

THE RELATIONSHIP OF GOLDBERG'S BIG FIVE PERSONALITY TRAIT
MEASURES OF MID-LEVEL LEADERS AT MIDWEST STATE-SUPPORTED
COLLEGES AND UNIVERSITIES TO THE CAMERON AND QUINN COMPETING
VALUES MODEL

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ABSTRACT

This dissertation expands previous work of Giberson, Resick, Dickson, Mitchelson, Randall, and Clark (2009), Zhang, Tsui, Song, and Jia (2008), and Tsui, Zhang, Wang, Xin, and Wu (2006) by examining higher education organizational culture and leadership. There is a paucity of research in examining the relationships between university mid-level leader (Deans) personality traits and cultural values. The study focus was designed to address this lack of research by examining university cultural values and evaluating linkages with mid-level leaders' traits. Linkages between leadership traits and cultural values were examined through utilization of the following frameworks: the competing values model by Cameron, Quinn, DeGraff, and Thakor (2006) and the *Big Five* by Goldberg (1992). Specific hypotheses were developed and tested regarding relationships between mid-level leader personality traits and cultural values shared among organization members.