

The Relationship between Leadership Styles and Leader's Talent Management Ability Among administrator in Selected Malaysian Public Universities

Hubungan Antara Gaya Kepimpinan Dan Keupayaan Pengurusan Bakat Pemimpin Dalam Kalangan Pentadbir Universiti Awam Terpilih Di Malaysia

Che Mohd Syaharuddin Bin Che Cob¹, Nazatul Shahreen Bt Zainal Abidin²

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ABSTRACT

Leadership style is one of the key determinants associated with the success and failure of any organization. This study, therefore, is to determine the relationship between leadership style and leader's talent management ability in Malaysian public universities. Data was collected through a survey of 267 respondents comprising administrators in Malaysian public universities using quantitative research method. Simple random sampling was used in this research. Data collection instruments include transformational leadership, transactional leadership and leader's talent management ability. To test the hypothesis, correlation method using SPSS software was used. Analysis of the quantitative data suggests that transformational leadership and transactional leadership is significantly associated with the role of leader's talent management ability. The study recommends that organizations embrace transformational leadership style and transactional leadership style in order to enhance leader's talent management ability.

Keywords: *Transformational leadership, Transactional leadership, Leader's talent management ability*

ABSTRAK

Gaya kepimpinan adalah salah satu daripada penentu utama yang dikaitkan dengan kejayaan dan kegagalan mana-mana organisasi. Oleh itu, kajian ini adalah untuk menentukan hubungan antara gaya kepimpinan dan keupayaan pengurusan bakat pemimpin di universiti awam Malaysia. Data dikumpulkan melalui kajian 267 responden yang terdiri daripada pentadbir universiti awam Malaysia yang menggunakan kaedah penyelidikan kuantitatif. Persampelan rawak mudah digunakan dalam kajian ini. Instrumen pengumpulan data termasuk kepimpinan transformasi, kepimpinan transaksi dan keupayaan pengurusan bakat pemimpin. Untuk menguji hipotesis, kaedah korelasi menggunakan perisian SPSS telah digunakan. Analisis data kuantitatif menunjukkan bahawa kepimpinan transformasi dan kepimpinan urus niaga adalah berkait rapat dengan peranan keupayaan pengurusan bakat pemimpin. Kajian ini mencadangkan agar organisasi menerima transformasi gaya kepimpinan dan gaya kepimpinan transaksi untuk meningkatkan keupayaan pengurusan bakat pemimpin.

Kata Kunci: *Kepimpinan transformasi, Kepimpinan Transaksi, Keupayaan pengurusan bakat pemimpin*

Introduction

Talent management has been seen as the combination function of human resource management and all other departments in the organization. It cannot work well if the function alone. Today, some of the organizations involved are ignoring the issue of organizational leadership that any damage in this relationship will lead to low employee performance (Crawford, 2005). Thus, it is important for organizations to emphasize on the relationship of leadership style and the role of leader's talent management ability. Due to issues such as this and a little bit of research on this topic led researchers to study the relationship of leadership style and leader's talent management ability. Perhaps, in this way, an effective step can be taken to eliminate these barriers and in turn improve organizational performance.

Theoretical Background

Leadership Style

Leadership style is viewed as transformational-transactional leadership theory. (Mitonga-Monga & Coetzee, 2012). The theory was introduced by Burns in 1978 at first and then Avolio and Bass (1991) made it complied. Harris et al (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. (Iqbal, Anwar, & Haider, 2015)

Transformational leadership

Bass (1999) defines the transformational leadership as a "process in which a leader tries to increase subordinates' awareness of what is right and important and to encourage them to perform beyond expectation. According to Castanheira and Costa (2011) transformational leader's style has three basic functions. These functions include to charismatically leading others by establishing trust and inspiring follows to greater heights, (Geijsel et al, 2007 and Amboke and Ssemungenyi, 2014). Jonson (2009) argues that this type of leadership provides vision, consultative in nature, always demand for power sharing, collective decision making and democratic in its approach to management. It also provides vision to followers by developing their self esteem, trust and respect (Jyoti & Bhau, 2015).

Transactional leadership

Transactional leadership involves an exchange relationship between leaders and subordinates such that subordinates receive rewards or prestige for complying with a leader's expectations. (Rafferty & Griffin, 2008). According to Fiedler's (1967), transactional leaders motivate their subordinates in the direction of established goals by clarifying task requirements, offering rewards and dispensing appropriate punishment deviant employees. This implies that this type of leadership style emphasis on bureaucracy and rule of law while performing duties of an organization.

Talent Management

The concept of talent management has gained strategic importance in human resource management since talents in individual can make a significance difference to the current and future performance of an organization (Schulin, 2010, Morton, 2005, Capelli, 2008) Based on resource-based view (RBV), just the resources which are owned by a firm should be valuable,

unique, and difficult to imitate, then it can help increase a firm's competitive advantages (Barney, 1991). The aim of talent management is to develop the right people and equip them with skills to meet the demands of the current task and future challenges (Chen, 2007 and Duchon, 2007).

Leadership Styles and Leader's talent management ability

Leadership style plays a crucial role in an organization which helps to maximize the effectiveness and efficiency of the organization in achieving its desired goals. (Sougi et. al., 2015). Leaders in an organization do not require the same approach. Thus, their style varies from one to another based on types of individual employees they are dealing with. Some of the important leadership styles are autocratic leadership, democratic leadership, bureaucratic leadership, transformational leadership and transactional leadership. Thus, transformational leadership and transactional leadership models have attracted scholars to debate. Brian (2014) have pointed out that managers of organizations play an important role towards their talent management ability, and leadership style can influence the organizational performance whether it is successful or results in failure. Previous research supports this finding, suggesting that the most effective leaders typically display both transformational and transactional leadership (Avolio & Bass, 1998; Avolio, Bass & Jung, 1999; Bass & Avolio 1993; Curphy, 1992; Hater & Bass, 2003; Howell & Avolio, 1993). In addition, it has been suggested that effective transformational leadership behavior augments effective transactional leadership behavior (Bass, 1985; Bass & Riggio, 2006). Hence, we may assume that transformational leadership influences a leader's talent management ability with encompasses identifying, attracting, integrating, developing, rewarding, motivating, and retaining talented people (Sofi & Devanadhen, 2015). But when leaders possess transactional leadership, they tend to build rewarding and transactional relationship with their subordinates. The transformational and transactional leadership style, therefore, builds on a foundation of talent management ability. The overall objective of this study was to determine the relationship between leadership style and leader's talent management ability in Malaysian public universities.

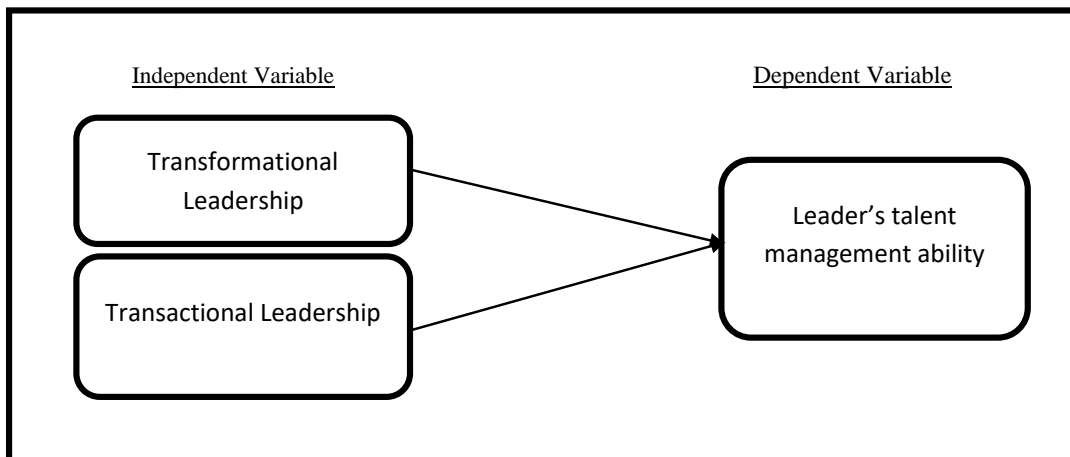
Research Hypothesis

H1 There is relationship between transformational leadership and leader's talent management ability.

H2 There is relationship between transactional leadership and leader's talent management ability.

Thus, according the above statements, Figure 1 shows the afore-mentioned relationships.

Figure 1: Research Framework



Methodology of the Research

The population of this study is administrators in Malaysian public universities in Kelantan. Structured questionnaire was used to collect data from the respondents. For this study, 267 questionnaires were distributed to administrators in the Universiti Teknologi MARA, Cawangan Kelantan (UiTMCK), Universiti Sains Malaysia Kubang Kerian (USMCK) and Universiti Malaysia Kelantan (UMK). Out of the 267 questionnaires, 254 were returned for analysis giving questionnaire return rate of 95%. This is a very high return rate which is acceptable in social research. Data collection instruments included firstly, leader’s talent management ability. The 10-point likert scale with multiple items was used to measure the dependent variables. The second instrument is the leadership style questionnaire which consists of 15 questions. The instrument for the independent variables is based on the Multifactor Leadership Questionnaire 5-S (MLQ) created by Bass (1985). Leadership styles that have been identified are the transformational leadership and transactional leadership style. A 10-point likert scale with multiple items was used to measure the independent variables.

Findings of the Study

In order to answer the research question, correlation analyses test by SPSS 22.0 software were conducted to determine whether transformational leadership and transactional leadership have any relationship towards leader’s talent management ability. In the preliminary analyses that were performed, both dimensions of transformational leadership ($r = 0.538$ with $p < 0.05$) and transactional leadership ($r = 0.649$, $p < 0.05$) were significant to the leader’s talent management ability. The correlation coefficient explained a positive relationship. (See Table 1)

Table 1: Correlation Analysis of Leadership Style as Predictors of Leader’s Talent Management Ability

VARIABLES	LTMA	TML	TRL
LTMA	1	.538**	.649**
TML	.538**	1	.657**
TRL	.649**	.657**	1

** Correlation is significant at the 0.01 level (2-tailed)

The empirical results provide strong support to the proposed research framework and hypotheses. The research study resulted in two major findings. The first major finding is the relationship between transformational leadership and leader's talent management ability. Based on the Pearson's correlation analysis results, it could be concluded that transformational leadership has significant positive high relationship with leader's talent management ability. Such research can be aligned with Bass and Bernard (2003), Holten et al (2015), Yelder and Andrew (2004), and Shafie et al (2015).

The second important finding is the relationship between transactional leadership and leader's talent management ability. This study aims to know the relationship between transactional leadership and leader's talent management ability. Based on Pearson's correlation analysis results, it could be concluded that transactional leadership has significant positive high relationship with leader's talent management ability. Also, according to the theory of Shamir et al (2015), transactional leadership is composed of exchanged relationship between a leader and a subordinate (Chairman and subordinate relationship) in which the subordinate person obtained rewards to basic needs (safety, belonging and recognition) for compliance leader demands. Based on theory and assumption, researcher predicted that a transformational and transactional style of leadership is significantly associated with a leader's talent management ability. (Ebrahim Hasan, 2018)

Conclusion

The result of this study shows transformational leadership and transactional leadership style exerts a positive effect on talent management ability of leaders. The result of this study implies that a leader's talent management ability is extremely important factor increasing organizational effectiveness. From these, it is showed that this research contributes to the talent management from the HR point of view to a leadership perspective. Therefore, this study will aid all leaders in engaging with some of the issues they face regarding talent management. In addition, the organization must encourage the development of leadership skill, and talent management. If an organization integrates and operates transformational leadership and transactional leadership style, it can gain benefits from it. In conclusion, talent management has been viewed as critical success factor for any organization. Although talent management has been seen as the basic function of human resource management, it cannot work well if the function alone. Talent management is requiring acknowledgement and supporting from all other departments of the organization. To effectively manage talent, leaders should choose the correct individuals for their positions, develop their pathways, empower them to be successful in their positions and reward performance. Therefore, it would be beneficial for the management to strategize plans and approaches that lead to increase leaders's talent management ability in Malaysian Public Universites.

Future studies should explore more inclusive and detailed result of analysis, it is proposed that qualitative measurement should also be carried out in addition to present quantitative measurement. Finally, it is proposed that the study is to be conducted throughout the whole of Malaysian Public Universities, to have an overall analysis and findings which represent all public learning institutions in Malaysia.

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