Select the Weights of the Key Factors for Personality Traits and Leadership-Ability on Organizational Performance: A Case Study of Taiwan Publicly-Listed Construction Companies

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ABSTRACT

This study aims to select the weights of the key factors regarding Personality Traits and Leadership-Ability on Organizational Performance of the publicly-listed construction companies in Taiwan. So, Taiwan publicly-listed construction company’s directors are used as the research objective. The Analytic Network Process (ANP) to analyze the correlation of each criterion, and find out the important factors of each criterion and the sequence of dominance of weights. This research findings show that the weights of key factors as for personality traits and leadership-ability upon organizational performance is found. Regardless of scholars or practitioners’ perspectives, the CI values of the main target constructs and sub-constructs meet the criteria less than 0.1 proposed by Satty; Both scholars and practitioners’ opinions on organizational performance constructs have the weights greater than 0.2. This shows that personality traits and leadership-ability can indeed affect the organizational performance of the publicly-listed construction companies in Taiwan, and the weights of the two are similar. These results can be also used as the reference for the top managing decision makers/operators of Taiwan publicly-listed construction companies as employee-training and retention decisions.

Keywords: Personality, Leadership, Organizational Performance, Analytic Network Process (ANP)

INTRODUCTION

With the opening up of the environment and the rapid changes in technological progress, Taiwan's construction industry is constantly being impacted by financial liberalization and internationalization, making the operation and organization of the overall construction industry full of crises and opportunities. In addition to the business climate and policy implications, business managers also expect to be sustainable. For the construction industry, providing real estate with a high total price requires a lot of tangible and intangible efforts. In the industry's production system, the “top-land” development and product planning are the most important factors that affect whether the companies can obtain important factors of profitability (Lai, 2017).

Under the increasingly fierce competition, how companies should create competitive advantages to maintain and improve corporate performance has been an organization management issue that companies have been paying attention to for a long time. The working mentality and working conditions of employees within the company help to measure the effectiveness of human resource management functions. The construction industry is a high-profit industry in the general public's perception, but its operation type is susceptible to external environmental fluctuations. Due to the use of high financial
leverage, its risk value is also higher than other industries; therefore, the success of construction companies which the secret lies in the establishment of correct business strategies and competitive advantages.

With the advent of the knowledge economy, the success factors of an enterprise not only stop at the investment of capital and raw materials, but also focus on the management of enterprise knowledge and the use of talents. And people, affairs, and money are the three major elements of business management. Among them, people are the most important resources of an enterprise. The quality of people or their leadership-ability is also equivalent to determining the level of their performance. In contrast, a supervisor or manager is an important role as a strategic leader and performance incentive for human quality (Chen & Wang, 2009).

The effective leadership of an enterprise cannot rely solely on the leadership behavior of the leader. It must also consider the factors of the employee's personality traits, because the employee's personality traits are also important indicators of organizational behavior and are considered to be closely related to job performance.

Therefore, the company's leadership style is still an important variable to change the values of the subordinates. How to make the subordinates understand the leadership style of the supervisor instead of working for remuneration. The leader tries to create a team atmosphere, so that the subordinates feel involved and valued. The working environment must be let them stretch their ambitions, accomplish tasks, and at the same time strengthen their self-judgment. When subordinates are given the power and responsibility to feel autonomous, the more they feel the weight and influence in the team, the more they are willing to go all out to build the organization. Hence, the more successful they are, the more willing they are to take the success of the organization as their responsibility (Wu, 2016).

Based on the above research motivations, this study will take the director of the publicly-listed construction companies in Taiwan as the research object, and focus on the personality traits and leadership-ability of the operator. The former (personality traits) includes: (1) Openness; (2) Conscientiousness; (3) Extraversion; (4) Agreeableness; and (5) Emotional Stability, and the latter (leadership-ability) includes: (1) self-confidence; (2) autonomy; and (3) to complete the work-oriented, establish a research framework and analyze and select to understand the personality traits and leadership-ability of the director of Taiwan publicly-listed construction companies. The weight values of the two key factors, the personality traits and leadership-ability that affect the organization's performance, hoping to help the companies construct the criteria for the future recruitment and selection of supervisors and other talents (employees), and form the basis for the development of human resources activities for training and retention in the future. In other words, it is the main purpose of this study to develop the interpretation criteria for future recruitment and selection of the talents (employees), and to form the basis for the development of human resources activities for future employee-training and retention decisions.

Relevant literature on the key factors of Personality Traits and Leadership-Ability on Organizational Performance is referred to the following domestic and foreign literature, which are summarized below.

**Personality Traits**

Casta & McCrae (1986) divided personality traits into five categories: (1) Agreeableness: polite, trustworthy, friendly and easy to get along with; (2) conscientiousness: hard work, achievement-oriented, Perseverance also means responsible for discipline, discipline, and sense of responsibility; (3) Extraversion: self-confidence, active, loves performance, still likes to make friends, loves to participate in
lively occasions, lively and outgoing; (4) Neuroticism: refers to the number and intensity of stimuli that can arouse people's negative emotions. The less stimulus a person can accept, the higher the emotional sensitivity; and (5) Openness to Experience: Open minded, imaginative, curious, original, love to think and seek change. It is commonly known as "Big-Five".

Huang (1990) believed that personality traits refer to individual psychological and physical phenomena. They will display unique psychological traits at different times and in different situations to determine behavioral patterns and ways of thinking that adapt to the environment. Demand, motivation, interest, temperament, sexuality, attitude and appearance are different from others.

Lai (2006) divided personality traits into (1) internal control orientation: active, positive, confident, and the occurrence of an event is determined by oneself, and believed that “it will be done in itself”; (2) external control orientation: worry, Negative, lack of self-confidence, obedience to the fate of the heavens, the occurrence of the event cannot be controlled by oneself, believing that "the things are done in the heaven."

Lee (2013) pointed out that the factors affecting personality formation are heredity, maturity, environment, learning, etc., and under its interaction constitute the individual physical and mental traits; and personality traits are manifested in the personal life process, The unique characteristics of the people and things and the overall external environment adaptation, and have durability, consistency and stability, some of which are unique to each person, and some are shared by some or most people.

To sum up, this study defines personality traits as "personal psychological and physiological phenomena that exhibit unique psychological traits at different times and in different situations." In addition, for the sub-constructs of personality traits that is the classification of five personality traits by Casta & McCrae (1986) was cited.

**Leadership-Ability**

Hei (1994) believed that leadership refers to helping others accomplish what they are capable of. He also described it as for the future vision, encourages and teaches others, and builds and maintains successful interpersonal relationships.

Zhang (1996) pointed out that leadership style is the behavior of individual leaders acting as an organizational leader after they are influenced by their social culture, organizational culture, and personal characteristics. That is, leadership style is a comprehensive representation of leaders' cognition and behavior in the context of organizational cultural context.

Bass & Avolio (1996) proposed that transformational leadership refers to the leader's idealized influence, through the individualized care, spiritual encouragement, and wisdom inspiration of the individual, to enhance the leader's work goals And needs to achieve organizational goals respectively: (1) idealized influence: through the identification of roles, convey personal values, and stimulate the motivation of subordinates to achieve organizational goals; (2) individualized care: respect for individual subordinates Differences, and establish good friendship with the subordinates; (3) Spiritual encouragement: to enhance the enthusiasm of the subordinates by means of authorization, respect, vision sharing etc.; and (4) Inspiration of wisdom: cultivate subordinates to be independent and pluralistic The ability to think creatively, stimulate creativity and improve problem solving (Lai, 2006).

Zhuang (2003) pointed out that transformational leadership, also known as caring and compassionate leadership, refers to the use of various incentive factors by leaders through personal charm to inspire the care and intelligence of subordinates and improve their work attitude in order to achieve Leadership in organizational goals.
Research from the University of Michigan resulted in two variables of leadership behavior: employee oriented and production oriented (Zhang, 2014). (1) Production orientation: This kind of leadership attaches importance to the achievement of work goals, regards employees as a tool to achieve the goals, closely monitors employees, emphasizes the exercise of legal post powers and coercive powers, and focuses on the evaluation of progress and work performance; (2) Employee orientation: This kind of leadership attaches importance to interpersonal relationships, is very concerned about employee welfare, needs, promotion and personal growth, etc., and gives its subordinates full discretion and attaches importance to communication within the unit.

Chen (2016) pointed out that leadership does not have a certain standard. It depends on how to understand the concept and use it properly in an attempt to achieve the best results. The compassionate boss may be a leader from the perspective of "employee"; the result-oriented boss creates business opportunities based on the "things" argument. Although the pros and cons of the two cannot be ascertained, they are different leaders. The form, its individual acceptance and tolerance should be different.

To sum up, the sub-constructs of leadership in this study are categorized as (1) self-confidence; (2) autonomy; and (3) work-oriented. For the definition of leadership, proposed by Zhuang (2003) is used.

Organizational Performance

Venkatraman & Ramanujam (1986) pointed out that the main goal of various activities and strategies of business operation is to improve the performance of the organization's operation, and the performance of the organization is the degree to which the company achieves specific goals. The way to evaluate the performance of the organization can be determined by many aspects. To measure. The main financial indicators such as the profit rate, turnover growth rate, return on investment, or return on assets of general enterprises are used as methods to measure organizational performance. And Venkatraman & Ramanujam (1986) also classified the organizational performance measurement methods as: financial performance: including return on investment, interest rate, after-tax surplus, operating income and other items. It is a common measurement method used in traditional strategic research. Business performance: Refers to the combined performance of financial performance and organizational performance.

Lian (2001) believed that performance refers to the degree to which a company or organization achieves its specific goals. Performance indicators are a variable that can be used to identify and prove whether a pre-planned goal has been achieved.

Ling & Hong (2010) indicated that in order to take into account the "financial" and "non-financial" aspects of measuring organizational performance, and to more accurately measure the impact of job satisfaction and internal service quality on organizational performance, Where "financial performance" refers to the output in financial accounting, which is measured by indicators of growth and profitability, such as: the company's earnings per share (EPS) is above the average level of the industry; net interest rate after tax/ Return on sales (ROS) is above the average level of the industry; and the "non-financial performance" measures organizational performance with "innovation performance". Among them, the measurement of innovation performance adopts a multi-viewpoint of organizational innovation, including technological innovation and management innovation. Technological innovation refers to the technology required by an organization to manufacture products or provide services. Management innovation occurs in the social system of an organization and is related to employment, management processes, and organizational structure.

Liao (2011) pointed out that the five characteristics of organizational performance are as follows: (1)
Mutable: different standards in different life stages; (2) comprehensive: including different dimensions; (3) Divergent: Different relationships with members of the organization; (4) Transitive: Analysis level; at the same time, the relevant standards need to be changed; (5) Complexity: the ability between dimensions Tap to simplify or eliminate (Wang, 2014).


To sum up, the definition of organizational performance in this study adopts the definition of Ling, & Hong (2010).

**Relationship between personality traits and organizational performance**

Motowidlo & Van Scotter (1994) confirmed that it is meaningful to distinguish task performance from context performance, because it can independently measure the individual's contribution to the overall value of the organization, and its research results also pointed out that in addition to experience to predict task performance over context performance It is more significant, and the variables used for personality traits are used to predict the context performance.

Lepak & Snell (1999) pointed out that good human capital should have two characteristics of value and uniqueness. In the part of value, this person can enhance the core competitiveness of the organization and create the value perceived by customers.

Li (2011) showed that personality traits have a positive relationship to organizational performance. When the personality traits are more extroverted, open, and pleasant, the higher the degree of agreement on organizational performance.

Ke (2013) indicated that subordinate personality traits can have a positive and significant impact on organizational performance.

**The relationship between leadership-ability and organizational performance**

Xu (2002) believed that high leadership ability will relatively improve the overall business performance of the company.

Zhang (2009) pointed out that the director of the automobile service plant (or manager) is the soul of the service plant, and how much profit he can bring to the company lies in his own leadership ability, and the director or manager with good leadership ability The personnel can bring more profits to the service factory, and can maintain a good interactive relationship between the company and the employees, so that the organization of the enterprise can be united to achieve sustainable business operations.

Chen (2016) believed that executive leadership style has a positive and significant relationship to organizational performance.

Cai (2017) founded that the leadership style of business owners has a causal relationship with organizational culture and has a positive relationship to organizational performance.

Wang (2014) showed that personality traits are positively related to organizational performance.

Ke (2013) pointed out that executive leadership style can have a significantly positive impact on organizational performance.
The ANP method is an extension of the AHP (Analytic Hierarchy Process). ANP is a method in which AHP is added to the feedback mechanism and replaced by the feedback method. The purpose is to obtain and predict all through ratio scales. The precise internal relationships among criteria, goals, and programs are even used to make the best decisions (Mohamed, 2002; Chen, 2004). Therefore, this study uses the ANP method to analyze the correlation between the "personality traits" and "leadership" criteria of the directors of listed construction companies in Taiwan, and find out the important factors of each criterion and the order of dominance of the weights. The analysis results at this stage can be used as a reference for Taiwan listed construction companies to train talents and retain talents.

The ANP network includes decision criteria (clusters), elements (nodes), and links. If a node in one community has a dependency or feedback relationship with a node in another community, a connection line will appear between the two communities. The ANP hypothesis allows elements to be dependent or feedback on each other between the same and different decision criteria. If the elements are dependent or give back to each other in the same decision criterion, it is called "inner dependence" (if there is no internal dependence, the nodes in the same criterion need only be compared in pairs with the nodes in another criterion); different decision criteria The interdependence or feedback between elements is called "outer-dependence" (Satty, 1996). Assumptions that allow dependencies or feedback between the criteria are more in line with the actual situation of complex problems encountered in human society, especially when decision-making also involves uncertainty and risk considerations (Sun, 1997; Liu, 2002; Du & Xu, 2008).

The structure of the problem applicable to the ANP model may include one or more networks. In order to construct the network of the ANP model, we must: (1) consider the classification of the elements in the problem and whether these communities are necessary to solve the problem; (2) first establish a community, and then establish which nodes (elements) are included in the community; (3) select one of the nodes (elements) as the parent node, and then look at the network Are there any other nodes in the community that will be affected by the master node? The affected nodes are called child nodes. The child nodes are compared with each other in pairs, and the two child nodes are compared under the influence of the master node. How much influence are there? When we finish, choose another point as the master node; (4) Draw the line that the master node affects the child nodes, which is a pair-wise comparison between the nodes; (5) When the connection lines of all node relationships After being drawn, the connection of each community is completed; and (6) Finally, confirm that the influence and the affected connection lines in the network are indeed correct, and make a pair-by-node comparison of nodes to nodes and communities to communities.

The calculation process of the ANP network includes three matrices, namely un-weighted super-matrix, weighted super-matrix, and limit super-matrix. The un-weighted matrix is the weight obtained by pair wise comparison in the original network; the weighted matrix refers to the element weight of the same component in the un-weighted matrix multiplied by the relevant community weight. If the straight columns of the un-weighted matrix are added as One (stochastic), the weighting matrix at this time is an un-weighted matrix; the limit matrix is a multiplication of the weighting matrix to the same number in each column, so the weight value of all nodes in the network can be Bar. Satty (1996) proposed the following calculation method for the ANP model. If the super-matrix S is irreducible, then $\lim SV = [w, \ldots, w]$, all columns in the matrix will have the same vector w, achieving convergence (Du & Xu, 2008).
In short, the stage work of the ANP method includes: (1) using Delphi method or expert interviews to establish a network hierarchy structure for evaluation; (2) calculating the weights of elements at each level, such as; establishing a pair wise comparison matrix (Issue a questionnaire), find eigenvalues and eigenvectors, consistency check (<0.1), and super matrix / limit matrix operations; and (3) calculate overall level weights-Global (Hu & Wang, 2008).

**Questionnaire design**

Based on the research framework, construct the "ANP model" of the personality traits and leadership abilities of directors of the listed construction companies in Taiwan on the key factors of organizational performance and the relationship between the "ANP model" and their mutual criteria, and use the ANP model analysis chart to design this. The inter-related questionnaire of the organizational performance aspects of the ANP model, because the ANP method is applicable to the collection of interviews with experts who deal with small samples. The following is an expert interview with listed construction companies in Taiwan (2020) to understand the mutual importance of each expert on the criteria of the main structure of the "organizational performance" of this model.

**Research Objectives**

This research expert questionnaire was sent to:

1. Scholars issued a total of 20 copies and recovered 16 copies. The effective recovery rate was as high as 80%.
2. The industry issued a total of 20 copies and recovered 17 copies. The effective recovery rate was as high as 85%. The effective recovery rate for the above questionnaire was very high because of the adoption of the Purposive Sampling method.

**Research Framework**

The following diagrams/Tables 1 & 2 are in sequence: (1) the formal structure for evaluating the organizational performance constructs in this research model; (2) the correlation between the sub-constructs.

In addition, Table 2 shows that the sub-constructs are not completely independent of each other, and some constructs are related; in other words, node-to-node and community-to-community pair-wise comparisons reveal that each node and node or community and community. It is not completely independent. Therefore, this study uses ANP to analyze instead of AHP (Hu & Wang, 2008).

<table>
<thead>
<tr>
<th>Table 1: Formal framework for evaluating the objectives of this research model</th>
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<tbody>
<tr>
<td>Goal</td>
</tr>
<tr>
<td>Organizationa l Performance</td>
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</table>

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Leadership Ability (LA)

(1) Self-confidence
When the company encounters a bad environment, it has the calm adversity to work with the company's employees to achieve the company's vision and mission. (LA1)

(2) Autonomy
When you experience a series of frustrations at work or a major complaint from your client, feeling emotional control is important. (LA2)

Use appropriate regulatory capabilities to require employees to achieve performance goals. (LA3)

(3) Job-oriented
Company employees or subordinates will be happy to implement planned work items according to schedule. (LA4)

When performing company tasks, time management is important. (LA5)

In the face of never performing or new tasks or programs, willing to boldly try to execute. (LA6)

Propose appropriate and effective improvement programs to achieve performance goals. (LA7)

The organization has the ability to execute organizational innovation and cultural change. (LA8)

Table 2: the correlation between sub-constructs

<table>
<thead>
<tr>
<th>Construct/Criterion</th>
<th>PT1</th>
<th>PT2</th>
<th>PT3</th>
<th>PT4</th>
<th>PT5</th>
<th>LA1</th>
<th>LA2</th>
<th>LA3</th>
<th>LA4</th>
<th>LA5</th>
<th>LA6</th>
<th>LA7</th>
<th>LA8</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>PT2</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>x</td>
</tr>
<tr>
<td>PT3</td>
<td>x</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>PT4</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>PT5</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
</tbody>
</table>

| LA                  | x   | v   | x   | v   | v   | v   | v   | v   | v   | v   | v   | v   | v   |
| LA1                 | x   | v   | x   | v   | v   | v   | v   | v   | v   | v   | x   | x   | x   |
| LA2                 | v   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   |
| LA3                 | v   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   |
| LA4                 | v   | v   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   |
| LA5                 | x   | v   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   |
| LA6                 | x   | v   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   | x   |
| LA7                 | x   | v   | x   | x   | x   | x   | x   | x   | x   | x   | v   | v   | v   |
| LA8                 | x   | v   | x   | x   | x   | x   | x   | x   | x   | x   | v   | v   | v   |

Source: This study
Note: (1) When entering the system, please see "Straight"
(2) When drawing WORD, please look at "Horizontal"
(3) PT: Personality Traits; LA: Leadership-Ability

ANP analysis steps

The process of analyzing the network program method used in this study can be broken down into the following steps (Hu & Wang, 2008), as shown in Figure 1:
(1) Construction of decision problem system

When applying the ANP method, the system is first divided into two parts. The first part is called the control level, which includes the goal, decision criteria, and sub-criteria. All decision criteria are considered to be independent of each other and are governed only by the target elements. There may be no decision criteria in the control factors, but there is at least one goal, and the weight of each criterion in the control layer can be obtained using the traditional AHP method. The second part is the Network Level, which is composed of all the cluster or component groups controlled by the control layer. The internal structure of the network is the mutual influence;

(2) Pairwise comparison between groups and criteria

After constructing the decision problem system and feedback relationship in step (1), the "group", "criteria", "group and criterion", etc. with feedback relationship are compared in pairs. The comparison method is the same as the AHP method;

(3) Build a super-matrix

After the pairwise comparison between the group and the criterion in step (2), the feature vectors of each criterion in the control layer can be calculated in the same way as the AHP method. All the feature vectors are expressed in the form of a matrix, which is the "super matrix".

Normalizing the row vectors of a super-matrix (Normalize) so that the sum of the row vectors equals 1 is called the "Stochastic Matrix". Un-randomized super matrices are called "Un-weighted Super-matrix", and randomized are called "Weighted Super-matrix". The advantage of a random matrix is that the corresponding maximum eigenvalue is 1, which can make matrix operations easier;
(4) Limiting super matrix for computing decision problems

In step (3), the types and characteristics of the super matrix are classified from the types of eigenvalues, and then the weighted super matrix is multiplied to obtain a "Limiting Super-matrix". Different system structures will have different types of super matrix (decomposable, indecomposable, basic, non-basic), and the calculation formula of the super matrix; and

(5) Ranking of important criteria and intensity analysis

The final step is the ranking and strength analysis of the important criteria of the "organizational performance" construct by the directors of the publicly-listed construction companies in Taiwan.

**RESEARCH RESULTS AND DISCUSSION**

Based on the research framework, the relationship between the ANP model of the directors of Taiwan publicly-listed construction companies on the main objective construct of "organizational performance", and their mutual criteria were constructed. In other words, the analysis of the ANP model was used to formulate the organizational performance of Taiwan publicly-listed construction company’s directors (/practitioners). The interrelated questionnaire of the various aspects of the construct, conducted expert interviews with the directors of Taiwan publicly-listed construction companies to understand the mutual importance of each expert to the guidelines of the Taiwan listed construction company’s directors on the main objective of Organizational performance. The result of circle selection is used to calculate the geometric mean between each criterion. Finally, the superiority ranking of each criterion is obtained by ANP analysis software (Super Decisions), and the obtained superiority ranking is effectively applied to the directors of Taiwan publicly-listed construction companies on Organizational Performance.

This section will list the CI values, weight-value, and sequence of the “organizational performance” construct and criteria of scholars and the directors (/ practitioners) of Taiwan publicly-listed construction companies, as shown in Table 3 & 4.

**Table 3: CI value, weight-value and sequence of Organizational Performance of scholars and industry’s directors (/practitioners)**

<table>
<thead>
<tr>
<th>Main-construct</th>
<th>CI value scholar</th>
<th>Sub-construct</th>
<th>CI value scholar</th>
<th>Weight-value</th>
<th>sequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizationa l Performance</td>
<td>0.01</td>
<td>Personality Traits (PT)</td>
<td>0.00</td>
<td>0.01</td>
<td>0.561</td>
</tr>
<tr>
<td></td>
<td>0.01</td>
<td>Leadership-Ab bility (LA)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.439</td>
</tr>
</tbody>
</table>

Source: This study

It can be seen from Table 3 that, regardless of scholars or practitioners, the CI values of the main target constructs and sub-constructs meet the criteria proposed by Satty less than 0.1 (Hu & Wang, 2008).

Besides, it can be seen from the results that in the sub-constructs of scholars, the important order is personality traits and leadership-ability; in the sub-constructs of practitioners, it is just the opposite of the former. This difference may be because the scholars are from a more theoretical point of view. Starting from that, personality traits will affect leadership and then organizational performance, and practitioners are likely to think that influencing leadership abilities can directly affect organizational performance from a more practical point of view. In addition, "personality traits" and "leadership abilities" in which the weight-value of both operators exceeds 0.1(see Table 3).
Table 4: Criterion, weights and sequence of personality traits and leadership between scholars and practitioners

<table>
<thead>
<tr>
<th>Main-construct</th>
<th>Sub-construct</th>
<th>Criterion</th>
<th>Scholar Weights</th>
<th>Practitioners Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>100%</td>
<td>Total Sorting</td>
<td>100%</td>
</tr>
<tr>
<td>Personality Traits (PT)</td>
<td>Agreeableness</td>
<td>PT1</td>
<td>8.4%</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Conscientiousness</td>
<td>PT2</td>
<td>15.7%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Extraversion</td>
<td>PT3</td>
<td>7.9%</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Neuroticism</td>
<td>PT4</td>
<td>10.6%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Openness to Experience</td>
<td>PT5</td>
<td>13.5%</td>
<td>2</td>
</tr>
<tr>
<td>Leadership-Ability (LA)</td>
<td>Self-confidence</td>
<td>LA1</td>
<td>8.1%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Autonomy</td>
<td>LA2</td>
<td>7.3%</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>LA3</td>
<td>4.4%</td>
<td>6</td>
<td>8.5%</td>
</tr>
<tr>
<td></td>
<td>LA4</td>
<td>4.9%</td>
<td>5</td>
<td>7.8%</td>
</tr>
<tr>
<td></td>
<td>LA5</td>
<td>3.8%</td>
<td>7</td>
<td>9.2%</td>
</tr>
<tr>
<td></td>
<td>LA6</td>
<td>5.4%</td>
<td>4</td>
<td>6.7%</td>
</tr>
<tr>
<td></td>
<td>LA7</td>
<td>3.4%</td>
<td>8</td>
<td>4.6%</td>
</tr>
<tr>
<td></td>
<td>LA8</td>
<td>6.6%</td>
<td>3</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

According to Table 4, the results of the criteria in the various constructs of this research model are briefly described as follows:

1. Personality Traits

   In the main construct of "personality traits", scholars believe that the weight ratio of the criterion is: (A) the percentage of Conscientiousness weight accounts for 15.7%; (B) the percentage of Openness to Experience weight accounts for 13.5%; (C) the percentage of Neuroticism weight accounts for 10.6%; (D) Agreeableness weight percentage accounts for 8.4%; and (E) Extraversion weight percentage accounts for 7.9%. However, in the main construct of "personality traits", the industry's directors believe that the weight ratio of the criteria is: (A) the percentage of Openness to Experience weight accounts for 12.7%; (B) the percentage of Conscientiousness weight accounts for 10.9%; (C) the percentage of Neuroticism weight accounts for 8.4% (D) Agreeableness weight percentage accounts for 7.7%; and (E) Extraversion weight percentage accounts for 6.5%.

2. Leadership-Ability

   In the main construct of "leadership- Ability ", scholars believe that the weight ratio of the criterion is: (A) the percentage of Self-confidence weight accounts for 8.1%; (B) the percentage of Autonomy weight accounts for 11.7%; and (C) the completion of Work-oriented 24.1%. In the main construct of "Leadership-Ability", the industry's directors believe that the weight ratio of the standard is: (A) the percentage of Self-confidence weight accounts for 5.5%; (B) the percentage of Autonomy weight accounts for 13.8%; and (C) the completion of Work-oriented 34.5%.

RESEARCH CONCLUSIONS AND FOLLOW-UP RESEARCH DIRECTIONS

Research conclusions

After ANP analysis, we can know:

In terms of main constructs:

- Scholars believe that importance is in sequence of Personality Traits (0.561) and Leadership-Ability
(0.439); however, in the main structure of the practitioner, the order of importance is Leadership-Ability (0.538) and Personality Traits (0.462).

From the above comparison sequence, it can be found that in the main constructs of "personality traits" and "leadership-ability" that affect the organizational performance of Taiwan publicly-listed construction company’s directors. As the weights of the opinions of scholars and practitioners exceed 0.2, this shows that personality traits and leadership-ability can indeed affect the organizational performance of publicly-listed construction companies in Taiwan, and the weight of the two (both) are similar.

In terms of guidelines:
(1) Personality Traits
    Among the main constructs of "Personality Traits", scholars believe that the criterion of "diligence and prudence" is the most important, and the criterion of "extroversion" is listed last. And among the main aspects of the "Personality Traits", the industry’s directors believe that the criterion of "open learning" is the most important, and the criterion of "extroversion" is listed as the final order.
(2) Leadership-Ability
    Among the main constructs of "leadership-ability", scholars believe that the criterion of "Self-confidence" is the most important, and the criterion of "Working-oriented" is listed last. Among the main constructs of the "leadership-ability" industry, the industry’s directors (practitioners) believe that the criterion of "time management and control" is the most important, and the criterion of "innovation and creativity of improvement programs" is listed as the final ranking.

Research contribution
    This study uses ANP to select the key factors that affect the performance of the directors of Taiwan publicly-listed construction companies. Today, it is an innovation in theoretical application in related fields of business management. In practice, it can also be provided to Taiwan publicly-listed construction company’s operators (/ directors/practitioners) as a reference for decision-making on training and/or retention employees (talents).

Research restrictions
(1) Because this study uses the ANP method, the questionnaire interview was conducted by using the Purposive Sampling method which results in the effective recovery rate was very high, and the respondents were divided into scholars and experts which may cause subjective bias.
(2) This research is conducted on Taiwan publicly-listed construction companies, but different industries may have different results.

Follow-up research directions
(1) Although the use of the ANP method to collect expert interview data and the use of the Purposive sampling method for sampling in this study, it is likely that the data collected will be too “subjective” for interpretation. This is the biggest limitation of this study as the above-mentioned. In the aforementioned "literature review", many scholars still use it to select the weights of various independent sub-constructs, and even to choose solutions. In other words, after research, scholars have pointed out that the ANP method uses "Super Decisions" software to process all collected for a small sample of expert interview data, and follow-up research can continue to use the "ANP" method to conduct management plan evaluation studies.
In this study, only the relationship between constructs and criteria is discussed. In the future, "Program-selection" can be added. At the same time, other research methods, such as "fuzzy Delphi analysis method" and "gray relation analysis method" can be added.

Follow-up researchers can select the weights of key factors of the personality traits and leadership-ability that influence the organizational performance as for the directors of another industries/companies as a reference for making training and retention employees.

Follow-up researchers can also compare the weights of key factors that influence the performance of an organization's performance by comparing the personality traits of their supervisors/directors with the leadership for different industries.

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