

THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEES' JOB  
PERFORMANCE THROUGH THE MEDIATION ROLE OF EMPLOYEES'  
MOTIVATION AND JOB SATISFACTION

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Sincerely dedicated to my beloved Mother, Father and other member of the family  
and friends...



PTTA UTHM  
PERPUSTAKAAN TUNKU TUN AMINAH

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PERPUSTAKAAN TUNKU TUN AMINAH

## ABSTRAK

Pengurusan pada dunia hari ini adalah berkisarkan mengenai pengurusan dinamik mengikut perubahan masa yang pantas. Kesedaran untuk membangunkan ciri kepimpinan terbaik semakin meningkat dalam kebanyakan organisasi. Tujuan kajian ini adalah untuk mengkaji sekiranya terdapat perkaitan antara gaya kepimpinan (Kepimpinan Skala Penuh) dan prestasi kerja pekerja. Selain itu, penentuan hubungan antara gaya kepimpinan dan prestasi kerja pekerja juga dikaji dengan peranan pengantara lain seperti motivasi pekerja dan juga kepuasan tahap kerja. Kaedah kuantitatif akan dipraktikkan dalam projek ini. Soal selidik akan menggunakan Skala Likert 5 Mata untuk mengumpul data. Pemodelan Persamaan Struktur (Structural Equation Modelling / PLS-SEM) digunakan sebagai teknik analisis untuk kajian ini berikutan tahap kerumitan pada model kajian dan kekangan teknik analisis pelbagai dimensi (multi-dimension analysis) dalam kajian kuantitatif seperti analisis pengantaraan (mediation analysis), analisis faktor, pembinaan formatif (formative construct) dan analisis pengasingan (discriminant analysis). Akhir sekali, kajian ini mencadangkan bahawa gaya kepimpinan transformasi adalah gaya kepimpinan yang paling sesuai untuk diaplikasikan dalam keadaan ini. Stail ini mempunyai hubungan yang cukup kuat dengan motivasi pekerja dan kepuasan dalam bekerja serta mempengaruhi prestasi kerja pekerja. Selain daripada itu, gaya kepimpinan ini juga meningkatkan prestasi kerja pengikut. Penemuan kajian ini dinyatakan juga gaya transaksional (transactional style) boleh diadaptasi dalam konteks ini tetapi tidak mengesyorkan gaya kepimpinan laissez-fair.

## ABSTRACT

Management in today's world is about management in times of rapid change. The need to develop better leadership styles is becoming increasingly important in every organization. The purpose of this research is to ascertain if there is a relationship between the leadership styles (Full Range of Leadership) and the employees' job performance. Meanwhile to determine the relationships between leadership styles and employees' job performance through the mediating role of employees' motivation and job satisfaction. Quantitative research method was used in this research. The questionnaire, 5 point Likert scale has been used to gather the data. Structural Equation Modelling (PLS-SEM) utilised as a technique of analysis in this research, due to the complexity of the model and the limitation of multi-dimension analysis tools in quantitative research such as mediation analysis, factor analysis, formative constructs and discriminant analysis. Finally, this research finding suggests that transformational leadership is the most suitable style to be employed in this case. It has strongest relationship with the employees' motivation and satisfaction and employee's job performance. In addition, it boosts up the followers' job performance. The finding mentioned as well that transactional styles can be adopted in this context; however, laissez-faire style is not advisable.



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## LIST OF PUBLICATIONS AND AWARDS

Following is the list of publications and awards achieved in the result of research presented in this work.

### *Publications*

- The Impact of Leadership Styles on Employees' performance in Telecom Engineering companies, AO Sougui, AT Bon, HMH Hassan, Australian Journal of Basic and Applied Sciences 7 (13), 1-13.
- The Impact of Leadership on Employee Motivation in Malaysian Telecommunication Sector, AO Sougui, AT Bon, MA Mahamat, HMH Hassan.
- The Impact of Transactional Leadership on Employees' Performance through the mediation of job satisfaction in Malaysian's Telecommunication sector.
- The influence of Transformational Leadership's elements On Employees' Intrinsic Motivation in Malaysian Telecommunication Industries.

### *Awards*

Best paper awards in ICTH conference, Penang 2014

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

In this chapter, the background of the study has been explained after the introduction, and then the problem statement followed by research questions and objections. In addition, the significant of the study, research scope, organization of research and lastly the summary of the chapter were clearly decorticated. This introduction gives as well brief idea about the whole project. It has been investigated and discovered about the relation of leadership with the employees' performance through the mediation effect of employees' motivation and satisfaction. This research has started with the definition of leadership styles which is the antecedent, followed by behaviour (motivation and satisfaction) and finally by consequence (Employee job performance). Moreover, quantitative method was applied with PLS-SEM software. Besides, leadership styles have been clearly explained with all the compound of the research.

Leadership is a complex process that results from the interaction among a leader, followers, and the situation. All three of these elements are important to the leadership process. Since the formal study of leadership started in the late nineteenth century in the western world, it has been developed many definitions of leadership concept. As with any social phenomenon, the culture of a particular society will strongly influence how people are lead and what people expect of their leaders. Furthermore, although leadership evolves and changes, the history of the field can update and help us to understand leadership today. We must also be aware of how is



the process of leadership, our images and expectations of effective leaders, changes along with organizational, society, and cultural evolution (Nahavandi, 2009).

Leadership is very difficult to define, many scholars they defined in their ways (Russell, 2005). Russell (2005) explained leadership as the “interpersonal influence exercised by a person or persons, through the process of communication, toward the attainment of an organization’s goals” (p. 16). Furthermore, Rue et al. (2009) defined leadership as “the ability to influence people to willingly follow one’s guidance or adhere to one’s decisions” (p. 465). Northouse (2012) defined leadership as a “process whereby an individual influences a group of individuals to achieve a common goal” (p. 5).

In addition, leadership is conceived as a process where one or more people influence a group of person to move in a certain direction. According to leadership practitioners, research shows that only occupying the post of leader grants him or her certain amount of impact on the behaviours of the employees. Hence, leaders need to know how to use their influence in a wise and effective way (Ginnett et al., 2014, p.319).

## **1.2 Background of Study**

Over the past two decades, the major theoretical advances in Human Resource Management (HRM) research have contributed to a growing understanding of the relationship between HRM and performance (Sanders et al., 2013, p.1). Human resource is one of the prime capitals of any organization (Hanifah et al., 2014), the focus of the most vital asset in an organization is humane resource. However, human capital is often not given attention (Ramdass, 2015a). It does not merely improve the results but it will also aid to compete with other competitors. Hence, to improve the performance of the employees is one of the most important goals of our today’s organizations. In recent years, both academicians and practitioners have highly recognized the significance of effective employee and good leadership in the firm’s performance (Ginnett et al., 2014; Kehoe et al., 2013). In addition, it is vital to remember the crucial role of subordinates play in societal transformation and institutions performance (Ginnett et al., 2014). Furthermore, organizational performance depends on the performance of the people in that

organization; hence, group performance depends on the individual performance. Among the objectives of any institution are profit making and attainment of maturity and liquidity status. In the pursuit of these objectives, organizations allocate scarce resources to competing for ends. In the process, they provide employment, provide goods and services, purchase goods and services, thus contribute to the growth of the society and economy at large.

The word leadership has been used in various aspects of human endeavour such as politics, business, academics and social works. The leader of the company or organization has as well an important role in the followers' performance in the organization (Ginnett et al., 2014; McColl-Kennedy et al., 2002). Leadership is one of the keywords in any organization, it has been very important, it is important and it will be always important in our societies. Leadership, and the study of it, has roots in the beginning of civilization, the function of the leader has been extremely crucial since the prehistoric time, like the era of Sun Tzu in China, during the Islamic revolution around 1439 years ago in Arabic peninsula, the time of Mahatma Gandhi in India, Nelson Mandela, Kwame Nkrumah and Tomas Sankara in Africa, up to present. One major contributor to this era of management and leadership theory was Max Weber's theory, a German sociologist who "observed the parallels between the mechanization of industry and the proliferation of bureaucratic forms of organization" (Stone et al., 2005). He noted that the bureaucratic form standardized the process of administration in the same manner that the machine standardized production (Stone et al., 2004).

Leading people effectively is a tremendous challenge, a great opportunity, and a serious responsibility. Today's organizations, more than ever, need effective leaders who understand the complexities of our ever-changing global environment and have the intelligence, sensitivity, and ability to empathize with others necessary factors to motivate their followers, to strive and to achieve excellence. We have always been interested in leadership. All civilizations throughout history have focused on their leaders, revering them or reviling them. As long as we are organized into groups to accomplish a task, there will a presence of leaders and followers. Throughout history, the fate of millions has depended on the leadership qualities of kings and queens and on their battles for succession. Children in many countries learn very early through listening to fairy tales that the happiness and misery of people depend on the goodness (or evilness) of leaders (Nahavandi, 2009). A leader

must understand the preferred leadership styles, how the employees adapt to the leaders and their influence on the performance (Muthuveloo et al., 2014).

The study done by Lumbasi, (2016) has used path-goal theory of leadership to investigate the effect of leadership styles (directive, supportive, participative) on employee's performance. The same study mentioned that there is a decline in employee productivity, diminished morale, increased costs of hiring and training new employees and poor customer service from the employees (Lumbasi, 2016; Sokoro, 2012 ).

There are numerous styles of leadership but for this study, the full range of leadership (transformational leadership, transactional leadership, and laissez-faire leadership style) is considered. The transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Avolio et al., 1991; Bass, 1991). The transactional leadership style as opined by Burns (1978) indicated that transactional leaders are those who sought to motivate followers by appealing to their self-interests. They motivate subordinates to achieve expected levels of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level; while laissez-faire style is an absolutely passive leadership. However, the following paragraphs will explain the issue in this study.

Judge et al. (2004) mentioned that Bass, Avolio, and colleagues have shown that the full range of leadership (transformational, transactional and laissez-faire style) needs to be investigated as a unit; hence, this is clearly a gap that needs to be taken into consideration in this research. Although there were many cases in which performance augmentation effects were found. The fact that the effects of transformational, transactional, and laissez-faire leadership were substantially lowered when studying for their mutual impacts and this causes challenges in the full range of leadership model (Judge et al., 2004). The same authors stated that no previous studies have studied the multivariate effects of transformational, transactional, and laissez-faire leadership when assessing for their mutual influences (Judge et al., 2004). In addition, Leadership plays important role in employee's performance.

The Malaysian vision of being a developed nation by 2020, it needs employees that have high performance and abilities to drive the nation's growth and

development (Abidin et al., 2010). Since the seventh Malaysian Plan, the telecommunication area remains still one of the most important discussions. This sector is likely to be the premier growing part in the economy. According to Abidin et al. (2010), "the service sector is the main contributor to the Malaysian economy. This sector contributed 58.2% towards the Gross Domestic Product (GDP)." As Malaysia has intended to become the high technology or information technology heart or hub in the South East Asia zone, therefore, telecommunication sector is essential to achieve this goal. The primary proposed focus for 1990-2000 was to have telephony (Mobile and /or fixed-line) in every house. However, now the Government of Malaysia (GoM) has planned to telephony penetration rate of 50% for the whole country, and 25% for the rural areas by the year 2020 (Malaysian Plan, Usa et al., 2007). According to Bilbao-Osorio et al. (2013), the telecommunication sector continues to offer overwhelming chances for economic growth in both developing and developed nations, hence, it is important in an emerging nation like Malaysia (Memon et al., 2016(a); Bilbao-Osorio et al., 2013). In addition, the research findings by Krishna (2013) revealed that Malaysian telecommunications firms attach importance to internationalization for growth and corporate sustainability. The key success factors are effective leadership, a strategic global outlook, adequate financial and knowledge resources as well as participation in strong external business networks (Krishna, 2013). The Malaysian Government recognizes the strategic importance of the telecommunications sector for the country's social and economic development (Krishna, 2013). From being treated as a public good in its early stages of development, the industry has witnessed rapid growth and transformed into an economic commodity. The sector's contribution to the GDP was 2.9% in 2009 and the target is to reach 10.2% by 2015 (GoM 2010). The market capitalization of Malaysian telecommunications companies listed on Kuala Lumpur Stock Exchange (KLSE) more than doubled from RM48.5 billion in 2008 to an estimated RM115 billion in 2010 (Economic Planning Unit (EPU) 2011) (Krishna, 2013).

Finally, the conceptual framework for this study has been developed from management and organizational behaviour theories. The focus of this study is on leadership styles and their impact on employee's performance. Leadership is one of the functions of management; leadership styles have their effect on group or individual within an organization. It is the process of initiating individual or group activities toward goal setting and goal attainment. For our research, we have focused

on the full range of leadership theory (FRLT), because currently, a big number of scholars are paying special attention to narrow sets of leader styles (primarily transformational leadership) (Ginnett et al., 2014; Antonakis et al., 2014; Yukl, 2008). In addition, the elements of FRLT are the most important in leadership, Antonakis et al. (2014) stated that “When between one-third and one-half of recent scholarly leadership articles are devoted to transformational leadership . . . one wonders whatever happened to plain, unadorned leadership directed toward task completion”(Antonakis et al., 2014).

### 1.3 Problem statement

Leadership is the main problem for different organizations (Van Knippenberg et al., 2013; Lumbasi, 2016). For research in management, main questions are: what makes people in leadership positions effective in mobilizing, motivating, and inspiring followers? Leadership is a promising area because in everyday life, people seem to believe that leadership matters, and it is important to the realization of a desirable state of affairs. This is what people mean when they bemoan or regret the absence of “good” or “strong” leadership. Besides, when industrialists seek to recruit for firm, they need people with the “right” leadership qualities (Bryman, 2013). When different leadership style takes place, it affects the employee’s performance either positively or negatively (Muthuveloo et al., 2014), (Lumbasi, 2016). Both the attitudes or behaviours of the leaders or follower may alter and the leader perhaps is welcomed or unwanted by the subordinates. It is very clear that leaders or followers may change behaviours. If the powers of these leaders are truly magical, why do they wax and wane? Why are they not effective all the time? Hence, leaders may change time to time or the follower's behaviours are fluctuating. So which style is to apply when and where?

Leadership is one of the most important in our social live to enhance the performance (Antonakis et al., 2003; Ather et al., 2007; Hafeez et al., 2012; Antonakis et al., 2014; Hanifah et al., 2014) then, to scrutinize the impact of the leadership styles on the employee's performance has a great significance to our today’s society. Few leaders understand the full significance of how influential their leadership style is on the performance and satisfaction of their employees. Large

number of studies demonstrated that leadership matters for different countries, team, organizations, industry, educational, and military setting; and in social movements, leadership also plays a critical, if not the most critical role, and is therefore an important subject for study and research (Yukl, 2008; Bass et al., 2008; Ababneh, 2009; Antonakis et al., 2014; Crossan et al., 2010; Day et al., 2012). Besides, the findings Malik et al. (2016) depict that there is a significant difference in all leadership styles across three telecommunication sector organizations. It shows that the behaviours and attitudes of leader vary from organization to another (Malik et al., 2016).

However, according to Hanifah et al. (2014) for the next research area to be covered, it is recommended to explore new components linked to employees' performance which was not examined; such as work motivation based on the work environment and facilities offered that comprising the most effective leadership styles which enable to boost up the employees' performance.

In addition, the finding of a study done by Tessema et al. (2013) shows that the level of overall job satisfaction in the U.S. significantly higher than in the Vietnamese and Malaysian case. One possible explanation is the way employees are managed (compensated, treated and led) (Tessema et al., 2013). Besides, according to the Malaysian Department of Skills Development Ministry of Human Resources (2012), even the most advanced technology and equipment will be useless without knowing the skills and the impact of leadership on it is employee's behaviours (Motivation , satisfaction and performance) to utilize them effectively to maximize efficiency (Department of Skills Development Ministry of Human Resources, 2012).

The previous management studies that were conducted in Malaysia did not focus on what type of leadership is practiced and which style can be more effective in improving employee's motivation (Gharibvand, 2012). Furthermore, the empirical studies done in Malaysia by Khan et al. (2014) suggested that further attention of study to discuss leadership competencies quantitatively in different industries and sectors (Khan et al., 2014). Muthuveloo et al. (2014) said, in general, the employees' performance and motivation may decline in long term, but effective leadership approaches help to minimize this impact (Muthuveloo et al., 2014). According to Malik et al. (2016) findings; it is vital that the managers or leaders should adopt adequate leadership styles to motivate or satisfy their followers to perform better results. Besides, during our interviewing the staff in the telecommunication section,

couple of them mentioned that leadership is very crucial and most of their colleagues complain about their satisfaction. Indeed, when the employee satisfaction is decreasing, as a result the employee's motivation will be low.

Motivation is a variable that can be connected directly to job satisfaction and enhance workers' performance. In any institution, employees need to be motivated or satisfied to increase their performance. Therefore, employee's motivation and satisfaction have to get sincere consideration from the leaders or the supervisors; especially for those who regularly interact directly with followers in an organization (Hanifah et al., 2014). Positive leadership influences have a big impact on the workers and the turnover in the organization. Memon et al. (2016(a)) said that job dissatisfaction, burnout and high turnover rate in the telecommunication sector in Malaysia is high (61%). This underscores the need to gain deeper insights into the alleged high turnover rate because of stress and job dissatisfaction (Memon et al., 2016(a)); 46% of the employees are identified to be dissatisfied with their jobs and 15% mentioned that they are strongly dissatisfied. They suggested that leadership training for supervisors and stress management training should be practice. Stress will influence the job satisfaction and job performance (Memon et al., 2016(a)).

In every organization, public or private, their aim is to achieve better results. A good number of researchers have shown that job performance and the development of effective leadership are very crucial in our societies (Ogbonna et al., 2000; Siregar, 2013; Day et al., 2014). In addition, to improve the quality of the work or to enhance the performance, it is very challenging for every leader both at the individual or organizational level. Thus, many researchers focused on organizational or firm performance (Lowe et al., 2001; Jacquart et al., 2014; Hilger et al., 2013) but we are trying to fill the gap at the individual level which is more complex (Antonakis et al., 2014) and less research done in this level. Furthermore, Jayasingam et al. (2009) said that there are other important variables were not addressed in their study but hold potential for future researchers (motivation, satisfaction...). The respondents of Tessema et al. (2013) where students (US, Malaysia, and Vietnam), thus, the same author suggested that future research should be directed at assessing the perceptions of full-time employees (Tessema et al., 2013). Furthermore, the study finalized by Malik et al. (2016) recommended for future research should also integrate some additional variables that perhaps mediate or moderate the relationship between leadership and people or organizational behaviour.

Furthermore, there are many variables that have a direct or indirect impact on the workers or employees' performance, such as motivation, satisfaction, trust, justice, ethics and so on (Colquitt et al., 2015). However, all these variables can be affected by the head of the organization which is the leader. Hence, the leader is regarded as crucial factor or the key person to the success or failure of the institution (multinational, social, non-governmental institutions, both private and public universities) or even an entire nation (Paraschiv, 2013; Ather et al., 2007; Ogbonna et al., 2000; Fiedler et al., 1996); as mentioned in the study done by the great author in leadership Bernard M. Bass that 45% to 65% of the overall factor of the success or failure are based on the leaders (Bass et al., 1990; Obasan Kehinde et al., 2014). Moreover, the styles of the leader have an effect on the employees' behaviour and on the strategies adopted by the company (Alexandrov et al., 2007; Jerotich, 2013).

As Lowe et al. (2001) said: "future research might consider investigating two theories simultaneously to determine how context determines, moderates, mediates, or neutralizes the relationship between leadership behaviour and leadership outcomes". Lowe et al. (2001) also mentioned that "perhaps future research will explore how effective leaders come to understand the knowledge structures in use and utilize this information to appeal to (un)conscious effective and cognitive needs to achieve performance beyond expectations". Based on Antonakis et al. (2003) said that "retaining more of the component factors can benefit future experimental research that could explore how different combinations of leadership styles may impact follower motivation and performance".

As recommended by Antonakis et al. (2014), further research is a must to make clear about the most crucial leader factors that improve the performance and other outcomes and how these important leadership elements can be predicted and developed. Hence, we used a more complex model, with many factors which likely will be good for people are trying to improve their leadership style in the organization (Antonakis et al., 2003; Hanifah et al., 2014). In addition, this complex model is to widen the basis for future research development and evaluation (Antonakis et al., 2003), we believe that our model is complex but easy to understand, going to the simplest models will narrow the research and training of leadership in unwanted direction as happened previously for the two factor models of leadership in Ohio State and Michigan (Antonakis et al., 2003).



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