

**THE INFLUENCES OF  
TRANSFORMATIONAL LEADERSHIP  
AND BIG FIVE PERSONALITY TRAITS  
TOWARDS INDIVIDUAL'S JOB  
PERFORMANCE**

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**By**

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# **Pengaruh Sifat Kepimpinan Transformasi dan Sifat Personaliti ‘Big - Five’ Terhadap Tahap Prestasi Kerja**

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## **Abstrak**

Kajian ini dijalankan adalah untuk melihat pengaruh diantara Kepimpinan Transformasi dan Sifat Personaliti yang kemungkinan mempengaruhi tahap prestasi kerja seseorang individual. Data yang telah kumpulkan bagi melengkapi kajian ini adalah diperolehi daripada 121 orang responden yang terdiri daripada kumpulan ketua bahagian, supervisor dan operator pengeluaran dari tiga syarikat pengeluar yang berlainan. Tujuan kajian ini dijalankan adalah untuk melihat dan menilai samada faktor Kepimpinan Transformasi ini atau Sifat Personaliti yang akan mempengaruhi tahap prestasi seseorang individual di dalam organisasi. Keputusan menunjukkan secara positifnya, faktor kepimpinan transformasi telah mempengaruhi tahap prestasi individual. Begitu juga dengan sifat personaliti dari dimensi sifat kehematan (conscientiousness) telah menunjukkan secara signifikannya mempengaruhi tahap prestasi seseorang individual. Walaubagaimanapun, sifat personaliti dari dimensi sifat persetujuan (agreeableness) tidak member keputusan yang signifikan terhadap tahap prestasi kerja seseorang individual di dalam organisasi.

*Kata Kunci : Kepimpinan Tranformasi, Sifat Personaliti, Tahap Prestasi Kerja Individual*

# **The Influences of Transformational Leadership and Big Five Personality Traits towards Individual's Job Performance**

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## **Abstract**

*This research intends to study the influences of transformational leadership and personality traits towards the individual job performance. Data have been collected from 121 respondents of three different manufacturing companies in Penang. The respondents were taken from the group of middle level managers, supervisors and operators from each company. Primarily this study aims to test and measure whether the transformational leadership and big five personality traits could influence the individual's job performance in organization or not. The initial results of the study indicate that transformational leadership is positively related and have highly significant towards the individual job performance. The personality traits that consist of conscientiousness, is similarly show the positive relationship to the job performance but agreeableness is insignificantly performs.*

**Keywords:** Transformational Leadership, Big Five Personality Traits, Individual Job Performance.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

This paper is conducted to evaluate the factors influence the level of individual's job performance in the three different manufacturing companies located in Pulau Pinang, Malaysia. These companies were chosen as a sample of the study due to the issues of job performance that has been discovered from the internal and external customer's testimonial as well as their productivity's performance. Furthermore, according to the Capgemini (2009), manufacturing will become increasingly global by 2020, with around 80 percent of manufacturers expected to have multi-country operations, compared with just over half today. Therefore, in order to achieve vision 2020, manufacturing industry will be more successful with the contribution of excellent job performance of every individual in the organization.

The variables that have been used in order to measure the individual's job performance in this manufacturing company are leadership which is in dimensional of Transformational Leadership and Big Five Personality Traits that comprise of Conscientiousness and Agreeableness. The respondents that will be taken in order to collect data will be among the middle – level managers, supervisors and operators in these companies. Individual's job performance can explain what needs to be done by the employee, performance standards provide

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