

UNIVERSITI TEKNOLOGI MARA

**THE RELATIONSHIP BETWEEN
LEADERSHIP STYLES AND
LEADERSHIP EFFECTIVENESS
IN MALAYSIAN GOVERNMENT
LINKED COMPANIES (GLCS)**

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Thesis submitted in fulfilment
of the requirements for the degree of
Master of Science

Faculty of Business and Management

April 2014

AUTHOR'S DECLARATION

I declare that in this thesis/dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledge as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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Thesis Title : The Relationship between Leadership Styles and
Leadership Effectiveness in Malaysian
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ABSTRACT

The aspiration of government linked companies (GLCs) to be global and domestic champion in 2015 urged the need of effective leadership in transforming GLCs to attain breakthrough performance as well as to maintain industrial harmony. Hence, it is essential to understand how leaders play important roles through examine the relationship between leadership styles and leadership effectiveness in Malaysian GLCs context. Another, as a developing country, diversity in Malaysia has increased, thus including demographic factors (gender, age, working experiences) in this study is also vital to understand what constitutes effective leaders. The study encompassed three styles of leaders as proposed by the full range of leadership (FRL) theory and the sample was strictly drawn from the employees of G20 (selection of largest GLCs participated in GLCs transformation programme) through multistage sampling method. As results, the study found that transformational leadership style was the most effective followed by transactional leadership style. As an integrative approached of FRL theory, the injections of transformational character into transactional leadership style would makes GLCs leaders even more effective. Contrarily to passive/avoidant style, it was not significant to leadership effectiveness. Based on study's findings, GLCs leaders were most likely to practice transactional leadership style, thus GLCs must take initiative to vaccinate more transformational leadership style on GLCs leaders. Another, the study has also found that working experience and leadership styles was significantly different but no significant differences found between gender and age in the linear combination of leadership styles. The study has brought awareness to GLCs leaders to play their important roles by practicing the right style to be more effective as well as sensitive to the differences of employees' working experiences.

ACKNOWLEDGEMENT

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

First and foremost, syukur Alhamdulillah to the Al-mighty ALLAH SWT for blessing me to complete this study. It was a very challenging task for me to complete this study during my pregnancy and delivering my first child AleesyaBatrisya. Thank you Allah for your mercy and help.

I also would like to express my heartfelt grateful appreciation to my husband Adam Darwish Abdullah @ Eric Davvy for understanding and constant support to my study.

Special acknowledgement goes to Assoc. Prof.Dr.NormalaDaud as my supervisor who continuously gives constructive ideas, cooperation and encouragement in the preparation and completion of this study.

I am also thankful to the examination committee for giving comprehensive comments and feedback during the proposal examination.

Next is my gratitude to all Malaysian Government Linked Companies that participated and cooperated during data collection. Last but not least is my token of appreciation for my lovely family members who have helped me to distribute and collect data. May Allah the Ar-Rahman and Ar-Rahim pay back all the kindness and may Allah bless all of us as well.

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