Framing on Leadership Styles and Job Performance In Malaysia: A New Direction

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INTRODUCTION

In year 1985, the leadership theory developed by James MacGregor Burns was refined and expanded by Bass (1985). Bass (1985) mentioned that to motivate a person in a group or lower level in an organization to achieve more than the initially expected outcome was the responsibility of a leader. Cranes (2001) noted that the word of leadership is used in many fields such as: business executives, education, social workers and political science. Bowery (2004) mentioned that it is important to differentiate between leadership as personal quality and as organization function. The latter entails a special combination of personal characteristics which brings to light qualities and individual abilities (Bowery, 2004). For the past many years, the superb leaders’ personal style varies among each other. Some of the leaders will be more analytical, while some were more loud, subdued and extroverted.

In parliamentary law to successfully carry out their tasks, leaders should have the some characteristic such as high technical skills, dependable, intelligent quotient (IQ), and also ability to cope with stresses when performing duties. A superb leader must acquire himself with the high level of emotional intelligence (Goleman, 1998). Goleman (1998) finding, he emphasized the elements for the effective leadership’s cognitive proficiency was such as long term vision and big picture thinking. Furthermore, he realized that the emotional intelligence quotient (EQ) was likewise one of the most important elements for superb leaders when moving upward to the higher level hierarchy in an establishment. Their emotional intelligence consisted of five different factors that assist in making an outstanding and honest leader of an arrangement, each of the elements is confidential, curiosity, intentionality, self-control, relatedness, capacity to communicate, and amenability.

Meanwhile, there are also other scholars that evaluate the basis of leadership effectiveness. For an example, Weiss (2003), summarized that an effective leader should know the steering or a solution to take mastery of situations, respond to others, create ideas, and show energy in an organization’s coordination which can be viewed as indispensable. According to McDaniel and Wolf (1992) transformational leadership as a leader who authorize followers in achieving organization’s uttered vision, lead followers for professional and personal development, increase followers’ job satisfaction point, increase the morale’s level of followers, and productivities improving.

Problem statements:

People performance in the organization is the key factor of succeeding the organization with regardless of nature business. The government sector is one of those organizations which really pay attention on achieving
their goals. According to Whitsett (2007), most of the studies about leadership had been done on business management and few studies about leadership had been done in a public sector environment (Judge & Piccolo, Bass, 1998; Keller, 2006; McGrath & MacMillan, 2000; Purcell, 2004; Teece et al., 1997; Yukl, 2002). Thus, it is a need to study the leadership styles in a public sector environment. This would give a comparative analysis between a public sector and the other industries.

Leadership styles in an organization are one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership styles. According to Shaw (2005), the primary problems faced by many leaders are insufficient of time, unwillingness to communicate, inadequate or poor communication skills and the style of leadership. As a matter of fact, leadership style is the key factor in enhancing the followers’ performance, as Kets (1996) clarifies that the influence of leadership was the main factor in creating high performance for the organization.

In the corporate world, effective leadership, communication styles is vital. It is important that the vision and missions of a company to be understood and implemented by all employees of an organization. These require leaders to possess innovative, creative, outstanding ideas and determination styles. According to Kotter (1990), in order to be successful, leaders may need to hold vision, values, assumptions and paradigms that are in agreement with having a team-oriented, empowered workforce. Khiran (2012), argues that there is a problem at the level of job performance which affects the target of the government sector in subsequently lead to the lack in the process of producing. Furthermore, government sector puts plan to reduce the lack of the job performance and adjust new strategies to solve the problems and fight the threats which affect the level of job performance. There is a lack of study on the relationship between the leadership styles and employee performance particularly in Malaysia. Therefore, this is proposing a study of transformational leadership style on job performance in the Malaysian public organization.

Research objectives:

Research is an organized investigation of a problem in which there is an attempt to gain solution to a problem. To get the right solution of a right problem, clearly defined objectives are very important. Clearly defined objectives enlighten the way in which the researcher has to proceed. Therefore, this study proposes two research objectives:

1. To investigate the relationship between transformational leadership style (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and job performance.
2. To investigate the most influential factors of transformational leadership styles that lead to public service servant job performance.

Literature review:

Job Performance:

Leadership is leisurely a factor that has a major encouragement on the performance of organizations, leaders and employees (Gadot, 2007). Early theories tried to define effective leadership styles (democratic or autocratic, socially oriented or target oriented, etc.) and to relate them with various aspects of organizational outcomes (Gadot, 2007). Recently, researchers have focused mainly on the subordinates’ perspective and proposed two main facets of leadership transactional and transformational (Bass, 1985).

Based on a grounded theory, research, Pollard (2008) conducted a study on the effects of leadership style on the job performance of nurses. The goal of the study was to identify a leadership theory that could serve as a strong framework for the nursing community and leadership in Southwest Texas. The study considered one-on-one interviews, which was conducted with 20 nurses using a structured interview guide containing 21 interview questions on leadership style and behavior, nursing role, job performance, and performance evaluation of nurses.

According to McCloy, Campbell, and Cudeck (1994), performance is defined as behaviors or actions that are relevant to the goals of the organization in question. Chen and Silverthorne (2008) in their study examine the relationships between locus of control and the work-related behavioral measures of job stress, job satisfaction and job performance in Taiwan. They draw subjects from a pool of accounting professionals who completed a questionnaire made up of valid and reliable instruments that measured each of the variables studied. Their findings indicate that one aspect of an accountant’s personality, as measured by locus of control, plays an important role in predicting in the level of job satisfaction, stress and performance in CPA firms in Taiwan. Furthermore, individuals with a higher internal locus of control were found to be more likely to have lower levels of job stress and higher levels of job performance and satisfaction.

As reported by Porter & Lawler (1968) in Chen & Silverthorne (2008) argued that there are three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manage, and so on. The second type of measure of performance involves ratings of individuals by anyone other than the person whose performance is being considered. The third type of
performance measures is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey & Blanchard, 1993; Chen & Silverthorne, 2008).

Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Chen & Silverthorne, 2008, Hersey & Blanchard, 1993, Lee, Tan & Javalgi, 2010) in their study examines goal orientation and organizational commitment in relation to employees’ job attitudes and performed in a hospital. They investigate the effects of mastery and performance goals, on different facets of organizational commitment and how these effects impact individuals’ job outcomes.

As reported in Lee, Tan and Javalgi (2010), disclosed that in-role performance is related to behavior directed toward prescribed tasks, duties, and responsibilities as formally documented in the job description. Furthermore, as originally conceptualized by Kanter (1988), innovative job performance refers to employees’ creativity and problem-solving skills in the workplace. Similar to the extra-role performance, innovative work behavior such as generating, promoting, and realizing creative ideas in the workplace is known to be important and beneficial to the organizational success (Janssen, 2000; Lee, Tan & Javalgi, 2010). Parry (2003) specifically examined leadership styles in public sector organizations and found that a transformational leadership style has a positive effect on the innovation and effectiveness of these organizations.

**Transformational Leadership:**

According to Robbins and Judge (2009), the leader should be both transformational and transactional and pay attention to the concern of the development needs of individual followers so they are changing follower’s awareness of issues by helping them to solve the old problems in new ways, moreover, they are able to excite, arouse, and inspire followers to put additional effort to achieve group goals. Virtually all theoretical treatments of transformational leadership claim that, among its more direct effects, are employee performance and commitment leading to the kind of extra effort required for significant organizational change (Yukl, 1989).

Transformational leadership is viewed as a more motivational approach to leadership than other managerial approaches (Colquitt, Lepine & Wesson, 2010). According to Burns (1978), the leader and followers should work for certain goals that show the values and motivations, so the latter’s first should focus on the wants and needs of the followers as well as the leaders, therefore, the leaders show the aspirations and expectations of that works.

Yukl (1999) argues that this leadership model omits some important behaviors known to be associated with effective leadership, such as influence behaviors. Influence is defined as “an interactive process in which people attempt to convince other people to believe and/or act in certain ways” (Rost, 1993). Transformational leadership is often linked to high levels of effort (Seltzer & Bass, 1990). According to Bass and Avolio (1993), transformational leaders may make use of one or more of the following four factors; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The four factors mentioned above have great impact on the level of performances, there is a strong relationship among the four factors in achieving the objectives of transformational leadership which lead to create the desire and motivation in the followers.

Moreover, the relationship between these factors show the performance beyond expectation, therefore, every factor has some characteristics that help to gain success. Idealized influence occurs when leaders prompt the trust and respect of their followers by doing the right thing rather than confirm they do things right. When they focus on doing the right thing, they serve as role models. This model relies on the attribution of charisma to the leader. If a leader is thought to display certain positive attributes (e. g. Perceived power, focus on higher-order ideals and values), his or her followers will develop an emotional tie to their leader. This relationship then consists of trust and confidence.

Managers to idealized influence can be trusted and respected by associates to make good decisions for the organization. For inspirational motivation, leaders who are engaged in inspirational motivation “raise the bar” for their employees, encouraging them to achieve levels of performance beyond their own expectations. Central to this factor of transformational leadership is the articulation and representation of a vision. If followers have a positive attitude concerning the future as a result of leadership behavior, they will be motivated to perform well. Managers with inspirational motivation, encourage team spirit to reach goals of increased revenue and market growth for the organization. Intellectual stimulation involves engaging the rationality of challenge in their assumptions and to think about old problems in new ways. Leaders who engage in intellectual stimulation no longer answer all their employees’ questions. Embrace leader behaviors such as challenging the assumptions of followers’ beliefs as well as analyze subordinates’ problems and possible solutions. Managers with intellectual stimulation, promote critical thinking and problem solving to make the organization better. Individualized consideration deals with treating employees as individuals, by being compassionate appreciating and responding to their needs and recognizing and celebrating their achievements.
The positive impact of transformational leadership on organizational outcomes such as employees, satisfaction, subjective and objective performance indicators are well established (Fuller et al., 1996; Judge & Piccolo, 2004).

**Methodology:**
In this cross-sectional survey, the data will be collected from the selected public organizations, employees through the distribution of questionnaires and the data will be analyzed and interpreted through Statistical Package for Social Sciences (SPSS), version 19.0 to determine the relationship involved. Based on Krejcie and Morgan (1970), a total of 175 respondents will be selected to become the respondents in this study to answer the questionnaires given. This study is going to identify the relationship between variables by using Pearson correlation. Besides that, the most factors transformational leadership styles that lead to public service servants' job performance will be analyzed based on the Multiple Regression Analysis. In addition, this study also aims to identify the level of public service servant job performance based on descriptive analysis.

**Conclusion:**

Diagram 1 above shows the relationship between transformational leadership style to job performance. In this diagram it consists of four factors (i.e. Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration). Thus, this model will describe the relationship of two variables and this proposed model will give better understanding either the relationship will affect directly on the relationship between the benchmarks of transformational leadership styles on job performance. In order to understand the effect of transformational leadership style towards job performance amongst public service servants, this conceptual framework provides the factors of transformational leadership styles that able to advance the employees achieve job performance. From the conceptual framework, the independent variables comprise the transformational leadership styles. The dependable variable in this study is about the public service servants' job performance. The conceptual framework highlight that job performance achievement base on transformational leadership styles.

**REFERENCES**

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