

Research Article

LINKING TRAITS AND BEHAVIOR: HOW PERSONALITY SHAPES TRANSFORMATIONAL LEADERSHIP AND DRIVES PERFORMANCE IN MIDDLE ADMINISTRATORS

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ABSTRACT

An organization comprises people with a shared vision, mission, goals, and objectives who strive to achieve organizational effectiveness in getting the right things done within the constraints of available resources. The purpose of this paper is to present the influence of middle administrators' personality traits and transformational leadership on their perceived work performance towards school organizational effectiveness. The research was carried out in the Higher Education Department. The sample size is 65 people who were middle administrators. A panel of experts validated the instrument's validity. Data were treated using statistical tools. According to the results, openness to experience is the majority domain of the personality traits of middle administrators. For transformational leadership dimensions, most of them are inspirational motivational leaders. Furthermore, on working performance, middle administrators take a contextual performance approach. Moreover, the administration is the most extensive areas to measure organizational effectiveness. Moreover, study's findings are drawn that personality traits and transformational leadership are significantly correlated. On the other hand, transformational leadership had a positive impact on the outcome of their work performance. Nonetheless, middle administrators' work performance mediated the outcome to achieve organizational effectiveness. Furthermore, personality traits and transformational leadership are strongly linked to organizational effectiveness. Moreover, respondents' work performance significantly mediates the effect of respondents' personality traits and transformational leadership on the organizational effectiveness. Likewise, transformational leadership has a significant direct impact on the organizational effectiveness. The study's outcome is the organizational effectiveness model that will be the basis for the professional development plan for middle administrators.

Keywords: Personality Traits, Transformational Leadership, Performance.

INTRODUCTION

The degree to which an organization is successful in producing the desired results is known as its organizational effectiveness. It serves as a gauge of how well organization use their key strategies to carry out their missions and realize their ambitions. Because every organization has a unique set of aims and criteria to take into account when conducting an evaluation, measuring organizational success can be an inaccurate science. Anthony (2018) argues that knowing an organization's effectiveness level is important for a number of reasons. Firstly, it helps determine how successfully internal processes are fulfilling the organization's original vision. It also provides stakeholders with an understanding of the organization's reputation and advantages. Finally, it highlights ineptitude in areas that can be improved. The goal of this research was to identify the range of organizational effectiveness among the Higher Education Department. Several dimensions of the Kim Cameron model of organizational success were used in this study (Ashraf and Kadir, 2012). The institution must continuously enhance the standard of academic excellence and services to its stakeholders in order to pursue organizational effectiveness with the rapidly advancing trends of academic excellence both locally and globally. In order for schools to maintain or improve upon their current high standards of instruction, capable middle administrators are required to keep up with the rapid advancements in education. These leaders' roles are crucial and significant; therefore, their personalities and leadership are entwined. The purpose of this study was to determine how middle administrators' transformational leadership style and personality

attributes affected their productivity and contributed to the success of the organization. Lewis C. Goldberg applied the Big Five theory to personality traits (1990). Bruce J. Avolio and Bernard M. Bass served as the foundation for transformational leadership (1994). The mediating role that works performance plays in personality traits and transformational leadership's influence on organizational success is also evident. This study's output was based on the school's organizational effectiveness model as an enhancement program for middle administrators professional development plan.

THEORETICAL AND EMPIRICAL BACKGROUND

In this study, Kim Cameron's (1978) organizational effectiveness model is employed to provide some insight into analyzing an organization's effectiveness. According to Leithwood and Jantzi (1999), an organization's effectiveness is determined by transformational leadership and organizational improvement. Burns' (1978) transformational leadership theory serves as a supporting hypothesis for this investigation. Bernard M. Bass and Bruce J. Avolio improved it between 1985 and 1998. According to Bass and Avolio (1994), transformational leaders are those who urge their followers to base their actions and perspectives on the desired organizational goals. Bass and Avolio identified four (4) significant behaviors of a leader that exemplify the scope of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and customized consideration. The "Big Five" or "Five-Factor Model" by Lewis C. Goldberg (1990) and McCrae (1987) is another dimension of personality theory. The theory consists of five (5) major traits that set the acronym of OCEAN, where O stands for openness to experience, C for conscientiousness, E for extraversion, A for agreeableness, and N for neuroticism. Additionally, this study involved work performance. Borman and Motowidlo (1997) classified

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work performance theory into two (2) approaches task and contextual performance. Furthermore, work performance is the act or conduct of individuals rather than the result of performance or consequence (Campbell 2012). In this study, work performance served as a mediating variable.

RESEARCH OBJECTIVES

This study aimed to determine the influence of middle administrators' personality traits and transformational leadership in their perceived work performance towards organizational effectiveness in the Higher Education Department.

Specifically, it sought to answer the following questions:

1. Significant relationship of personality traits and transformational leadership;
2. Work performance influence organizational effectiveness;
3. Work performance mediate the effect of personality traits to organizational effectiveness;
4. Work performance mediate the effect of transformational leadership to organizational effectiveness; and
5. Organizational effectiveness model for middle administrators?

METHODOLOGY

This study gathered and analyzed the data related to the problem's statement using quantitative and qualitative research designs. Moreover, the researcher employed non-probability using purposive sampling to select the sixty-five (65) respondents. The study respondents were the middle administrators in the Higher Education Department located in Northern Mindanao. Further, the study utilized an adapted questionnaire as the main instrument in data gathering and used the Cronbach Alpha item consistency criterion to test the reliability. Validity of the instrument was authenticated through a panel of expert, and data treated using a statistical tool such as Mean and Standard Deviation, Shapiro-Wilk Test, Spearman's Rank and Correlation Coefficient, and Multiple Linear Regression.

RESULTS AND DISCUSSION

The results and findings of this study are presented chronologically based on the objectives as presented herein.

Table 1 Significant Relationship of Personality Traits and Transformational Leadership

Variables	Correlation Coefficient (ρ)	p-value	Decision on H_0
Personality Traits and Transformational Leadership	0.608	<0.001	Reject

** Correlation is significant at the 0.01 level

Table1 shows the result after running Spearman Rank Correlation Coefficient analysis. The analysis yielded a significant relationship between personality traits and transformational leadership behavior ($r_s = 0.608, p < 0.001$). This led the researcher to reject the null hypothesis stating that there is no significant relationship between personality traits and transformational leadership. This means that the personality traits of the respondents and their transformational leadership behavior were significantly correlated. In fact, the correlation coefficient of Spearman's rho ($r_s = 0.608$) indicates a strong positive relationship between personality traits and transformational leadership. This implies a direct relationship between

these variables which means that high personality traits translate into high transformational leadership. More so, low personality traits tend to have low transformational leadership also. This result showed that middle administrators with desirable personality traits will associate with better transformational leadership. This means having transformational leadership among middle administrators' means to have desirable personality traits in the workplace.

Table 2 Work Performance Influence Organizational Effectiveness

Variables	Standardized Coefficient	p-value	Decision on H_0
Work Performance	0.522	<0.001	Reject

** Correlation is significant at the 0.01 level

Table 2 shows the result after running the Spearman Rank Correlation Coefficient analysis. This test is non-parametric which does not require normality distribution. The analysis yielded a significant relationship between work performance and organizational effectiveness ($r_s = 0.522, p < 0.001$). This led the researcher to reject the null hypothesis stating that there is no significant relationship between work performance and organizational effectiveness. This implies that the work performance of the middle administrators is significantly correlated to the organizational effectiveness. This significant correlation ($r_s = 0.522$) indicates a moderately strong positive relationship between middle administrators work performance and the schools' organizational effectiveness. This means that a far above standard work performance of the middle administrators would translate extensive organizational effectiveness of the institution. This result further manifested that to achieve organizational effectiveness of institution middle administrators work performance mediated this outcome.

Table 3 Work Performance Mediate the Effect of Personality Traits to Organizational Effectiveness

Path	Variables/ Effect	B	SE	p-value
c	Personality Traits → Organizational Effectiveness	0.166	0.172	0.338
a	Personality Traits → Work Performance	0.995**	0.251	<0.001
b	Personality Traits → Work Performance → Organizational Effectiveness	0.297**	0.079	<0.001
	<u>Effects</u>			
	Direct	0.166	0.172	0.338
	Indirect	0.296*	0.105	<0.05
	Total	0.461*	0.169	0.008
	Percentage Mediated (%)	64.2		

B– Unstandardized Regression Coefficient; SE– Standard Error

*Significant at 0.01 level (Highly Significant)

**Significant at 0.05 level

A bootstrapping method was performed using Hayes' Process Macro approach to examine if work performance mediated the influence of personality traits to the organizational effectiveness. First, the results of the regression analysis show that the personality traits (independent variable) was a significant predictor of work performance ($B = 0.995, p < 0.001$). Next, while controlling for work performance (mediator variable), the results of the second regression analysis show that personality traits was not a significant predictor of

organizational effectiveness (dependent variable ($B = 0.166, p = 0.338$)). The results of the indirect effect based on 5000 bootstrap samples show a significant indirect positive relationship between personality traits and schools organizational effectiveness mediated by work performance ($a*b = 0.296, p < 0.05$) based on bootstrap confidence interval. The mediator, work performance, accounted for approximately 64.2% of the total effect on the organizational effectiveness [$PM = (0.296) / (0.461)$]. On the other hand, there was no statistically significant direct effect between personality traits and the organizational effectiveness ($B = 0.166, p = 0.338$). Hence, the work performance of the respondents significantly mediates the effect of the respondents' personality traits to the organizational effectiveness.

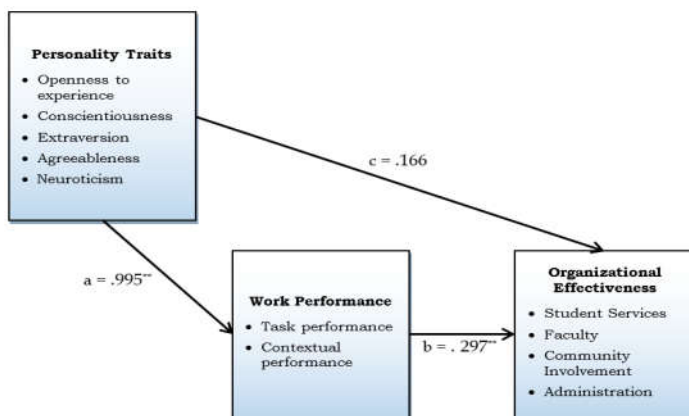


Figure 1. Mediation Model of the Work Performance on the Effect of Personality Traits to the Schools' Organizational Effectiveness

Table 4 Work Performance Mediate the Effect of Transformational Leadership to Organizational Effectiveness

Path	Variables/ Effect	B	SE	p-value
c	Transformational Leadership → Organizational Effectiveness	0.295*	0.116	0.014
a	Transformational Leadership → Work Performance	0.868**	0.118	<0.001
b	Transformational Leadership → Work Performance → Organizational Effectiveness	0.170	0.093	0.070
<u>Effects</u>				
	Direct	0.295*	0.116	0.014
	Indirect	0.147*	0.087	<0.05
	Total	0.443**	0.086	<0.001
	Percentage Mediated (%)	33.2		

B– Unstandardized Regression Coefficient; *SE*– Standard Error

*Significant at 0.01 level (Highly Significant)

**Significant at 0.05 level

A bootstrapping method was performed using Hayes' Process Macro approach to examine if work performance mediated the influence of transformational leadership to the organizational effectiveness. First, the results of the regression analysis show that the transformational leadership (independent variable) was a significant predictor of work performance ($B = 0.868, p < 0.001$). Next, while controlling for work performance (mediator variable), the results of the second regression analysis show that transformational leadership was not a significant predictor of HEI's Organizational Effectiveness (dependent variable ($B = 0.295, p = 0.338$)).

The results of the indirect effect based on 5000 bootstrap samples show a significant indirect positive relationship between transformational leadership and schools organizational effectiveness mediated by work performance ($a*b = 0.147, p < 0.05$) based on bootstrap confidence interval. The mediator, work performance, accounted for approximately 33.2% of the total effect on the organizational effectiveness [$PM = (0.147) / (0.443)$]. On the other hand, there was a statistically significant direct effect between transformational leadership and the organizational effectiveness ($B = 0.295, p = 0.014$). Hence, the work performance of the respondents significantly mediates the effect of the respondents' transformational leadership to the Organizational Effectiveness.

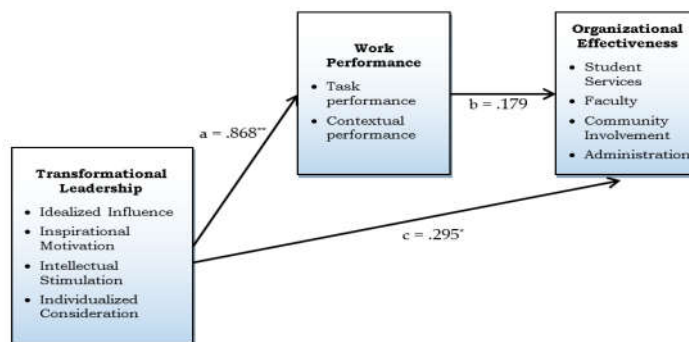


Figure 2. Mediation Model of the Work Performance on the Effect of Transformational Leadership to the Schools' Organizational Effectiveness

The study aims to provide the extent and significance of hypothesized causal connections and relations among variables. Figure 1 shows the path analysis model on personality traits, transformational leadership, and work performance to the organizational effectiveness in the Higher Education Department located in Northern Mindanao.

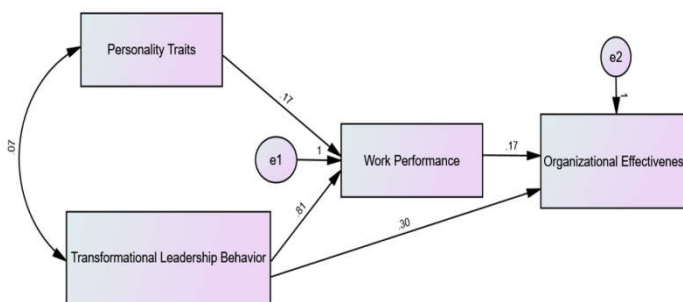


Figure 3 Path Analysis Model on Effect of Personality Traits, Transformational Leadership and Work Performance on Organizational Effectiveness

The research objective was to study the influence of personality traits, transformational leadership, and work performance of middle administrators towards organizational effectiveness of the higher education. Through the use of research methodology, the key research objective was addressed, and the result of the study was to create an organizational effectiveness model of middle administrators.

This is the most fitting model that can be drawn from sixty-five (65) sample size (which did not met the adequacy of sample size, Kline (1998) recommends that the sample size should be 10 times (or ideally 20 times) as many cases as parameters, and at least 200.). Then the goodness of fit statistic is calculated in order to see the fitting of the model. Results were shown below.

Table 5 Model Fit Summary of the Statistics Indices of the Hypothesized Organizational Effectiveness Model

Measure	Name	Statistics	Remarks
χ^2	Model Chi-Square	$\chi^2(1) = 0.005$, $p = 0.945$	Accept H_0 . The model fits perfectly
RMSEA	Root Mean Square Error of Approximation	RMSEA=0.001<0.08	There is a parsimony-adjusted index since the value is closer to 0 which represent a good fit
CFI	Comparative Fit Index	CFI = 1.0>0.90	Indicates a better fit while adjusting for the issues of sample size
RMR	Root Mean Square Residual	RMR = 0.001<0.08	Indicates a better fit since value is closer to 0

The model presents the influence of middle administrators' personality traits and transformational leadership in their work performance towards organizational effectiveness. The findings of the study revealed that personality traits and transformational leadership of middle administrators were significantly correlated. This implies a direct relationship between personality traits and transformational leadership, which means that high personality traits translate into high transformational leadership. Results further revealed that personality traits and transformational leadership significantly influence the work performance of middle administrators. Moreover, the analysis yielded a significant correlation between work performance and organizational effectiveness, which indicates a positive relationship between middle administrators' work performance and the organizational effectiveness. Further, the model shows a significant positive relationship between middle administrators' personality traits and their organizational effectiveness. Likewise, the transformational leadership of middle administrators has a positive relationship with organizational effectiveness. Furthermore, the result shows a significant indirect positive relationship between personality traits and organizational effectiveness mediated by work performance. To conclude, there was a significant direct effect between transformational leadership and the organizational effectiveness; therefore, the respondents' work performance significantly mediates the effect of the middle administrators' transformational leadership to the organizational effectiveness.

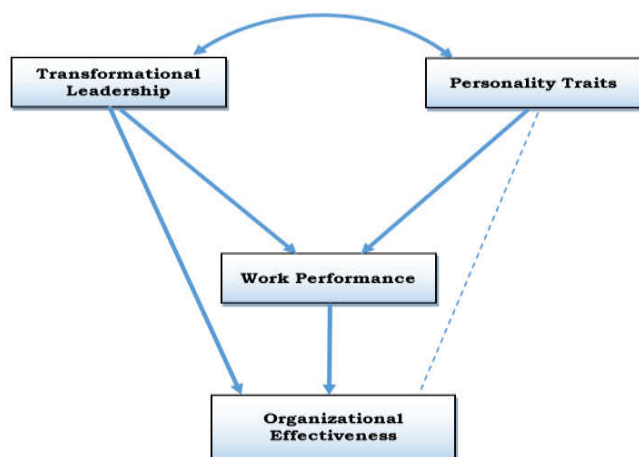


Figure 4. Organizational Effectiveness Model of Middle Administrators

Moreover, these organizational effectiveness models would be the basis for middle administrators' professional development plan to improve employee engagement and performance, enhancing employee outcomes that affect the organizations' understanding. The middle administrators' professional development plan was divided into personality traits, transformational leadership, and work performance. Under personality traits, communication skills and interpersonal skills must be developed among middle administrators as the prime objective of their professional development program. In their transformational leadership, time management skills and motivation were the leading interest for their proficiency. To address their work performance, middle administrators' technical knowledge and their career or education must be advance to contribute to organizational effectiveness. So table 48 was the professional development program crafted with specific activities to achieve the objective. Also, resources or support were identified to achieve the goal. Moreover, target objectives were specified as the key result indicator of the development program. Lastly, the duration of the program was set as a guide on how the program can optimize opportunities for getting the most out of its time frame.

CONCLUSION

Based on the findings drawn by the study, it is concluded that personality traits and transformational leadership of middle administrators were significantly correlated, which means to say that personality traits and transformational leadership imply a direct relationship. Results further revealed that personality traits and transformational leadership significantly influence the work performance of middle administrators. Moreover, this paper proves that work performance and organizational effectiveness indicate a positive relationship. Further, the study established a positive relationship between middle administrators' personality traits and the schools' organizational effectiveness, thereby resulting in a significant indirect positive relationship between personality traits and schools' organizational effectiveness mediated by work performance. Furthermore, the study substantiates that middle administrators' transformational leadership has a positive relationship with schools' organizational effectiveness, thereby resulting in a significant direct effect between transformational leadership and the schools' organizational effectiveness. Therefore, work performance significantly mediates the middle administrators' effect on transformational leadership to the schools' organizational effectiveness.

RECOMMENDATIONS

Based on the finding and conclusions of this study, the researcher proposes the following recommendations.

Top Administrators. They have to continually motivate their middle administrators to be constantly effective in their work performance to make a good partner in fulfilling the school's mission.

Human Resource Practitioners. They have to conduct periodic performance evaluations to check and monitor subordinates, middle administrators, and top administrators' performance. It also helps determine what works well and what could be improved, and the intervention needed for achieving the goals. The result of the study about personality traits can be used for selecting employees in the institution.

Future Researchers. This study will help future researchers explore further studies, particularly in work performance and organizational effectiveness.

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