



THE EFFECT OF LEADERSHIP CHARACTERISTICS ON WORKING PERFORMANCE OF EMPLOYEES AT TST TOURISM & TRADE SERVICE JOINT STOCK COMPANY IN VIETNAM

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Abstract

The study was conducted to examine the influence of leadership personality traits on employee performance at TST Tourism & Trading Service Joint Stock Company. Employees receiving the survey were asked to rate the influence of the Big Five's leadership personality traits on their performance. The research results show that the factors of Pleasure, Sensitivity, Extroversion, Dedication, and Openness of leadership have an impact on the performance of TST Tourist employees in descending order. From there, the authors propose options to the Board of Directors to improve the working performance of employees in the company.

Keywords: Leadership, employee, stock company, tourism

1. THEORY OVERVIEW

Big Five model

Leadership traits have undergone many studies with different personality traits, among which it is impossible not to mention the basic elements that make up what we call personality (Goldberg, 1990; McCrae & Costa, 1987). These factors are often referred to as the Big Five. To assess the link between the Big Five and leadership, Judge, Bono, Ilies and Gerhardt (2002) conducted a major meta-analysis of 78 personality and leadership studies published since 1967. to 1998. Overall, Judge et al. found a close relationship between the Big Five characteristics and leadership ability, because of this connection, the authors will use the Big Five personality model to study these characteristics. The typical way of leadership

Lewis Goldberg, a researcher at the Oregon Research Institute, he named the model "The Big Five". The Big-Five personality model measures 5 main factors of human personality, each element represents a different personality group, 5 of which include: Openness; Thoroughness; Extraversion; Comfort; Sensitive. In addition, Big-Five Model is also known as "OCEAN" in which, O:Openness, C:Conscientiousness, E:Extraversion, A:Agreeableness (Comfort), N:Neuroticism (Sensitiveness)

Employee performance

Employee job performance is one of the important relationships with organizational goals that most organizations need to focus on. Job performance has been studied as the light of the job like their attitude in job performance, job satisfaction and commitment in completing tasks (Fatheya Mahmood, 2008).

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Previous studies have shown that the Big Five personality traits explain many human behaviors including job satisfaction, intention to change, and job performance. For example, research done by Rothmann and Coetzer (2003) shows that Big Five personality traits influence employees' willingness to accept new jobs. Employee job performance was found to have a positive relationship with Big Five personality traits (Barrick, Parks & Mount, 2005). Personality can be described as the traits of someone who acts in a certain way.

2. RESEARCH MODELS AND HYPOTHESIS

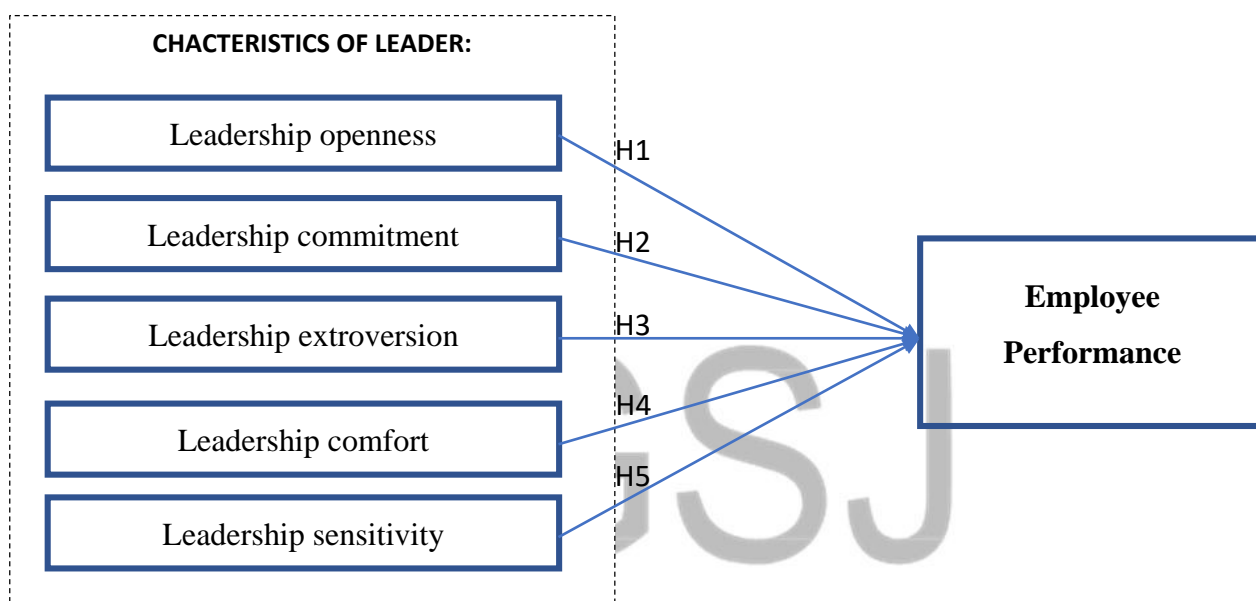
Research models

According to Barrick et al (2005), employee job performance has a positive relationship with leadership characteristics. Interested in the above conclusion, Nadiah et al (2016) have developed and specifically demonstrated the relationship between work performance and

leadership personality traits in the Big Five model, namely Openness, Devotion, Extroversion, Pleasure, Sensitivity.

The study inherits and uses the model of Nadiyah et al. (2016), based on the actual operation of Vietnam's tourism industry in the period of June-July 2021 in general and the actual situation at the company. TST Tourism & Trading Service Joint Stock Company in particular, along with the survey research of the authors, the model has been determined as follows:

Figure 1: The effect of leadership characteristics on working performance of employee.



3. Research hypothesis

From the expected model, the authors conduct an overview of the research works, to develop the research hypotheses:

Motivated by the desire to interact with employees, the extroverted leader leads to an energetic existence and seeks excitement and stimulation (Alkahtani et al., 2011). As a result, employees may perceive their leader as cheerful and optimistic.

According to Mark & John (2000) who analyzed the relationship between openness to experience and job performance, found that openness, experience characteristics were predicted to be the only variance in performance. job performance for employees outside of both cognitive abilities. In addition, leaders are more open to experience, able to handle and resolve conflicts positively, which can reduce the impact of job performance.

In part from that, another leader's personality traits, conscientiousness traits, were the most accurate predictors of employee performance (Hurtz & Donovan, 2000). Dedication is a

competence, order, seriousness, achievement, and self-discipline, employees realize the importance of achieving goals and spend energy, long-term endurance and efforts. tireless efforts to gain satisfaction from performing tasks effectively (Burch & Anderson, 2004).

Pleasant, highly agreeable leaders value alignment and avoid conflict in the workplace. They care about their work in the workplace and they are likely to care about the development and growth needs of their employees and have the ability to make sure that employee work boosts performance (Judge & Bono, 2004).

The research hypotheses put forth include:

- *Hypothesis H1: Leadership openness has a positive effect on employee performance*
- *Hypothesis H2: Leadership commitment has a positive impact on employee performance*
- *Hypothesis H3: Leadership extroversion has a positive impact on employee performance*
- *Hypothesis H4: Leadership comfort has a positive effect on employee performance*
- *Hypothesis H5: Leadership sensitivity has a positive effect on employee performance*

4. RESEARCH RESULTS

On the basis of theory and practice, the author has collected statistics, investigated and used analytical and evaluation research methods to make comments on the influence of leadership personality traits directing to employee performance.

Table 1: Contribution of variables for affecting employee performance.

STT	Variable	Standard	%	Order of influence
1	Comfort (DC)	0.516	44.03%	1
2	Extraversion (HN)	0.193	16.5%	3
3	Sensitivity (NC)	0.198	16.9%	2
4	Openness (CM)	0.112	9.6%	5
5	Commitment (TT)	0.152	12.97%	4
	total	1.172	100%	

Variable (DC) Pleasure contributes 44.03%, variable (HN), Sensitivity (NC) has the second influence with 16.9%, Extraversion (HN) accounts for 16.5%, variable (CM) openness contributes The lowest is only at 9.6%, the rest is the variable (TT) conscientiousness accounting for 12.97%, the influence Thus, the order of affecting the employee's working performance is DC, NC, HN, TT, CM.

Through the tests, it can be confirmed that the factors affecting employee performance are DC, NC, HN, TT, CM.

Testing the hypotheses of the research model

We see that the hypotheses to be tested are H1 to H5. Through the above analysis results, based on the sig value. in multivariable regression analysis. Notice that there are 5 hypotheses proposed initially, H1, H2, H3, H4, H5 which are accepted because the factors have a positive impact (positive Beta coefficient) on Performance with significance level Sig. < 0.05. Because increasing these factors will increase employee performance. The following table summarizes the test of the research hypothesis.

Table 2: Summary table to test research hypothesis

Symbol	Hypothesis	Testing result
H1	The factor Openness has an effect on Performance	Accept
H2	The factor Dedication affects Work Performance	Accept
H3	Factors Extroversion has an impact on Work Performance	Accept
H4	The factor Pleasure affects Work Performance	Accept
H5	Factor Sensitivity affects Work Performance	Accept

From the above analysis, we can conclude that the theoretical model is suitable with the research data and the accepted research hypotheses (hypothesis H1, H2, H3, H4, H5).

Based on the results of research on the relationship between leadership characteristics and employee performance at TST Tourist Company with n = 150, it is shown that all five leadership characteristics in the model have an impact. positively on the working performance of TST Tourist employees.

Specifically, pleasantness has the strongest impact on employee performance ($\beta = 0.516$). Next is sensitivity ($\beta = 0.198$) and extraversion ($\beta = 0.193$). The two factors conscientiousness ($\beta = 0.152$) and openness ($\beta = 0.112$) have the lowest impact on employee performance.

Thus, in order to improve the working performance of employees at the company, senior and mid-level leaders at TST tourist need to maximize these leadership qualities.

5. CONCLUSION

With the current situation of tourism service business at TST tourist, the company needs to consider the following factors:

- *Firstly* , leaders need to focus on caring for employees and colleagues, showing empathy and being ready to support and help employees in their work as well as create conditions for employees to continue to work. approach, communicate and consult with leaders in

the most comfortable way. Highly agreeable leaders will help employees have a more cooperative attitude at work, trust in the leader and limit oppositional thinking.

- *Second* , leaders need to actively observe employees, actively learn and practice their ability to quickly recognize the basic qualities and capabilities of others, thereby knowing how to behave reasonably and rationally. and put the right people in the right places. Positive thinking, analysis to find out the nature of all problems, identify causes and effects. Sensitivity shows attention, care and concern for everyone in the unit. A sensitive leader is concerned with people's private lives and activities , actively helping in times of need to alleviate difficulties in people's lives and activities. Leadership sensitive feelings are likely to pay attention, capture timely, accurate changes in the thoughts and aspirations of the people through the expression through behavior, speech, gestures actions of employees . Leaders must be able to read the psychological developments in employees, thereby understand the true emotional state of each person and find ways to help and deal with them to ensure the operation of the unit. taste.
- *Third* , leaders actively encourage and organize outing activities for employees, encourage teamwork to improve their integration spirit with employees, create conditions for employees to exchange diverse information. information. In addition, they also share with employees about themselves so that they can internally understand and trust the leader more, and keep the distance between managers and subordinates.
- *Fourth* , company leaders need to show themselves as a dedicated person, invest time and energy in their work, always have a learning direction, find ways to improve their own capacity, and create motivation to work. staff learn. The commitment of leaders is the inspiration for employees to pursue and lead together towards their goals. Employees will work harder under the encouragement of a leader who is dedicated to their work. A true leader is one who is devoted to service, dedicated and sincere, who makes his subordinates become a better person, rather than suppressing their excellence.
- *Fifth* , company leaders need to always keep a relaxed spirit to be ready to contact employees, listen to them, talk to them to get the necessary information. Make open communication with employees a habit and do it every day.
- *Finally* , the company's board of directors also needs to create conditions for mid-level leaders to participate in courses to promote and improve leadership skills, build a legacy leadership team with many leadership characteristics. prominent religion.

Although the research conducted has provided some results and recommendations for leadership characteristics at TST Tourist, the promotion, maintenance, and building of a stable leadership team in the tourism service industry. in general and in the context of the Sars-cov2 epidemic raging in recent years is a difficult issue that needs the company's management to

focus on. Plans to maintain the successor leadership team also need to be taken care of in order to be ready for operation when the tourism industry stabilizes again.

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