

INVESTIGATION THE LEADERSHIP STYLE AND PERSONALITY TRAITS AFFECT WORK PERFORMANCE IN THE DIGITAL TRANSFORMATION ERA-TAKING TAIWAN LIFE INSURANCE COMPANY AS AN EXAMPLE

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ABSTRACT

Financial and insurance industry executives face the financial digital transformation environment and the emergence of new people in the post-zero (born after 2000) society. Will their mentality changes due to changes in their own personality traits and management experience in developing organizations and performance impact? The present study focuses on how the personality traits of financial and insurance industry executives and the leadership style they present in the face of environmental evolution affect individual and group performance. Through qualitative research methods, in-depth interviews, actual participation. The design was based on physical evidence, and the data was collected after one-on-one in-depth interviews with eight senior managers and personal observation. The research results and suggestions are helpful in terms of personality traits and leadership styles in the digital transformation environment, the homogeneity and differences in supervisor leadership styles in the digital transformation environment, and the asymmetry of resources and equipment and performance differences in the digital transformation of the financial and insurance industry caused by the urban-rural gap. In the life insurance industry, we promote business and develop organizations to achieve sustainable operations.

Keywords: Leadership style, Personality traits, Organizational performance.

1. INTRODUCTION

The history of Taiwan's insurance industry has come to 218 years so far, and the trajectory left along the way, the people's demand for insurance is constantly changing and adjusting due to the evolution of personality traits and values, and the strategic pace of sustainable operation of the insurance industry has also moved towards an international milestone with the innovation and change of the ever-changing society and people [1]

The cross-strait economic and trade topic mentions that the coronavirus disease broke out for the first time in 2019 and then spread rapidly to many countries around the world in early 2020, which has had a huge impact and far-reaching impact on global politics, economy, trade, finance and employment in a short period of time [2]

In just a few years from 2019~2022, Taiwan's financial and insurance industry has encountered many challenges in starting the digital transformation project, and they have also solved many problems, affirming Cathay Life's efforts and achievements in digital transformation [3]

Most people's impression of the supervisor is that they hold frequent meetings and actively ask to achieve the company's set phased goals, but this is not necessarily the case with the financial and insurance owners, who stand in this position, must be good at changing their

thinking at any time, and constantly empathize with the two identities of business colleagues and promotion supervisors. The present study proposes the following four research questions:

- 1) Under the transformation and the emergence of post-zero social freshers, what kind of strategic thinking should financial and insurance owners use to promote performance goals?
- 2) Under the transformation and the emergence of post-zero social freshers, what kind of leadership attitude and model should financial and insurance owners use to implement performance goals?
- 3) Under the transformation, with the emergence of post-zero social freshers, what problems do financial and insurance owners encounter in the implementation of performance goals? And how to respond and solve?
- 4) Under the transformation, the emergence of post-zero social freshmen, the most unforgettable story of the financial and insurance owners along the way?

Taiwan's Life Insurance Industry

From the development history, it can be seen that since the founding of the Republic of China, the insurance scope has been large from the government to the people, and the development of Taiwan's insurance industry in the past hundred years has been fully described in eight aspects: market, business, commodities, marketing, supervision, laws, services and the future[4]

Leadership Style

In order to have a more efficient management department in all walks of life, Shinong Industry and Commerce will select one or more managers to implement the organizational performance goals assigned by the company by way of appointment or selection. These managers possess different personality traits and leadership styles. Song Meiyi in the education sector[5]、Li et al. [6] It was suggested that the leadership style of managers would influence one of the key factors of the project discussed.

Transactional Leadership

Business personnel pay basic labor or use intellectual planning to carry out marketing to obtain (remuneration) business allowances, incentives, promotion opportunities, and a sense of honor provided by managers, and through the bonus and remuneration standards set by the business unit, competition qualifications, so that business personnel can achieve organizational performance work goals. Bass [7] It mentions the use of the exchange of interests to maintain stability between organizations.

Transformational Leadership

Due to the changes in the general environment, managers have begun to put forward higher work vision and value from the same perspective to stimulate the intrinsic motivation of business personnel, and slowly improve from physiological needs to self-realization needs, so as to achieve the goals and missions of business departments to pursue organizational performance、Burns [8]、Bass [9]、Yukl [10]、Bass [11] This kind of leadership issue has been raised. Bass and Avolio [12] There are four traits that come up with transformational leadership.

Personality Traits

Every manager has a unique personality trait, from physical to psychological characteristics, the study of human personality or traits at the end of the nineteenth century began to be discussed by scholars, through active and enthusiastic research found that personality is

numerous and divergent, personality traits can be through the interpretation of words to produce a lot of trait description, and then form sixteen personality traits [13] . The five personality traits are widely used in research around the world [14]. Subsequently, the NEO-PI-R Personality Characteristics Quality Scale and the NEO-FFI Personality Characteristics Quality Scale, which can be used more specifically and clearly, were compiled in a scientific way [15] . In all walks of life, it's like a project manager [16] . High-tech industry [17] It is also based on the five personality traits .

Organizational Performance

In order to improve the governance system of Taiwan's life insurance companies and effectively urge the financial and insurance owners to fulfill their responsibilities, so as to enhance the operating strength of Taiwan's life insurance companies, and then link the achievement of the company's operational strategies and goals and sustainable development, the relevant organizational performance standards have been established. The performance management of financial and insurance owners is divided into annual goal setting, regular performance review and annual performance review.

2. RESEARCH METHOD

Qualitative Case Study Design

The present study uses qualitative research as a research method, because it is a research method that focuses on the interpretation of facts and conducts in-depth understanding and discussion of some behavioral facts in the social environment. Quantitative research mostly collects data by distributing questionnaires, tests, etc. In the present study, we chose to use qualitative research methods to explore the reasons for being a good manager, not only as a matter of ability, but also as a personality trait that we did not find. Personality traits and leadership styles that will emerge now and, in the future, can be arranged and combined to match different team atmospheres, i.e. different generations will emerge. With such a volatile situation, it is difficult to use the questionnaire to select options and arrive at questions that need to be investigated in depth.

Data Collection Method

There are six most common sources of evidence in case studies, which are documents, archival records, interviews, direct observation, participatory observation, and physical evidence. If all the sources of evidence were to be enumerated in their entirety, it would be all-encompassing, including films, photographs, videotapes, projection techniques, and psychological tests; proxemics, kinesics, street ethnography, life history, etc... [22]. The reliability and validity of the present study will be constructed by means of in-depth interviews, participatory observations, and physical evidence.

In-depth Interviews

Interviews are one of the most important sources of information for case studies. Because of the often-related relationship between interviews and surveys, interviews are often questioned as a form of investigation. However, interviews are an indispensable source of information for case studies. The interview does not appear to be a structured Q&A, but rather a conversation with a general topic. In other words, while you'll be asking questions along a coherent thread, the actual questions asked in a case study interview are still fluid rather than dogmatic [23].

Participatory Observation

A special form of participatory observation room observation, in which you are not simply a passive observer, but take on a different specific role in the case study scenario and can actually participate in the event being studied. In urban areas, these roles range from informal contact with various directors to involvement in specific activities within neighboring areas.

Physical Evidence

Physical evidence is the physical or cultural artifact, i.e. technical devices, tools or instruments, works of art and other physical evidence. This physical evidence can be collected and observed as part of field visits and is widely used in anthropological research.

Interview Outline

The in-depth interview outline is show in Table 1.

Table 1. The in-depth interview outline

QT	QN	Topic
PT	1	The office style is very unique. Is this the case in every manager's office?
	2	Tell us about how you usually interact with your team members?
	3	Tell us about any requirements or expectations you have for yourself, whether in your family role or at work?
	4	Tell us about your thoughts and practices on promoting digital transformation in the financial and insurance industry?
	5	Tell us about the social circles or activities that you develop besides work and family?
	6	Tell us about your current development profile or blueprint for your insurance career?
	7	Tell us about your motivations before taking over the position of director of the financial and insurance industry? What is the biggest gain after serving as a financial and insurance executive?
LS	8	What kind of relationship style do you use to lead your team?
	9	How do you get along with the new generation of post-zero at work?
	10	How do you help your team members when they are facing difficult challenges?
	11	When team performance goals are achieved, how will you motivate team members?
	12	Can you share the most unforgettable story about the gradual digital transformation of the financial and insurance industry?
OP	13	Can you tell me about the methods you use to encourage your team to continue to interact with customers after the policy is closed, thereby increasing customer sources and improving performance goals?
	14	What are your team performance goals set by the company? Is it easy to reach the target (sense of accomplishment)? Or difficulty (frustration)? Why?
	15	What strategies do you use to drive your team to achieve performance goals?
	16	Have you ever led your team members to improve their professional knowledge or abilities after work?
	17	How to make good use of company brand to improve customer satisfaction and thereby improve performance goals?

Note: QT: Question type; QN: Question number; PT: Personality Traits; LS: Leadership style; OP: Organizational Performance.

Background and Timeline of the Interviewees

In order to understand the personality traits and leadership styles of financial and insurance property owners, the interviewees in The present study are set to be life insurance property managers in Taiwan, who need to hold at least a managerial position and have more than 10 years of working experience, so that they can clearly understand the sustainable management policy of the life insurance industry in both business promotion and organizational development. Therefore, the study already has a certain degree of expert validity, supplemented by the literature and the researcher's experience in insurance companies for more than 16 years, cross-comparison can obtain more in-depth results.

Interview Process and Interview Analysis

Use network communication software to invite the interviewees, explain the purpose of the study and the interview matters, and submit the invitation letter and interview consent form to the interviewees immediately with the consent of the interviewees, so that the interviewees can clearly understand the interview content. At the same time, in order to confirm the correctness of the interview materials, the interviewee's consent will be obtained to write notes, and the interview content will be recorded, and during the interview process, the purpose of the study will be explained to the interviewee again before entering the formal interview, in addition, after the interview process, the interviewee will be informed that if the interview content is insufficient, the information content will be supplemented by telephone contact information.

After the interview, the interview content provided by the interviewee will be created in order, and the interview materials will be compared and read word by word, and the audio content will be compared and sorted out, and the research will be gradually analyzed and organized. At the same time, confirm whether there are any omissions or deficiencies in the interview materials, and after all the interview materials are completed, in addition to expressing gratitude to the interviewees, in order to avoid the interviewees' troubles, all the interview content is presented anonymously, and then the verbatim transcript will be shown to the interviewees to see and confirm that they are correct, and then the coding work will be carried out immediately to summarize and analyze the interview materials.

The code of each respondent consists of four parts, which are described as follows: 1. In the first part, the respondent company is represented by the English abbreviation K, N, C, S for the four life insurance companies of KGI Life, Nanshan Life, Cathay Life and Shin Kong Life. 2. In the second part, the two department managers of the interviewed companies will use A to represent the male interviewees and B to represent the female interviewees. 3. In the third part, the interview questions are numbered as 01, 02, 03, 04, 05, 06, 07, 08... and so on represent the data source of the interviewees. Fourth, the fourth part of the verbatim transcript of the interview content is divided into 01, 02, 03, 04, 05, 06, 07, 08... and other representative interviewee interview data sources. 5. In the fifth part, the number of verbatim transcripts of the interview content is divided into 01, 02, 03, 04, 05, 06, 07, 08... etc. represent the respondent's data source. For example, KA-06-01-01-05 indicates KGI Life, male interviewee, question 6, the first page of the verbatim manuscript, and the first line to the fifth line of the verbatim transcript.

Reliability and Validity of Qualitative Studies

A good case study should be conducted through as many sources as possible. The use of data collection methods from multiple sources is conducive to the researcher to think about the problem in a complete way from all aspects, historical, financial, attitudinal, behavioral, but most importantly, it is to corroborate each other, that is, the triangulation of evidence. Therefore, if the qualitative case study method is based on several different but mutually corroborating sources of evidence, the findings or conclusions are more accurate, convincing and explanatory to support the reliability and validity of the study.

Paton [34] The four types of evidence triangulation are divided into data triangulation, researcher triangulation, theoretical triangulation, and methodological triangulation. The research method of this paper adopts the first of the four types of data triangulation, which advocates the collection of data from multiple sources and seeks to verify the same fact or phenomenon.

3. RESULTS AND DISCUSSIONS

Diverse Leadership Styles in a Digital Environment

Cross-analysis of literature and interview content found 1 Digital transformation (paperless) in the financial and insurance industry can be said to keep pace with the times, but with the investment of time of each insurance company, the injection of funds, the company's culture, the governance environment and other timeline evolution, each insurance company has a differentiated phenomenon, the labor contract of Taiwan's life insurance company is divided into employment system and contract system, because of the different systems, the choice of financial and insurance owners into the company's choice and original intention and the strength of the achievement of organizational performance, the integration of the above two phenomena, in the interview content to analyze the interviewee's seniority, The observation of the timeline, the company's policies, and the leadership style of the financial and insurance industry has made the leadership style of the financial and insurance owners present three current situations: entrepreneurship-oriented, learning-oriented, and people-oriented, which can be seen to be different.

Entrepreneurship-oriented, Heart-based and Charismatic Leadership Style

Result-oriented thinking, the director of the NA department can see that his leadership style is distinctive, clearly and clearly informs where the goals and directions are, and the concept and belief can reach a consensus, so as to create a better future together.

The Intellectual and Inspiring Leadership Style of Learning-oriented and Heart-based

The manager of the KA department and the manager of the KB department agreed that it is necessary to continue to learn and grow through the system built by the company in order to become a good kung-fu leader and become an all-round leader.

A People-oriented and Heart-based of Individual Caring Leadership Style

The all-round learning system is complete and leading, so that the managers of the CA office, the managers of the CB department and the managers of the SB department know how to take the role of family and friends in daily life, take the initiative to care about the recent situation of partners, find out the problems as soon as possible, and give them direction and guidance in the first time. In terms of leadership style and personality traits, I can't help but think of a saying that I often hear, "People together are parties, and hearts together are teams."

Five Personality Traits Influence Diverse Leadership Styles

Cross-analysis of literature and interview content found 2 In the face of changes and influences in the general environment, life insurance companies need to promote digital transformation through financial and insurance owners to let team members learn digital equipment in a fast time, even if financial and insurance owners themselves have different personality traits and leadership styles, they will also strive to achieve organizational performance because they have a common digital transformation goal, rich business experience and novel ideas, so that financial and insurance owners and post-zero young people have inspired different sparks, from the content of the interview, it can be found from the content of the interview, No matter how different the personality traits of financial and insurance owners, they will be adjusted due to the existence of common organizational performance goals and affect the leadership style, which will be classified into three leadership models: teaching according to age, teaching according to different abilities, and teaching according to personality.

Teach for Age

In the face of age with a positive attitude of love for learning, intellectual curiosity has long outweighed the distance of age, and the managers of the NA department can be said to live to learn from the old in the learning process of the company's promotion of computer digitalization. On the other hand, it may not be easy to accept new things or new skills, but it will take twice as long as the former to complete the learning process under the guidance of the manager of the KA department and the example of the supervisor of the same age in individual care.

Taught by Individual Differences in Ability

The only way to learn professional knowledge or professional ability is to practice, and there are many ways to practice, one is for the supervisor to demonstrate the learning of the subordinates, one is for the subordinates to practice the supervisor's guidance, and the other is for the supervisor to find resources for the subordinates to learn. From the case, it can be found that the manager of the KB office, the director of the NA office, the manager of the CB office, and the manager of the SA department will let the subordinate members learn with the demonstration of the supervisor, since the demonstration has been seen by the subordinate members, and then it is to see how much the learning is, so the director of the NA department, the manager of the NB department, the manager of the CA department, the manager of the CB department, and the manager of the SB department, let the subordinates practice, and the supervisor will guide them in the process, and there will be some learning skills in the process of learning that are not suitable for the subordinates or the characteristic skills of the supervisor are not learned by the subordinates, so the manager of the KA department, The manager of the KB department, the director of the NA department, and the manager of the CB department will find suitable resources for the subordinates to learn.

Teach Because of Your Character

Learning is for everyone, some people are patient, some people are just the opposite, some people are brave enough to speak, but there are also some people who don't know how to speak, how to solve these problems when they arise? As the manager of the KA department said, if the subordinate wants to practice frustration, you can find the most objectionable questions in the customer attribute to practice kung fu, and meet the subordinate who is willing to raise difficulties with the supervisor, at this time, the manager of the CA department and the manager of the NB department clearly know that the most important thing for the subordinate at this stage is to care and listen, and the manager of the SB department also said; In many cases, it is not entirely our problem, so that the subordinates can switch roles with empathy and understand the current mood of the customer, then if you encounter a subordinate who can't open your mouth or doesn't know how to talk to the supervisor, you should be like the manager of the SA department, take the partners of the whole unit, and pray to the gods for a little spiritual comfort and let life find an outlet.

Five Personality Traits and Diverse Leadership Styles Affect Organizational Performance

Cross-analysis of literature and interview content found: From the perspective of the four aspects of the balanced scorecard, the leadership style and personality traits explored in the first two sections can be understood in the interview content analysis and research, and Taiwan life insurance companies are continuously optimized due to digital transformation in the financial aspects, customer aspects, and internal process innovation aspects, and in the third section, the learning and growth aspects and financial and insurance owners will be used

to cross-analyze and study how to improve the organizational performance of young people post-zero.

Employee Competence and Information System Competence

If you want to do a good job, you must first sharpen your tools, and if you want to do a good job in organizational performance, you must do a solid job of basic kung-fu in order to be independent in the future, so the manager of the KB department and the manager of the NC department believe that the young people post-zero must be willing to learn and be willing to pay regardless of whether the company arranges or the unit gives opportunities, and they have invisibly practiced a good kung-fu!.

Incentives and Empowerment

Maslow's needs theory mentions that most of the basic needs are arranged according to physiology, safety, love and belonging, self-esteem, and self-realization, after getting along with young people post-zero, the manager of the CB department and the manager of the SA department believe that young people will have some innovative ideas, do not limit too much, which is not only hindering young people but also hindering the learning and growth of supervisors, to achieve a win-win situation, KA manager, KB manager, NB manager, SA manager, SB manager will be directly empowered, so that young people can do activities, They all believe that they can create the high-performance organizational performance that the company wants through the new information of young people combined with the leadership strategy of the supervisor, why not do it, and hope that the manager of the CA department and the manager of the CB department think so, and they can't completely let it go, or optimize the ideas and practices, after all, to be a supervisor, whether it is the vision or the pattern, the accumulated experience is a skill that young people do not have.

Provide Compensation, Awards, Promotion Opportunities and Honors

What is the difference between fixed-pay labor jobs and high-volatility business jobs? It must be necessary to think about the direction of the career before choosing to enter the workplace, since the young people who have already chosen to work in the business want? The manager of the CB department believes that the first is to publicly praise, the manager of the KA department and the manager of the NB office, the manager of the CA office, and the manager of the SB department all think that the usual thing is to eat, sing, in addition to these, there are also incentives, gifts and travel, when it comes to the manager of the tourism SA department, he mentioned the company's plan for foreign travel, and the manager of the KB department and the manager of the NA department said that these need to be formulated and arranged, so that it will be organized.

Business People and Customer Digital Usage Drive Performance and Organization Headcount

From the table, it can be seen that digital transformation in the business unit of Taiwan life insurance company, business personnel in the organizational performance goals, there is a project is to promote insurance customers to use electronic policies when applying for new contracts, in the interview content, the digital usage rate on new contract insurance is different from the eight interview respondents of the four life insurance companies, it can be found that it will have an impact on the age distribution ratio of the current number of employees in the organization, the area of the company's business unit, the age distribution ratio of insurance customers, and the digital acceptance of insurance customers.

Physical Evidence

Cross-analysis of literature and interview content and physical evidence found: After the interview, the eight interviewees were willing to take photos of the office style for graduate students to use as supplementary information for illustration, through the office style photos and the personality traits and leadership styles presented by the interview content, and then through the cross-analysis of literature, most of the office styles can show the personality traits and leadership styles of financial and insurance owners. Whether it is the poems, calligraphy, calligraphy and paintings on the wall or the display on the table, they all show the hidden personality traits or leadership style in the heart, but only through interviews can we understand the beautiful stories and meanings behind each object.

4. CONCLUSIONS AND SUGGESTIONS

Personality Traits and Leadership Styles in the Context of Digital Transformation

In the process of timeline evolution of digital transformation and development, the personality traits of financial and insurance owners, whether it is the motivation to step into the business unit, or the attitude and promotion of learning new things, in the emergence of new people in the post-zero society, presents the phenomenon of three stages of entrepreneurship-oriented, learning-oriented, and people-oriented, and its leadership style also presents three leadership styles such as charm, intellectual enlightenment, and individual care, and the promotion of organizational performance goals is different because of the age, ability, and personality of business personnel. But in the end, it will be based on the spirit of sustainable operation of the enterprise from the heart.

Homogeneity and Diversity of Executive Leadership Styles in the Digital Transformation Environment

Taiwan life insurance company in the environment of digital transformation, when the organizational performance goals are the same for high performance and high compensation, to provide rewards, rewards, promotion opportunities and honors in the balanced scorecard, let the partners who are willing to work hard pursue, the leadership style of financial and insurance owners will present transactional leadership, when the organizational performance goals are the employee capabilities and information system capabilities, incentives and empowerment in the balanced scorecard, the leadership style of financial and insurance owners will present transformational leadership. Whether it is the company's culture or workplace environment, each excellent executive has different personality traits and leadership styles, but they can lead their partners to move forward bravely in the digital transformation environment, the only difference is the degree of digital development of the insurance industry and the five personality traits and multiple leadership styles of the members of the team organization, and the sustainable development of each insurance company under the timeline of keeping pace with the times, there are still great tests and challenges to go.

The Urban-rural Gp has Led to Asymmetry of Resources, Equipment and Performance Differences in the Digital Transformation of the Financial and Insurance Industries

When the researcher initially exchanged work experience with different financial and insurance owners, he found that the speed of digital transformation (paperless) will be different in all aspects of the scale of insurance companies, such as the budget and ability of the insurance company's digital development background will cause the optimization of information equipment and make it difficult for business personnel to use, and the age distribution ratio of business personnel in insurance companies' business units will cause the

supervisor's own personality traits and leadership style to promote organizational performance, so I want to discuss the leadership style of Taiwan life insurance company's financial and insurance owners. In the process of research and development of the paper, I had the opportunity to interview and communicate with the manager of the non-metropolitan area, and found that because of the majority of middle-aged and elderly policyholders in the non-metropolitan area and the high proportion of elderly people in the sales staff, even if the financial and insurance owners have the intention to promote digital transformation (paperless), it is still a little difficult to operate. or rural areas that affect the impact of digital transformation (paperless) to drive organizational performance goals will result in different outcomes.

The present study takes the Central and Western District, Yongkang District, Xinhua District, Xinying District and Xinxing District of Kaohsiung City as the case study interview subjects, and cannot comprehensively interview each region, because The present study may omit the follow-up speed under the digital transformation (paperless) in each place, the leadership style and personality traits of financial and insurance owners, resulting in different interview content, and then forming different research results, so it is suggested that the follow-up researchers can expand the research subjects to other counties and cities.

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