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Abstract

Background

Leadership in health professions education is a critical factor influencing the quality of teaching, faculty development, curriculum implementation, and ultimately, student outcomes. As academic and clinical environments become increasingly complex, the need for effective and adaptive leadership among health professions educators has become more apparent. These educators not only deliver knowledge but also serve as role models, mentors, and change agents within their institutions.

Leadership Styles and Personality Traits of Health Professions Educators:
A Scoping Review

Objective

The objective of this study was to explore the existing literature to examine the leadership styles and personality traits of health professions educators.

Materials and Methods:

The method of the review was grounded in the Arksey and O'Malley framework for scoping review. Literature was searched using Pub Med, Google Scholar and Pakmedinet, with Boolean command leadership styles and the personality trait. First and second level screening was performed. The full text articles were evaluated for quality using QualSyst. Article below 50 coefficients were excluded. PRISMA framework was used to represent the identified and selected full text articles.

Results

Search from the PubMed and Pakmedinet produced the eight articles. Additional search from the Google Scholar produced 12 articles based on predetermined criteria. Nine full text articles were evaluated on the QualSyst checklist and four articles were excluded for having quality score less than 50. Most of the individuality traits were correlated to the upper efficiency under initiating leadership style. Only the candidness would improve effectiveness of leader under the soaring initiating structure and low down consideration leadership style. A disappointing environment is lessening the incidence with which the trainee speaks up while he or she witnesses a surgical error. Personality is only weakly related to leadership.

Conclusion

The study found no significant relationship between leadership style and personality of health professions educators. There was great variability among the available literature. There is dire need for more research to examine the relationship of leadership style and personality traits.

Keywords: Leadership, personality traits, scoping, health professions educator.

INTRODUCTION

Health professions education is increasingly expanding since the then Pakistan Medical and Dental Council (PMDC) and now turned into Pakistan Medical Commission(PMC) made it compulsory for medical professionals in academia so as to improve the quality of medical education in the country resulting in medical education to gain boom and attention for many to pursue it as a career[1]. Medical education is also considered part and parcel of faculty members in almost every field of teaching including medicine, dentistry, physiotherapy and other allied health professions. Role of faculty is critical in education to impart the knowledge, skills and attitude to their students using pedagogical tools[2]. Furthermore, the leadership style and personality of faculty also effect the educational process [3]. Therefore, exploring the leadership style and personality trait is imperative and also emerging in medical education. According to Gardner's theory, leadership is a process which influences people or followers to strive for the goal attainment[4]. Gardner emphasized progress and the evolution of leadership from different situations.[5]. The synthesis of this explanation points that leadership does not targets to manipulate few people but rather a larger group in the form of team [6].

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The crucial features of an effective organizer vary really though many have the similar opinion that it is not hard to spot a person in charge in the group by the traits of their performance and approach. The approach which mainly focus operation of information on directorial structures to efficiently direct the employee or trainee and subordinate to maintain high principles, morals and enhanced productivity and competence [7]. Many of the scholars have reached to the concord that leaders are in actuality transactional and/or transformational. The transactional-transformational mock-up of leadership has uncovered widespread application with unreliable context and background[8]. Transformational leader is more effective by pleasing the need of cluster rather than providing with rewards[9]. The conditional rewards are considered to be more effectual than deductive administration, which however is more useful than laissez-faire leadership[10]. The perspectives of association hierarchy bring to light the transformational leadership more effectively at all the levels of management[11]. The effective best do not trust one particular style of leadership. They move and regulate between styles as demand of the situation[12]. The transformational leaders predispose to strive for bring about optimistic changes not only in the organization but people as well[13]. These cream of the crop receive admiration and esteem by virtue of their consistent principles reflected in their practice as well.[14] A particular lay down of personality traits narrate with leader's ability for effectively improving the performance of team[15]. The researcher who is paying attention to personality traits strongly believe that certain personality distinctiveness can foretell the motivational drive which leads to the goal achievement[16]. Personality characteristics based on FFM model significantly forecast the job performance [17].

A burst through study on leadership accentuate the headship as a phenomenon which is experiential usually however it is least tacit [18]. May be, there is dire need of accord for defining the uniqueness of a truly efficient leader.

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METHODOLOGY

The review was actually grounded in Arksey and O'Malley skeleton for the scoping review [19]. The review was built on five stages i) identifying research question, ii) identifying the relevant studies, iii) study assortment, iv) charting the statistics, and v) collating, shortening, and coverage of the results. This scoping analysis was steered by questions like what are the leadership styles and personality persona of masters in the health professions practitioners. For the purpose of learning, a scoping appraisal is defined as the type of research synthesis that aim to 'map the text on a particular theme or research region and provide an chance to identify key concept; gap in the research and the types or sources of evidence to inform its stakeholders [20].

Literature was explored from various sources like PubMed, Pak medinet, and the Google scholar with the Boolean command leadership styles as well as the personality traits.

All citations were imported to the web-based bibliographic executive Mendeley and duplicate credentials were removed by hand with further duplicates removed if found later in the process. [21]. These studies were additionally analyzed using qualsyst framework criteria and included with coefficient > 0.50, the full text papers were scored on the Likert scale (Yes = 2, No = 1, Partial = 0, N/A = not applicable) to fourteen items.

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RESULTS

Table 1: Quality assessment score of full text articles

Sr.	Criteria	Full Text Articles								
		01	02	03	04	05	06	07	08	09
1	"Questions / objectives sufficiently described?"	2	2	2	1	2	1	2	1	2
2	"Study design was apparent and appropriate?"	2	2	1	0	2	2	2	2	2
3	"Method of subject group selection or source of information variables properly describe and appropriate?"	2	2	2	1	N/A	N/A	2	NA	2
4	"Subject characteristics sufficiently described?"	2	2	2	1	N/A	N/A	2	NA	2
5	"If intervention and indiscriminate allocation was possible, was it described?"	N/A	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6	"If intervention and blinding of investigator was possible, was it reported?"	N/A	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7	"Outcomes and exposure measures well defined and forceful to	N/A	2	N/A	N/A	N/A	N/A	1	N/A	1

	measurements / misclassification bias?"									
8	"Means of appraisal reported?"	2	2	2	1	N/A	N/A	2	N/A	2
9	"Sample size suitable?"	1	1	1	1	N/A	N/A	2	N/A	2
10	"Analytic method described, defensible and appropriate?"	2	2	2	1	N/A	N/A	2	N/A	2
11	"Some approximation of variance reported for the chief results?"	2	2	1	1	N/A	N/A	2	N/A	2
12	"Controlled for the confounding?"	2	2	2	1	N/A	0	1	0	1
13	"Result reported in enough detail?"	2	2	2	2	2	2	2	2	2
14	"Conclusion was supported by the result?"	2	2	2	1	2	2	2	2	2
Total Score		**21**	**27**	**19**	**11**	**8**	**7**	**22**	**7**	**22**
Co efficient		.75	.96	.64	.39	.29	.25	.79	.25	.79

PRISMA

The PRISMA was worn to check the studies for the suitability elect built-in for critical appraisal. This structure provide the prearranged way of penetrating, selecting and to organize the appropriate study for inclusive evaluation process [22].
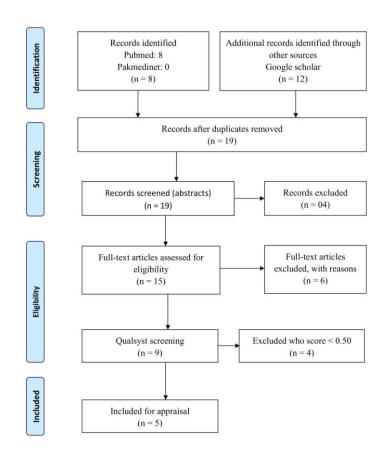
Table 2: Characteristics of the studies incorporated in the review

After the qualsyst analysis following five papers were selected for final appraisal of literature.

Author	Aim	Design	Population	Sample	Framework Instrument	Conclusion
Yeh, et al.[23]	"To observe how personality and leadership manipulate efficiency in the nursing services environment.	Matched pairs sample design	Head nurses & RNs	135 1353	Big Five Inventory Personality Tests Leadership Behavior Description Questionnaires	Most personality persona were related to higher competence under the initiating leadership style. Only directness would improve leaders' competence under a high initiating structure and a low deliberation leadership style

Barzello, et al.[24]	The main aim was to determine if a surgeon's behavior can support or discourage trainees from talking when they see a surgical error.	RCT	Medical students & the surgeon	55 27/28	cognitive & personality styles related to the decision-making strategy	Discouraging situation decrease the incidence with which trainees talk up when witnessing a surgical error. The senior surgeon plays a vital role in improving the intra operative communication flanked by juniors and senior clinicians and can augment patient safety.
Cuadrado, et al.[25]	relation between the leadership style and gender	Experimental	Students psychology	136	Narrative	Organization should take into version the contribution and the worth of feminine style, instead of overcrowding women's access to conventionally masculinized settings

de Vries, 2012 [26]	In th study, I look at the relations flanked by leader personality & leadership styles by correcting intended for un modeled common cause	Survey	Leader Sub-ordinate	81 168	HEXACO – PI - R	Personality is weakly associated with leadership.
Rushton, 2007 [27]	Personality profile of the educators	Survey	Educator	58	Myers - Briggs	The result of study suggests ENFP types are likely to be selected to participate in exceedingly effective leadership groups"

DISCUSSION

Instructive headship impacts the lives of numerous learners, understudies, mentees, supervisees within the instructive set ups. In this manner, the part of pioneer to advance built up learning benchmarks is of foundation significance.

It's suggestion among other healthcare experts for administration fashion and duty has ended up terribly critical. Authority ought to be assessed in energetic environment with respects to group execution. The connect of viable administration fashion to oversee the circumstances is well set up for deciding the adequacy in any organizational culture. Among the diverse styles of administration; "transactional and transformational" style is found steady within the writing. These pioneers utilize the rewards and benefits as a motivational figure among the group or individuals for accomplishing a objective. The transformational pioneers continuously center on demeanors, behaviors and intelligent of the bunch and change them keeping a particular reason on intellect tomeet the order of situation or the circumstances [34]. These factors best predicted the sensitivity to emotional firmness and agreeableness understanding as weakest predictor [35]. More recent studies have found out positive relationship of job performance with the personality traits. The team performance was also better among those where the leader possessed more positive personality traits [36].

CONCLUSION

The correlation of leadership style and personality traits among health professions scholar is not well established. Firstly, few studies were found on the subject matter. There was great variability among the studies included in the review. Five factor model can be used to evaluate the personality traits. Lack of empirical evidence on the nature of relationship between leadership style and personality open the window for future research.

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