

**LEADERSHIP BEHAVIOUR AND ITS EFFECTIVENESS
FROM SUBORDINATES' PERCEPTION**

A dissertation submitted to the Faculty of Business Management
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ABSTRAK

Kajian ini mempunyai empat objektif, pertama untuk menentukan tahap keberkesanan kepimpinan dan gelagat pemimpin dari pandangan orang bawahan. Kedua untuk menentukan hubungkait antara gelagat pemimpin dan keberkesanan kepimpinan. Ketiga untuk menentukan pengaruh gelagat pemimpin terhadap keberkesanan kepimpinan dari pandangan orang bawahan. Akhir sekali untuk menentukan perbezaan tanggapan keberkesanan kepimpinan berdasarkan faktor latarbelakang orang bawahan.

Kajian ini adalah satu kajian rentas yang menggunakan kaedah kajiselidik. Bagi mengumpul data, soal selidik kajian ini berdasarkan kajian oleh Brown (1964) dan Mirza (2003). Populasi kajian ialah seramai 200 kakitangan akademik (pensyarah) di Universiti Teknologi MARA Perlis. Sebanyak 105 kertas soal selidik yang telah dijawab dipulangkan, peratusan jawapan ialah sebanyak 52.5 peratus. Gelagat pemimpin dinilai berdasarkan skema umum yang telah dibina oleh Brown (1964). Keupayaan membuat keputusan, keupayaan komunikasi, prestasi kepimpinan dan tingkah laku peribadi dikenalpasti sebagai bidang terpenting untuk gelagat ketua yang berkesan. Keberkesanan kepimpinan diadaptasi skema yang telah dibangunkan oleh Cumming (1967)

Hasil kajian menunjukkan purata markah semua pembolehubah adalah melebihi 3.5, keupayaan komunikasi adalah yang tertinggi diikuti oleh prestasi kepimpinan, tingkahlaku peribadi, keberkesanan kepimpinan dan keupayaan membuat keputusan. Prestasi kepimpinan, keupayaan membuat keputusan, keupayaan komunikasi dan tingkahlaku peribadi mempunyai hubungan positif dengan keberkesanan kepimpinan. 40 peratus varian (*r-square*) dalam keberkesanan kepimpinan diterangkan oleh keempat-empat pembolehubah bebas (prestasi kepimpinan, keupayaan membuat keputusan, keupayaan komunikasi dan tingkahlaku peribadi). Hasil kajian menunjukkan tanggapan keberkesanan kepimpinan tidak berbeza berdasarkan faktor jantina, umur, tempoh perkhidmatan dan tahap kelulusan akademik. Hasil kajian menyokong dapatan kajian yang terdahulu bahawa keberkesanan kepimpinan adalah berkait dengan tanggapan orang bawahan.

ABSTRACT

This study has four objectives, first to determine the level of leadership effectiveness and leaders' behaviour from subordinates' perspective. Second to determine the relationship between leaders' behaviour and leadership effectiveness. Third to determine the influence of leaders' behaviour toward leadership effectiveness from subordinates' perspective and the last one to determine the differences of perceiving leadership effectiveness base on subordinates' demographic factors.

This study is a cross-sectional research, which is using survey method. In gathering the data, the questionnaire is based on the previous study by Brown (1964) and Mirza (2003). The population of this study is 200 academics staff (lecturer) in Universiti Teknologi MARA Perlis. A total of 105 usable questionnaires were returned, giving a response rate of 52.5 per cent. Leader behaviour was measured by adopting the general scheme provided by Brown (1964). Decision-making, communication skill, leadership performance and personal characteristics are identified as the most important areas for effective leaders' behaviour. Leadership effectiveness was measured adopting the scale developed by Cumming (1967).

The finding shows that the mean score of the variable above 3.5, the highest is communication skill followed by leadership performance, personal characteristic, leadership effectiveness and decision making skill. Leadership performance, decision-making skill, communication skill and personal characteristic are significantly positive correlated to leadership effectiveness. 40.0 percent of the variance (R-square) in leadership effectiveness has been significantly explained by the four independent variables (leadership performance, decision making skill, communication skill and personal characteristic). The finding also shows that demographic factors (gender, age, seniority and level of education) have no difference on perceiving leadership effectiveness. The findings support past evidence that leadership effectiveness is related to subordinates' perception.

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CHAPTER 1

INTRODUCTION TO RESEARCH

1.0 Introduction

Higher education has been subject to considerable expansion in recent years. There are going to be radical changes aiming for global education and full-scale globalization with many institutions of higher learning going global as business organizations.

According to Couturier (2003), as higher education has become a more intensely competitive and global market, a number of institutions have begun to aggressively pursue both revenues and prestige. Some of the new institutions are non-profits with philanthropic intent, others established by entrepreneurs who see a profitable market.

Technology makes the processes of privatisation and globalisation faster and easier. With the aid of technology, virtual education has played a significant role in the globalization of all types of educational providers. Higher education is going global virtually as well, with online consortia or curricular joint ventures among institutions.

Referring to Couturier (2003), currently there are 88 million university students worldwide – a 300% increase from 30 years ago. Estimates from the investment community put the global demand for higher education at 160 million students by 2025 with the likelihood that 45 million students will study online. Research by Trumbic and Varoglu (2003) in Asia alone, reveals that the demand for post-secondary education will

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