uses should be considered with caution (Aly et al., 2019; Claes et al., 2018; Dababneh et al., 2022; Newcomer & Connelly, 2020; Zárate-Torres & Correa, 2023). However, the use of personality data in the process of selection has become a common practice in recent years in Fortune 500 organizations, utilizing tools such as the Hogan Personality Inventory (Hogan, 2017).

While there are many scales for personality types and traits that are not utilized as a part of this study, future research would benefit from an evaluation that included other commonly accepted, statistically valid, and reliable measures, especially as the field's knowledge of personality expands. For these purposes, other scales to consider would include the Five Factor Model (FFM), commonly known as the Big Five Inventory (BFI), HEXACO, Minnesota Multiphasic Personality Inventory (MMPI), Enneagram, Clifton Strengths, VIA character profiles, projective tests such as Rorschach’s test, DISC, Eysenck Personality Questionnaire, and the Hogan Personality Inventory.

**Leadership**

Leadership is in many ways related to nearly all organizational successes and challenges (Northouse, 2019). In considering the workplace psychological constructs that are most prevalent in study or practice today, leadership is cited as an antecedent, and in many cases also as a moderator, of them all (Sessa & Bowling, 2021). While leadership can be described as a process in which the leader exhibits influence on a group or team to achieve a unified outcome, the realities of leadership are that it requires a multitude of knowledge, skills, abilities, and other characteristics (Northouse, 2019).

There are as many leadership theories as there are leadership styles, each with its own unique considerations and focus. Among the most commonly cited leadership theories are the trait-based theory, skills-based theory, behavioral approach, situational approach, path-goal theory, and the leadership-member exchange theory (Northouse, 2019). This study evaluates personality types and traits' relationship with the propensity for leadership roles, as such, the trait-based theory of leadership applies well to this research.

### *Trait Theory of Leadership*

The Trait Theory of Leadership was one of the first scientific attempts of the 20th century to study leadership (Cohen, et al., 2013; McAdams, 1997; Northouse, 2019). For centuries great leaders have been admired and studied in hopes of gleaning wisdom or insight into whether leaders like Martin Luther King, Indira Gandhi, Abraham Lincoln, and Joan of Arc were born with these qualities inherent within them, or if perhaps they could be developed (McAdams, 1997; Northouse, 2019). Some philosophers have even suggested that great leaders are specific types of people.

Former president of the United States, Barack Obama was considered to be a very charismatic leader, as well as former United States president, Bill Clinton (Lyons, 1997; Northouse, 2019). The traits that were identified in these famous United States presidents included: extroversion, intuitiveness, feeling, perceiving (in the case of Clinton), and judging (for Obama) (Lyons, 1997; *The Myers-Briggs company*, 2023). Charismatic leadership is also associated with several traits including impression management as well as a desire to attain self-actualization and social power (Aly et al., 2019; Dababneh et al., 2022; Lebin et al., 2019; Lee et al., 2021; Marathe & Kakani, 2020; Northouse, 2019; Pestana & Codina, 2019; Rivera-Mata, 2020; Spoelstra et al., 2021). These recent charismatic and successful leaders have created some renewed interest in the trait theory of leadership.

There are many traits that are positively associated with leadership, and for each individual, team, or organization, we will find disparity in which traits are held in the highest regard. Stogdill (1974) evaluated hundreds of studies on leadership and found that leaders differed from other group members on eight traits which included: sociability, intelligence, self-confidence, initiative, alertness, initiative, responsibility, and insight. In 360-degree evaluations (a process designed to provide leaders with feedback from various levels including their immediate supervisor, subordinates, peers, and other sources commonly from outside of the organization), lists of many traits are utilized to describe the subject leader and each is considered on a continuum (Kusy & Wiesner, 2021). The table below reflects the traits identified in several notable studies referenced by Northouse (2019).

**Table 3**

*Traits and Characteristics of Leadership*

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*Note.* From Studies of Leadership Traits & Characteristics (Northouse, 2019, p. 31).

These studies were distilled down to five major traits: Intelligence, Self-confidence, Determination, Integrity, and Sociability (Northouse, 2019). Intelligence is a valuable trait up until approximately one standard deviation above the mean level of intelligence of the group being supervised, at which point the curvilinear relationship results in cognitive intelligence having a negative impact on leadership (Meyer & Rinn, 2021; Northouse, 2019; Spoelstra et al., 2021). Self-confidence, like many other attitudes, is subject to affective contagion, when the leader is confident, the team can be too, though too much, or misplaced confidence can detract from effective leadership (Di Cesare et al., 2021; Moore & Bazerman, 2022). Determination, colloquially expressed as stick–to–itiveness, is the ability to get the job done despite adversity, however, this can include demonstrating dominance, which can be less inspirational (Aly et al., 2019; Fatoki, 2019; Northouse, 2019; Singletary, 2020). Recent unethical behavior of large corporations and the sensationalization of high-profile politician behavior in the United States has punctuated the importance of integrity (Aly et al., 2019; Northouse, 2019).

Many express the term “integrity” as one's ability to do the right thing even if no one is watching, but truly integrity is doing the morally right thing even if no one else will ever find out. Sociability being synonymous with extraversion, appears fairly universally in most personality scales and involves seeking out social opportunities (Ashton & Lee, 2007; John et al., 1991; Northouse, 2019). These five major traits have been evaluated in many studies but were never developed into a unique scale or theory with statistical validity or reliability. Due to this study's utilization of the MBTI assessment, the four related dichotomous categories include extroversion versus introversion, sensing versus intuition, thinking versus feeling, and judging versus perceiving (Myers, 1962). These are the traits considered in the evaluation of which traits result in individuals finding themselves in leadership roles.

While many psychologists refer to trait theories of leadership as “great man” theories, it is important to note that the trait theory of leadership is distinctly different from Nietzsche’s Übermensch (superhuman) theory (Magnus, 1983). Nietzsche’s Übermensch model was designed to identify the traits of an ideal human, what the future human being should be like, and what traits they would exhibit. This study was not designed to identify the ideal human, it was aimed at identifying personality types and traits that have the greatest likelihood of resulting in leadership roles and those that demonstrate the greatest levels of organizational commitment.

### *Outcomes Related to Leadership*

**Performance.** The impact of leadership on performance has been examined and empirically measured in nearly all countries and industries (Danso et al., 2018; Ngoc Khuong et al., 2022). At the most basic level, we can think of performance simply as the

outcomes associated with key measures, or at the individual or leader level, it is how effectively assigned duties are performed (Northouse, 2019). Some measures may need to be reduced, such as labor costs, cost of goods sold, and fixed or variable expenses (Bonner, 2010; Dababneh et al., 2022; Marathe & Kakani, 2020). Other measures may need to be improved upon, such as overall profitability, sales by division, and profit margin (Danso et al., 2018; Ngoc Khuong et al., 2022). Leaders who can improve performance commonly benefit from their efforts, often expressed in their total remuneration as merit-based increases to their salary and in one-time bonuses (Northouse, 2019).

**Workforce.** Leadership has a significant impact on organizational culture, and with engaging leadership, organizations thrive (Halvorsen et al., 2015; Handayani & Kuntarti, 2021; Marathe & Kakani, 2020; McCrae & Costa, 2008). Leadership is directly correlated with behavioral and affective outcomes that can include organizational commitment, feelings of empowerment, self-efficacy, creativity, and employee satisfaction (Aly et al., 2019; Claes et al., 2018; Meyer & Rinn, 2021; Pestana & Codina, 2019). Where leaders create high expectations and have a reputation for success, the Pygmalion effect can be created, where high expectations lead to improved performance and low expectations lead to worsened performance, and with support and encouragement, the Galatea effect can manifest, where individuals' beliefs about their capabilities can lead to improved outcomes (Eden, 1992; Northouse, 2019).

Organizational Citizenship Behaviors (OCBs), or the extra-role, discretionary actions employees take that are not a part of their formal job descriptions are also directly related to leadership (Dababneh et al., 2022). In organizations with healthy workplace

cultures, OCBs are more prevalent. Counterproductive Workplace Behaviors (CWBs), which can include theft, fraud, sabotage, and bullying, are also reduced in an engaged workforce (Colquitt et al., 2013).

Job satisfaction, one of the most studied workplace psychological constructs, relates to the feelings that individuals and teams have related to how they experience their work (Sessa & Bowling, 2021). Leadership is a contextual antecedent to job satisfaction, and can significantly affect how employees experience their work, both positively and negatively. In the last two decades, few workplace psychological constructs have been researched as heavily as employee engagement (Sessa & Bowling, 2021). Employee engagement has been heavily studied and has garnered the attention of industry. Leadership moderates the relationships of the antecedents and outcomes of employee engagement (Sessa & Bowling, 2021).

**Growth.** There exists a demand for continuous growth and improvement in a capitalist society, and leaders are responsible for increasing shareholder value (Danso et al., 2018; Ngoc Khuong et al., 2022). Innovation and creativity lend themselves to meeting and exceeding desired outcomes, but leaders are responsible for creating an environment where risk-taking is encouraged and employees feel safe in expressing new ideas (Marathe & Kakani, 2020; Pestana & Codina, 2019). Most leadership development programs are designed to improve organizational performance and growth (Claes et al., 2018; Marathe & Kakani, 2020; Meyer & Rinn, 2021; Spoelstra et al., 2021; Zarate-Torres & Correa, 2023).

## Organizational Commitment

The construct, organizational commitment, as well as its scales, have struggled to be consistently defined as are many industrial and organizational psychological terms. The American Psychological Association (APA) recognizes organizational commitment as, “an employee’s dedication to an organization and wish to remain part of it” (*APA Dictionary of Psychology*, n.d.). The APA further notes that organizational commitment is commonly comprised of two parts. There is an emotional element, known as affective commitment, as well as a practical element, referred to as continuance commitment. Affective commitment can be associated with the things we want to do, while continuance commitment is related to the things we need to do. Allen & Meyer (1990) would add normative commitment in their Three-Compartment Model (TCM) which relates to the things that we ought to do.

The measures of organizational commitment have changed with time as the concept is reconceptualized by various researchers. One of the most widely used scales of organizational commitment is the Organizational Commitment Questionnaire (OCQ) by Mowday et al. (1979). However, the OCQ lost popularity in the 1990s. This was in part due to confounds, and in part due to the emergence of the TCM developed by Allen & Meyer (1990). The revised TCM scale is a 24-item scale that contains appendices to each of the three types of commitment, which analyzes affective, continuance, or normative commitment, but not overall organizational commitment (Allen & Meyer, 1990). In 2014, the Klein Unidimensional Target (KUT) was developed for target-neutral commitment studies, however, while this simple four-item scale has reflected reliabilities greater than .80, it is not specific to organizational commitment and is still limited by self-reporter bias (Klein et al., 2014; Sessa & Bowling, 2021). Due to the complexities of

the TCM, the low reliability of the OCQ, and the potential for self-reporter bias, this study measured organizational commitment by the average length of service that participants provide to their employers, measured in years.

The antecedents of organizational commitment are many and include elements related to the individual such as their values and personality (Sessa & Bowling, 2021; Wei et al., 2021). Organizational commitment is also affected by elements related to the target such as the target's nature and the perceived closeness to the target. Interpersonal factors such as social influence, both the influence socially to be committed to the target as well as the potential for influence socially from the target, as well as social exchange considerations play their part in organizational commitment. There are also other organizational factors including culture, climate, and human resources policies and practices that can change employee's perceptions of commitment (Basnyat & Clarence Lao, 2020; Klein, 2014; Wei et al., 2021). Lastly, societal factors such as the larger culture related to the country of origin and economic considerations can also heavily influence one's organizational commitment.

The workplace psychological construct, organizational commitment, is significant to industry as it has been correlated to a variety of outcomes including absenteeism, turnover, wellness, performance, and many other workplace psychological constructs (Sessa & Bowling, 2021). The cost of employee turnover is significant. Organizations may spend an additional 33% for labor and associated replacement costs of each position per turnover transaction (Hall, 2019). These costs associated with turnover include the price paid for recruitment, training expenses and onboarding of new hires, and productivity loss while the new employees gain proficiency. What this conveys to Human

Resource Practitioners and Executive Leaders in the industry is that organizational commitment has serious financial implications. With organizational success depending heavily on financial viability, it becomes clear why billions of dollars are spent every year on recruitment and professional development in the United States (IBISWorld, 2023; Westfall, 2024).

**Religiosity**

Religiosity can conjure many meanings depending on where you are in the world and how your particular socio-cultural influences have affected your beliefs. Religiosity can be simply defined as the beliefs, rituals, and practices associated with divinity (Koenig et al., 2015). It is important to note that religiosity is distinctly different from spirituality. While Koenig et al. (2015) recommended that researchers use a traditional definition of spirituality as "deeply religious" (p. 559), which could have caused confusion among terms, there have since been other more applicable ways of considering spirituality. Spirituality is defined by the American Psychological Association as:

> 1. A concern for or sensitivity to things of the spirit or soul, especially as opposed to materialistic concerns. 2. More specifically, a concern for God and a sensitivity to religious experience, which may include the practice of a particular religion but may also exist without such practice. 3. The fact or state of being incorporeal (*APA Dictionary of Psychology*, n.d.).

***Why The DUREL-5***

There are many scales related to religiosity. In Hill & Hood's (1999) Measures of Religiosity, scales are provided for Religious Beliefs and Practices, Religious Attitudes, Religious Orientation, Religious Development, Religious Commitment and Involvement,

Religious Experience, Religious/Moral Values or Personal Characteristics, Multidimensional Scales of Religiousness, Religious Coping and Problem-Solving, Spirituality and Mysticism, God Concept Scales, Religious Fundamentalism, Views of Death/Afterlife, Divine Intervention/Religious Attribution, Forgiveness, Institutional Religion, and Related Constructs. The single most researched psychological construct in the psychology of religion is religious orientation (Hill & Hood, 1999). Religious orientation has many definitions similar to the other psychological constructs discussed in this study. For purposes of this study, religious orientation was defined as "how an individual or community approaches or avoids religion" (Hill & Hood, 1999, p.120). This study is concerned with the relationship between religiosity and leadership as well as the relationship between religiosity and organizational commitment. Further defining religiosity as religious orientation based on the popularity in the psychology of religion, as well as how individuals approach religion, effectively captures the participant's religiosity and allows us a statistical means of comparison against leadership and organizational commitment. Due to the nature of these relationships, a religious orientation would be the most applicable category of religious scale.

Finding the most appropriate religious orientation scale required consideration of multiple religions, that lacked specificity tethered to other constructs, and were current, translated, of reasonable length, and supported by statistical evidence of validity and reliability. This eliminated many scales including the Age Universal Religious Orientation Scale, Christian Religious Internalization Scale, Committed-Consensual Measures, Indiscriminate Pro-religious Scale, Intrinsic Religious Motivation Scale, Quest Scale, Religious Maturity Scale, Religious Orientation Scale, and the Religious Position

Scale (Hill & Hood, 1999). Each scale for religious orientation has unique features to offer, however, the DUREL-5 is a simple five-item scale that manages to effectively capture the subject's organizational religiosity, non-organizational religiosity, as well as their intrinsic religiosity. As a result, this study utilizes a scale related to religious orientation, the Duke Religion Index, commonly referred to as DUREL-5 (Hill & Hood, 1999; Koenig & Büssing, 2010). The DUREL-5 is a five-item scale that is a statistically valid and reliable measure of religiosity (Koenig & Büssing, 2010; Toscanelli et al, 2022).

***Why Religiosity***

In service of the Great Commission, as was commanded by Jesus just before He ascended into heaven, we are tasked with making disciples of all nations (*King James Bible*, 1769/2020, Luke 24:51, Matthew 28:19-20). In order to fulfill the Great Commission, persuasion is implied, as it may take some convincing to help others to embrace Christianity. There are many examples of the need for, or the use of, persuasion in the Holy Bible. Jesus instructed His disciples to scour the land and to compel the people they found to become Christians (*King James Bible*, 1769/2020, Luke 14:23). Paul writes, "Therefore knowing the fear of the Lord, we persuade men", which is intended to inform that salvation from sin is a gift freely given by God to all who place their trust in Christ (*King James Bible*, 1769/2020, 2 Corinthians 5:11). We also see evidence of this in Acts 19:8, "And he went into the synagogue, and spoke boldly for the space of three months, disputing and persuading the things concerning the kingdom of God (*King James Bible*, 1769/2020, Acts 19:8). This study's research illuminates whether religiosity has a statistically significant relationship with leadership and organizational

commitment, which may help serve as strong conversation points when persuading others to embrace Christianity.

## Biblical Foundations of the Study

The evaluation of leadership and loyalty in people has been utilized in personal growth and professional development, as well as a part of the selection process since Noah found grace in the eyes of the Lord (King James Bible, 1769/2020, Genesis 6:8). In Genesis 12 and the call of Abram, the Lord had said, “I will make your name great” and “all people on earth will be blessed through you”, which illuminates the development of Abram and benefits thereof to the people (King James Bible, 1769/2020, Genesis 12:1-3). As noted in the introduction, Jesus has modeled for us the importance of taking great care in the selection of leaders (*King James Bible*, 1769/2020, Luke 6:12, 13; 10:2). In the writing of Luke, “But select from among you, brethren, seven men of good reputation, full of the Spirit and of wisdom, whom we may put in charge of this task” we see a further example of selection and in this case, the criteria established to aid in the selection of these leaders, which includes their faith, reinforcing the consideration for religiosity in this study (*King James Bible*, 1769/2020, 2 Timothy 3:10). The importance of loyalty is taught to us many times in the Holy Bible, as in the conversation between Absalom and Hushai, and most significantly when Jesus spoke to the scribes and Pharisees on the Mount of Olives (*King James Bible*, 1769/2020, 2 Samuel 16:17; Saint John 8:12).

While the Holy Bible does not define personality types, the differences among people are ever present and the knowledge, skills, abilities, and other characteristics (KSAOs) are gifts that can help suit people to lead. The inner qualities of individuals are

punctuated in 1 Samuel 16:7 when the Lord convinced Samuel to consider more than the outward appearance of a person, but that He looks at the heart (King James Bible, 1769/2020, 1 Samuel 16:7). We learn that each of us should use what gifts we have to serve others, which highlights our differences as individuals (King James Bible, 1769/2020, 1 Peter 4:10-11). We learn about various personality traits, such as the Apostle Paul's example of commitment (King James Bible, 1769/2020, 1 Corinthians 15:10). The Holy Bible also informs us of the importance of specific traits such as perseverance, character, and hope (King James Bible, 1769/2020, Romans 5:4). We also understand that we are provided different gifts, as Paul teaches, which suits each of us to different things and makes no one person more important than another (King James Bible, 1769/2020, 1 Corinthians 12:8-10).

**Personality & Christianity**

Each of the elements of the MBTI assessment can be considered from a Christian Worldview. The pairing of the four dichotomies provides different insights and can illuminate important information about the people who appear in the Holy Bible through narrative research. Through this process, we could speculate on which personality types could be associated with each biblical character.

Extroversion is associated with thriving in and finding joy in social settings, fellowship, community-based activities, and congregation. This could manifest through a Christian Worldview as an open outward expression of religious values, connecting with members of the church, or through participation in church activities and initiatives. Introversion relates to fulfillment from personal reflection, time alone with one's

thoughts, and internalization. Through a Christian Worldview, this could be quiet contemplative prayer or sequestration for the study of religious texts.

Sensing speaks to those who value traditions, facts, details, and past precedents in their decision-making. Tangible expressions of faith, such as an overt affinity for the Holy Bible texts, or the rituals and traditions of Christianity would appeal to someone with this trait. Intuition-affiliated individuals see possibilities, patterns, and the big picture. From a Christian lens, this would be someone who enjoys the symbolic aspects of the Holy Bible, as well as someone who seeks to derive deep spiritual meaning and new insight from their reading.

Thinking as it relates to MBTI, is associated with valuing honesty, consistency, and fairness. With a religious viewpoint, this could be someone who enjoys philosophizing about meaning in religious texts or logically reasoning through matters of faith. Feeling by comparison is related to personal values and how others are impacted by events or decisions. From a Christian Worldview, this would be someone compassionate, empathetic, and full of love.

Judging denotes an appreciation for order, structure, and following traditions. In a religious person, this would be someone who finds joy in routine, attending weekly mass, a sense of duty to their role, and may enjoy participation in planning events. Perceiving individuals are spontaneous and enjoy being open to many options. Through a Christian Worldview, this might be attendance at different places of worship, exploring new practices and prayers, and embracing creative approaches to worship.

Understanding these personality differences can help us to answer why two people who read the Holy Bible might take away two entirely different meanings, or why

some portions of the text are particularly inspiring to some but not to others (Francis, 1997).

## Summary

While there are research studies focused on the exploration of personality types and traits, leadership, and organizational commitment, the relationship between personality expressed as MBTI type and leadership or organizational commitment is lacking in academic literature. There is also a dearth of research that investigates the relationship between religiosity and leadership as well as religiosity and organizational commitment within scholarly literature. Researchers have explored personality since the times of ancient civilizations in hopes of gleaning deeper insights into human behavior, motivation, and what makes us different (Roberts & Hogan, 2001; Sproul & Runnette, 2010). While there are many measures of personality, this study utilized the MBTI due to its popularity, especially among Fortune 500 organizations, its validity, and reliability (Capraro & Capraro, 2002; Harvey, 1996; Pittenger, 2005; *The Myers-Briggs Company*, 2023).

Leadership plays a crucial role in organizations, influencing performance, culture, employee engagement, turnover, growth, and all workplace psychological constructs (Danso et al., 2018; Ngoc Khuong et al., 2022; Northouse, 2019; Sessa & Bowling, 2021). In this study, the evaluation of personality types and traits' relationship with the propensity for leadership roles as well as organizational commitment suits the study well to the trait-based theory of leadership. The Trait Theory of Leadership was one of the earliest scientific attempts to study leadership that is still considered today (Cohen, et al.,

2013; McAdams, 1997; Northouse, 2019). Due to this study's utilization of the MBTI assessment, the four trait-related dichotomous categories that were considered include extroversion versus introversion, sensing versus intuition, thinking versus feeling, and judging versus perceiving (Myers, 1962). The illumination of which personality types have the greatest propensity for leadership may help improve recruitment efforts in organizations and provide valuable insights into early education and career selections.

Organizational commitment has been correlated as an antecedent to a variety of organizational outcomes including absenteeism, employee well-being, and turnover (Sessa & Bowling, 2021). Employee's perceptions of commitment can be influenced by culture, climate, and human resources policies and practices (Basnyat & Clarence Lao, 2020; Klein, 2014; Wei et al., 2021). Organizational commitment is associated with an employee's decision to continue or terminate their relationship with an organization (*APA Dictionary of Psychology*, n.d.). Every time an employee chooses to terminate their employment, organizations feel the pains of lost legacy knowledge as well as the downtime associated with the vacancy, which can have serious financial implications (Hall, 2019; IBISWorld, 2023; Westfall, 2024). The cost of employee turnover can result in an additional 33% for labor and associated replacement costs of each position per turnover transaction (Hall, 2019). As a result, this study measures organizational commitment by the number of years an employee has been in the workforce divided by the number of employers.

Religiosity is defined as the beliefs, rituals, and practices associated with divinity (Koenig et al., 2015). Religious orientation is also the most researched psychological construct in the psychology of religion (Hill & Hood, 1999). Religious orientation is

defined as “how an individual or community approaches or avoids religion” (Hill & Hood, 1999, p.120). For purposes of this study, defining religiosity by utilizing religious orientation effectively measures the participant’s level of religiosity and allowed for a statistical means of comparison against leadership and organizational commitment.

# CHAPTER 3: RESEARCH METHOD

## Overview

This research study utilized a quantitative correlational research design. The purpose of this study was to determine whether a statistical relationship exists between MBTI (independent variable) or Religiosity (independent variable) and leadership propensity (dependent variable) or organizational commitment (dependent variable). To complete this study, the following research questions as well as null and alternative hypotheses were utilized to determine if there was a correlation between any of the variables.

## Research Questions and Hypotheses

### Research Questions

RQ1: Which MBTI personality type is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles?

RQ2: What is the relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for?

RQ3: Is religiosity as measured by the continuous scale, DUREL-5, associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles?

RQ4: What is the relationship between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for?

**Hypotheses**

$H_0$1: There is no MBTI personality type that is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_1$1: One or more MBTI personality types will be most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_0$2: There is no relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_1$2: There is a statistically significant relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_0$3: There is no association between religiosity and supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_1$3: Religiosity reflects a statistically significant relationship with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles.

$H_0$4: There is no association between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

$H_1$4: Religiosity reflects a statistically significant relationship with the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for.

## Research Design

A quantitative research design was most appropriate based on the research questions and nature of this study. The statistical data analysis was utilized to examine the relationship between the variables to determine whether a significant statistical relationship existed between MBTI personality type (independent variable) and leadership propensity (dependent variable), between MBTI personality type (independent variable) and organizational commitment (dependent variable), as well as between religiosity (independent variable) and leadership propensity (dependent variable), and lastly between religiosity (independent variable) and organizational commitment (dependent variable). A correlational research design was required to determine if any relationship existed between these variables. In order to accomplish this, a correlational study design method was utilized to explore the possibility of a relationship between the independent variable MBTI type as well as the other independent variable religiosity, using the DUREL-5 scale, and the dependent variables, leadership propensity, and average length of service.

A correlational research design was selected over other research designs due to the primary focus of the study. The study's focus was intended to determine whether an association between the variables existed at a statistically significant level, rather than an attempt to establish causation. A nonexperimental research design proved suitable in the

comparison of the variables to determine if a positive or negative relationship existed among them.

## Participants

The target population for this study was any person who has experienced employment. This could include individuals who have experienced employment of any legal working age, race, gender, ethnicity, marital status, income level, educational background, or sexual orientation, from any country. Whether participants were currently employed was not a limiting factor, even retirees could have contributed valuable information to include in this study.

Participants were recruited from the social media platform, LinkedIn, and would have also come from the Liberty University doctoral commons if the a priori level was not met. All participants were of legal working age and had experienced employment. Participants were from any country of origin, of any gender, race, educational level, economic status, religious affiliation, or industry. Individuals below the age of majority were excluded from the study based on the potential for full-time employment eligibility.

## Study Procedures

The Institutional Review Board (IRB) at Liberty University was consulted in the conduct of this research. Participants were recruited from the social media platform, LinkedIn and would have also come from the Liberty University doctoral commons if the a priori level was not met. Surveys were designed utilizing Google Forms and were distributed electronically via a hyperlink included in the postings on LinkedIn. All eligible voluntary responding participants were provided with an information sheet as an alternative to the informed consent form at the beginning of the survey. The link utilized

in the soliciting social media posts directed participants to the survey. The survey design utilized a combination of the DUREL-5 as well as questions related to participants' employment history, and their MBTI-type (see Appendices A & B). All measures were self-reported. The survey results are stored on a secure server and are password-protected. G-Power was utilized to determine the necessary sample size. SPSS and Microsoft Excel were utilized to analyze the data.

## Instrumentation and Measurement

### Religiosity – DUREL-5

Religiosity (independent variable) was measured utilizing the DUREL-5 scale, a five-item scale where the first two items are on a six-point Likert scale and the remaining three are on a five-point Likert scale (Koenig et al., 2015). The DUREL-5 has demonstrated statistical validity and reliability as a measure of religiosity (Koenig & Büssing, 2010; Toscanelli et al, 2022). The internal consistency across multiple studies reflected a range of Cronbach's alpha from 0.78 to 0.91 and the test-retest reliability was found to be 0.91 (Koenig & Büssing, 2010). Many positive correlations reflect the validity of the scale with correlations between 0.71 to 0.91 (Koenig & Büssing, 2010; Toscanelli et al, 2022).

### Personality - MBTI

MBTI personality type (independent variable) was chosen from one of 16 options based on the four dichotomous categories of introversion (I) v. extroversion (E), sensing (S) v. intuition (N), thinking (T) v. feeling (F), and judging (J) v. perceiving (P) (Myers, 1962). The MBTI has demonstrated empirical validity and reliability in several studies

(Capraro & Capraro, 2002; Harvey, 1996; *The Myers-Briggs Company*, 2023). The split-half estimates by gender revealed reliability scores between 0.80 and 0.89, while a correlation of 0.70 is considered to be reliable (Harvey, 1996).

**Leadership – Experience**

The number of years employed in the workforce and the number of years in supervisory positions were captured on an interval/ratio scale. Microsoft Excel was utilized to extrapolate the number of years in the workforce divided by the number of years in leadership roles, which provided a statistic on a propensity for leadership (dependent variable).

**Organizational Commitment – Length of Service**

Microsoft Excel was utilized to extrapolate the average length of service (dependent variable) by dividing the number of years in the workforce by the number of employers reported. SPSS was utilized to conduct a one-way ANOVA and a chi-square test of goodness-of-fit for each research question.

## Operationalization of Variables

**Personality Type** – this variable is a nominal variable and was measured by the entry of the four-letter MBTI personality type (Myers, 1962).

**Religiosity –** this variable is an interval variable and was measured by the DUREL-5 scale, resulting in a score between five and 27 for each participant (Koenig et al., 2015).

**Leadership** – this variable is a ratio variable and was measured by the self-reported number of years of employment divided by the number of self-reported years in leadership roles.

**Organizational Commitment** - this variable is a ratio variable and was measured by the self-reported number of years of employment divided by the number of self-reported employers.

## Data Analysis

All data collected was self-reported in nature and was collected through Google Forms. Participants responded to the survey by completing the questionnaire contained within the link provided. Following the data collection process, the collected data was exported into SPSS and Microsoft Excel for statistical data analysis and interpretation.

Data was analyzed by utilizing the Chi-square goodness-of-fit statistic to determine if a statistically significant relationship existed between the variables. SPSS computed the Chi-square to measure actual observed results. The Chi-square value needed to exceed the critical value in order to reflect a statistically significant relationship.

## Delimitations, Assumptions, and Limitations

This study was delimited by the exclusion of individuals who have not experienced employment as well as those who are not of legal working age. This is due to

their inability to provide data on the time spent employed, within leadership positions, or a number of employers. There were five assumptions related to this study. First, it was assumed that one or more MBTI personality types would reflect a greater number of years in leadership. Second, it was assumed the same for the length of service. It was also assumed that those with religion in their lives would be more or less likely to be in leadership roles compared to the mean, and the same for the length of service. The final assumption is that the use of online solicitation of participants through the professional network, LinkedIn, would provide a significant volume of individuals that would be willing to participate in the study.

Study limitations may include self-reporter bias which would affect the results based on impression management. Here, participants may be tempted to select choices on their survey that they believe are most appropriate given their socio-cultural perspectives. The surveys were designed to be distributed electronically to the participants which were solicited via social media. This created another limitation for the study by only including participants who utilize social media platforms as well as those who have access to a computer and the internet and possess the technical expertise required to navigate the technology. This study was further limited by the measures of personality. In this research only MBTI was utilized, however, several other measurements of personality are currently utilized by industrial and organizational psychologists across the globe. As new technology develops and big data, wearable technology, and artificial intelligence or machine learning are honed, new and more dynamic measures of personality are likely to emerge. At that time, this study should be recreated utilizing new measures. Personality is

also a delicate subject, and some I/O practitioners refrain from using personality measures considered in human resource practices.

Participants solicited from the social media platform, LinkedIn, limit the search to users of that platform whose news feeds are exposed to the poster's extended network. Utilizing Liberty University's Doctoral Commons as a support to garner additional participants could have also limited the reach of this study and increased the potential for the college sophomore problem which had the potential to impact the study's reliability.

## Summary

This chapter was comprised of the research methodology and design, the alternative and null hypothesis and associated research questions, the sample population, data collection, and data analysis processes. The purpose for this quantitative study utilizing a correlation analysis was provided and the relationship to the research variables was discussed. This research study involved evaluating the possibility of a correlation between two sets of independent variables each with two dependent variables. The research design was intended to illuminate whether a statistically significant relationship exists and was not intended to prove causation. The strength of the association between the variables provides statistical insights into the relevance of the findings and may be helpful in guiding future research related to personality, religiosity, leadership, or organizational commitment.

Within Chapter 4 the data collection process, procedures, results, and finding of the statistical analysis can be found. The chapter contains the descriptive results, details of the study's findings, and a summary of the key findings in the data. This summary of

the previously identified statistical analysis findings then transitions into the discussion found within Chapter 5.

# CHAPTER 4: RESULTS

## Overview

The purpose of this correlational quantitative analysis was to examine the following research questions and hypotheses:

The first research question asked which MBTI personality type is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles. The second research question was: What is the relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for? The third research question asked: Is religiosity as measured by the continuous scale, DUREL-5, associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles? Lastly, the fourth and final research question asks: What is the relationship between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for?

Chapter 4 is comprised of the descriptive results, the study findings, and a summary. The first section reviews the descriptive information, as well as the relevant means to questionnaires. The second section reports on the inferential statistical findings, statistical analysis of each of the research questions, and their respective hypotheses, as well as the graphical representations of the data. The last section of Chapter 4

summarizes the answers to the research questions and transitions the work into the discussion in Chapter 5.

## Descriptive Results

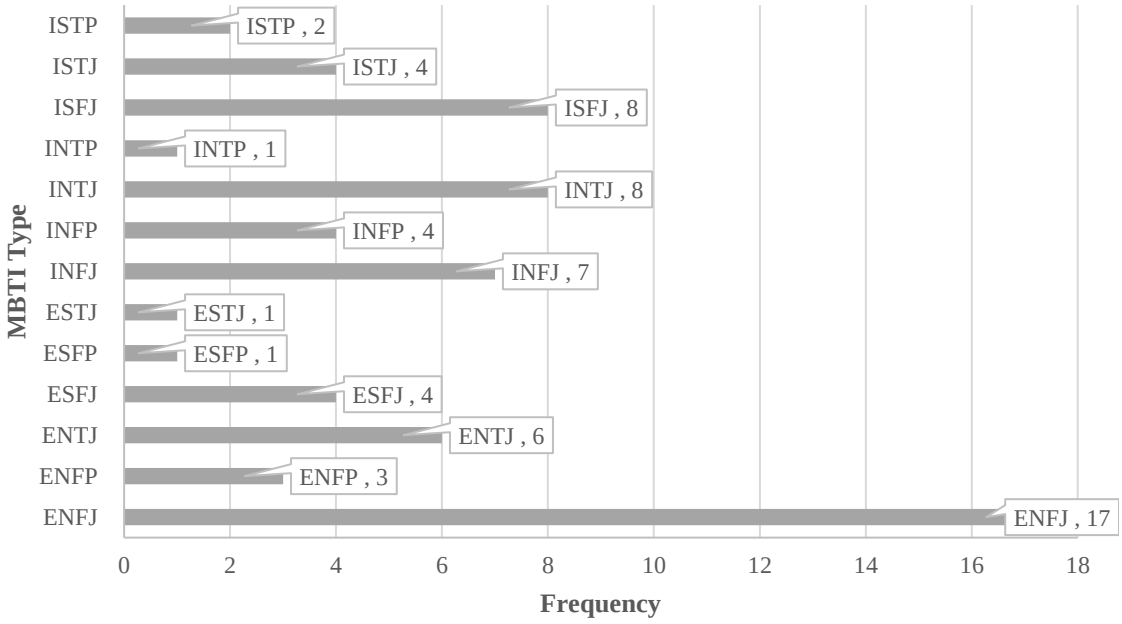
This study utilized a quantitative research design to analyze and interpret the data collected from the survey. The descriptive statistics report the mean, standard deviation, and range of the data sets of interest in this study. In this study, the mean number of years in the workforce was 22.61 years, with a standard deviation of 13.40, and a range between 2 and 50. The mean number of years in leadership roles was 12.42 years, with a standard deviation of 11.21, and a range between 0 and 50. This highly variable result is not surprising considering the pool of eligible participants and their assorted experiences. The mean number of employers was 5.62, with a standard deviation of 3.20, and a range between 1 and 22.

The Myers-Briggs Type Indicator type that appeared the most was ENFJ, reflecting 17 respondent's personality types, and the trait that appeared most was "Judging" with 55 participants indicating this preference. This represented the preference of 83.33% of survey respondents. The meta-analysis conducted by Harvey (1996) found that of a sample of over 100,000 participants, the split-halves estimates reflected values greater than .80 in all cases and comparisons, where a value of .70 or greater is representative of statistical significance, demonstrating reliability. Capraro and Capraro

(2002) found multiple studies that identified the statistical validity of the MBTI scale, noting that factor analysis provided especially strong results.

**Figure 1**

*Distribution of Myers-Briggs Type Indicator Scores*



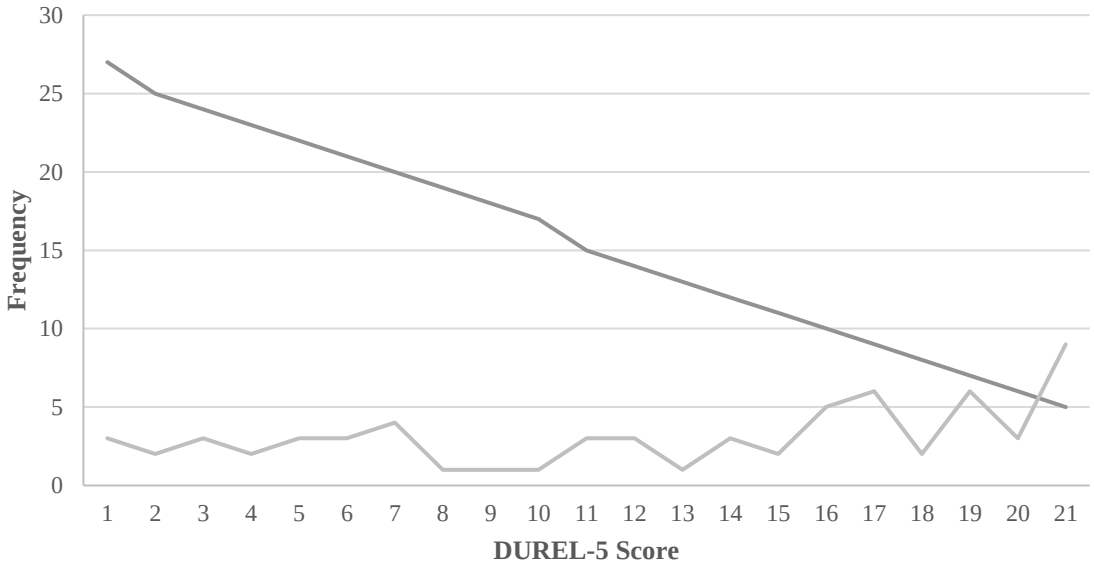

*Note.* MBTI distribution among survey participants where ENFJ appeared the most (N = 17) and INTP, ESTJ, and ESFP the least (N = 1).

The mean score on the DUREL-5 was 13.56 with a standard deviation of 7.05 and a range of between 5 and 27. This measure also showed significant variability with only 34.84% of survey respondents indicating a score greater than 15. The DUREL-5 has demonstrated strong internal consistency with a Cronbach's alpha of 0.78-0.91, as well as a high level of convergent validity when compared against other scales of religiosity (Koenig & Büssing, 2010). The DUREL-5 is comprised of three scales: Intrinsic Religiosity (IR), Organizational Religious Activity (ORA), as well as the Non-organizational Religious Activity (NORA) scale. Koenig & Büssing (2010) found that the

IR scale demonstrated a Cronbach's alpha of 0.75 and a strong correlation to other measures of religiosity, where the ORA and NORA were moderately correlated.

**Figure 2**

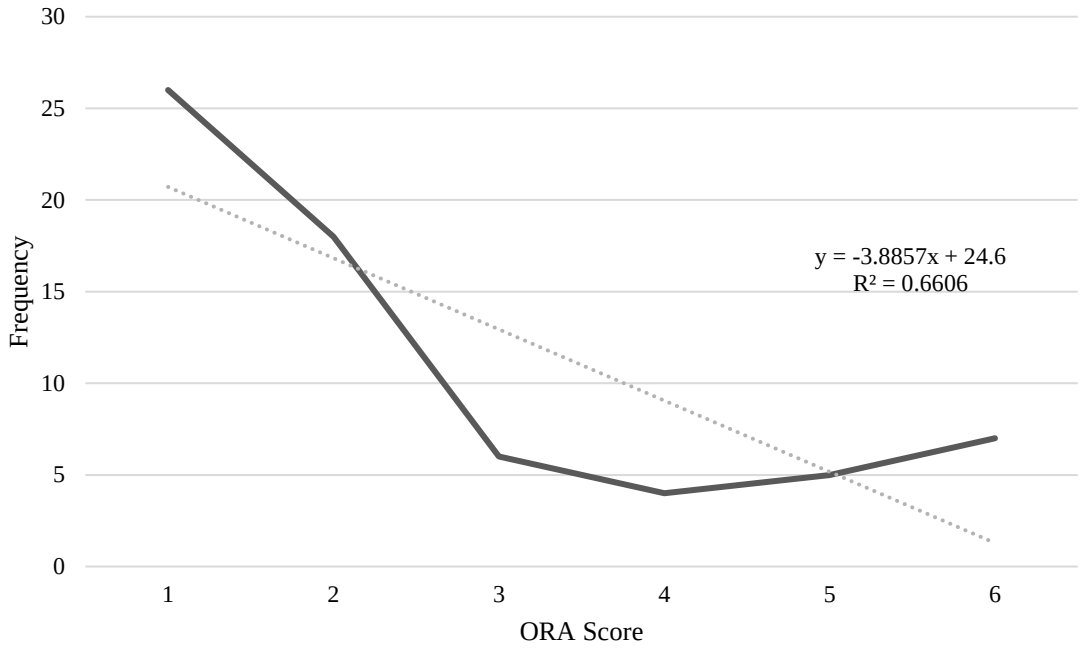
*Distribution of DUREL-5 Scores*




*Note.* DUREL-5 distribution among survey participants with a trendline that reflects a declining number of responses the higher the score.

**Figure 3**

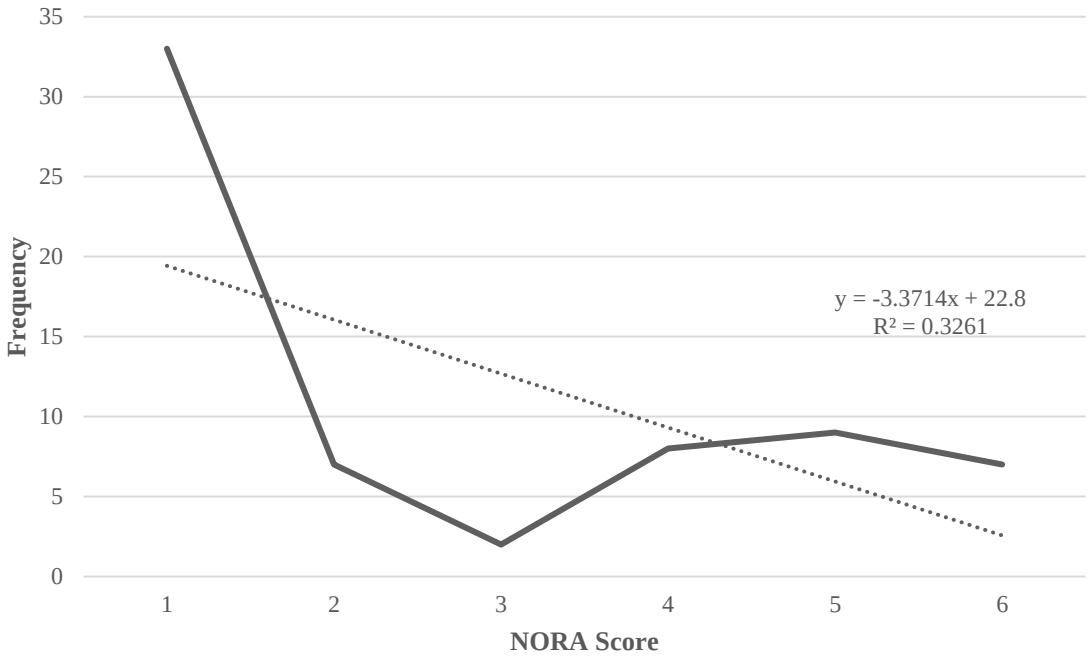
*Distribution of ORA Scores*




*Note.* ORA distribution among survey participants with a trendline that reflects a declining number of responses the higher the score.

**Figure 4**

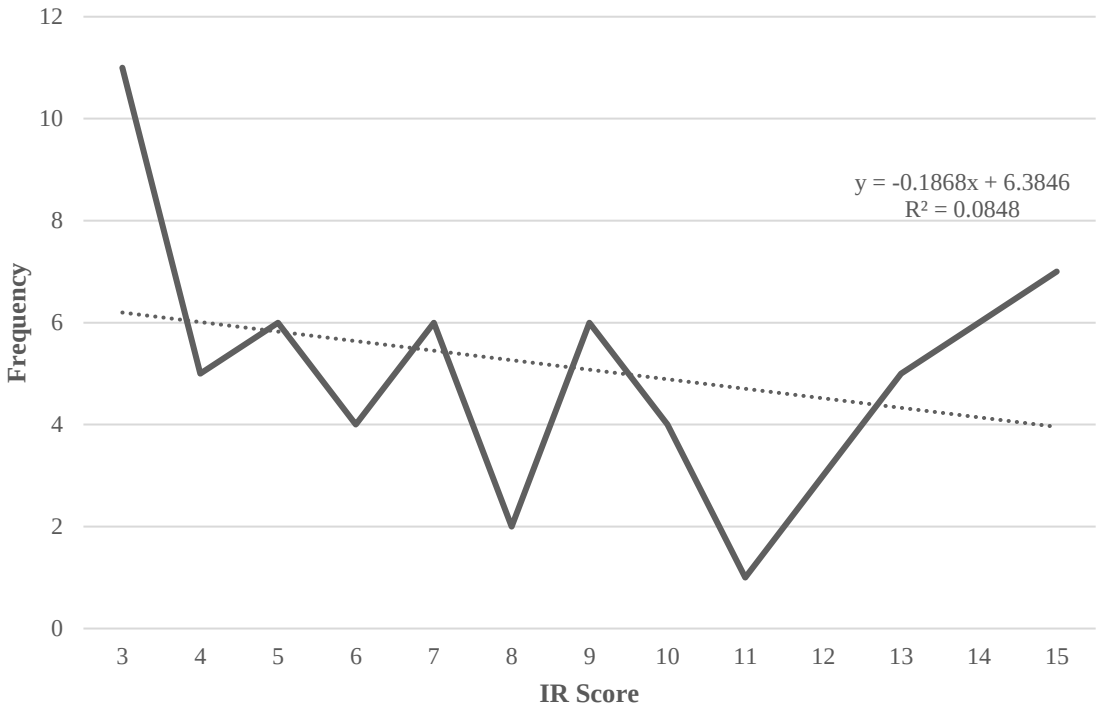
*Distribution of NORA Scores*




*Note.* NORA distribution among survey participants with a trendline that reflects a declining number of responses the higher the score.

**Figure 5**

*Distribution of IR Scores*




*Note.* IR distribution among survey participants with a trendline that reflects a declining number of responses the higher the score.

The online data collection process via Google Forms, was distributed on LinkedIn on March 20th, 2024, and ended on March 28th, 2024. The target population sample size was 64 participants. Participants responded to nine questions that included text or numeric entries as well as Likert scales for the DUREL-5. 77 surveys were collected, including 11 invalid surveys. The remaining survey responses were visually inspected for errors and missing entries, and then the data was exported into Microsoft Excel as well as IBM SPSS Statistics 28 for data exploration and statistical interpretation. When the data collection process concluded, 66 (n = 66) valid surveys with complete responses had been recorded.

The survey data revealed that participants with an ENFJ personality type reflected the greatest percentage of their careers in leadership roles (65%). The mean percentage of

careers in leadership roles by participants was 51%, this is likely inflated by the use of the professional networking site, LinkedIn, to solicit participants. The greatest organizational commitment levels, as represented by length of service in years, were found in the ESFJ participants (5.9 years). The mean length of service for participants was 4.4 years. The participants with the highest DUREL-5 scores were the ENFP participants (25 out of 27). The mean score for the DUREL-5 among participants was 13.56.

**Table 4**

*Mean (M) and Standard Deviation (SD) for the Quantitative Study Variables (N=66)*

| MBTI Code | Leadership Score (% of career in leadership positions) | Avg LOS (in years) | DUREL-5 Score |
|---|---|---|---|
| ENFJ | 65% | 4.8 | 14 |
| ENFP | 61% | 3.9 | 25 |
| ENTJ | 45% | 5.2 | 11.17 |
| ESFJ | 37% | 5.9 | 14.25 |
| ESFP | 30% | 2.5 | 9 |
| ESTJ | 17% | 2 | 7 |
| INFJ | 55% | 3.9 | 13.14 |
| INFP | 39% | 5.1 | 11.5 |
| INTJ | 59% | 4 | 11.25 |
| INTP | 64% | 2.3 | 22 |
| ISFJ | 38% | 4.6 | 15.5 |
| ISTJ | 36% | 4.6 | 5.25 |
| ISTP | 50% | 2 | 23.5 |
| Mean | 51% | 4.4 | 13.56 |

Evaluating the trait-based data reveals those with the judging trait, a trait that is aligned with planning and organization, demonstrated the greatest length in the workforce (23.9 years). Participants with the intuition trait showed the largest number of years in

leadership roles (13.8 years), as well as the greatest percentage of their careers in leadership roles (61.8%). When evaluating the average number of employers, the participants who possessed the perceiving trait reflected the smallest number of employers (4.6 employers), additionally, this group also reflected the lowest average length of service (3.51 years).

**Table 5**

*Trait Data*

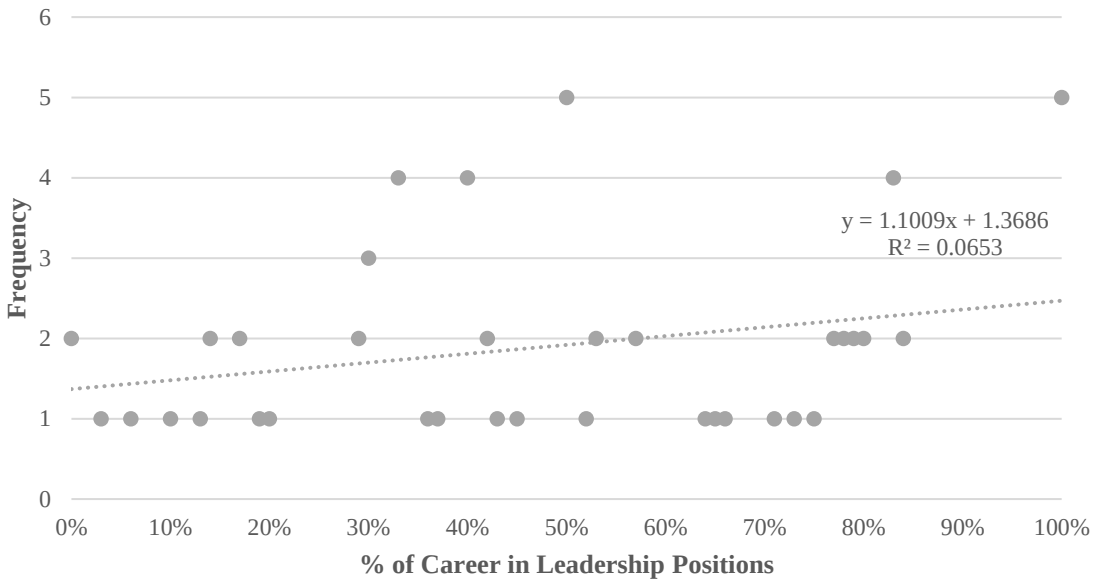
| Trait | Years of Work | Years of Leadership | Avg # of Employers | % in Leadership | ALOS |
|---|---|---|---|---|---|
| Extroversion | 21.6 | 13.2 | 5.5 | 61.0% | 3.94 |
| Introversion | 23.6 | 11.7 | 5.8 | 49.8% | 4.09 |
| iNtuition | 22.3 | 13.8 | 5.6 | 61.8% | 3.97 |
| Sensing | 23.3 | 9.8 | 5.6 | 42.0% | 4.15 |
| Feeling | 22.8 | 13.0 | 5.8 | 57.3% | 3.96 |
| Thinking | 22.3 | 11.2 | 5.4 | 50.2% | 4.15 |
| Judging | 23.9 | 13.3 | 5.8 | 55.8% | 4.10 |
| Perceiving | 16.3 | 7.9 | 4.6 | 48.6% | 3.51 |

The distribution of the percentage of participant careers in leadership roles was reflective of an average greater than half of individual careers, as mentioned earlier, likely reflective of the participants having been solicited from the professional social media networking site, LinkedIn. Unsurprisingly, organizational commitment showed that there are fewer and fewer participants the further one extends out into the average length of service. When applying linear regression analysis, the study found that the trend

indicated that there would likely be fewer scores the greater the value in the average length of service, although this was with a low level of reliability ($R^2 = 0.0523$).

**Figure 6**

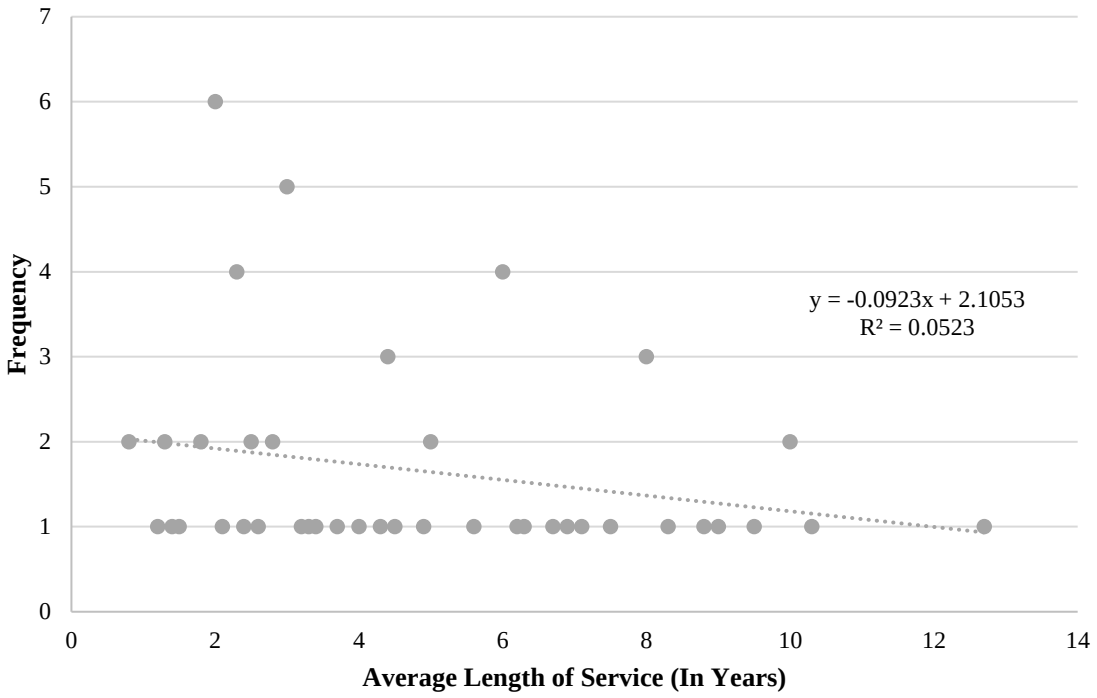
*Distribution of Leadership Scores*




*Note.* Utilizing a professional networking site to solicit participants likely skewed this result towards a greater percentage of leadership.

**Figure 7**

*Distribution of Organizational Commitment Scores – Average LOS*




*Note.* The data reflects a decreasing frequency as the average length of service increases.

## Study Findings

This section is organized by research question and presents the research findings associated with each. This quantitative research design included four questions and their respective null and alternative hypothesis. Each research question posed is presented in relation to the null hypothesis.

### RQ1 Null Hypothesis

The null hypothesis in this study's first research question states that no MBTI personality type is most associated with supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles. Simple linear regression was performed in IBM SPSS Statistics 28 to analyze the data related to this null hypothesis. The participants self-reported their

Myers-Briggs Type Indicator result, as well as their number of years participating in the workforce, and the number of those years that were in leadership positions.

**Table 6**

*Analysis of Variance – Leadership & MBTI*

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 0.002 | 1 | 0.002 | 0.020 | .888[b] |
| | Residual | 5.090 | 64 | 0.080 | | |
| | Total | 5.092 | 65 | | | |

a. Dependent Variable: LEADSCORE
b. Predictors: (Constant), MBTICODE

**Table 7**

*ANOVA Coefficients*

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 0.521 | 0.068 | | 7.645 | 0.000 | 0.385 | 0.657 | | |
| | MBTICODE | -0.001 | 0.009 | -0.018 | -0.141 | 0.888 | -0.020 | 0.017 | 1.000 | 1.000 |

a. Dependent Variable: LEADSCORE

Simple linear regression was utilized to test if the Myers-Briggs Type Indicator result significantly predicted leadership propensity. The overall regression was found not to be statistically significant ($R^2$ = .000, F(1, 64) = 0.020, p < .888). It was found that the MBTI type does not significantly predict leadership propensity. This fails to provide the

supporting evidence necessary to reject the null hypothesis ($H_0 1$) and to accept the alternative hypothesis ($H_1 1$).

**RQ2 Null Hypothesis**

The null hypothesis in this study's first research question states that there is no relationship between MBTI personality and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for. Simple linear regression was performed in IBM SPSS Statistics 28 to analyze the data related to this null hypothesis. The participants self-reported their Myers-Briggs Type Indicator result, as well as their

number of years participating in the workforce, and the number of employers served during those years.

**Table 8**

*Analysis of Variance – Organizational Commitment & MBTI*

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 2 | Regression | 8.792 | 1 | 8.792 | 1.117 | .294[b] |
| | Residual | 503.569 | 64 | 7.868 | | |
| | Total | 512.361 | 65 | | | |

a. Dependent Variable: AVGLOS
b. Predictors: (Constant), MBTICODE

**Table 9**

*ANOVA Coefficients*

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 2 | (Constant) | 5.058 | 0.677 | | 7.468 | 0.000 | 3.705 | 6.412 | | |
| | MBTICODE | -0.096 | 0.091 | -0.131 | -1.057 | 0.294 | -0.277 | 0.085 | 1.000 | 1.000 |

a. Dependent Variable: AVGLOS

Simple linear regression was utilized to test if the Myers-Briggs Type Indicator result significantly predicted organizational commitment as measured by length of service in years. The overall regression was found not to be statistically significant ($R^2$ = .017, $F(1, 64) = 1.117$, $p < .294$). It was found that the MBTI type does not significantly predict organizational commitment as measured by length of service in years. This fails

to provide the supporting evidence necessary to reject the null hypothesis ($H_0 2$) and to accept the alternative hypothesis ($H_1 2$).

**RQ3 Null Hypothesis**

The null hypothesis in this study's first research question states that there is no association between religiosity and supervisory roles as measured by the number of years working professionals have spent in the workforce divided by the number of years in supervisory roles. Simple linear regression was performed in IBM SPSS Statistics 28 to analyze the data related to this null hypothesis. The participants completed the DUREL-5, a five-question scale that measures Intrinsic Religiosity (IR) on a five-point Likert scale, Organizational Religious Activity (ORA) on a six-point Likert scale, and Non-Organizational Religious Activity (NORA) on a six-point Likert scale. Participants also

self-reported their number of years participating in the workforce and the number of those years that were spent in leadership positions.

**Table 10**

*Analysis of Variance – Leadership & DUREL-5*

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 3 | Regression | 0.452 | 1 | 0.452 | 6.236 | .015[b] |
| | Residual | 4.640 | 64 | 0.072 | | |
| | Total | 5.092 | 65 | | | |

a. Dependent Variable: LEADSCORE
b. Predictors: (Constant), DUREL5

**Table 11**

*ANOVA Coefficients*

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 3 | (Constant) | 0.353 | 0.072 | | 4.918 | 0.000 | 0.210 | 0.497 | | |
| | DUREL5 | 0.012 | 0.005 | 0.298 | 2.497 | 0.015 | 0.002 | 0.021 | 1.000 | 1.000 |

a. Dependent Variable: LEADSCORE

Simple linear regression was utilized to test if the DUREL-5 result significantly predicted leadership propensity. The overall regression was found to be statistically significant ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$). It was found that possessing religiosity as measured by the DUREL-5 does significantly predict leadership propensity. This

successfully provides the supporting evidence necessary to reject the null hypothesis ($H_0$3) and to accept the alternative hypothesis ($H_1$3).

**RQ4 Null Hypothesis**

The null hypothesis in this study's first research question states that there is no association between religiosity and the average length of service determined by the number of years working professionals have spent in the workforce divided by the number of employers that they have worked for. Simple linear regression was performed in IBM SPSS Statistics 28 to analyze the data related to this null hypothesis. The participants completed the DUREL-5, a five-question scale that measures Intrinsic Religiosity (IR) on a five-point Likert scale, Organizational Religious Activity (ORA) on a six-point Likert scale, and Non-Organizational Religious Activity (NORA) on a six-

point Likert scale. Participants also self-reported their number of years participating in the workforce and the number of employers served during those years.

**Table 12**

*Analysis of Variance – Organizational Commitment & DUREL-5*

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 4 | Regression | 2.085 | 1 | 2.085 | 0.262 | .611[b] |
| | Residual | 510.276 | 64 | 7.973 | | |
| | Total | 512.361 | 65 | | | |

a. Dependent Variable: AVGLOS
b. Predictors: (Constant), DUREL5

**Table 13**

*ANOVA Coefficients*

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 4 | (Constant) | 4.101 | 0.753 | | 5.443 | 0.000 | 2.596 | 5.606 | | |
| | DUREL5 | 0.025 | 0.049 | 0.064 | 0.511 | 0.611 | -0.073 | 0.124 | 1.000 | 1.000 |

a. Dependent Variable: AVGLOS

Simple linear regression was utilized to test if the DUREL-5 result significantly predicted organizational commitment as measured by length of service in years. The overall regression was found not to be statistically significant ($R^2 = .004$, $F(1, 64) = 0.262$, $p < .611$). It was found that possessing religiosity as measured by the DUREL-5 does not significantly predict organizational commitment as measured by length of

service in years. This fails to provide the supporting evidence necessary to reject the null hypothesis ($H_0 4$) and to accept the alternative hypothesis ($H_1 4$).

## Summary

This quantitative correlational research study was designed to investigate the relationship between personality types and traits as measured by the Myers-Briggs Type Indicator (independent variable) and religiosity as measured by the Duke Religious Index (independent variable) against leadership propensity as measured by years in the workforce divided by the number of years in leadership roles (dependent variable), as well as organizational commitment as measured by length of service (dependent variable).

The descriptive statistics were provided for all operationalized variables, including the mean, range, and key results related to leadership, organizational commitment, religiosity, and personality. In the first research question leadership propensity, determined by taking the self-reported years in the workforce and dividing that by the self-reported number of years in leadership positions, was correlated to personality types and traits associated with the Myers-Briggs Type Indicator. The null hypothesis was supported, and statistical evidence was not found to support the alternative hypothesis. In the second research question, organizational commitment, operationalized as the average length of service in years, was correlated to personality types and traits associated with the Myers-Briggs Type Indicator. The null hypothesis was supported, and statistical evidence was not found to support the alternative hypothesis. In the third research question leadership propensity, again determined by

taking the self-reported years in the workforce and dividing that by the self-reported number of years in leadership positions, was correlated to religiosity as measured by the Duke Religious Index. The findings were statistically significant ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$), and evidence was found to support the alternative hypothesis and to reject the null hypothesis. In the final research question, organizational commitment, again operationalized as the average length of service in years, was correlated to religiosity as measured by the Duke Religious Index. The null hypothesis was supported, and statistical evidence was not found to support the alternative hypothesis.

In chapter 5 interpretation of the findings from the statistical review is discussed further, as well as the implications, limitations, and recommendations for future research.

# CHAPTER 5: DISCUSSION

## Overview

The purpose of this quantitative survey study was to examine the relationship between MBTI personality type (independent variable) as well as religiosity (independent variable) on leadership propensity (dependent variable) and organizational commitment (dependent variable) in working adults. The target population was any adults who had experienced employment. Seventy-seven respondents participated in the study and did not receive compensation for their participation. A quantitative correlational research design was utilized in this study to test the null and alternative hypotheses for statistical relationships between the variables. The survey design included nine questions, one for the entry of the Myers-Briggs Type Indicator result, three numeric entries, two questions on a six-point Likert scale, and three questions on a five-point Likert scale, all of which were self-reported.

There was no current scientific research concerned with the relationships between MBTI personality types and traits, religiosity, leadership, and organizational commitment at the time in which this study was conducted. This study provides new insights into these relationships and adds to the existing literature related to each construct. This chapter includes a discussion of the findings, the implications, limitations, and recommendations for future research.

## Summary of Findings

This study was designed to explore the relationship between personality types and traits with leadership propensity and organizational commitment, as well as the

relationship between religiosity and leadership propensity and organizational commitment. The mean percentage of participants' time of their careers in leadership positions was just over half of the average survey respondent's careers at 51%. The survey data revealed that participants with an ENFJ personality type reflected the greatest percentage of their careers in leadership roles (65%). The average length of service for survey respondents was 4.4 years. The trend reflects a decreasing trendline as the average length of service grows. The greatest organizational commitment levels, as represented by length of service in years, were found in the ESFJ participants (5.9 years). The mean DUREL-5 score was 13.56 of a possible 27, with only 34.84% of survey respondents indicating a score greater than 15. This would suggest that most participants do not identify as especially religious. The participants with the highest DUREL-5 scores were the ENFP participants (25 out of 27).

Evaluation of the trait-based data found the trait that reflected the greatest percentage of a career in leadership was intuition (61.8%), and the lowest was associated with sensing (42.0%). A tie was found in the relationship between traits and organizational commitment as measured by average length of service where the greatest levels were found in the sensing and thinking traits (4.15), with the lowest levels being found in the perceiving trait (3.51).

In the exploration of the first research question, the study found that there was no statistically significant relationship between personality types and traits and leadership propensity ($R^2 = .000$, $F(1, 64) = 0.020$, $p < .888$). The analysis of the collected data affirmed the null hypothesis ($H_0 1$) and rejected the alternative hypothesis ($H_1 1$). The second research question examined the relationship between personality types and traits

and organizational commitment and found no statistically significant evidence to support the alternative hypothesis ($H_1 2$), affirming the null hypothesis ($H_0 2$) ($R^2 = .017$, $F(1, 64) = 1.117$, $p < .294$). In the fourth research question, the relationship between religiosity and organizational commitment was investigated and no statistically significant relationship was found ($R^2 = .004$, $F(1, 64) = 0.262$, $p < .611$), affirming the null hypothesis ($H_0 4$) and causing for rejection of the alternative hypothesis ($H_1 4$).

The statistically significant finding in this study relates to RQ3, where the relationship between religiosity and leadership propensity was found to be statistically significant ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$), supporting the alternative hypothesis ($H_1 3$) and successfully rejecting the null hypothesis ($H_0 3$).

## Discussion of Findings

Leadership is one of the most important contributors to organizational outcomes and Jesus has modeled for us the importance of taking great care in the selection of leaders (Chappel et al., 2019; Dababneh et al., 2022; Fransen et al., 2019; *King James Bible*, 1769/2020, Luke 6:12, 10:2, 13; Meyer & Rinn, 2021; Northouse, 2019; Pestana & Codina, 2020; Zárate-Torres & Correa, 2023). The focus of this study was to examine whether statistically significant relationships exist between personality types and traits as measured by the Myers-Briggs Type Indicator (independent variable) as well as religiosity (independent variable) and leadership propensity (dependent variable) as well as organizational commitment as measured by average length of service (dependent variable). By analyzing the participant data collected, a determination was made for each research question as to whether the null hypothesis would be supported or rejected. Other

insights manifested that were related to the variables despite the absence of a statistically significant relationship.

In the investigation of the first research question, the study employed simple linear regression to test if the Myers-Briggs Type Indicator result would significantly predict leadership propensity. The overall regression was found not to be statistically significant ($R^2 = .000$, $F(1, 64) = 0.020$, $p < .888$). It was found that the MBTI type does not significantly predict leadership propensity. The second research question further investigated personality's role by searching for a relationship with organizational commitment, in hopes of helpful illuminations related to employee loyalty and longevity that could be useful to the selection process. Simple linear regression was again utilized to test if the Myers-Briggs Type Indicator result significantly predicted organizational commitment as measured by length of service in years. The overall regression was found not to be statistically significant ($R^2 = .017$, $F(1, 64) = 1.117$, $p < .294$). It was determined that MBTI type does not significantly predict organizational commitment as measured by length of service in years. Personality is complex and highly criticized in the field of psychology, the findings in this study have contributed new information for researchers to consider in the further exploration of this enigmatic construct.

As the study turned its gaze towards religiosity and its relationship with leadership and loyalty, significant results manifested. The research of the third research question again employed simple linear regression to examine if the DUREL-5 result would significantly predict leadership propensity. The overall regression was found to be statistically significant ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$). It was determined that religiosity as measured by the DUREL-5 does significantly predict leadership propensity.

The fourth research question followed the same pattern where simple linear regression was utilized to test if the DUREL-5 result significantly predicted organizational commitment as measured by length of service in years. The overall regression was found not to be statistically significant ($R^2 = .004$, $F(1, 64) = 0.262$, $p < .611$). This meant that possessing religiosity as measured by the DUREL-5 did not significantly predict organizational commitment. Religious leaders, business executives, and human resources practitioners should all take note of these findings, and religiosity's relationship to leadership should be explored further.

## Implications

While there is tremendous research in the field of leadership, and there are many studies that explore elements of personality through various scales, as well as the relationship between personality and leadership, the areas illuminated in this study were previously unexplored. This study navigated the relationship between personality types and traits as measured by the Myers-Briggs Type Indicator and leadership propensity as determined by the percentage of careers in leadership roles. Personality types and traits were again utilized to explore their relationship to organizational commitment as measured by average length of service. This study then also evaluated religiosity as measured by the DUREL-5, which includes scales for intrinsic religiosity, organizational religious activity, and non-organizational religious activity, and its relationship to leadership propensity. Lastly, the study sought a relationship between religiosity and organizational commitment.

While there was no statistically significant relationship between personality and leadership propensity, the illumination that the highest percentage of careers in leadership was attributed to the ENFJ personality type (65%). This insight is valuable in consideration of the traits to develop as a part of professional leadership development. The Myers-Briggs company (2023) identified common characteristics of the ENFJ personality type, including inspirational leadership, warmth, an empathetic approach, and high levels of social and emotional intelligence. The ENFJ personality type can also be explained as individuals who get their energy from being around people, who are interested in what could be more so than what is, value feelings over logic, and tend to be more organized and less spontaneous. These new insights should inform an approach to leadership development.

The continuation of personality-based research next visited the relationship with organizational commitment. There was no statistically significant relationship found, however, those who possessed the ESFJ personality type were found to have the highest levels of organizational commitment as measured by their average length of service (5.9 years). This insight is valuable to human resource practitioners and the field of industrial and organizational psychology as related to the employee selection process. The Myers-Briggs company (2023) identified common characteristics of the ESFJ personality type to include harmony-seeking, timely, and loyalty, which this study helps to affirm. The ESFJ personality type can also be explained as individuals who get their energy from being around others, that value facts, feelings, and order.

Finding that the MBTI traits that appeared in both the evaluation of the relationship to leadership and organizational commitment as extroversion, feeling, and

judging also have significant implications. Fostering these traits through professional organizational development should yield well for the organizations that take note of these findings.

Exploring the variables, religiosity, and organizational commitment did not reflect statistical significance. The study also found that most participants did not identify as particularly religious (The mean DUREL-5 score being 13.56). Notably, however, was the discovery that religiosity does have a statistically significant relationship to leadership propensity ($R^2 = .089$, $F(1, 64) = 6.236$, $p < .015$). This information should be especially helpful in the pursuit of the Great Commission.

The implications of this study are significant for career planning, secular conversion, business and executive leadership, human resource practitioners, government agencies, and I/O practitioners. Through the discovery of connections between personality type, traits, and characteristics, the influence of religion, leadership propensity, and employee longevity, this research stands to enhance and reframe how candidates are selected, especially those being considered for leadership.

These findings can improve career exploration knowledge and enhance recommendations for people of all ages. The insights found within this research may affect how we educate the next generation of leaders, and the academic and professional community, impacting the lives and futures of the workforce.

## Limitations

There were a few limitations identified in this study. This study's limitations include self-reporter bias which has the potential to affect the results based on impression

management. This is where participants may be tempted to select choices on their survey that they believe are most appropriate given their socio-cultural perspectives instead of their truest response.

The survey was distributed electronically to the participants which were solicited via the social media platform, LinkedIn. This created the next limitations for the study by only including participants who utilize LinkedIn, as well as those who have access to technology, and the internet, and possess the technical expertise required to navigate the technology. There is also the potential for a bias related to the population reached within LinkedIn. The author's LinkedIn network was comprised of historical coworkers, business acquaintances, clients, and other professional relationships. The author is also an ENFJ, which could have a “birds of a feather” effect regarding the participants solicited, explaining the increased presence of ENFJ participants in the study.

This study was also limited by the measures of personality. In this research the Myers-Briggs Type Indicator personality types and traits were utilized, however, several other measurements of personality are currently utilized by industrial and organizational psychologists worldwide.

This study was further limited by the relatively modest sample size of 77 adult individuals who have experienced employment. This limitation impacts the transferability of the research for future studies due to its limited survey population. It is possible that entirely different results may manifest from a larger data set.

Lastly, this study did not make any demographic-based distinctions. The absence of demographic data protects the anonymity of participants but limits the insights that

could have been realized from this study. Collecting data from participants on gender, age, country of origin, level of education, etc. may have illuminated valuable insights.

## Recommendations for Future Research

There are four recommendations for future research as a result of this study's findings. The first recommendation is that this study should be recreated with the Five Factor Model (FFM) also known as the Big Five Inventory (BFI), as well as other scales or measures of personality such as HEXACO. As new technology develops, including big data, wearable technology, and artificial intelligence or machine learning, new and more dynamic scales of personality are likely to emerge, these should be included in future research as well.

This study could also be reimagined with the same constructs and a different perspective. The study may provide new insights if religiosity was explored as a moderating effect between personality types and traits on leadership or organizational commitment.

Recreating this study with a larger sample size, more reflective of particular populations, as well as the inclusion of demographic information would be helpful for globalization practices and identifying changes in preference dependent on the culture or country. There may also be valuable research insights if the Hofstede Dimensions of Culture were incorporated, possibly for a mediating or moderating effect.

Lastly, this study could be recreated with a substitution of social and/or emotional intelligence for either of the independent variables or added as a third independent

variable. Whether or not social or emotional intelligence mediates or moderates any of the effects may also add valuable insights.

## Summary

This study has provided new and valuable insights into the research surrounding leadership, organizational commitment, personality, and religiosity. No previous research has explored the relationship between these constructs in the way that this study has. The traits of extroversion, feeling, and judgment are demonstrated to result in the greatest levels of organizational commitment as well as leadership propensity. Most significant is the study's illumination that religiosity was found to have a statistically significant relationship with leadership propensity.

The findings in this research provide new insights that can be utilized in a new approach to leadership development. Fostering the traits identified in this study through professional organizational development should provide benefit to the organizations that take note of these findings. Additionally, the relationship between religiosity and leadership propensity is an important talking point in secular conversion discussions related to the fulfillment of the Great Commission so that we might help others embrace Christianity.

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APPENDIX A: Duke University Religion Index (DUREL-5)

## DUKE RELIGION INDEX

'Please circle the number in front of the answer that most accurately describes your usual behavior or belief (circle only one answer for each question).'

**(1)** How often do you attend church or other religious meetings?
1. More than once/week
2. Once a week
3. A few times a month
4. A few times a year
5. Once a year or less
6. Never

**(2)** How often do you spend time in private religious activities, such as prayer, meditation or Bible study?
1. More than once a day
2. Daily
3. Two or more times/week
4. Once a week
5. A few times a month
6. Rarely or never

'The following section contains 3 statements about religious belief or experience. Please mark the extent to which each statement is true or not true for you.'

**(3)** In my life, I experience the presence of the Divine (i.e., God).
1. Definitely true of me
2. Tends to be true
3. Unsure
4. Tends *not* to be true
5. Definitely *not* true

**(4)** My religious beliefs are what really lie behind my whole approach to life.
1. Definitely true of me
2. Tends to be true
3. Unsure
4. Tends *not* to be true
5. Definitely *not* true

**(5)** I try hard to carry my religion over into all other dealings in life.
1. Definitely true of me
2. Tends to be true
3. Unsure
4. Tends *not* to be true
5. Definitely *not* true

*Scoring*: Reverse score all items; score range for ORA (1) is 1–6, NORA (2) is 1–6, and IR (3–5) is 3–15; total score range 5–27 (but researchers should analyze each dimension separately).

*Note:* Permission is not required, but notification of the author is encouraged (contact Harold Koenig at the following email address: Harold.Koenig@duke.edu).

# APPENDIX B: Survey Design

**Disclosure:** I am asking you to complete this survey as part of the requirements for my dissertation in a graduate-level psychology program. Your answers will remain completely anonymous. No personal information about you will be linked to this survey. Please do not put your name or any other identifying information on the survey. The results of this survey will be used for educational purposes and will be published or released to the public. You must be 18 years old or older in order to complete this survey.

**Directions:** Please enter or select the option that best reflects your answer for each question.

1) Enter your four or five-letter MBTI Type (If unknown please leave the survey and return when you have completed the MBTI assessment):

2) How many years have you been in the workforce? (number entry)

3) How many years have you been in leadership positions? (number entry)

4) How many employers have you worked for? (number entry)

5) How often do you attend church or other religious meetings?
   1. More than once/week
   2. Once a week
   3. A few times a month
   4. A few times a year
   5. Once a year or less
   6. Never

6) How often do you spend time in private religious activities, such as prayer, meditation or Bible study?
   1. More than once a day
   2. Daily
   3. Two or more times/week
   4. Once a week
   5. A few times a month
   6. Rarely or never

**The following section contains 3 statements about religious belief or experience. Please mark the extent to which each statement is true or not true for you.**

7) In my life, I experience the presence of the Divine (i.e., God).
   1. Definitely true of me
   2. Tends to be true
   3. Unsure
   4. Tends not to be true
   5. Definitely not true

8) My religious beliefs are what really lie behind my whole approach to life.
   1. Definitely true of me
   2. Tends to be true
   3. Unsure
   4. Tends not to be true
   5. Definitely not true

9) I try hard to carry my religion over into all other dealings in life.
   1. Definitely true of me
   2. Tends to be true
   3. Unsure
   4. Tends not to be true
   5. Definitely not true

APPENDIX C: Recruitment Posting

## Recruitment: Social Media

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ATTENTION LinkedIn Network: I am conducting research as part of the requirements for a Ph.D. in Industrial & Organizational Psychology at Liberty University. The purpose of my research is to identify personality types and traits associated with leadership and organizational commitment, as well as the role religiosity plays. To participate, you must be 18 years of age or older and have experienced employment. Participants will be asked to complete a nine-question survey, which should take about four minutes to complete. If you would like to participate and meet the study criteria, please [click here]. A consent document is provided as the first page of the survey.

Thank you so much for your support!

# APPENDIX D: Information Sheet

**Information Sheet**

**Title of the Project:** Predicting Loyalty & Leadership: Personalities Prone to Leadership, Length of Service, & How Religiosity Plays a Part

**Principal Investigator:** Michael J. Camire, MBA, Doctoral Candidate, Psychology Department, Liberty University

**Invitation to be Part of a Research Study**
You are invited to participate in a research study. To participate, you must be 18 years of age or older and have experienced employment. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

**What is the study about and why is it being done?**
The purpose of the study is to identify personality types and traits that are most associated with leadership roles and length of service, as well as whether or not having religion in one's life impacts the likelihood of being a leader or impacts the average length of service.

**What will happen if you take part in this study?**
If you agree to be in this study, I will ask you to do the following:

1. Complete the online survey, this will take approximately five minutes to complete.

**How could you or others benefit from this study?**
Participants should not expect to receive a direct benefit from taking part in this study. Benefits to society include identifying personality typologies that have the greatest propensity to leadership roles as well as those that demonstrate the highest levels of organizational commitment can help add new algorithmic insights to the selection process. Similarly, identifying whether religiosity has a statistically significant relationship with leadership and organizational commitment will help with predictive success modeling. Additionally, the findings will provide a new framework for existing employees and hopeful candidates to compare and contrast their personality dichotomies against those identified in this research, tailoring the focus of their professional development to improve the likelihood of their future selection for desired roles. This study also illuminates the significance of having religion in one's life professionally, which could provide valuable insights to secular individuals who are considering conversion. Moreover, the application of this study's findings could help identify career and educational choices if utilized in secondary educational settings.

**What risks might you experience from being in this study?**
The expected risks from participating in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

**How will personal information be protected?**
The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.
Participant responses to the online survey will be anonymous. Data will be stored on a password-locked computer. After three years, all electronic records will be deleted.

**Is study participation voluntary?**
Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships. Before submitting the survey, please ensure that you have not included any personal identifying information by mistake.

**What should you do if you decide to withdraw from the study?**
If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

**Whom do you contact if you have questions or concerns about the study?**
The researcher conducting this study is Michael J. Camire, a Ph.D. candidate. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at [redacted]. You may also contact the researcher's faculty sponsor, Brittany Littrell, at [redacted].

**Whom do you contact if you have questions about your rights as a research participant?**
If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is irb@liberty.edu.

*Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.*