

# RELATIONSHIPS BETWEEN FIVE PERSONALITY TRAITS AND TRANSFORMATIONAL LEADERSHIP TO ADAPTIVE PERFORMANCE AMONG MANAGEMENT AND PROFESSIONAL OFFICERS

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## Abstract

This research aimed to assess the relationships between five personality traits and transformational leadership on adaptive performance among management and professional officers. As Malaysia currently with the 10<sup>th</sup> Malaysia Plan to achieve Malaysia Vision 2020 as a high income nation with high performance workers through the Government Transformation Program (GTP), Malaysian leaders should be able to change to adapt in new situation in order to have high performance in their job as well as lead their subordinate to have high performance as well. The instruments that employed in this research were International Personality Item Pool (IPIP), Multifactor Leadership Questionnaire (MLQ), as well as adaptive performance (Pulakos *et al.*, 2000). The questionnaires for the three tests have been translated into Malay version in order to measure the five personality traits, transformational leadership, and adaptive performance. The data was collected among the fifty seven management and professional officers. The data was analyzed by employed Pearson's Correlation test with SPSS 20.0. The results from this research showed that the personality traits which were conscientiousness, agreeableness, openness to experience, and extraversion had positive relationship with adaptive performance. However, neuroticism showed negative relationship with adaptive performance. Besides that, transformational leaderships also showed positive relationship with adaptive performance. Thus, the results from this research show that the five personality traits and transformational leadership are able to predict the adaptive performance of the management and professional officers. Recommendations are also discussed.

**Keywords:** Five Personality Traits, Transformational Leadership, Adaptive Performance, Management and Professional Officers, Organisational Counsellors