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Edging on Leadership Styles and Team Performance

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ABSTRACT

Nowadays, organizations' predominantly team-based structures require leaders "to move and motivate not only the great unwashed but also teams as a whole. Regardless of their respective organization's size or structure, most leaders strive to maximize the performance of their subsidiaries in order to achieve organizational goals. Leading teams yields several challenges, like aligning individual goals with a shared mission, managing resources, indicating a positive mood of confidence and financial backing, and coordinating data transfer and task completion. As with individual performance, group performance is a vital determinant and frequently used indicator of organizational outcome. Therefore, the team performance is among employees is central to secure sustainability in an arrangement. To accomplish this purpose, the organization should emphasis on the right leadership style practices. This paper completes to intend a study of transformational leadership style on team performance in the Malaysian public organizations.

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INTRODUCTION

Leadership plays an important function in determining employees' commitment. Previous research has found that employees who are pleased with their supervisors or leaders and feel that they are being treated with respect and are respected by their management feel more attachment with their organizations cited in Fatima, Ahmad Usman & Naveed. The concept of leadership has drawn heightened from social scientists for many decades. Lately, the focus of leadership has changed from traditional or transitional models of leadership to a novel genre of leadership theories, with an emphasis on transformational leadership (Bass, 1985), which has been termed as visionary, charismatic, or new leadership cited in Ozaralli.

Accordingly, several definitions of leader and leadership can be celebrated in different researchers' point of views. For instance, Cole defines leadership as a dynamic process in which one person influences others to contribute to the accomplishment of the group task [1]. Scholars have also established that leadership style is a key influential factor that impacts creativity behaviors and performance [19]. Leaders is a bond which makes people act together [7]. Leaders is also mentioned as an influence relationship among leadership and followers who intend real changes and issues that reflect their shared purposes quoted in Amin et.al., [1]. The leader's style is also considered significant in being able to evoke performance among subordinates quoted in Kennedy and Anderson [3].

The flair of the drawing card is considered to be especially significant in achieving organizational goals, with research consistently showing the benefits of transformational leadership style over the more traditional configurations, such as transactional leadership style, in terms of attaining organizational goals [4] quoted in Anderson [3]. Transformational leadership is an innovative approach towards leadership. Hall in Fatimah Bushra et.al. defined transformational leadership as a system of changing and transforming people. Since the 1980s, research has found that transformational leadership is more effective than transactional leadership in bringing forth the excess effort, dedication and satisfaction of those led as cited in Wah.

Nevertheless, the leader's style alone cannot be responsible either for the carrying into action of workers, nor for the accomplishment of organizational goals. The employee also takes on an important part. Specifically,

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workers' perceptions of their leader's style and their impressions about their ability to execute and reach organizational goals appear to be significant components. Furthermore, the employees' perception of their kinship with their manager, and in particular the degree of funding they obtain from their handler, would seem to influence performance [3].

Problem Statement:

Team performance in the organization is the key factor of succeeding the organization with irrespective of nature business. The government sector is one of those organizations which really pay attention on achieving their goals. According to Whitsett, most of the studies about leadership had been done on business management and few studies about leadership had been done in a public sector environment. This would give a comparative analysis between a public sector and the other industries.

Leadership styles in an organization are one of the factors that play significant role in enhancing or retarding the interest and commitment of the group or team in the organization. Thus, Glantz emphasizes the need for a manager to find his leadership styles. According to Shaw, the primary problems faced by many leaders are insufficient of time, unwillingness to communicate, inadequate or poor communication skills and the style of leadership. As a matter of fact, leadership style is the key factor in enhancing the followers' performance, as Kets clarifies that the influence of leadership was the main factor in creating high performance for the organization.

In the business world, effective leadership and communication styles is vital. It is important that the vision and missions of a company to be understood and implemented by all employees of an organization. These require leaders to possess innovative, creative, outstanding ideas and determination styles. According to Kotter, in order to be successful, leaders may need to hold vision, values, assumptions and paradigms that are in agreement with having a team-oriented, empowered workforce. Furthermore, government sector puts plan to reduce the lack of the team performance and adjust new strategies to solve the problems and fight the threats which affect the level of team performance. There is a lack of study on the relationship between the leadership styles and group or team performance particularly in Malaysia. Therefore, this is proposing a study of transformational leadership style on team performance in the Malaysian public organization.

Research objectives:

Research is an organized investigation of a problem in which there is an attempt to gain solution to a problem. To get the right solution of a right problem, clearly defined objectives are very important. Clearly defined objectives enlighten the way in which the researcher has to proceed. Therefore, this study proposes two research objectives:

1. To investigate the relationship between transformational leadership style (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and team performance.
2. To investigate the most influential factors of transformational leadership styles that lead to team performance in public organizations.

Literature Review:

Team Performance:

In the last decade, many companies embraced the team advance to management. Many others are interested in the concept and are seriously considering implementing team programs. A logical consequence of this phenomenon is the necessary empowerment of employees at virtually every level of the organization; empowerment which is typically facilitated via teams. In that respect are various definitions regarding the structure of a squad. For Tannenbaum *et al*. a team is a "distinguishable set of two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal/objective/mission, who have been assigned specific roles or functions to perform, and who possess a limited lifespan of membership" (p. 504). Besides that, groups often used synonymous with the term "teams" can be defined as "...a collective of individuals who are interdependent and interact face-to-face with one another" as cited in Herre.

Peters and Waterman refer to teamwork as a vital ingredient in the most successful companies. The experience of organizational using teamwork has proven that effective utilization of teams can bring significant improvement in productivity, creativity and employee satisfaction as quote in The principal advantage of the team approach is that the determinations made by a group tend to be superior, on average, to decisions made by individuals [9]. By occupying a more innovative work force, a team's performance is expected to improve, and ultimately help raise the organization's performance as a whole. This is because a team is a source of creativity and innovation for all the team members' knowledge, accomplishments and experiences contribute towards creating new and utilitarian products and processes, as cited in vain, as cited in Wah [19].

For some, the topic of teamwork in organizations is of only peripheral concern. Nevertheless, it is worth noting Blanchard's comments: "most managers spend not less 50 per cent and maybe as much as 90 per cent of their working time in some case of teamwork activity. Squads are the backbone of organizations. They can

develop more and more beneficial solutions to problems than individuals can" [1]. Accordingly, teamwork improvement causes quality performance in the company's activities as a whole as cited in Amin Akhavan Tabassi *et al.* [1].

In high speed environments, communication is vital to success, especially in the establishment. Different department and jobs division does not mean they cannot get together with each other as teamwork. Squad members may pass at once with one-another as needed, sharing information that is recognized to be critical to success. Working together has many benefits including the possibility to produce a new friendship either between employees or top management. Identified touch-points at specified times help to facilitate active communication, and can be established often enough so that vital data can be transported with ease while doing away with the possibility of over communication [20]. To deliver effective communication, Dyer indicates that such factors as increased listening, openness to suggestions, and prompt, relevant feedback are communication-based indicators of effective team functioning. When team members communicate with clear minds, open and easy communication within a team is critical for goal achievement and completion of regular, daily team activities as cited in Shelley D. *et al.*,

Team cohesion is the stage to which individual members want to contribute to the group's ability to remain as a functioning work unit. This power is an inbuilt component of the concept of cohesiveness which is to build better public presentations. Members of cohesive teams have emotional and societal alliances that tie them to one another and to the group as a whole. These ties enable members to keep their efforts on behalf of the team and make it more likely that the team will accomplish its goals. Group cohesion motivates, as good as for organizing actions.

Cohesion as defined by Shaw suggests the degree to which members of a team are motivated to stay on the squad. Highly cohesive teams tend to experience less absenteeism, high involvement in team activities and high grades of member coordination during team tasks. Furthermore, Bettenhausen's critique of group research linked team cohesion with team variables that included satisfaction, productivity and member interactions. Similarly, in their conceptual review, Swezey and Salas included cohesion as one of the seven primary categories that addressed teamwork process principles, and thus may discriminate between effective and ineffective teams. Likewise, team cohesion has been marked as a critical motivational factor influencing team performance in prior empirical research, and previous meta-analyses found significant cohesion-performance effects as quote in Shelley D. *et al.*,

Transformational Leadership:

As presented by Burns [5], transformational leadership raises both leaders and followers to higher degrees of motivation and ethical motive, whereas transactional leadership involves an interchange of material or psychological reward in return for the followers' compliance with the leader's wishes, with no sensation of any higher function. Burns' theory was extended by Bass and Avolio. According to them, transformational leadership includes 4 factors; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The following sections describe each of the transformational leadership dimensions and past studies conducted on transformational leadership.

Idealized influence refers to the behaviors of a transformational leader, which inspires his or her followers' trust, admiration, respect, and their wants to emulate the leader. Those behaviors include considering the demands of their followers above the leader's own interests or gains, and demonstrating consistency and good ethics in their conduct. Similarly, Northouse expressed that such leaders demonstrate high standards of moral and ethics. By thus doing, followers would be inspired to emulate the leader, hence lifting the legal community in terms of the caliber of their operation at the workplace. Former surveys have confirmed that idealized influence has a direct impingement on individual performance [4]. Burns [5] referred idealized influence as charisma.

Inspirational motivation and idealized influence are usually combined to form charismatic-inspirational leadership [4]. Inspirational motivation refers to transformational leaders sharing a compelling vision or end with their followers and constantly motivating them to reach for the goal while encouraging their confidence and assuring them that the barriers faced can be overcome. Higher layers of motivation have been associated with higher grades of performance. According to Avolio *et al.*, even in the absence of the leader, inspirational motivation often produces individual effort and performance beyond normal expectations, thus creating followers who are independent in handling challenges on their own.

Intellectual stimulation refers to transformational leaders inspiring their followers' creativity and innovativeness by questioning norms and finding novel approaches and answers to problems [4]. Through intellectual stimulation, transformational leaders draw the interest of their followers by promoting creativity and modern thinking, whereby followers are encouraged to view situations or problems in new positions in order to find different methods of doing things or in finding new answers to the problems. Transformational leadership can enhance their followers' innovativeness through motivation and intellectual stimulation. It has likewise been suggested by Dionne *et al.* that intellectual stimulation directly affects group performance since leaders

encourage group members to think through and solve problems independently, thus concurrently developing followers' abilities and results. Bass and Avolio suggest using intellectual stimulation to address disputes that are job-related.

Individualized consideration refers to the individual attention that transformational leaders pay for their followers, where the leader acts as a tutor and mentor in recognizing and developing the followers [4]. They treat 18 their followers as individuals and not only members of a team and thus, establish a one-to-one relationship with the followers in order to listen to and understand their needs and goals [4]. This in turn supports the followers' development. As a result of individualized consideration and other transformational leadership behaviors, followers are empowered. Similarly, Dionne *et al.* stated that such "one-to-one relationship" implied follower empowerment and better communication among group members and between leader and group members.

In summary, although many argue that leadership effectiveness should be assessed in terms of team or organizational effectiveness, in reality, except for a few studies, most investigators evaluate leadership effectiveness in terms of ratings on individuals provided by superiors, peers, or subordinates. In the present study, we examine some of the leadership qualities of the dominant member of a team, as well as some specific group characteristics, in order to predict team effectiveness [11].

Methodology:

In this survey, the data will be collected from the selected public organizations through the distribution of questionnaires and the data will be analyzed and interpreted through Statistical Package for Social Sciences (SPSS), version 19.0 to determine the relationship involve. This study survey method is used because it has the lowest comparative cost compared to other methods of quantitative data collecting method [16]. This study is going to identify the relationship between variables by using Pearson correlation. Besides that, the most factors of transformational leadership that lead team performance will be analyzed based on the Multiple Regression Analysis. In addition, this study also aims to identify the level of team performance based on descriptive analysis.

Conclusion:



Diagram 1:

Diagram 1 above shows the relationship between transformational leadership style and team performance. The purpose of the present study was to examine some of the antecedents of team performance. Prior research has found evidence of teamwork processes such as cohesion and conflict management improving team performance and functioning, as cited in Shelley D. Dionne [17]. Therefore, our focus for the proposed transformational leadership-team performance model expands to other direct linkage which is communication and team cohesiveness. These are teamwork features that enhances the potential of team performances. Moreover, we have to study the role of transformational leadership using teamwork processes play in impacting a team performance relationship. Prior to presenting our specific approach to this study, we present an overall, general proposition regarding transformational leadership's impact on team performance. As organizations have placed many of their functions in the hands of teams, it behaves us to explain the main point to achieve good team performance by using transformational leadership. As a leader they should know how to maximize the functionality and effectiveness of team in the organization. In addition, a good teamwork could be held in a good communication and cohesion between each other.

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