The Effect of Personality Traits on Social Identification, Transformational Leadership, and Employees Performance (Studies in Provincial Government Southeast Sulawesi)

Muslimin.Z[1], Ibnu Hajar[2], Nurwati[3], and La Ode Bahana Adam[4]

Doctoral Program Management[1], Department Manajemen[2, 3, 4]Faculty of Economics and Business Halu Oleo University, Southeast Sulawesi, Indonesia

---**ABSTRACT**--
This study aims to establish the role model the effect of personality traits on social identification, transformational leadership and employees performance. To examine the patterns of the effect between the variables used inferential analysis tool that Software SPSS version 21.0. The results of this study indicate that, personality traits that can improve employees performance when incorporating the variables that come into play, namely social identification and transformational leadership in Provincial Government Southeast Sulawesi.

Keywords: *Personality traits, Sosial identification, Transformational leadership, Employees performance.*

I. INTRODUCTION

In real life, no one doubt that the underlying behavior of the adults is the disposition of the characteristics or traits. Further, he said that developing a character in the personality traits approach, the concept of nature has two different meanings but complementary. On the one hand, traits is a tendency that can be observed to behave in a certain way. On the other hand, the traits of a personality disposition is inferred that produce these trends. For example, the tendency for the happy is the observed properties derived from specific patterns of internal processes such as the tendency to experience positive feelings to positive thinking or a desire to be perceived as a happy person disposition inferred.

Human resources in the organization has a role and a very important function for the achievement of organizational goals, human resources here include the whole man in the organization, namely those involved in the operations of organizations ranging from the lower level up to the top management. Although different level, all elements of the human resources that have the same role to the implementation or otherwise of the organization's goals, the neglect of one part will result in delays in the organization's objectives.

Research on the relationship of personality traits and transformational leadership conducted by Timothy A. Judge *et al*. (2000), is to examine the relationship between personality and transformational leadership. In particular, examine the extent to which the five-factor model of personality associated with transformational leadership behaviors.Because there is a lot of attention in research about whether personality comprehensive personality or specific personality traits best predict performance (Hough, 1992). The results showed (1) that the personality traits of attention to the environment (extroversion) and hospitality (agreeableness) predicts positive transformational leadership, (2) openness to experience was positively correlated with transformational leadership.Tiina Hautala (2005) examine the relationship between personality with the assessment of transformational leadership. The purpose of research is to discover how personality affects the subordinate ratings of transformational behavior of their leaders. The results showed that the attention to the environment (extroversion) and hospitality (agreeableness) and appreciate the harmony of feeling subordinates regarded them as more transformational leaders than introversion and type of thinking. Subordinate flavorings gave their leaders higher ratings than subordinates thinkers. A thinker by nature more critical and they have a subconscious tendency to give direct criticism. Instead, the type of flavorings have a tendency to give a full compliment of passion but they may have difficulty in speaking in criticizing others (Myers & Myers, 1990). In addition to personality traits mentioned above, transformational leadership influence on employees performance in an organization (Grace Tiri *et al*.,2015; Purit Pongpearchan, *et al*., 2016; Saiful Amin *et al.,* 2016). Transformational leadership theory by Bass (1985) stating that leaders who exhibit behavioral transformational is moving his followers to move beyond the relationship of cost-benefit that characterize transactional leadership. Transformational leadership involves and empowers followers to become agent of change in the organization and raise the performance and strive to go beyond what is drived from transactional relationships.

II.   LITERATURE REVIEW

The focus of this paper is on the relationship among four construct: personality traits, social identification, transformational leadership, and performance. Goldberg, (1990) to develop indicators measuring the nature of the Big-Five traits is summarized by the term OCEAN namely openness, conscientiousness, extraversion, agreeableness and neurotism which is a comprehensive construction personality embodied in traits that are more specific. Factor 1, transparency (openness), is the tendency to always have new ideas, very curious about different things, think deeply, like imagination, create new things, appreciate art and beauty, trying with a lot of ideas. Factor 2, conscientiousness, consisting of a tendency to like to do something in detail, reliable, diligent complete the task through to completion, efficient to do something, make a plan and going according to plan, Factor 3, attention to the environment (extroversion), characterized by likes to talk, full of passion, creates the atmosphere to be enthusiastic, assertive, like socializing (meet other people. factor 4, hospitality (agreeableness), marked tendency to prefer others, more altruistic, forgiving, can generally be trusted, either everyone, likes to cooperate with others. Finally, factor five, emotional stability (neurotism) is the tendency to feel sad, can cope with stress as well, it's hard to relax (, it is easy to worry, easily changeable moods, easy nervous, irritable, remain calm in tense situations. Subsequently (Goldberg, 1990) states that the personality traits of openness, conscientiousness, extroversion, agreeableness is a valid predictor of a variety of criteria relating to the identification social, leadership and performance.

Organization between personality and performance has been a frequent topic of study in industrial psychology in the previous century (Barrick, Mount and Judge, 2001). Job performance is a multi-dimensional construct that indicates how well employees perform their duties, they take the initiative and show their intelligence in solving the problem. In addition, shows the extent to which they complete the task, the way they utilize the available resources and spend their time and energy on their tasks (Boshoff & Arnolds, 1995; Schepers, 1994).

Researchers further that examines the relationship of personality and spiritual intelligence to performance is Azimeh Motakallem (2014) .The study titled "Role of Personality Traits and Spiritual Intelligence in Predicting Work Performance of School Principals. The results showed that the five personality traits have a significant positive correlation with the level of performance.Extroversion, Conscientiousness and Openness can predict a positive and significant impact on performance, meaning that the higher the level of transparency (openness), consciousness (conscientiousness), attention to the environment (extroversion), principals more success in their performance. Several studies conducted in this case to provide support for these findings (Earl & Minbashian, 2015;. Akhtar *et al*. 2015;. Ziegler *et al*. 2014). Sing Lim Leung *et al.* (2003) examined the relationship between personality "Model five-factor "and the prototype image of effective leaders, and the extent to which the image is associated with features of transformational leadership questionnaire were investigated in a study involving 101 samples of Hong Kong-based permanent employees spread across twenty-nine organizations of any size.High levels of extraversion, conscientiousness, agreeableness, neurotism and openness which are considered as characteristic of effective leaders. David Effelsber (2013) examines the identification of the lead organization positively associated with transformational leadership. However, found no relationship between the willingness of leaders to engage in pro-organizational behavior unethical and transformational leadership. Oriented leader in-group and compare oriented leader out-group in situations of conflict between the interests of the organization and ethical values more broadly. More precisely, this study found the leaders' that organizational Identification as well as their willingness to engage in the behavior of pro-organizational unethical and examine the relationship between this attitude and behavior of the followers of transformational leadership perceived by analysis regeresi multiple linear. Variable organizational identification and pro-organizational behavior unethical (independent variable) and perceived transformational leadership (dependent variable). Furthermore Aurelija Stelmokiene *et al.* (2015) has reviewed the nature of the relationship personality attention to the environment (extraversion), hospitality (agreeableness) and neurotism, social identification and transformational leadership.Variable emotional stability (neurotism), hospitality (agreeableness), attention to the environment (extraversion), social identification (exogenous variable) and transformational leadership (endogenous variable). Variable emotional stability (neurotism), agreeableness and extraversion were measured using NEO-FFI (McCrae and John, 1992). Social identification variable is evaluated by the model of social identification questionnaire (Cameron, 2004). whereas transformational leadership is measured using a seven-item scale global transformational leadership (Carless *et al.* 2000) which includes: communication vision, developing staff, providing support, empower staff, innovative, leading by example, and charismatic.

The research shows that the subordinates were very identified with the work unit considers they are leader more transformational. Furthermore, it was found that social identification with the investigation as a mediator in the relationship between transformational leadership and performance. In general, the study found that social identification with the work unit and neorotism have a direct relationship with the perception of transformational leadership. Personality trait attention to the environment (extraversion) and hospitality (agreeableness) related to social identification but not a significant predictor of perception of transformational leadership. Neorotism followers and social identification with the work unit has a direct relationship with the perception of transformational leadership.

III.   RESEARCH METHODS

Research sites

Research was conducted on regional work units in Southeast Sulawesi Provincial Government, with the consideration that, regional work units in Southeast Sulawesi Provincial Government carry out the task of transformational leadership, organizational management, and management functions.

Sample

Population is a complete collection of all elements similar but can be distinguished due to its characteristics (Supranto, 2010). Based on the formula Slovin research sample size can be calculated as follows:

$$n = \frac{2441}{1 + 2441(0,075)^2} = 166$$

The sample size is calculated by the formula Slovin is 166 employees. Further sampling proportionately on each regional work units in Southeast Sulawesi Provincial Government.

Data collection

Data collection techniques:

a. Questioner distributed to respondents contained a number of questions and a written statement about the items of the indicator variable research on perceptions of the study variables. Answers to questions and statements in this study was measured by Likert scale and semantic differential. Likert scale is a method used to measure attitudes, perceptions, and opinions of people or group of people on the subject, object, or certain events that have gradation from very positive to very negative (Sugiyono, 2015). The attitude of the respondent requested that the perception statement by choosing one of the alternative answers on a five-point ratings; (5) strongly agree, (4) agree, (3) neutral, 2) disagree, l) strongly disagree.

b. In-depth interviews, the technique is used to support and reveal the facts behind the findings of the quantitative analysis. Interviews were conducted in more detail by researchers after analyzing data from most respondents considered capable of providing an explanation of the substance of this research study.

Data analysis

This study used two kinds of analysis, statistical descriptive analysis and statistical inferential analysis of data obtained in the field. Descriptive analysis is used to describe in more depth to each study variable. While the quantitative technique used to view the strength of influence between independent variables with the dependent variable, namely by analyzing the data that has been given a score according to a scale of measurement was established, through a statistical formula.

IV.   ANALYSIS AND RESULTS

The results of the path model analysis above it can be seen that the effect of personality traits on social identification, transformational leadership and employee performance can be explained on the research hypotheses that have been seen in Table 1 and Figure 1, as follows:

Table 1. Results of hypothesis testing

Independent variable	Dependent variable	Path-Coefficient	*p*-value	Decision
Personality traits	Social identification	0,651	0,000	Significant
Personality traits	Transformational	0,470	0,000	Significant
Personality traits	Performance	0,115	0,134	Not Significant
Social identification	Transformational	0,286	0,000	Significant
Social identification	Performance	0,163	0,024	Significant
Transformational	Performance	0,552	0,000	Significant

Source: Primary data, processed 2016
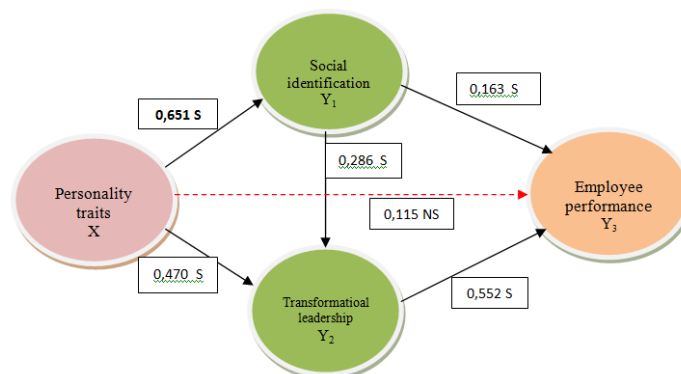
3.1 The effect of personality traits on social identification
The results of the analysis of the direct effect of personality traits on social identification coefficient values obtained significant positive path. This suggests that personality traits affect the social identification. Path coefficient is positive, meaning there is a unidirectional relationship between a personality trait with a social identification. Personality trait that has an indicator of openness, conscientiousness, attention to the environment (extraversion), and hospitality (agreeableness) improve identification of employees in the social sectors in Southeast Sulawesi Province.
The results of this study support previous research originally Aghaz *et al,* (2014) which concluded that there was a significant relationship between a personality trait with a social identification. Then support the results of research conducted by Boris Bizumic *et al,* (2012) states that the personality traits positive and significant impact on the social identification and mediate to improve performance.

3.2 The effect of personality traits on transformational leadership.
The results of the analysis of the direct effect of the personality traits on transformational leadership values obtained significant positive path coefficients. This suggests that the effect of personality traits on transformational leadership. Path coefficient is positive, meaning there is a unidirectional relationship between a personality trait with transformational leadership.Personality traits that has an indicator of openness, conscientiousness, attention to the environment (extraversion), and hospitality (agreeableness) increased the transformational leadership in Southeast Sulawesi.
The results of this study are consistent with the results of research conducted by Timothy A. Judge *et al.*(2000) suggest that personality traits significant positive effect on transformational leadership. Furthermore Tiina Hautala (2005) states that the personality trait positive and significant effect on transformational leadership.

3.3 The effect of personality traits on employee performance.
   The results of the analysis of the direct effect of trait on employee performance values obtained positive path coefficient is not significant. This suggests that personality traits but not significant positive effect on employee performance. Path coefficient is positive but not significant means there is a unidirectional relationship between personality traits and employee performance, but the effect is not real. The better the personality traits less improve employee performance regional work unit in Southeast Sulawesi. The results of the study do not support the results of previous research conducted by Cheng-Liang Yang (2014) that openness ,conscientiousness, attention to the environment (extraversion) and hospitality (agreeableness) significantly affects performance. Also does not support the results of previous research Fathimath Misha (2015) that personality traits have positive and significant impact on organizational performance. It does not support the results of previous research Srothmann, *et al.* (2003) revealed no significant correlation between personality traits and managerial performance.

3.4 The effect of social identification on transformational leadership
The results of the analysis of the direct effect of social identification on transformational leadership values obtained significant positive path coefficients. This suggests that the effect social identification on transformational leadership. Path coefficient is positive, meaning there is a unidirectional relationship between social identification with transformational leadership. The better the social identification will enhance transformational leadership on regional work unit in Southeast Sulawesi.
The results are consistent with previous research by Aurelija Stelmokiene *et al.* (2015); David Effelsber (2013) concluded that social identification positive and significant effect on transformational leadership and organizational identification leaders became associated with transformational leadership.

3.5 The effect of social identification on employee performance
The results of the analysis of social identification direct effect on employee performance values obtained significant positive path coefficients. This suggests that the effect social identification on employee performance. Path coefficient is positive, meaning there is a unidirectional relationship between social identification and employee performance. The stronger social identification, will increase employee performance on regional work units in Southeast Sulawesi.
The results of this study support the statement that by Ellemers (1999), that social identification refers to the extent to which a person defines himself as a member of a social category. Social identification is a social identity that is inherent in individuals, it contains a sense of belonging to a group, emotions and values are significant at the individual against the group. In identification, individuals are encouraged to achieve positive identity to the group (Tajfel, 1978). Furthermore Tajfel (in Hogg, 2003) stated that in the identification, the individual is likely to have the characteristics of ethnocentrism in the group. While for the sake of group identity (social identity), a person or group of people willing to do anything in order to increase the prestige of the group known as in-group faforitsm effect. Social identification, are closely related to the performance of employees, that if employee performance on regional work units in Southeast Sulawesi at the staff level is good, it will be apparent how social identification implanted and developed a sense of togetherness in a corps of strong and solid in the line of duty principal and functionality to improve employee performance.

3.6 The effect of transformational leadership on employee performance

Analysis results directly transformational leadership on employee performance values obtained positive and significant path coefficients. This shows that the effect of transformational leadership on employee performance. Path coefficient is positive, meaning there is a unidirectional relationship between transformational leadership with employee performance.The higher transformational leadership will increases employee performance on regional work units in Southeast Sulawesi.

Results of research consistent with research Flávia Cavazotte (2013) that transformational leadership is associated with higher levels of task performance and behavior helped in the employment context. Also the research conducted by Samir Ali Trimal *et al*. (2015) found that transformational leadership significantly influence employee performance. Further findings Fok- Oon Yew (2015) who found that transformational leadership significantly influence employee performance. Similarly, research Grace Ma *et al.* (2015) stated that transformational leadership have a positive impact on the performance of individual teams.

The results support the opinion of Bass (1985) suggests that effective leadership using dominance, have confidence, influence and display high morality to increase levels charismatic. By relying on charisma, a leader of the "transformational" always challenging subordinates to give birth to works of special. Measures implemented in general is to talk with their followers, how highly the importance of their performance, how proud and confident they are as members of the group and how special the group so as to produce work that is innovative and remarkable.

V. CONCLUSIONS AND SUGESSTIONS

Conclusions

Based on the results of research, discussion and interpretation that has been described in the previous chapter with reference to several theories and previous research results, then one can draw some conclusions as follows:

1. Personality traits has a value of transparency or openness, conscientiousness, attention to the environment or extraversion, and hospitality or agreeableness are both capable of forming strong social identification, which is reflected by centralizing approach of thinking or cognitive sentrality, influence with ingroup effect and with ingroup ties of employees are better.
2. Good personality traits can improve transformational leadership. Means the better the personality traits that indicated by the openness, conscientiousness, attention to the environment or extraversion, and hospitality or agreeableness can improve transformational leadership is reflected in the value of the influence of the ideal, inspirational motivation, intellectual stimulation and individualized consideration of a good leader.
3. Personality traits that has a openness, conscientiousness, attention to the environment or extraversion, and hospitality or agreeableness are well served to increase employee performance is realized with an increase in the quantity of work, quality of work and time of the employee, but less meaningful.
4. The role of social identification improve employee performance. With strong social identification in the regional work units that is realized with the approach of convergence thinking or cognitive sentrality, influence with ingroup effect and with ingroup ties were able to improve the performance of employees is reflected in the high quantity of work, quality of work and the execution time employee be further improved.
5. The role of social identification improve transformational leadership. That means that social identification has approximate cognitive sentrality, influence with ingroup effect and with ingroup ties can improve transformational leadership is reflected of the value of the ideal influence, inspirational motivation, intellectual stimulation and individualized consideration of a good leader.
6. Transformational leadership that has the ideal values influence, inspirational motivation, intellectual stimulation and individualized consideration in the regional work units can improve employee performance. which is reflected by the increasing quantity of work, quality of work and time of the employee is higher.

Suggestions

Suggestions for Further Research

Based on the weaknesses of the results of the study suggest the next researcher is as follows:

1. Future research could use a longitudinal design to examine causality latent variables personality traits, social identification and transformational leadership as well as its impact on employee performance.
2. In order to give a generalization effect of personality to the identification of social and transformational leadership and employee performance necessary to hold further research in addition to the regional work units in Southeast Sulawesi also in other areas.

Suggestions for Southeast Sulawesi Provincial Government are as follows:

1. The need to recruit employees who have the characteristics of openness that an employee who has a personality trait with the characteristics of creative, resourceful and imaginative, intellectual, great curiosity, logical thinking and loves art and beauty on regional work units in Southeast Sulawesi.

2. The need improved bonding behavior with ingroup ties among members of the state civil administrative corps that feeling has much in common with other employees, the feeling of having strong ties with other employees, find it easy to form a bond with fellow members of the state civil administrative corps and have the feeling of closeness strong with fellow members of the state civil administrative corps in the form of ingroup effect on regional work units in Southeast Sulawesi.

3. The need for individualized consideration noted that a leader should understand the difference potentials employees, willing to listen to the feedback given his subordinates, encourages subordinates to develop their full potential.

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