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LEADERSHIP STYLES AND JOB PERFORMANCE: A CASE STUDY OF MALAYSIA AIRPORTS HOLDINGS BERHAD

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ABSTRACT

This study was carried out to identify the leadership styles and job performance at Malaysia Airports Holding Berhad in which it is very crucial for us to understand the function of the leadership styles and practiced in the huge organization like Malaysia Airports Holdings Berhad. A total of 220 target respondent from 381 populations in Malaysia Airports Holding Berhad were selected comes from lower middle management to become the respondent of the study. As we concern, a set of questionnaire was designed to gain primary data from the respondents to enable us to identify which leadership styles being practiced at Malaysia Airports Holdings Berhad. As the result show us that in this Malaysia Airports Holdings Berhad, the transformational leadership style were practiced a lot in which it impact a great job performance of the staff in the organization. In conclusion, this study will serve as the great reference to those who are interested in the field of leadership and also the management.

CONTENTS

Chapter 1:

CHAPTER 1

INTRODUCTION

1.0   Introduction

Leadership is a process of influencing the followers, providing guidance and leading the people towards attainment of objectives of the organisation. The leader, the followers, and other situational variables. (S.K Bhatia, 2007). Leadership also is the ability to inspire confidence and support among the people who are needed to achieve organizational goals. (Dubrin A.J). According to Muijs (2011), leadership has been seen as a key factor in organisational effectiveness. Bennis has commented, "There are many institutions; I know are very well managed but poorly led."

A good leader is much more than a manager. Managers can be leader, but only if he has influencing relationship (Bhatia S.K., 2007). There are numerous studies on the leadership and researchers have concurred that leadership is the ability to influence the attitudes, abilities and beliefs of employees towards achievement of organizational goals. (Bass, 1985; Burns, 1978; House, 1971; Kouzes & Posner, 2007; Stogdill, 1974). Effective leaders at all levels are measured by the leadership styles employed in improving employee's performance and hence ensure organization's success according to Bass's study (1960).

Hospitality arena is the same as other various organizations, experienced changes in their internal and external environment over the past twenty years and the study become more critical during economic recession (Testa, 2001; Tracey & Hinkin, 1994). Thus, this study employed the leadership styles that comprises transformational and transactional to describe the most effective leadership behaviours in the chosen study organization that is Malaysia Airports Holdings Berhad (MAHB Kuching).

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

The purpose of this study is to investigate the current leadership styles of Malaysia Airports Holdings Berhad manager and their effects on subordinate's job performance. This chapter provides an extensive body of literature related to the descriptive overview of the nature of leadership styles and theories developed over the past few decades.

This chapter consists of overview of leadership theories and the impact of each theory had on society during the various stages of implementation. Briefly, the theories addressed five areas; they were the (a) Traditional leadership theories, (b) transformational and transactional leadership theory, (c) Leadership styles and Leadership Behaviours, (d) Job Performance and (e) the relationship between the leadership styles and job performance. The respective theories were already clearly defined as well as the purpose at it was practice in the real business world. Most of the theories discussed were to identifying a single leadership styles and only a minor related to the impact of individual job performance.

According to Guirdham (2002), leadership essentially whereby those person who followed. Being followed is not automatic, even for appointed leaders. In the words of Goffee & Jones in 2001: "Now that we are in the age of empowerment, followers are hard to find". Appointed leaders who fail to influence their followers are leaders in name only. True leaders influence their followers because they have some power over them and know how to mobilize that power, or because they persuade their followers to act or think in a certain way. Trait, style and situational leadership theories provide ideas to help gear mental orientations towards leadership roles.