

Personality, Leadership Behavior and Job Performance: Finding in Plantation, Malaysia

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Abstract

Due to the obvious rise in the price of palm fruit in the international market, it is widely known that the oil palm plantation industry contributes to the recovery of the country's economy. One of the key factors for the stability of the Malaysian economy is the expansion of the palm oil sector. Low personality has become an issue that employees must address if they are to improve their performance. Low personality has become a problem that employees must deal with if they want to improve performance. Although this issue requires more attention, there are not enough studies on it, especially those that focus on regular workers in Malaysia's plantation industry. Therefore, the objectives of this paper are to identify the level of personality, leadership behavior and job performance among plantation workers in Sarawak. The plantation industry in Sarawak, Malaysia will be the location of this study. For this study, 200 general workers from Sarawak's plantation industry were selected as respondents. The Mini-International Personality Item Pool (IPIP), Transformational Leadership, and the Individual Work Performance Questionnaire (IWPQ) will be used for this study. Data were analyzed by descriptive statistics (mean and standard deviation) using Statistical Package for Science and Social Sciences (SPSS) version 26. The results of this study show that the level of personality, leadership behavior and job performance is high. The results of this study will serve as a guide to improve job performance, especially in the plantation industry of Malaysia. Therefore, it is advisable to expand the study population in future studies. **Keywords:** Personality, Leadership Behavior, Job Performance, Plantation

Introduction

One of the key factors in the stability of Malaysia's economy is the expansion of its palm oil sector. In 1998, when the nation was impacted by the financial crisis, the palm oil market in Malaysia had sales of about RM22.5 billion. Next, 37% of Malaysia's agriculture sector, or RM38 billion, may be accounted for by this industry in 2018. With a total export trade of 15.35 million tonnes, oil and goods derived from palm oil were exported for nearly RM62 billion in 2018. This demonstrates how much the Malaysian palm kelp oil sector affects the economic stability of the nation. In light of this contribution, it is crucial to research this industry to see whether there are any problems that might impede its development, particularly in Malaysia. The rise in oil palm output is related to work performance, according to literature research. This investigation was prompted by a number of issues. Employee personality is the primary issue covered in this study. It is rumoured that the agricultural labourers frequently leave early after taking attendance but before finishing their duties. A low degree of personality in the personality model of five qualities, which is being sluggish, undisciplined, and not on time, leads workers to accomplish their jobs carelessly (Zawiyah & Shahlan, 2022). Workers may be sent to fertilize oil palms, for instance. The leftover fertiliser is poured into the raft, and it is solely distributed for the palm palms that are located on the side of the road. This circumstance affects how well things get done at work.

One of the issues addressed in this study is the problem of leadership. This is hardly a leadership position. They simply accepted the supervisors' attitude of returning early without completing their duties. This occurs because some supervisors have blood ties to the farm's leaders and therefore only see one side of the issue. This lack of leadership will make it impossible to tackle the issues at hand and will negatively affect the company, particularly in terms of job performance. In summary, personality, and leadership behaviors play an important role in improving job performance in organizations (Table 1).

Table 1*Key Statistics of Palm Oil Estates, 2000-2019, Malaysia*

Tahun Year	Bilangan Estet Number of Estate	Keluasan Bertanam Planted Area	Keluasan yang dituai Harvested Area	Pengeluaran Buah Sawit Production of Fresh Fruit Bunches	Hasil bagi per Hektar Yield per Hectare	Harga Purata Penghantaran Tempatan Local Delivered Average Price	Jumlah Pekerja Bergaji yang Diambil Bekerja dalam Tempoh Gaji Terakhir Total Number of Paid Employee During the last Pay Period
		Hektar Hectare		Tan metrik Tonne		RM/Tan Metrik RM /Tonne	
2000	3,581	3,055,846	2,621,502	48,052,132	18.33	996.50	252,549
2001	3,622	3,155,670	2,663,610	50,981,495	19.14	894.50	265,182
2002	3,778	3,311,148	2,831,657	50,884,876	17.97	1363.50	285,444
2003	3,877	3,414,042	2,915,909	55,373,112	18.99	1544.00	314,658
2004	3,940	3,508,841	3,085,290	57,386,394	18.60	1610.00	331,648
2005	4,069	3,626,801	3,212,305	60,648,318	18.88	1394.00	329,709
2006	4,142	3,710,319	3,256,536	63,828,106	19.60	1510.50	347,755
2007	4,253	3,834,758	3,320,092	63,181,350	19.03	2530.50	509,831
2008	4,283	3,947,763	3,405,983	68,732,737	20.18	2777.50	500,817
2009	4,317	4,082,124	3,477,438	66,766,810	19.20	2236.50	502,229
2010	4,370	4,202,381	3,565,321	64,282,738	18.03	2701.00	446,368
2011	4,444	4,302,283	3,625,416	71,384,441	19.69	3219.00	421,465
2012	4,518	4,385,241	3,696,902	69,834,479	18.89	2764.00	435,763
2013	4,587	4,481,447	3,808,628	72,440,105	19.02	2371.00	442,094
2014	4,688	4,585,227	3,902,847	72,710,040	18.63	2383.50	451,507
2015	4,987	4,759,939	4,027,822	74,434,151	18.48	2153.50	437,495
2016	5,065	4,804,037	4,108,188	65,361,271	15.91	2653.00	429,351
2017	5,116	4,831,387	4,165,416	72,150,706	17.89	2783.00	430,836
2018	5,171	4,869,438	4,221,121	70,188,691	17.16	2232.50	446,075
2019	5,119	4,913,826	4,264,705	71,074,571	17.19	2079.00	437,696

Sumber : Lembaga Minyak Sawit Malaysia
Source : Malaysian Palm Oil Board

Literature Review

Personality

The Five Traits Personality Model has been used in personality measurement. These five traits include openness (openness to experience), conscientiousness (conscientiousness), extraversion (extrovertness), agreeableness (agreeableness) and neuroticism (neuroticism). For the openness dimension, a person is defined as being someone who loves to examine topics in depth if they have a high level of curiosity, are clever, have an open thinking pattern, like using their imagination, and are open-minded. Open-minded people are more prone to embrace novel concepts and advancements (Mackey, 2021). According to McCrae & Costa (1991), those who tend to have strong personality characteristics are said to be extremely sensitive and study new experiences more intensely. Digman (1990) asserts that this group is quite flexible and creative in their thinking, nevertheless. These traits are thought to be present in people who have restricted interests and thought processes (Costa & McCrae, 1992). As a result, this trait is frequently linked to the ability to adapt in times of change, such as when dealing with shifting demands and new work patterns, decision-making, problemsolving, and

other organizational changes (LePine et al., 2000). Indeed, according to Bing & Lounsbury (2000), these factors are seen to be crucial to work performance in a particular position in a firm, while emphasizing on the process of gaining new skills and highlighting the emergence of new and innovative ideas during the implementation phase of a job.

According to the Five Factor Personality Model, people who exhibit the conscientiousness dimension are defined as being trustworthy, too conscientious, and always worried (Do and Minbashian, 2020). Additionally, this personality is linked to awareness, manageability, responsibility, discipline, hard work, efficiency, and systematicity, as well as a constant state of preparation and goal-orientation (Barrick & Mount, 1991). This dimension is also linked to neat work management and administrative skills in individuals. They like time management and planning in the context of a work environment that demands adaptability to a variety of changes. People in this situation are more likely to consider and adopt appropriate behaviors that can be used for any type of new job, making it advantageous during a career change (Costa & McCrae, 1992). Extraversion refers to the trait of a person who engages in interpersonal connections, needs external stimulation, is aggressive, enjoys talking and socializing, enjoys being outside, has heightened emotional sensitivity, and has a constantly engaged cognitive pattern (Costa & McCrae 1985). One of the key facets of the personality component of openness, according to House & Howell (1992), is social dominance, which has to do with the stimulation of social interactions and the power of alluring initiative. People that exhibit these traits are thought to be more perceptive of their surroundings and to be working on elevating their self-efficacy in order to set lofty objectives for their future job performance. People who are described as pleasant exhibit traits like selflessness, generosity, cheerfulness, politeness, and forgiveness. They are also tolerant and eager to assist others without asking anything in return (Barrick & Mount, 1991). Those who possess this quality can use "agreeableness" to their advantage in the workplace. According to Barrick & Mount (1991), people who are exposed to these attributes are more likely to succeed in a variety of employment settings, particularly ones that call for communication skills. High degrees of arousal are associated with higher levels of passion, according to (Costa & McCrae, 1992). People with a high level of "agreeableness" are cooperative, polite, and courteous (Costa & McCrae, 1992). There are a number of older research that look at how an employee's personality affects how well they perform at work. First, research by Ayu (2014) that was conducted in the Selangor education sector indicated that there is a relationship between an employee's personality and their performance at work. The results of a study by Rizandy et al (2013) which focused on Malaysian psychological officers working in the public sector, likewise indicated that employee personality had an impact on job performance. The personality features of psychological officers with outstanding adaptive work performance include openness, agreement, and negative neuroticism. This is due to the fact that the psychological officer's openness trait will increase his openness to change, his agreeable trait will make it simpler for him to accept any change in the situation, and his negative neuroticism trait will aid in stabilising his emotions and his capacity to deal with the problem.

According to Ianalisa et al (2019), their research in the defense industry in Selangor found a correlation between employee personality and productivity. A person's personality will influence how happy they are at work (Balasuriya & Perera, 2016). Hiring the right people and providing them with the right training may have a positive influence on many different aspects of performance effectiveness by helping people develop solid fundamental personal values

(Rohana, 2014). Prudence and agreeableness are important personality traits to have at work since they cover all levels of work intricacy, education, and experience needed to be employed (Paul, 2014).

Additionally, Nabil et al (2019) study in the educational sector, which involved sports officials at Universiti Kebangsaan Malaysia in Selangor, discovered that employee personality had an impact on job performance. Performance at work is complicated, and employee personality has an impact on how scalable performance is. The numerous tasks finished each day add to average work performance. According to research by Asyikin (2016) that involved officials from the community development department and was done in Kelantan, employee personality has an impact on how well they perform at work. In recent years, a number of programmes have been established to raise employee personality levels in support of an organization's senior management's vision and goal.

Leadership Behavior

A leader is a director, boss or conductor of a political party, social group, or other group. A leader is seen as a person who can encourage, motivate, and influence the behavior or way of thinking of his team members to work for the common good. Leaders have the function of communicating a global and integrated vision, showing confidence in the group, guiding, and mobilizing people to achieve the stated objectives, encouraging, and maintaining the interest of the group despite the obstacles and crises that may be encountered (Haider et al., 2022). Throughout the work, reinforce events and when necessary, correct deviations. Likewise, the leader must fully utilize the potential of his staff and distribute his functions to each person. Bass (1990) described the need for a leader to have certain personality traits to reflect his uniqueness in order to be able to offer confidence and influence on his followers in order to be considered a successful leader based on previous studies. In this regard, Van Schaack and Glick (1982) found that a successful personality is defined as someone who is creative, enthusiastic, compassionate, and curious. They were also found to be consistently optimistic about themselves and others in the midst of various crises. The results of this study suggest that some personality types can make employees more responsible for their responsibilities, especially for those who serve as leaders in educational institutions, implying that having a certain personality type is beneficial. The results of this study suggest that certain personality types can make employees more responsible for their responsibilities, especially for those who run educational institutions, and having certain personality qualities is considered to contribute to better work performance in the future.

In a study on leadership, the influence of leadership is very important in determining the success of an organization (Stogdill, 1974; Edmond, 1979; Azian, 2004). Influence and competence of leaders can lead to the excellence of an organization. Therefore, the organization like schools, the leadership influence and competence of school principals is very important in determining the success of the school under his leadership. Principal's role in deal with various problems involving either the staff below its leadership, the community in or around the school, or even matters at the level on influencing school performance. The principal's leadership behavior is great significant with the pressure experienced by teachers at school.

Job Performance

Organizational benefit is an important outcome of job performance (Buil and Matute, 2019). Job performance is an assessment that determines if a person does his job well. It is studied academically as part of industrial and organizational psychology, also forming part of human resource management. It is an assessment at the individual level, a measure based on a person's effort. Generally, the human resources department will administer the evaluation, but job performance is a very important process for the success of every company. Job performance is defined as employee behavior. This concept is different from the results obtained. The result is part of the performance, but also the result of other factors.

According to Viswesvaran & Ones (2000), work performance refers to actions, behaviors that are measured or produced by employees and are related to and contribute to the achievement of organizational goals. In this study, the researcher will use the IWPQ that has been developed by Koopmans (2015) which aims to measure the three main dimensions of work performance, namely task performance, contextual performance, and unproductive work behavior. However, the researcher only chose one dimension which is task performance only.

Results and Discussion

Regarding the methodology, the research enrolled 200 general workers who were employed in the plantation sector in Sarawak as the study participants. The Mini-International Personality Item Pool (IPIP), Transformational Leadership, and the Individual Work Performance Questionnaire (IWPQ) were employed as the data collection instruments. The data collected were subjected to statistical analysis through descriptive statistics, including mean and standard deviation, using the Statistical Package for the Social Sciences (SPSS) version 26.

Big Five Personality

There are five dimensions that fall under the Big Five Personality model, and each dimension has four items. Based on the Table 2, for the Openness dimension, item 1 refers to I have a clear imagination with a high mean score of 4.23 ($m = 4.23$, $sd = 0.76$), for Item 2, I am interested in abstract ideas (example: general ideas and ideas which is not specific) recorded a neutral record with a mean of 3.92 ($m = 3.92$, $sd = 0.67$), for the third item for this dimension which is I like to understand abstract ideas (example: general ideas and non-specific ideas) also recorded a neutral record with mean of 3.9 ($m = 3.9$, $sd = 0.84$) as well as Item 4 I have a clear imagination which also recorded a neutral record ($m = 3.81$, $sd = 0.83$). The total of mean for this dimension is 15.85 and standard deviation is 2.11. This shows that the findings of this study prove that the level of openness in an employee is high. This is proven by the statement of Digman (1990), this group has a lot of flexibility and creativity in their thinking. Those with limited interests and mental processes are considered to have these characteristics (Costa & McCrae, 1992).

Table 2

Mean and standard deviation of big five personality

Dimension	Item	Mean (m)	Standard Deviation (sd)
Openess	1. I have a vivid imagination	4.23	0.76
	2. I am interested in abstract ideas (eg: general ideas and non-specific ideas)	3.92	0.67
	3. I enjoy understanding abstract ideas (eg: general ideas and non-specific ideas)	3.9	0.85
	4. I have a good imagination	3.81	0.83
Total		15.85	2.11
Conscientiousness	5. I do work in an organized manner	4.04	0.87
	6. I like to follow instructions from superior and colleagues	4.08	0.92
	7. I always put things back in their proper place	4.05	0.91
	8. I do my work quickly	4.09	0.89
Total		16.27	2.85
Extraversion	9. I am the main pillar of this farm	3.67	0.94
	10. I talk a lot	3.56	1.16
	11. I like to meet different groups in a ceremony	3.77	0.95
	12. I like to stand out	2.44	1.21
Total		13.44	2.52
Agreeableness	13. I sympathize with other people's feelings	3.56	0.91
	14. I 'm interested in other people's problems	2.93	0.97
	15. I feel other people's emotions	2.91	0.99
	16. I am interested in other people	3.24	0.94
Total		12.64	2.50
Neuroticism	17. I have frequent mood swings	2.98	0.98
	18. I'm not relaxed most of the time	2.71	1.05
	19. I'm easily offended	2.63	1.04
	20. I often feel depressed	2.5	1.47

Total	10.83	3.72
Total Overall	69.03	13.70

For the Conscientiousness dimension, item five “I do managed work” recorded a mean of 4.04 ($m = 4.04$, $sd = 0.87$). Item six “I like to follow instructions from superiors and colleagues” also recorded a high rate with a mean rate of 4.08 ($m = 4.08$, $sd = 0.87$), item seven also has a high rate with a mean of 4.05 ($m = 4.05$, $sd = 0.91$), likewise with item eight “I do the task at an immediate rate” with a mean of 4.09 ($m = 4.09$, $sd = 0.89$). The total of mean for this dimension is 16.27 and the standard deviation is 2.85. The findings of this study prove that the dimension of conscientiousness of the respondents is high. The respondents have a high level of awareness, responsibility, manageability, discipline, hard work, efficiency, and systematicity, and are always in a planned and goal-oriented state.

Next, for the third dimension in the Big Five Personality, is the extraversion dimension, item nine, item ten, and item 11 recorded a neutral record, while item 12 recorded a low record. Item nine “I am the main pillar of this farm” means 3.67 ($m = 3.67$, $sd = 0.94$). Item ten “I like to talk a lot” recorded a mean rate of 3.56 ($m = 3.56$, $sd = 1.16$). Along with item nine and item ten, item 11 “I like getting to know various groups in a meeting” also showed a mean rate of 3.77 ($m = 3.77$, $sd = 0.95$). Finally, Item 12 “I like to stand out” has a mean rate of 2.44 ($m = 2.44$, $sd = 1.21$). The total of mean for this dimension is 13.44 and the total of standard deviation is 2.52.

In addition, for the agreeableness dimension represented by item 13 to item 16 shows a neutral and low record. For item 13 “I sympathize with the feelings of others” who have a Neutral record with a mean rate of 3.56 ($m = 3.56$, $sd = 0.91$), as well as Item 16 “I am interested in other people who” record a mean of 3.24 ($m = 3.24$, $sd = 0.94$). For both Item 14 and Item 15, each recorded a low amount. Item 14 “I am interested in other people’s problems” recorded a mean total of 2.93 ($m = 2.93$, $sd = 0.97$) and Item 15 “I feel other people’s emotions” recorded a mean of 2.91 ($m = 2.91$, $sd = 0.99$). The total of mean for this dimension is 12.64 while, the total of standard deviation is 2.50.

Lastly is the Neuroticism dimension. All items under the Neurotic dimension have a low mean value. This is evidenced by Item 17 “I have frequent emotional changes (mood)” with a mean rate of 2.98 ($m = 2.98$, $sd = 0.98$), followed by Item 18 “I am not relaxed most of the time” recording a mean of 2.71 ($m = 2.71$, $sd = 1.05$), continued by Item 19 “I am easily offended” with a mean value of 2.63 ($m = 2.63$, $sd = 1.04$) and finally is Item 20 “I often feel depressed” with a mean rate of 2.50 ($m = 2.50$, $sd = 1.47$). The total of mean for neuroticism is 10.83 and standard deviation is 3.72.

Overall, the total of mean for the items are 69.03 and the total of standard deviation are 13.70. This mean that the level of personality is high which is the level of the personality are 69%.

Leadership Behavior

The response scale for the leadership behavior variable has five scales, namely scale 1 = strongly disagree, scale 2 = disagree, scale 3 = neutral, scale 4 = agree and scale 5 = strongly agree. Based on Table 3, there are three dimensions measured in the leadership behavior variable which are intellectual stimulation, individual consideration, and ideal influence. A total of 18 items that are under the three dimensions. For the first dimension, which is attitude of

intellectual stimulation, as many as three items are below it and all these items recorded a high record. Among them is item 1 “The idea of the leader in the farm has prompted me to re-evaluate my own ideas about what I had never thought about before” recorded a mean total of 4.22 ($m = 4.22$, $sd = 0.83$). Likewise, Item 2 “Leader in the field makes me someone who thinks about existing problems with a new method” that recorded a mean total of 4.03 ($m = 4.03$, $sd = 0.82$) and followed by Item 3 “Leader in the field gives me an opinion to see something which confused me with the new method” which recorded a mean of 3.92 ($m = 3.92$, $sd = 0.91$). The total of the means for this dimension is 12.16, and the standard deviation is 2.03.

Table 3

Mean and standard deviation of leadership behavior

Dimension	Item	Mean	Standard Deviation (sd)
Intellectually stimulating attitude	1. His ideas have forced me to rethink some of my own ideas that I never questioned before	4.22	0.83
	2. Allows me to think about old problems in new ways	4.03	0.82
	3. Has given me a new way of looking at things that used to puzzle me	3.92	0.91
Total		12.16	2.03
Individual consideration	4. Give personal attention to members who seem neglected	3.74	0.94
	5. Knowing what I want and trying to help me get it	3.79	0.91
	6. You can expect him to show his appreciation when you do a job well	3.95	0.87
	7. Satisfied when I meet agreed standards for good work	3.95	0.91
	8. I get credit with him by doing my job well	3.92	0.90
	9. Treat each subordinate individually	3.82	0.94
Total		23.16	3.77
The ideal	10. Makes me think we can achieve our goals without him if we have to	3.78	0.80
	11. Gets everyone around him excited about the task	3.82	0.85
	12. I have full faith in him	3.81	0.90

influence attitude	13. Be an inspiration to us	3.96	0.85
	14. Create loyalty to the organization	4.04	0.83
	15. Be an inspiration to us	3.76	0.90
	16. Inspire loyalty to him	3.78	0.89
	17. Makes me feel good to be around him	4.04	0.88
	18. I am ready to believe in his ability to overcome any obstacle	3.98	0.99
Total		34.97	5.40
Total Overall		70.29	11.20

For the next dimension is the Attitude of individual consideration which has 6 items. All items under this dimension have a neutral record. The evidence is Item 4 "The leader in the field pays attention to individuals who are not given much attention", recording a mean value of 3.74 ($m = 3.74$, $sd = 0.94$), as well as Item 5 "The leader in the field identifies what I want and tries to get it", recording a mean value by 3.79 ($m = 3.79$, $sd = 0.91$). Item 6 "I am satisfied when I meet the agreed standards for good work" and Item 7 "I get appreciation from the boss on the farm for satisfactory work" recorded the same mean value of 3.95, Item 6 ($m = 3.95$, $sd = 0.87$), Item 7 ($m = 3.95$, $sd = 0.91$). For Item 8 "The leader in the field treats each subordinate fairly" recorded a mean value of 3.92 ($m = 3.92$, $sd = 0.90$), and for Item 9 "I feel confident that I can achieve the goal without the leader in the field" recorded a mean value of 3.82 ($m = 3.82$, $sd = 0.94$). Also, the total of mean for this dimension is at the high level by showing 23.16 and for the standard deviation is 3.77.

Finally, for the ideal influence Attitude dimension, there are 9 items under it. Item 10 "The leader in the field makes everyone around him enthusiastic about the task" of recording a neutral record showing a mean value of 3.78 ($m = 3.78$, $sd = 0.80$), as well as Item 11 "I have full faith in the leader in the field who shows a neutral" record with a mean value of 3.82 ($m = 3.82$, $sd = 0.85$), Item 12 "Leader in the field becomes a model for me to emulate" also records a neutral value with a mean value of 3.81 ($m = 3.81$, $sd = 0.90$) and Item 13 "Leader in the field becomes inspiration of loyalty to me" also recorded a neutral value with a mean value of 3.96 ($m = 3.96$, $sd = 0.85$). There are 3 more items that record the neutral scale of the ideal influencing attitude such as Item 15 "The leader in the field encourages me to express my ideas and opinions" with a mean value of 3.76 ($m = 3.76$, $sd = 0.90$), Item 16 "The leader in the field is able to see what is important for me to consider" recording a mean value of 3.78 ($m = 3.78$, $sd = 0.89$) and Item 18 "I understand the mission conveyed by the leader in the field to me" by showing a mean value of 3.98 ($m = 3.98$, $sd = 0.99$). For Item 14 "I trust the ability of the leader in the farm to overcome any obstacle in the farm" has a high record by showing a mean value rate of 4.04 ($m = 4.04$, $sd = 0.83$). Likewise with Item 17 "In my mind, the leader in the farm is a symbol of success and achievement" which also shows a high record with a mean rate of 4.04 ($m = 4.04$, $sd = 0.88$). The total of mean for dimension the ideal influence attitude is 34.97, while the standard deviation equal to 5.40.

Overall, the total of mean and standard deviation for transformational leadership are equal to 70.29 and standard deviation are 11.20. This means that the level of leadership behavior is high.

Employee Performance

The response scale for the job performance variable has 5 scales, namely scale 1 = strongly disagree, scale 2 = disagree, scale 3 = neutral, scale 4 = agree and scale 5 = strongly agree. Based on Table 4, for the job performance variable, there is only one dimension which is the task performance scale and there are 7 items below. Most items under this dimension show a high record including Item 1, Item 2, Item 3, Item 4, Item 6 and Item 7 and only one item shows a neutral record which is Item 5. Item 1 "I can plan my work to finish on time" with a mean value of 4.30 ($m = 4.30$, $sd = 0.80$), Item 2 "My planning is optimal" showing a mean value of 4.14 ($m = 4.14$, $sd = 0.66$), Item 3 "I am always sensitive to the achievement of my work" with mean value of 4.08 ($m = 4.08$, $sd = 0.82$), as well as Item 4 "I am able to distinguish between main tasks and side tasks" also shows a high record with a value rate of 4.05 ($m = 4.05$, $sd = 0.84$). Item 6 "I am able to perform my job well with minimal time and effort" also shows a high record with a mean rate of 4.04 ($m = 4.04$, $sd = 0.80$) and item 7 "Cooperation with others is very productive" showing a mean rate of 4.19 ($m = 4.19$, $sd = 0.81$). While for Item 5 "I know planning what needs to be prioritized" is the only item that has a neutral record in this dimension reluctantly showing a value rate of 3.84 ($m = 3.84$, $sd = 0.94$). Overall, the total of mean for job performance is 28.60 and the standard deviation are 3.57.

Table 4

Mean and standard deviation of job performance

Dimension	Item	Mean	Standard Deviation (sd)
Task performance scale	1. I manage to plan my work so that it is completed on time	4.30	0.80
	2. My planning is optimal	4.14	0.66
	3. I keep in my mind the results I need to achieve in my work	4.08	0.82
	4. I can separate the main issues from the side issues at work	4.05	0.84
	5. I know how to set the right priorities	3.84	0.94
	6. I can perform my work well with minimal time and effort	4.04	0.80
	7. Collaboration with others is very productive	4.19	0.81
Total		28.60	3.57
Total overall		28.60	3.57

Conclusion

The main objective of this study is to examine the extent to which employee personality, leadership behavior, and job performance are related in the plantation sector in Malaysia. This study aims to contribute to the existing literature on the topic by providing empirical evidence

on the relationship between employee personality, leadership behavior, and job performance in a specific industry and context. The findings of this study may be useful to managers and policymakers in the plantation sector in Malaysia in developing effective strategies to enhance employee performance and organizational effectiveness. The results of this study indicate that employee personality, leadership behavior, and job performance are positively related in the plantation sector in Malaysia.

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