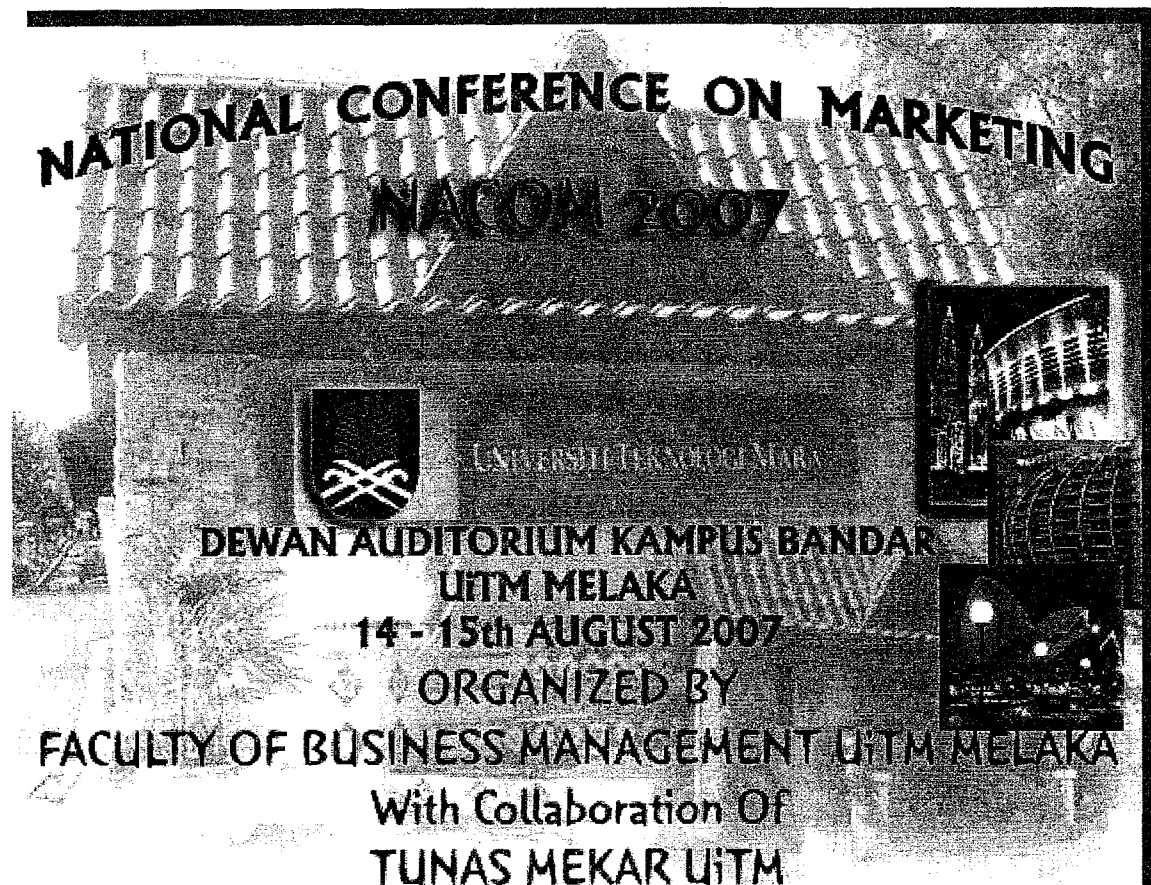


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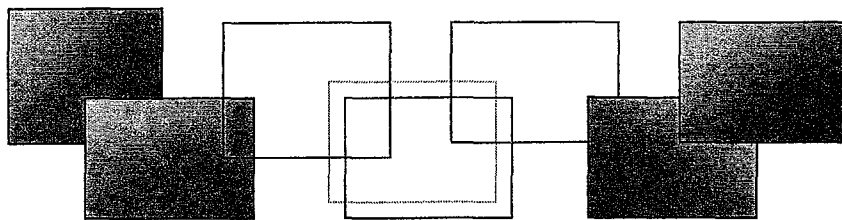
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The Influence Of Family Constellation On Preferred Leadership Styles Among Three Ethnic Groups In Sabah



By
Azlinda Shazneem bt. Md. Shuaib
Prof. Dr Syed Azizi Wafa
Amren Ahmed



THE INFLUENCE OF FAMILY CONSTELLATION ON PREFERRED LEADERSHIP STYLES AMONG THREE ETHNIC GROUPS IN SABAH

Azlinda Shazneem bt. Md. Shuaib

**(PhD candidate, School of Business and Economics, Universiti Malaysia Sabah,
Mobile 012-835 6654, shazneem@yahoo.com)**

Prof. Dr Syed Azizi Wafa

(Director of Campus Labuan, Universiti Malaysia Sabah)

Amren Ahmed

(Deputy Vice Chancellor Student Affairs and Alumni, Universiti Malaysia Sabah)

Najihah Hanisah Bt. Marmaya

(Lecturer, Faculty of Business Management, UITM , Melaka)

Abstract

This study seeks to investigate the influence of family constellation towards preferred leadership styles among three ethnic groups; the Kadazandusun, Bajau and Chinese in Sabah. The study involved one hundred and seventy four respondents from every walk of life from the public and private sectors and individuals with their own business. The scales used for family constellation and leadership styles were developed by the researcher based on items from other scales and the literature related to this study. The variables for family constellation were family values, feminine guiding line and masculine guiding line. The leadership styles chosen were delegating, participative and autocratic leadership. The major issue investigated was to what extent family constellation exerts its influence on the preferred leadership style between the three ethnic groups. The study found that family constellation variables such as family values play an important role in embracing leadership styles. In comparing the three ethnic groups, it was found that the Kadazandusun and Chinese preferred adopting a participative style, but this is not in the case with the Bajaus who preferred the autocratic style.

Keywords: Leadership, Family, Value, Ethnic, Sabah

INTRODUCTION

There are many ways of looking at leadership and many interpretations of its meaning. Leadership might be interpreted in simple terms, such as 'getting others to follow' or getting people to do things willingly', or interpreted more specifically, for example as 'the use of authority in decision making' (Mullins,1999). Each individual has their own leadership style, depending on their education level, experience, knowledge, personal traits and other criteria. A successful leader have the ability to handle its followers effectively, no matter in what kind of situation. Their leadership style will influence the level of work performance and how they react in achieving the goals and objectives. With the emergence of new technologies and shifting towards globalization, leaders nowadays have to play more than one role in leading their followers.

Researchers view that there is a relationship between cultural factors including family constellation and leadership style. There are several studies of possible links between family constellation and the traits and behaviors of leaders. Researcher Alfrec

Adler also gives a lot of importance and emphasis on family processes which play a significant role in the development of personality during childhood (Power & Griffith, 1987). According to Power & Griffith (1987) the family process can be defined as the system of relationship in which self awareness develop and this system includes and maintained by oneself, by one's parents and siblings and by any others living in the household.

Based on Adlerian theory mentioned the following as crucial topics to include in the summary of the family constellation : birth order, family atmosphere, family values, masculine guideline (the characteristics, attitudes, interests, and competencies ascribed to the mother and not shared to the father), feminine guideline line (the characteristics, attitudes, interests, and competencies ascribed to the father and not shared to the mother), and role models and alliances has much influences on the individual including his leadership style (Corey,2000).

LITERATURE REVIEW

Leadership style

The leadership style in this study is the dependent variable.. There are many different styles in leadership. In this study the focus is only on three type of leadership style; delegating, participative and autocratic style. This measurement of this three leadership mentioned is conceptualized by the researcher based on several model written by previous researcher, such Path-goal Theory Model, Hersey and Blanchard Model, and Vroom- Yetton- Jago Model

There are three specific theories concern; Robert House's path goal theory, the Vroom-Yetton-Jago Normative Decision Theory and the situational leadership model developed by Paul Hersey and Kenneth Blanchard.

Delegating leadership style in this study refers to a leader that identifies the problem or issue, but the responsibility for carrying out the response is given to followers. It entails having a high degree of competence and maturity (people know what to do, and are motivated to do it).The leaders allow the employees to work independently with little or no overseeing.

Participative leadership style here is a type of leaders that involves employees in decision making, consults with them about their views of the situation, asks for suggestions, considers suggestions in making decisions and sometimes let the employees make the decisions(Mullins, 1999).

Autocratic leadership style is a telling style or approach characterized by giving a great deal of direction to subordinates and by giving considerable attention to defining roles and goals (Ivancevich and Matterson, 2002). Furthermore, autocratic leadership style also a type of leader that make decisions without consider any suggestions or ideas from the subordinates. This type of leader will obtain input from subordinates but then decide solution alone. In this style subordinates are viewed as being unable and unwilling to 'do a good job'. (Mullins, 1999)

Family constellation

The family constellation is the independent variable. In this study, using the Alfred Adler theory consist of factors such as , family values, masculine guiding line, feminine guiding line to be the family constellation factors as conceived by Power and Griffith (1987).

Family values

Family values differ from family to family. The differences in family values are the functions of sibling characteristics and behaviour differences, methods of children upbringing and values held by the family. In some families the atmosphere is more harmonious than others with conflicts, rivalry, jealousies, and chaos among members. Values are what is strongly held by the parents which become the principles and guidance in life. It is believed that the duty of parents is to pass their values and family values to the next generation. Some families have very strong values and is clearly seen in everyday living whereas in some families this is not clearly visible. The methods of passing values are through child rearing practices and modeling among others. It is no doubt that family values have a strong influence on the family atmosphere (Bigner, 1994)

Masculine and feminine guiding line

Masculine guiding line refers to the characteristics, attitudes, interests and competencies ascribed to the father, meanwhile feminine guiding line referring to the mother. A scale consisting of these characteristics shown by the masculine and feminine group is constructed to measure the above pertaining guidelines.

RESEARCH FRAMEWORK

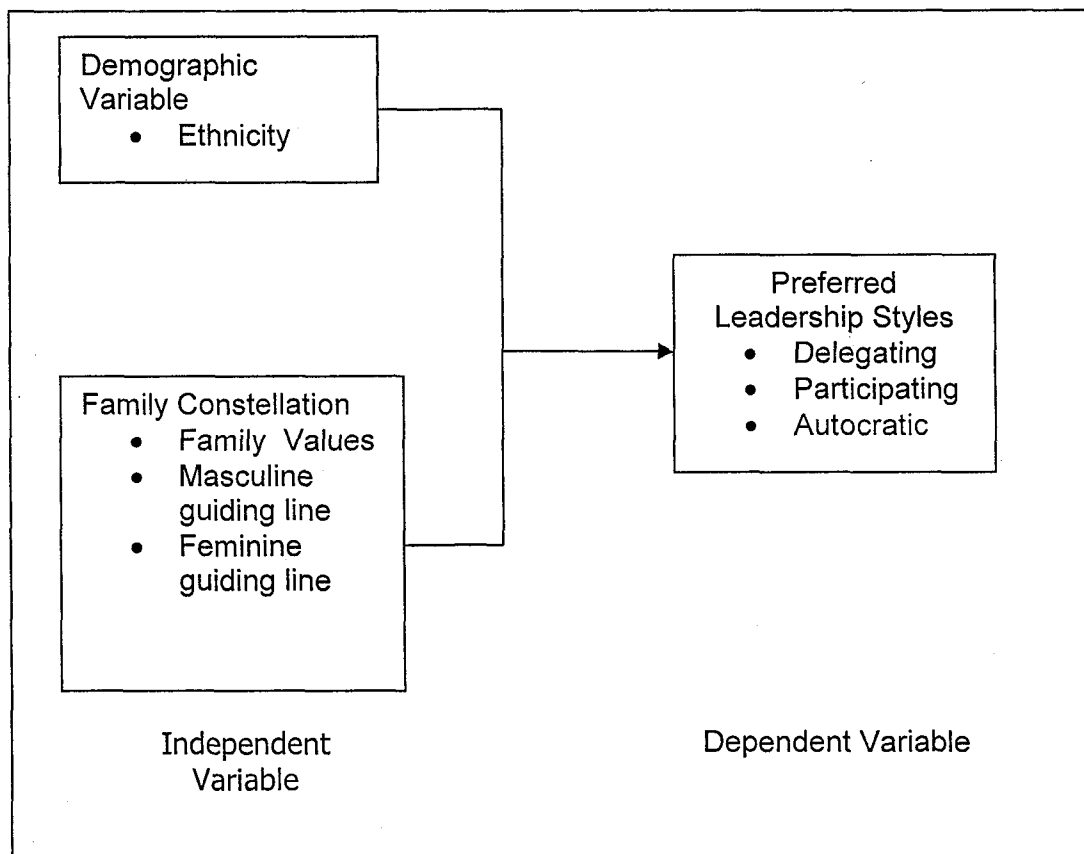


Figure 1.1: Theoretical Framework

This study investigates the relationship between family constellation and preferred leadership style. Based on the theoretical framework in the preceding section (figure 1.1), several hypotheses were developed to test the associations between the independent and dependent variables:

Hypothesis 1: There is a significant relationship between family constellation and preferred leadership. This hypothesis is divided into three sub hypothesis:

Hypothesis 1a: There is a significant relationship family values, masculine guiding line, and feminine guiding line delegating leadership style.

Hypothesis 1b: There is a significant relationship between family values, masculine guiding line, and feminine guiding line with participative leadership style.

Hypothesis 1c: There is a significant relationship family values, masculine guiding line, and feminine guiding line, with autocratic leadership style.

Hypothesis 2: There is a significant difference in the preferred leadership style among ethnic groups (i.e. Kadazandusun, Bajau and Chinese).

RESEARCH METHODOLOGY

The nature of the study is to find out the impact or influence of family constellation of each ethnic group in relation with their preferred leadership style. The measurement used in this research is a combination of item measurements taken from several original questionnaires, then modified and adapted to suit the purpose of this study. Respondents were assured of confidentiality at the onset of survey. They were asked to indicate their preference on a 7 point Likert scale for both family constellation and preferred leadership questions. These questionnaires were distributed personally to working individuals of various fields. The unit of analysis is at the individual level. The respondents include various working adults of every walk of life – from private and public. The respondents were chosen based on purposive sampling sample that conforms to certain requirements:-

a) The respondents must be either from one of the three ethnic groups; Kadazandusun, Bajau and Chinese.

b) The respondents must be a working individual.

According to Sekaran (2003) sample size of larger than 30 and less than 500 are appropriate for most research whereby the minimum sub-sample size is 30. In this particular study, the sample sizes of the three ethnic groups of respondents are 77 from Kadazandusun, 52 from Bajau, and 45 from Chinese. A total of 250 questionnaires were distributed to the respondents, which includes various working adults of every walk of life from private, public sectors and individual who own business. One hundred and eighty questionnaires were returned with only 174 questionnaires are found usable, giving a response rate of 69.6%.

Data were coded, processed and analysed by using the Statistical Package for Social Science (SPSS). The independent variables for this study are family constellation factors conceived by Powers and Griffith (1987) based on Adler's theory, and demographic variables. The dependent variables are preferred leadership style that is delegating, participative and autocratic style. Descriptive statistic was used to provide the frequency and summary of mean, median and standard deviation. Meanwhile

Cronbach alpha inter-item was used to look at the general reliability analysis of each instrument used.

RESEARCH RESULT

Hypotheses Testing

This section presents the test of all hypotheses as specified:

Hypothesis 1: There is a significant relationship between family constellation (family values, masculine guiding line, and feminine guiding line) and preferred leadership style

To test the relationship between family constellation and preferred leadership style, two type of analysis were administered that is bivariate correlation and multiple regressions. The purpose is to verify whether there is a significant relationship between the set of explanatory variables (independent variables) and dependent variable (leadership style).

Sub hypothesis:

Hypothesis 1a: There is a significant relationship between the family values, masculine guiding line, and feminine guiding line, delegating leadership style.

The result of hypotheses 1a for correlation is depicted in Table 1.1 and results for multiple regressions are in Table 1.2.

Table 1.1: Correlation between Family Constellation and Delegating Leadership Style

		Leadership 1
Family	Pearson Correlation	**0.434
	Sig. (2-tailed)	0.000
	N	166
Feminine	Pearson Correlation	**0.311
	Sig. (2-tailed)	0.000
	N	169
Masculine	Pearson Correlation	**0.329
	Sig. (2-tailed)	0.000
	N	169

** Correlation is significant at the level 0.01 (2-tailed)

* Correlation is significant at the level 0.05 (1-tailed)

From Table 1.1, it indicates that for each variable under family constellation, there is a positive correlation with delegating leadership style. The values of the significant are less than 0.05. There is a significant positive correlation between delegating style and family values, masculine guiding line and feminine guiding line. This indicates as the family constellation increases, the preferred of adopting delegating leadership style also increases. In order to conclude whether to accept or reject this hypothesis, it is important to compare with the significant value of multiple regression results. The multiple regression indicates the significant value (denoted as the sig. F change) of the family constellation with delegating leadership style is 0.000 which is less than 0.05 (sig.0.00<0.05). Table 1.2, indicates that the independent variable (R square) explained only 24.9 percents of the variance in influencing the preferred leadership style as indicated by F Value, 7.431.

Table 1.2 Multiple Regression for Hypotheses 1a

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.499(a)	.249	.215	.249	7.431	7	157	.000

a Predictors: (Constant) Family Value, Feminine, Masculine

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.538	.566		4.483	.000
	Family	.401	.142	.344	2.815	.005
	Feminine	.068	.113	.064	.599	.550
	Masculine	.028	.121	.025	.228	.820

a Dependent Variable: Leadership1

There is only one variable that is significant as indicated in the coefficient table. The characteristics of family values give a beta value of 0.401 and have a significant value of 0.005. Thus, this hypothesis cannot be fully accepted due to the insignificant values of the other two variables. Hence, a hypothesis 1a is not well supported.

Hypothesis 1b: There is a significant relationship between characteristics family values, masculine guiding line, and feminine guiding line with participative leadership style.

The result of hypotheses 1b for correlation is depicted in Table 1.3 and results for multiple regressions are in Table 1.4.

Table 1.3: Correlation between Family Constellation and Participative Leadership Style

		Leadership 2
Family	Pearson Correlation	**0.487
	Sig. (2-tailed)	0.000
	N	170
Feminine	Pearson Correlation	**0.338
	Sig. (2-tailed)	0.000
	N	173
Masculine	Pearson Correlation	**0.423
	Sig. (2-tailed)	0.000
	N	172

** Correlation is significant at the level 0.01 (2-tailed)

* Correlation is significant at the level 0.05 (1-tailed)

Results in table 1.3 indicate that there is a positive correlation among the family constellation variables with participative leadership style. As the family constellation increases, the preferred of adopting participative leadership style also increases. This indicates that there is a significant positive correlation between participative style and family values, masculine guiding line and feminine guiding line. Although there is a correlation, it is important to look at the multiple regressions in order to conclude whether

to accept or reject the hypothesis. The result depicted in table 1.4, indicates that the independent variable explained only 32.8 percent of the variance influencing the preferred participative leadership style, which is significant (sig 0.000<0.05), as indicated by F value of 11.151. From the coefficient table, there is only one variable that is significant which is the family values (0.013). Thus, this hypothesis cannot be fully accepted due to the insignificant values of the other variables under family constellation. Hence, a hypothesis 1b is not well supported as well.

Table 1.4 Multiple Regression for Hypotheses 1b

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.573(a)	.328	.298	.328	11.151	7	160	.000

a Predictors: (Constant) Masculine, Feminine, Family
Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.830	.467		6.053	.000
	Family	.300	.120	.289	2.501	.013
	Feminine	.015	.095	.016	.163	.871
	Masculine	.124	.101	.126	1.234	.219

a Dependent Variable: Leadership2

Hypothesis 1c: There is a significant relationship between characteristics family values, masculine guiding line and feminine guiding line with autocratic leadership style.

The result of hypotheses 1c for correlation is depicted in Table 1.5 and result for multiple regression is in Table 1.6.

Table 1.5 shows that the independent variables under family constellation, they were found to be positively correlated and significant (sig. <0.05) with the preferred autocratic leadership style. As the family constellation increases, the adopting of preferred autocratic leadership style also increases. This indicates that there is a significant positive correlation between autocratic style with family values, masculine guiding line and feminine guiding line. To conclude whether to accept or reject this hypothesis, Table 1.6 of multiple regressions is referred.

Table 1.5: Correlation between Family Constellation and Autocratic Leadership Style

		Leadership3
Family	Pearson Correlation	**0.382
	Sig. (2-tailed)	0.000
	N	169
Feminine	Pearson Correlation	**0.371
	Sig. (2-tailed)	0.000
	N	172
Masculine	Pearson Correlation	**0.357
	Sig. (2-tailed)	0.000
	N	171

** Correlation is significant at the level 0.01 (2-tailed)

* Correlation is significant at the level 0.05 (1-tailed)

The result indicates that the significant value (denoted as the sig. F change) of the family constellation with autocratic leadership style is 0.000 which is less than 0.05 (sig.0.00<0.05) From Table 1.6, it is indicated that the independent variable (R square) explained a low percentage of 22.0 percents of the variance in influencing the preferred autocratic leadership style as indicated by F Value, 6.422.

Meanwhile, from the coefficient table in Table 1.6, it is shown that all variables are not significant and do not have a relationship with autocratic leadership style due to its significant value is greater than 0.05. Therefore, this hypothesis cannot be fully accepted due to the insignificant values of the family constellation variable. Hence, a hypothesis 1c is not well supported.

Table 1.6: Multiple Regression for Hypotheses 1c

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.469(a)	.220	.186	.220	6.422	7	159	.000

a Predictors: (Constant) Family value, Masculine, Feminine

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.082	.506		4.114	.000
	Family	.133	.131	.127	1.019	.310
	Feminine	.132	.103	.139	1.273	.205
	Masculine	.111	.109	.113	1.016	.311

a Dependent Variable: Leadership3

Hypothesis 2: There is a significant difference in the preferred leadership style among ethnic groups ((i.e Kadazandusun, Bajau and Chinese)

Table 1.7: Crosstabulation for Leadership styles among ethnic group

		Leadership styles			Total	
		Delegative	Participative	Autocratic		
Race	Kadazandusun	Count	14	42	21	77
		% within Race	18.2%	54.5%	27.3%	100.0%
		% within Lshipstyles	43.8%	50.6%	35.6%	44.3%
		% of Total	8.0%	24.1%	12.1%	44.3%
	Bajau	Count	7	20	25	52
		% within Race	13.5%	38.5%	48.1%	100.0%
		% within Lshipstyles	21.9%	24.1%	42.4%	29.9%
		% of Total	4.0%	11.5%	14.4%	29.9%

Table 1.7: Crosstabulation for Leadership styles among ethnic group (continued)

Chinese	Count	11	21	13	45
	% within Race	24.4%	46.7%	28.9%	100.0%
	% within Lshipstyles	34.4%	25.3%	22.0%	25.9%
	% of Total	6.3%	12.1%	7.5%	25.9%
Total	Count	32	83	59	174
	% within Race	18.4%	47.7%	33.9%	100.0%
	% within Lshipstyles	100.0%	100.0%	100.0%	100.0%
	% of Total	18.4%	47.7%	33.9%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.695(a)	4	.103
Likelihood Ratio	7.448	4	.114
Linear-by-Linear Association	.000	1	.996
N of Valid Cases	174		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.28.

For the second hypotheses, chi square crosstabulation was used. Table 1.7 shows the different proportion in ethnicity and leadership style. The table interprets that percentage within the ethnic group against leadership style are Kadazandusun (54.5%) and Chinese (46.7%) who preferred adopting participative type of leadership. Meanwhile the Bajau (48.1%) are more on autocratic type of leadership.. The results from the significant table of the Chi Square test obtained a value of 0.103 which is greater than 0.05. Therefore a hypothesis 2 is rejected. In other words, there is no significant difference in the preferred leadership style among ethnic groups.

CONCLUSION

In general, the findings of this study show that out of 174 respondents, 48.3% (84) respondents prefer adopting participative leadership style, 33.9% (59) prefers autocratic leadership and 17.8% (31) prefers the delegating leadership style.

Relationship between Family Constellations and Leadership Style

Alfred Adler, a noted psychologist, who emphasized on the social aspects of human development contrary to Sigmund Freud's views, is well known for his viewpoints regarding the impact of a child's birth order on the development of personality (Kumar S, 2002). According to Adler, family constellation is the social configuration of the family group the system of relationship in which self awareness develops, and later influence personality developments (Power& Griffith, 1987

The results of this study, show that from the three leadership styles of autocratic, delegating, participative, two leadership styles have a relationship with family

constellation. In the delegating leadership style, the variable of family values related to the delegating leadership style. The results of this study imply that, the two variables of family values of delegating and participative styles have a significant relationship with family aspect. In other words it could also be conceived that, the higher the family values, (such as of sharing of problems, good communication among family members, give and take attitude) the higher will be the delegating and participative styles of the communities studied. This finding is in line with Asma (1995), who mentioned that Malaysian management need balance of adoption of western practices with recognition of underlying Asian cultural values and emphasis on collective morale.

The only hypothesis which does not show any relationship between family constellation and leadership style is the autocratic leadership style.

Family Constellations and Leadership Style among the Ethnic Groups

In Sabah there are more than 23 ethnic groups of indigenous groups (Pandan, 2003). These ethnic groups, particularly the Bajau, at the early stage of their settlement were identified based on locations where they settled, such as the Bajau Laut, and Bajau Darat. However with the progress of time and modernization, many ethnic groups, including those in this study have migrated to other areas resulting in intermarriages and acquisition of new values. However they are still identified based on their identities.

In this study, the Kadazandusun is the biggest of the ethnic groups, with a majority of them are Christians. The Bajau, on the other hand are predominantly Muslims. The Chinese in this study is not an indigenous group but they formed the biggest non-ethnic community in the State of Sabah.

After comparing the three ethnic groups, it was found out that the Kadazandusun and Chinese group preferred adopting a participative style, but this is not in the case of the Bajau who are more towards the autocratic way.

Comparing within delegating leadership style, it is found that Chinese are more in adopting delegating style compared to Kadazandusun and Bajau.

The autocratic element emerged in the case of the Bajau, is perhaps due to the defensive and protective stance adopted for the survival of their group is a multiracial and multi-religious country like Sabah. The Chinese and the Kadazandusun, do not show this characteristic of autocracy because they are more permissive and receptive in attitude towards values of other ethnic groups. This is evident in the number of intermarriage occurring between the two groups particularly due to the fact that they share a common religion or faith. Thus interracial marriage gives them opportunity to acquire and assimilate each others values. The Bajau being Muslims do not share the common religion as in the case of the Kadazandusun and the Chinese who are mostly Christians. In a way it could be said that this result in their protectiveness, and thus the autocratic element preferred.

The autocratic preferred is also a reflection of the present Bajau who are originally from sea-faring people dependent on the seas for survival. This phenomenon of autocratic values in leadership style preferred is carried over to the present days. This autocratic behavior is also a manifestation of their protectiveness and defensiveness against modern values and integration with other ethnic group being different in religion and original way of living.

LIMITATION

This study only focuses on the Kadazandusun, Bajau and Chinese in the area of Kota Kinabalu and few nearby districts. Therefore the results of this study could not be generalized to other ethnic groups.

Secondly, some of the respondent was from town areas and are 'not pure' samples of every ethnic groups, the results could have been different from the present study.

Some of the respondents are unable to understand, the questionnaires. Thus their answers may not reflect their true perception on issues in this study.

Thirdly, the questions on family constellation should be further researched and should be well developed. The reliability studied on few aspects of family constellation is low and the items should be studied and tested to improve the questionnaires.

As literature is scarce on family constellation concept, there is a need to interview community leaders and expert of the three groups when formulating questionnaires for family constellation. Future research may be conducted to investigate the influence of other variables for family constellation such as birth order and role model in the family.

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