

LEADERSHIP SKILLS AND ITS RELATION ON EMPLOYEES' JOB PERFORMANCE: FINDINGS FROM THE STUDY AT MINISTRY OF WOMEN, FAMILY AND COMMUNITY DEVELOPMENT AT PUTRAJAYA

Wan Nor Azleen Wan A. Rahman¹ & Marni Ghazali²

^{1,2} Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM), Malaysia

*E-mail: wanzaleenrahman@gmail.com

1. INTRODUCTION

Leadership is one of the leaders' processes as a social influence (Nanjundeswaraswamy & Swamy, 2014). Meanwhile, leadership is one of the imperative competencies required for an individual who wants to be a leader in the future and make the individual an effective leader towards their organizations (Overbay, 2017). Prior studies also highlighted that leaders need leadership skills which a leader must be capable to be function at all levels since the skills which were possessed by the leader can be developed either formal or informal through experience, readings, courses, and continuous learning that should be learned by the leaders (Mohamad & Silong, 2008). Meanwhile, poor leadership could be one of the major reasons for the organization's failure in achieving its goals (Mundhe, 2018). In South-East Asia countries, leadership has become one of the most critical talent issues which are about 97% of the Deloitte Global Human Capital Trends 2016 mentioned that the business leaders have considered that they need to develop their leaders in their organization fast and deeply (The Malaysian Reserve, 2017).

According to the former Governor of Bank Negara Malaysia, Zeti Akhtar Aziz, Malaysia faced a leadership deficit in the public and private sectors. Surprisingly, Global Leadership Forecast (2018), also highlighted that only 22% of Malaysian CEOs have the leadership skills to perform their strategy. The study conducted by Banks-Hall (2017) revealed that failure in communication skills, which is one of the most important leadership skill's skills, may influence the employees' job performance at the workplace. The employees' job performance is the property behavior that can be the expected value to the organization's outcome (Bullock, 2013). Not only that, referring to Edu Corporate Bridge Consultancy (2018), employees are intangible assets owned by the organization which can differentiate the organization from its competitors. Besides, due to the lack of empirical data from employees' perspectives on leadership skills, it would contribute to the managers' difficulties to improve the leadership skill in the organization (Bumgarner, 2016). Therefore, based on the above-mentioned discussion, this study aims to examine the influence of leadership skills on employees' job performance particularly at the Ministry of Women, Family, and Community Development in Putrajaya. The discussion of this paper aims to achieve three main objectives as follows: (1) to identify the level of employees performance at the Ministry of Women, Family and Community Development in Putrajaya, (2) to examine the relationship between leadership skills, namely (i) communication skills, (ii) motivation skills, (iii) interpersonal skills and (iv) technical skills with employees' job performance and lastly (3) to determine the significant predictor of

leadership skills on employees' job performance at Ministry of Women, Family, and Community Development at Putrajaya.

2. METHODOLOGY

This study employed a quantitative survey method through a cross-sectional study using the individual as the unit of analysis. In this study, the unit of analysis focused on the selected individual employees with Grade 48 and below in every department at the Ministry of Women, Family, and Community Development in Putrajaya. The number of the sample size is 191 employees who are 50% that would represent the total population based on the table by Krejcie & Morgan (1970). However, in this study, only 47% sets of questionnaires are returned and usable for further analysis. The researcher used a stratified sampling technique by disproportionate through disseminates set of questionnaires to every each of department by sending the email of the online Google Form questionnaire to the person in charge since at the Ministry of Women, Family and Community Development in Putrajaya, they do not have an equal number of employees in each department. The measurement on the employee's performance is measured based on three criteria's namely productivity of work, employee engagement, and job knowledge by using 5-point Likert Scale as follow: (5 – Strongly Agree, 4 – Agree, 3 – Mixed Feeling, 2 – Disagree and 1 – Strongly Disagree) (Sekaran & Bougie, 2016). Meanwhile, leadership skills were measured in terms of (i) communication skill, (ii) motivation skill, (iii) interpersonal skill and (iv) technical skill by using 5-point Likert Scale as follow: (5 –Frequently, 4 – Fairly Often, 3 – Sometimes, 2 – Once in a While and 1 – Not at All) (Sekaran & Bougie, 2016). In this study, the researcher used google form questionnaires towards the targeted respondents. In terms of data analysis, descriptive analysis was carried out by looking at the mean score and standard deviation to identify the level of employees' performance. Then, inferential statistics looking at Pearson correlation and Multiple Regression Analysis were used to examine the relationship and the most influential factors between IV and DV. The data were analysed using Statistical Package for Social Sciences (SPSS).

3. RESULTS AND DISCUSSION

3.1 Level of Employees Job Performance considered on Three Components which are Productivity of Work, Employee Engagement, and Job Knowledge

In this study, descriptive analysis was carried out by looking at the mean score and standard deviation to identify the level of employees' job performance at the Ministry of Women, Family, and Community Development in Putrajaya. Table 1 presents the results of the study as below:

Table 1: Level of Employees Job Performance

| Variable | Mean | Level |
|----------------------------|-------|-------|
| Employees' Job Performance | 4.017 | High |

Table 1 indicates that, overall, the level of employees' job performance at the Ministry of Women, Family and Community Development at Putrajaya is relatively high at is 4.0179. Thus, as suggested by Weirma (2000), the mean score between the range of 3.50 to 5.00 is relatively high. About the study found a prior study conducted by Faisal Shafique Butt and Khilji (2014) has confirmed that leadership skills have positively impacted employees' work

productivity, and it is one of the main components measured under employees' job performance.

3.2 The Relationship between Leadership Skills namely (i) Communication Skills, (ii) Motivation Skills, (iii) Interpersonal Skills and (iv) Technical Skills with Employees' Job Performance

Table 2: Pearson Correlation Analysis between Leadership Skills and Employees Job Performance

| Variables | | Employee's Job Performance | Motivation Skill | Communication Skill | Interpersonal Skill | Technical Skill |
|----------------------------------|------------------------|----------------------------------|---------------------|------------------------|------------------------|--------------------|
| Employee's Job Performance | Pearson Correlation | 1 | .556 ** | .713 ** | .493 ** | .525 ** |
| | Sig. (2- tailed) | | .000 | .000 | .000 | .000 |
| | N | 90 | 90 | 90 | 90 | 90 |

As shown in Table 2, Pearson's Correlation Coefficient r was carried out to examine the relationship between leadership skills and employees' job performance. The findings reveal that motor skills and employees' job performance hold a moderate relationship ($r = 0.556$), and the significance value is less than 0.01, ($p < .01$). Meanwhile, communication skills and employees' job performance hold a high relationship ($r = 0.713$), and the significance value is less than 0.01, ($p < .01$). ($p = 0.000$). Correlation between interpersonal skills and employees' job performance holds a moderate relationship ($r = 0.493$), and the significance value is less than 0.01, ($p < .01$). Lastly, the correlation between technical skills and employees' job performance holds a moderate relationship ($r = 0.525$), with the significance value is less than 0.01, ($p < .01$). ($p = 0.000$). The strength of the relationship between variables is suggested by Guildford (1973). Hence, the study finding shows that a significant relationship exists between leadership skills and employees' job performance. As a result, the formulated hypothesis H_{a1} was fully supported. Thus, the study finding suggests that, if the practices of leadership skills are efficient and effective at the organization, the level of job performance will also increase, especially at the Ministry of Women, Family and Community Development at Putrajaya.

About the study findings, this study's result seems to be consistent with the findings of Nazari and Nurbakhshian (2016), which revealed that communication skill is one of the effective tools to achieve a high level of work productivity. Besides, a study conducted by Khan and Ahmad (2012) has revealed that leaders with the ability to motivate their employees, especially towards the low-level employees compared to the top and middle level of management. Furthermore, Walker (2012) mentioned that a leader who possessed interpersonal skills can maintain a harmonious relationship and effective interaction among the staff members, colleagues, and team. Not only that, Hysong (2008), has found that technical skill becomes predictive of subordinate perceptions of managerial performance, over and above managerial skills non-significant contribution.

3.3 The Significant Predictor of Leadership Skills on Employees' Job Performance at Ministry of Women, Family, and Community Development at Putrajaya

Table 3: Multiple Regression Analysis

| Variable | Standardized Coefficients | |
|----------------------------|---------------------------|-------------|
| | Beta | Sig. |
| (Constant) | | .000 |
| Communication skill | .904 | .000 |
| Motivation skill | .017 | .931 |
| Interpersonal skill | -.246 | .113 |
| Technical skill | -.008 | .961 |

a. Dependent Variable: Employees' Job Performance

Table 3 indicates Multiple Regression Analysis was carried out to determine the most influential factors of leadership skills towards employees' job performance particularly at the Ministry of Women, Family and Community Development at Putrajaya. From the above analysis, the study findings revealed that the most influential factor is communication skills with a beta (β) value of .904 and it has a significant influence on the employees' job performance with a p-value of 0.000 ($p < 0.01$). The finding of this study can be supported by the prior survey of Obi (2018), which proved that leaders with effective communication skills might be able to influence their employees, and they are also able to react positively and cooperatively among each other in the organisation.

4. CONCLUSION

Overall, the study finding revealed that the level of employee's job performance at the Ministry of Women, Family and Community Development in Putrajaya is relatively high. It is based on the result of the mean value that indicated 4.017. This study measured employees' job performance in three main factors: work productivity, employee engagement, and job knowledge. Meanwhile, for correlation analysis, the study findings show that all the leadership skills, namely (i) communication skills, (ii) motivation skills, (iii) interpersonal skills, and (iv) technical skills have a positive and significant relationship between independent and dependent variables. Thus, it indicated that all the leadership skills practices in such an organisation contribute to employees' job performance levels. This can be seen by looking at the study's independent and dependent variables. Besides, the study finding also revealed that communication skills are the most influential factors towards employees' job performance. As a result, the current study finding highlights that there is strong support between the practices of leadership skills and employees' job performance, particularly at the Ministry. With this regard, the study finding also provides an important indicator and attention, especially to the top management, related to the importance of practicing leadership skills to achieve the maximum level of employee's job performance at the Ministry of Women, Family and Community Development in Putrajaya.

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