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Reengineering Knowledge & Creativity for Global Excellence

30 June 2022



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Reengineering Knowledge and Creativity for Global Excellence

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30 June 2022
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Foreword

The papers compiled in these e-proceedings are papers presented online at Technology, Science, Social Sciences and Humanities International Conference 2022 (TeSSHI 2022) held on 30 June 2022 at Universiti Teknologi MARA (UiTM) Cawangan Kedah, Kedah, Malaysia. With the theme, ***Reengineering Knowledge and Creativity for Global Excellence****,* the conference has brought together presenters of diverse background who shared their conceptual and empirical papers in broad areas that are subsumed under the fields of Technology, Science, Social Sciences and Humanities. These e-proceedings comprise current researches that were undertaken with the rigorous endeavour of knowledge enhancement to ensure that the world of academia will continue to flourish. It is thus hoped that readers will significantly benefit from knowledge contained in these proceedings.

TeSSHI 2022 and these e-proceedings would not have been possible without the great efforts from the presenters, and the generous support from the TeSSHI 2022 committee members and the Rector of UiTM Cawangan Kedah, Prof. Dr. Mohamad Abdullah Hemdi. A heartfelt gratitude is extended to all involved. It is hoped that these e-proceedings will be an impetus to stimulate futher studies and research that benefit the society at large.

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The Influence of Leadership Style on Lecturer's Performance

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ABSTRACT

Employee's performance always the main concern for organization. One of the factors that will influence their performance is the leadership style. Therefore, this study will investigate the leadership style which focus on transformational leadership and transactional leadership in public sector. Through the Malaysia Education Blueprint 2015 - 2025 (Higher Education), the ministry is focused to let the higher learning institution management and direct on their own to for growth and development by giving greater decision-making power to the management of the higher learning institution (MoE, 2022). Of course, this will require a leader that is able to transform the institutions towards excellent. It is important to improve the quality of education which can be done by having more quality educators as they are not only teaching but also need to do research to gain more knowledge, new discovery, innovation, and connection with industry. Academia able to strengthen the collaboration between the university and the industry to get funding and investment for the research and innovation project (StudyMalaysia, 2021). With motivation as the mediator, this study will identify the combination of leadership style and motivation that can influence the performance of lecturer. The findings of this research will be beneficial to the leaders at higher learning institution as they will know which style is most suitable for the organization.

Keywords: lecturer's performance, leadership, motivation

INTRODUCTION

All organization need leaders. Different leaders have different leadership style. Leadership is the ability to direct and influence others to achieve organizational goals (Hughes, 2009). Leader is one of the factors that can motivate employee to achieve organizational goals thus increase the employees' performance. The Full Range Leadership (FRL) model include transformational leadership, transactional leadership, and laissez-faire (Bass & Riggio, 2006). A transformational leaders motivate their followers to achieve a specific goal which is challenging and beyond the

expectations (Bass & Riggio, 2006). A transactional leadership style specifying expectations, and followers will be rewarded for achieving the goals (Nguyen et al., 2021). While laissez-faire leadership is the avoidance or absence of leadership and most inactive style (Bass & Riggio, 2006). Applying the motivation as the mediating effect of the leadership, this paper will use the Herzberg two-factors theory which consists of motivators and hygiene factors. According to Yusoff et al. (2013), Herzberg two-factors theory is more suitable compared to other motivational theories since it covers both intrinsic and extrinsic elements of individual. A lecturer is considered as a profession with high status, promotion opportunities, self-development, and personal growth which its motivation can be assessed using this theory (Azizaha et al, 2020). Through the Malaysia Education Blueprint 2015 - 2025 (Higher Education), the ministry is focused to let the higher learning institution management and direct on their own to for growth and development by giving greater decision-making power to the management of the higher learning institution (MoE, 2022). Of course, this will require a leader that is able to transform the institutions towards excellent. To continue for economic growth, Malaysia needs to be innovated. Higher learning institutions need to keep on doing research and innovation with industry and community. In addition, the institutions will have to continuously increase the skilled research talent and doing consultation with the stakeholders (MoE, 2022). Although UiTM is not a research university, but UiTM took it seriously for lecturers to involve in research and innovation. UiTM2025 strategic planning is to be in local and international university ranking. Therefore, UiTM intend to focus on quality education, global excellence, and value-driven performance (UiTM, 2022). By 2025, UiTM aims to be among top 300 by QS world ranking, have 20 subjects ranked in QS subject ranking, and at least two subjects ranked in top 100 QS subject ranking (UiTM, 2022). Now, UiTM is at 616 QS world ranking, and the highest subject area is business, management, and accounting with 156 ranks in the QS subject ranking (Scimago Institution Ranking, 2022). The research ranking is based on the volume, impact, and quality of the research output while the innovation ranking is evaluated by the total of patent applications and the citation received from the research (Scimago Institution Ranking, 2022). To achieve this objective and become the renowned university by 2025, UiTM need to ensure that its academia able to hit the target for research and publication. Although a lot of strategies have been planned, it is undeniable that the leadership style play an important role to push the academia to do research. The correct combination of characteristic and style of leadership will be able to put UiTM among other research university.

LITERATURE REVIEW

Employees at different organization will be assessed differently according to the management of the organization. Usually, the employee's work performance can be measured by number of jobs, quality of work, efficiency, business employees, professional standards, accuracy, and creativity (Purwanto et al., 2020). Since this study will focus on UiTM lecturers in terms of their research performance, so it is measured by the number of indexed publication ratio, the citation ratio, the amount of research grant, and the number of patents granted for their research. The more satisfied the employee, the performance will become better. Similarly, lecturers' performance is also influenced by their satisfaction (Azizaha et al., 2020).

Motivation is the act or factors that will encourage an individual to do something to achieve goals. Motivation can come from internal and external that will intrigue people to commit in their work (Abdulrahman & Hui, 2018). Employees need to be encouraged so he will have the willingness to start doing the task and finish it (Rahman et al., 2018). There are many motivational theories such as Maslow hierarchy of needs, reinforcement theory, expectancy theory, and Herzberg two-factor theory. This study will use Herzberg two-factor theory because there are two aspects, which is motivator and hygiene factors to identify employees' motivation. The motivator factors will influence the employee to feel satisfaction towards its job, such as job achievement, recognition received, the responsibility for the job position, the opportunities given to make decision in the organization, the challenges at workplace, the existent of promotion and personal growth at the organization (Chiat & Panatik, 2019). Even though hygiene factors can't make the employee feel satisfaction, but it is still important for the organization to ensure it exist to avoid employee from feeling dissatisfaction which

it includes the organization policy, the supervision, the working environment and condition, the employee's relation with peers at workplace, and the salary received (Chiat & Panatik, 2019). To increase employee's motivation, management should design policies based on motivational factors (Verma & Sharma, 2018).

Transformational Leadership style include the 4Is, idealized influence, inspirational motivation, intellectual stimulation, and individualized concern. Idealized influence can be identified by two aspects that is leaders' behaviour and the attributes of the leader by its followers. A leader who is have the charisma about himself that make them respected, admired and trusted by their followers (Nickerson, 2021). This type of leader has ethics, principle and values that make the followers want to follow them (Burgess, 2016). Inspirational motivation means the leader will set challenging goals to push the follower's ability (Burgess, 2016). To ensure followers understand the goals, leaders need to have a good communication skill (Nickerson, 2021). Follower intellectual can be stimulated by involving them in decision making or asking them to share ideas on problem solving (Burgess, 2016). A good leader won't critics any ideas or suggestions given by their followers because this will stop or discourage others to continue sharing their ideas (Nickerson, 2021). By being a mentor or a coach to the followers, a leader can really give attention to each one of their followers (Burgess, 2016). Leader will identify and motivate individual follower because each of them is important to achieve the organizational goals (Nickerson, 2021).

Transactional leadership style consists of management-by-exception and contingency reward. Management-by-exception is a transaction between leader and follower where leader will correct the action by followers. There are active management-by-exception and passive management-by-exception. An active management-by-exception is when the leader will monitor and take a close control of their followers and will take correct actions when they seem it is necessary, while the passive management-by-exception is on contrary where the leader only involve when follower make the mistake (Burgess, 2016). Contingency reward is promises when followers fulfil the task by the leader. The rewards can be psychological or material. When the reward is praise, positive or encouraging feedback, it is identified as psychological and transformational, however if the reward is material such as salary increment, awards, or other rewards, it is transactional (Burgess, 2016). The transactional will active the extrinsic motivation and transformational will active the intrinsic motivation of the follower (Burgess, 2016).

THEORETICAL FRAMEWORK

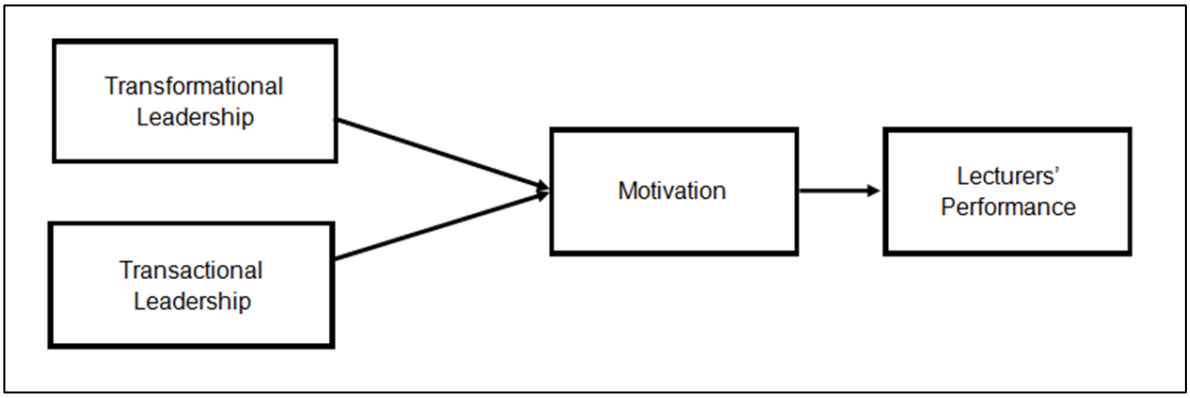


Figure 1: Theoretical Framework

The theoretical framework was adapted from full range leadership theory by Bass & Riggio (2006). In the theory there are three components; transformational leadership, transactional leadership, and laissez-faire leadership, however since laissez-faire is not an effective leadership style, the researcher think that it is not suitable to include.

In this theoretical framework, the independent variables are transformational leadership style and transactional leadership. The dependent variable is lecturers' performance. The mediator

variable is motivation which focus on hygiene factors and motivator factors from Herzberg two factor theory. This mediating variable is to measure how motivation can influence the lecturer's performance in terms of research when the leader applying any characteristic of transformational leadership and transactional leadership.

UNDERPINNING THEORIES

Transformational leadership

When James V. Downton mentioned about transformational leadership in 1973, it was the start of that term (Nickerson, 2021). The based on the theory started with theory of charismatic leadership 1976 by Robert House. Transformational leadership theory was developed by James MacGregor Burns in 1978. In 1990 Bernard Bass later improvise the theory and it was called Bass's transformational leadership theory. The next year Avolio and Bass introduced the full range leadership which include transformational leadership, transactional leadership, and laissez-faire leadership. Bass introduced the 4Is' in transformational leadership theory, which are idealized influence, inspirational motivation, intellectual stimulation, and individualized concern. The transactional leadership theory contains management-by-exception, and contingency reward. The management-by-exception is categories into two which are management-by-exception active, and management-by-exception passive. The laissez-faire leadership is believed to be the least effective among all style. To motivate the followers, the leader at least needs to practice one of the transformational leadership components. When compared between transformational leadership and transactional leadership, followers are more satisfied with leader who put into practice the transformational style (Bass & Riggio, 2006). The followers also give higher commitment towards job and organization when they are under the transformational leader (Burgess, 2016). At the same time, the followers showed higher level of creativity and innovation which lead them to have higher performance (Bass & Riggio, 2006).

Herzberg two-factors theory

Herzberg, Mausner and Snyderman developed the motivation-hygiene theory in 1959 with the influenced from Maslow's hierarchy of needs theory (Alshmemri et al., 2017). The source of motivation for an individual can come from intrinsic or extrinsic. According to Maslow's hierarchy of needs theory, lower-level needs should be fulfilled first before the higher-level needs can be achieve. The lower-level needs here is similar with Herzberg two-factors theory hygiene factors which it will not motivate the employee but only to prevent the employee from feeling dissatisfied, while the higher-level needs represent the motivator factors which can make employee feel satisfied (Yusoff et al., 2013). Factors that able to give satisfaction and motivation for employee and therefore will make them feel satisfied with the work is called motivator, while factors that will prevent the employee from dissatisfied and demotivated is known as hygiene (Chiat & Panatik, 2019). Included in motivation factors are advancement, work itself, possibility of growth, responsibility, recognition, and achievement (Alshmemri et al., 2017). A positive advancement meaning the employee move upward in his position, while status-quo is considered as negative advancement. The work itself meaning the content of the task which if it is too easy or too difficult can affect the employee satisfaction. If the employee has the possibility for professional growth such as increase in new skills, technique, and knowledge by attending training, this also can lead the employee to feel satisfied besides the responsibility and ability to make decision. Recognition can be positive when employee receive praise or rewards and negative when get criticism. Positive achievement when an employee achieve success in task, and negative achievement when he fails in making any progress. While factors in hygiene are interpersonal relationship, salary, policies and administration, supervision, and working conditions (Alshmemri et al., 2017). Interpersonal relationship at workplace such as interaction about job-related or social conversation with superiors, subordinates, and peers. Salary or compensation received either increment or decrease in salary and bonuses. Company policies and administration in relation of the management policies and guidelines. Supervisor's ability in delegation, willingness

to teach, and knowledge of the task will determine the employees' satisfaction. The extent of work, space, tools, and safety are the components related to the working conditions. According to Yusoff et al. (2013), Herzberg two-factor is inclusive of other motivational theories where the elements of responsibilities, achievements, growth, promotion, recognition and work itself is identified as self-actualization in Maslow's hierarchy of need theory, Alderfer's growth need, and McClelland's need for achievement. While interpersonal relationship and supervision is the same as Maslow's affiliation needs, Alderfer's relatedness need, and McClelland's need of affiliation, and not forgotten the salary, working condition, and company policies and administration which is identical to Maslow's lower-level needs of physiological and safety, and Alderfer's existence need (Yusoff et al., 2013).

CONCLUSION

This research will be able to identify the combination of both characteristics of transformational leaders and transactional leaders that are significant to motivate lecturers. The suitable leadership style is depending on the employee. Different organization will get different result. This research should be repeat at other organization to see the outcome.

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