

**A STUDY OF LEADERSHIP AND FOLLOWERSHIP:
THE CASE OF UNIVERSITI MALAYA DENTAL CLINIC**

NORZILA MOHD HAIDZIR

UNIVERSITI UTARA MALAYSIA

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Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

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**Master Project Paper submitted to Othman Yeop Abdullah Graduate School of Business,
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By

Norzila Mohd Haidzir

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Abstract

This study highlights the aspects or forces that are inherent in the subordinate position of Matrons, Receptionists and Dentists that sheds further light on the understanding of followership as it pertains to the Dental Clinic of University Malaya. The purpose of the present study was to determine the transferable or non-transferable between leadership to followership in the area of their expertise in the Dental Clinic of University Malaya environments. This study also sought to answer the following question of the respondent understanding of the terms and the acceptance of the terms of Leadership, Leader, Follower and Followership and how the respondents identify their position to the roles. Using the interview of the qualitative approach, four respondents were selected from the Dental Clinic of University Malaya area as subjects. Therefore, after a comprehensive analysis of the research findings have revealed that effective followers have leadership qualities that are similar or different from those who are placed within positions of leading and the leadership position cannot be transferred to follower as the results.

Abstrak

Kajian ini mengutamakan aspek atau tekanan yang mewarisi kedudukan semua Matron, Penyambut Tetamu, dan doctor gigi yang membayangi selanjutnya pengikutan yang berlaku di kawasan Klinik Gigi Universiti Malaya. Tujuan kajian ini adalah untuk menentukan kebolehan pertukaran atau ketidak bolehan pertukaran diantara ketua dan pengikut di dalam kawasan kepakaran mereka di kawasan persekitaran Klinik Gigi Universiti Malaya. Kajian ini membawa kepada jawapan kepada soalan: 1) Berikan maksud perkataan-perkataan ini: Ketuaan, Ketua, Pengikutan and Pengikut 2) Adakah anda ketua, pengikut atau kedua-duanya? Dengan konsep ini, bagaimanakah anda menentukan peranan anda? Empat penjawab telah dipilih dari Klinik Gigi Universiti Malaya sebagai subjek. Justeru sebagai hasil kajian, setelah dijalankan analisis menyeluruh telah membongkarkan pengikut yang berkualiti sama atau berbeza adalah terdiri daripada subjek yang berada di kedudukan ketua dan kedudukan ketua tidak boleh ditukarkan kepada pengikut.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In recent years, the role of "followers" within organizations has become an important theme in theoretical, applied and empirical study within leadership/management studies (Kellerman, 2008; Kelley, 1988; Hughes, Ginnett, and Curphy, 2006). According to Kellerman (2008) that times are changing where nowadays followers are becoming more influential and leaders less.

The primary focus on "the leader" has created a negative connotation in the meaning of being a "follower" and has lead to leader-centrism (Kellerman, 2007). Also, most of the leadership theories have a unidirectional perspective on how a leader should relate to a follower (Howell and Shamir, 2005). As Townsend and Gebhardt (1997) state that no one leads all the time as leaders also do function as followers where everyone spends a portion of their day following and another portion leading. Followership appears to be an integral component to effective leadership (Latour and Rast, 2004). The traditional leader-follower roles appear to be revolutionized having effective followership as a pre-requisite for effective leadership. Within the army, there is an inseparable duality amongst the two concepts (Latour and Rast, 2004).

A leader appears to be nothing without followership and at times even a leader must follow (Latour and Rast, 2004). According to Vugt (2006), leadership can be defined as a social process in which interacting individuals coordinate their actions to achieve shared

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