

LEADERSHIP AND WORK-RELATED ATTITUDE AMONG BANK EMPLOYEES IN NORTHERN REGION OF MALAYSIA

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ABSTRACT

This paper explores the bank employees' leadership that associated with their work-related attitude. Moreover, it also examines the impact of bank employees' leadership on their work-related attitude. The population of this study is the bank employees in the Northern Region of Malaysia. These bank employees are the respondents that receive a self-administered questionnaire for them to answer pertaining to their leadership and work-related attitude. Leadership Behavior Development Questionnaire (LBDQ-XII) is used to measure leadership; and work-related attitude is using questions by previous researchs. With a positive work-related attitude, the bank could gain and retain good and industrious employees in their work-related attitude whom will help the bank to achieve its mission, vision, and goals; in one word - "profit".

Keywords: Leadership, job satisfaction, career satisfaction, organizational commitment, bank employees

1.0 INTRODUCTION

Leadership is one of the important activities carried out within an organization, and it is closely linked with the formal aspects of organization's strategic planning. Moreover, leadership is also one of the activities in which formal structure is created and made to work to achieve the objectives set by the organization (Eriksson-Zetterquist et al., 2011). Thus, formal structure of an organization is part of the context in which the leadership realized that certain organization with individuals who have certain positions stipulated in a formal structure and routine system. Similarly, this situation is happening in the landscape of leadership in the banking sector of this country.

Bank employees have to abide with strict standards and practices which is being governed by the Malaysian Central Bank. Moreover, bank employees had to curb on any ill trades, build a

comfortable relations with trade unions, and manage challenges in achieving the objectives set by the top management and shareholders. These bank employees had to be flexible in their leadership approach. Furthermore, the bank employees' work-related attitude could be affected with their leadership approach in handling matters and demands, may it from the bank's top management and customers. Undoubtedly, these bank employees had to ensure their leadership in order to keep their work-related attitude balanced without compromising the demands from those stakeholders.

This paper intends to explore the bank employees' leadership that associated with their work-related attitude. Moreover, the paper will be set on understanding the relationship between the bank employees' leadership and work-related attitude. Then, it will also examine the impact of bank employees' leadership on their work-related attitude.

2.0 LITERATURE REVIEW

2.1 Leadership:

Leadership is measured by the performance of managers in leading and managing organization. In general, considered as potential leadership someone to manage and lead others to achieve organizational objectives. Leadership was defined as the orientation towards the relationship between human beings and organized people; who has led the office to often have a tendency to emphasize either the leadership or management function and behavior in their work (Asaari, 2012). Moreover, leadership is one of the most studied phenomenon and the most elusive of the earth (Jogulu, 2010). Asaari (2012) stated that leadership is a personal commitment to making a difference in the lives of others. Leadership involves inspiration, motivation, aspirations, build relationships, and changes creatively.

In the current context, leadership can be examined on transactional leadership and transformational leadership. Firstly, transactional leadership concerned with maintaining the flow of operations as usual. Transactional leaders use the power of discipline and incentives to motivate employees to perform at their best. The term "transaction" refers to the fact that the leader of this type basically encourages subordinates to give a reward for good performance. A transactional leader usually do not look forward to guide the organization in strategic position to dominate the market; on the contrary, this type of manager is simply to make sure all the workflows running smoothly every day. Lastly, transformational leadership went beyond managing the company's daily operations and develop strategies to bring the company to a higher level and find success. Transformational leadership focused on team building, motivation, and cooperation with employees at different levels in the organization to achieve change for the betterment. The leader set goals and incentives to encourage their subordinates to a higher level

of performance, while providing opportunities for personal and professional growth for every employee. Thus, the paper examined the leadership components in terms of visionary, change, competency, effectiveness, transformational style, and charisma.

2.2 Work-Related Attitude:

The work-related attitude was examined on the perspective of job satisfaction, career satisfaction, and organizational commitment (Asaari, 2012). Firstly, job satisfaction relates to the attitude of a person. The most widely accepted explanation of job satisfaction was presented by Locke (1976), which defines job satisfaction as a fun or emotional state resulting from the positive valuation of a work or work experience (Asaari, 2012). Moreover, job satisfaction has a component of emotional, cognitive, and behavioral (Jogulu, 2010) that refers to the emotional component of work-related feelings like boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to the belief that one's work, for example, feel that the work done is mentally demanding and challenging. Finally, the component behavior, including actions or behavior of employees in connection with their work (Bernstein & Nash, 2008).

Secondly, career satisfaction is the perception of employees on their satisfaction with their overall career goals, goals for revenue goals for progress, and new skills development goals (Asaari, 2012). Yap et al. (2010) found a correlation between career satisfaction and productivity and engagement, which in turn is associated with a greater commitment to the organization and enhance creativity and innovation. Moreover, they found that employees who are satisfied with their career, they are more engaged and more likely to actively contribute to the success of the organization (Yap et al., 2010).

Finally, organizational commitment referred to psychological ties that bind employees to the organization (Yap et al., 2010). On the other hand, organizational commitment was formed by a three-component model, namely affective commitment (people want to be associated with the organization), continuous commitment (individuals feel they have been associated with the organization), and normative commitment (individuals feel they should remain with the organization) (Allen & Meyer, 1990; Asaari, 2012).

2.3 Relationship between Leadership and Work-Related Attitude:

The leadership is examined from the perspective of individual attributes that constructed the components of leadership, namely visionary, change, competency, effectiveness, transformational style, and charisma. On the other hand, work-related attitude was examined on its impact from the components of leadership. Thus, the bridge between leadership and work-related attitude were the impact caused by the bank employees as depicted in Figure 1.

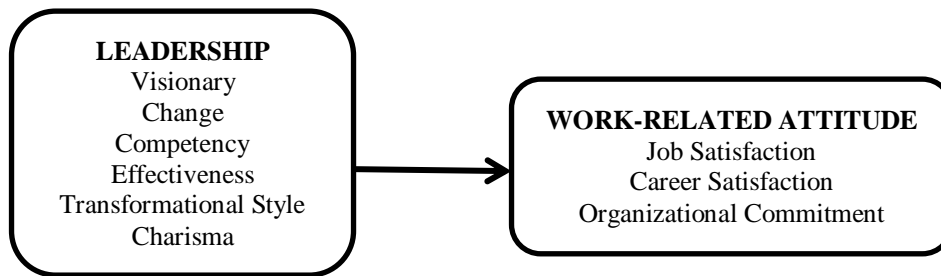


Figure 1: Research Framework

This paper theorizes the leadership and work-related attitude with the following hypotheses; one main and 18 sub-hypotheses as below:

H_{main}: Leadership has a positive impact on work-related attitude

H_{1a}: Visionary has a positive impact on job satisfaction

H_{1b}: Change has a positive impact on job satisfaction

H_{1c}: Competency has a positive impact on job satisfaction

H_{1d}: Effectiveness has a positive impact on job satisfaction

H_{1e}: Transformational style has a positive impact on job satisfaction

H_{1f}: Charisma has a positive impact on job satisfaction

H_{2a}: Visionary has a positive impact on career satisfaction

H_{2b}: Change has a positive impact on career satisfaction

H_{2c}: Competency has a positive impact on career satisfaction

H_{2d}: Effectiveness has a positive impact on career satisfaction

H_{2e}: Transformational style has a positive impact on career satisfaction

H_{2f}: Charisma has a positive impact on career satisfaction

H_{3a}: Visionary has a positive impact on organizational commitment

H_{3b}: Change has a positive impact on organizational commitment

H_{3c}: Competency has a positive impact on organizational commitment

H_{3d}: Effectiveness has a positive impact on organizational commitment

H_{3e}: Transformational style has a positive impact on organizational commitment

H_{3f}: Charisma has a positive impact on organizational commitment

3. METHODOLOGY

The population of this study was bank employees of in the Northern Region of Malaysia. These bank employees were the respondents that received a self-administered questionnaire for them to answer pertaining to their leadership and work-related attitude. Leadership Behavior Development Questionnaire (LBDQ-XII) were used to measure leadership (Stogdill, 1963; Asaari, 2012); and work-related attitude were job satisfaction (Weiss et al., 1967; Asaari, 2012), career satisfaction (Greenhaus et al., 1990; Asaari, 2012), and organizational commitment (Mowday et al., 1979; Asaari, 2012).

4. DATA ANALYSIS AND DISCUSSION

Data analyses were done using SPSS. The data analyses were done on demographic, correlations, and regression of bank employees.

4.1 Demographic:

Table 1 elaborates the demographic of the respondents. They were inquired on their gender, ethnic, marital status, age, academic qualification, position, and working experience. Female employees were 58.5% (n=58) as compared to 41.5% (n=27) male employees. Based on ethnics, Malays were 89.2% (n=58), Chinese were 4.6% (n=3), and Indians were 6.2% (n=4).

Majority of respondents were married, 83.1% (n=54). Meanwhile, single respondents were 15.4% (n=10). Age wise, 21.5% (n=14) respondents indicated that they were aged 30 years old and below, 47.7% (n=31) respondents indicated that they were between 33 to 35 years old, 21.5% (n=14) respondents indicated that they were 36 to 40 years old, and 9.2% (n=6) respondents indicated that they were 41 years old and above.

Academically, 46.2% (n=30) respondents held a diploma. Followed by 29.2% (n=19) had a degree, 16.9% (n=11) had a SPM, and 7.7% (n=5) had a certificate. When respondents were inquired on their current position, 46.2% (n=30) were Assistant Managers, Executives or Officers were 29.2% (n=19), Area Managers were 16.9% (n=11), and Branch Managers were 7.7% (n=5). Finally, the respondents indicated their only working experience with the present bank were 69.2% (n=45), 20% (n=13) indicated that they had working experience with other private organizations, and 10.8% (n=7) respondents had some working experience with public organization.

Table 1: Demographic Information

Item	n	%
Gender		
Male	27	41.5
Female	38	58.5
Ethnic		
Malays	58	89.2
Chinese	3	4.6
Indians	4	6.2
Marital Status		
Single	10	15.4
Married	54	83.1
Age (years old)		
30 and below	14	21.5
30-35	31	47.7
36-40	14	21.5
41 and above	6	9.2
Academic Qualification		
SPM	11	16.9
Certificate	5	7.7
Diploma	30	46.2
Degree	19	29.2
Position		
Area Manager	11	16.9
Branch Manager	5	7.7
Assistant Manager	30	46.2
Executive/Officer	19	29.2
Working Experience		
Current Organization	45	69.2
Other Private Organizations	13	20.0
Public Organizations	7	10.8

4.2 Correlation Analysis:

Correlation analysis were done on bank employees pertaining to their components of leadership and work-related attitude. The relationship between leadership and work-related attitude were investigated using the Pearson correlation coefficient. Preliminary analyses were performed to measure non-violation of the assumptions of normality, linearity, and homoscedasticity. The ranges for value of r for the study's correlation analysis were ranged between very weak to high as depicted in Table 2.

Table 2: Correlation Values

Value of r	Strength of Relationship
-1.0 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak
-0.1 to 0.1	None or very weak

Pearson’s correlation analysis was used to test the relationship between the components of leadership, namely visionary, change, competency, effectiveness, transformational, and charisma; and work-related attitude, namely job satisfaction, career satisfaction, and organizational commitment. Correlation analysis on bank employees is depicted in Table 3.

Table 3: Correlation Values among Variables of Leadership and Work-Related Attitude

Variables	1	2	3	4	5	6	7	8	9	10	11
1 Visionary	1	0.74**	0.77**	0.57**	0.60**	0.77**	0.69**	0.62**	0.78**	0.89**	0.77**
2 Change		1	0.80**	0.81**	0.38**	0.73**	0.46**	0.47**	0.63**	0.89**	0.58**
3 Competency			1	0.77**	0.46**	0.76**	0.43**	0.49**	0.54**	0.91**	0.56**
4 Effectiveness				1	0.39**	0.66**	0.34**	0.30*	0.57**	0.83**	0.46**
5 Transformational					1	0.39**	0.71**	0.46**	0.50**	0.59**	0.60**
6 Charisma						1	0.47**	0.53**	0.73**	0.89**	0.65**
7 Job Satisfaction							1	0.75**	0.72**	0.60**	0.89**
8 Career Satisfaction								1	0.70**	0.58**	0.92**
9 Organizational Commitment									1	0.76**	0.90**
10 Leadership										1	0.72**
11 Work-Related Attitude											1

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Overall, a strong relationship was indicated between leadership (r=0.72) toward work-related attitude of bank employees. Furthermore, relationship between components of leadership and components of work-related attitude were analyzed on bank employees. A strong relationship of leadership was indicated by visionary (r=0.77), change (r=0.58), competency (r=0.56), transformational (r=0.60), and charisma (r=0.65) toward work-related attitude. Unfortunately, a moderate relationship was indicated between effectiveness (r=0.46) toward work-related attitude.

Moreover on job satisfaction, a strong relationship was indicated by visionary (r=0.69) and transformational (r=0.71). A moderate relationship was indicate by change (r=0.46), competency (r=0.43), effectiveness (r=0.34), and charisma (r=0.47) toward job satisfaction. On career

satisfaction, a strong relationship was indicated by visionary ($r=0.62$) and charisma ($r=0.83$). A moderate relationship was indicated by change ($r=0.47$), competency ($r=0.49$), effectiveness ($r=0.30$), and transformational ($r=0.46$). Finally on organizational commitment, a strong relationship was indicated by visionary ($r=0.78$), change ($r=0.63$), competency ($r=0.54$), effectiveness ($r=0.57$), transformational ($r=0.50$), and charisma ($r=0.73$).

From the relationship values, bank employees claimed that organizational commitment had an overall strong relationship with components of leadership. This could be translated that bank employees perceived organizational commitment was the important components of work-related attitude that made a substantial relationship with their components of leadership.

4.3 Regression Analysis:

Simple regression analysis was used to measure the main hypothesis between leadership and work-related attitude. Furthermore, multiple regression analyses were done on the sub-hypotheses of leadership on work-related attitude. These analyses were employed to determine whether the main hypothesis and sub-hypotheses are supported or rejected.

4.3.1 Simple Regression Analysis on Leadership and Work-Related Attitude:

In Table 4, the simple regression analysis was conducted on leadership and work-related attitude. Bank employees had the R^2 value showed 51% for the dependent variable of work-related attitude which was explained by leadership. This means that 49% of the variance for work-related attitude was explained by other unknown additional variables that have not been explored. The simple regression model ($F=64.87$, $p<0.00$) was proven to be a significant model due to the F ratio being significant in predicting work-related attitude. Overall, the F ratio result presented that the combination of leadership was a good fit in predicting work-related attitude. Leadership ($\beta=0.72$, $p<0.00$) was significant predictor for work-related attitude for bank employees. Moreover, this explained that leadership was positively related to work-related attitude among bank employees. Therefore, hypothesis H_{main} was accepted in explaining bank employees impact of leadership on work-related attitude.

Table 4: Simple Regression between Leadership and Work-Related Attitude

Leadership	β	Sig.
Work-Related Attitude	0.72	0.00
R	0.72	
R ²	0.51	
F-Change	64.87	
Sig.	0.00	

4.4 Multiple Regression Analysis:

Multiple regression analysis were conducted on on components of leadership toward job satisfaction, career satisfaction, and organizational commitment.

4.4.1 Multiple Regression Analysis on Components of Leadership and Job Satisfaction:

In Table 6, the multiple regression analysis were conducted on components of leadership and job satisfaction. Bank employees had the R² value showed 65% for the dependent variable of job satisfaction which was explained by leadership. This means that 35% of the variance for job satisfaction was explained by other unknown additional variables that have not been explored. The multiple regression model ($F=17.39, p<0.00$) was proven to be a significant model due to the F ratio being significant in predicting job satisfaction. Overall, the F ratio result presented that the combination of leadership was a good fit in predicting job satisfaction. The accepted sub-hypotheses were visionary ($\beta=0.52, p<0.00$), competency ($\beta=-0.29, p<0.08$), and transformational ($\beta=0.48, p<0.00$). Unfortunately, change ($\beta=0.17, p<0.33$), effectiveness ($\beta=-0.09, p<0.58$), and charisma ($\beta=0.04, p<0.76$) were rejected. Therefore, hypothesis H_{1a}, H_{1c}, and H_{1e} were accepted in explaining bank employees impact of leadership components on job satisfaction. Whereby, sub-hypotheses H_{1b}, H_{1d}, and H_{1f} were rejected in explaining bank employees impact of leadership components on job satisfaction.

Table 6: Multiple Regression between Components of Leadership and Job Satisfaction

Leadership	Job Satisfaction	
	β	Sig.
Visionary	0.52	0.00
Change	0.17	0.33
Competency	-0.29	0.08
Effectiveness	-0.09	0.58
Transformational	0.48	0.00
Charisma	0.04	0.76
R	0.81	
R ²	0.65	
F-Change	17.39	
Sig.	0.00	

4.4.2 Multiple Regression Analysis on Components of Leadership and Career Satisfaction:

In Table 7, the multiple regression analysis were conducted on components of leadership and career satisfaction. Bank employees had the R² value showed 43% for the dependent variable of job satisfaction which was explained by leadership. This means that 57% of the variance for career satisfaction was explained by other unknown additional variables that have not been explored. The multiple regression model ($F=7.34$, $p<0.00$) was proven to be a significant model due to the F ratio being significant in predicting career satisfaction. Overall, the F ratio result presented that the combination of leadership was a good fit in predicting career satisfaction. The only accepted sub-hypothesis was effectiveness ($\beta=-0.33$, $p<0.10$). Unfortunately, visionary ($\beta=0.27$, $p<0.21$), change ($\beta=0.20$, $p<0.36$), competency ($\beta=0.11$, $p<0.59$), transformational ($\beta=0.21$, $p<0.11$), and charisma ($\beta=0.23$, $p<0.21$) were rejected. Therefore, hypothesis H_{2d} was accepted in explaining bank employees impact of leadership components on career satisfaction. Whereby, sub-hypotheses H_{2a}, H_{2b}, H_{2c}, H_{2e}, and H_{2f} were rejected in explaining bank employees impact of leadership components on career satisfaction.

Table 7: Multiple Regression between Components of Leadership and Career Satisfaction

Leadership	Career Satisfaction	
	β	Sig.
Visionary	0.27	0.21
Change	0.20	0.36
Competency	0.11	0.59
Effectiveness	-0.33	0.10
Transformational	0.21	0.11
Charisma	0.23	0.21
R	0.66	
R ²	0.43	
F-Change	7.34	
Sig.	0.00	

4.4.3 Multiple Regression Analysis on Components of Leadership and Organizational Commitment:

In Table 8, the multiple regression analysis were conducted on components of leadership and organizational commitment. Bank employees had the R² value showed 72% for the dependent variable of organizational commitment which was explained by leadership. This means that 28% of the variance for organizational commitment was explained by other unknown additional variables that have not been explored. The multiple regression model ($F=25.02$, $p<0.00$) was proven to be a significant model due to the F ratio being significant in predicting organizational commitment. Overall, the F ratio result presented that the combination of leadership was a good fit in predicting organizational commitment. The accepted sub-hypotheses were visionary ($\beta=0.66$, $p<0.00$), competency ($\beta=-0.54$, $p<0.00$), effectiveness ($\beta=0.32$, $p<0.02$), and charisma ($\beta=0.38$, $p<0.00$). Unfortunately, change ($\beta=0.01$, $p<0.92$) and transformational ($\beta=0.08$, $p<0.41$) were rejected. Therefore, hypothesis H_{3a}, H_{3c}, H_{3d}, and H_{3f} were accepted in explaining bank employees impact of leadership components on organizational commitment. Whereby, sub-hypotheses H_{3b} and H_{3e} were rejected in explaining bank employees impact of leadership components on organizational commitment.

Table 8: Multiple Regression between Components of Leadership and Organizational Commitment

Leadership	Organizational Commitment	
	β	Sig.
Visionary	0.66	0.00
Change	0.01	0.92
Competency	-0.54	0.00
Effectiveness	0.32	0.02
Transformational	0.08	0.41
Charisma	0.38	0.00
R	0.85	
R ²	0.72	
F-Change	25.02	
Sig.	0.00	

4.5 Demographic Analyses:

Mean comparison analyses were conducted between bank employees on gender and position.

4.5.1 Variables Comparison between Male and Female Bank Employees:

The mean comparison between variable components of leadership and components of work-related attitude are shown in Table 9. The top three components of leadership and components of work-related attitude were compared between male and female bank employees. Male bank employees indicated their importance of leadership on the components of transformational (mean=4.11), effectiveness (mean=4.04), and competency (mean=3.93). Interestingly, female bank employees also indicated their importance of leadership on the components of transformational (mean =4.03), effectiveness (mean=3.91), and competency (mean=3.79). Although both male and female bank employees indicated their important components were similar, but male bank employees had a higher means as compared to female bank employees.

Pertaining to components of work-related attitude, male bank employees indicated their importance order of job satisfaction (mean=3.99), career satisfaction (mean=3.88), and organizational commitment (mean=3.87). Similarly female bank employees also indicated their importance order of job satisfaction (mean=3.93) which was lower than male bank employees; and followed by career satisfaction (mean=3.88) and organizational commitment (mean=3.87). Interestingly, male and female bank employees had indicated their importance of career satisfaction and organizational commitment with similar means. These mean comparisons had

indicated the male and female bank employees had no differences on their importance in the components of leadership and the components of work-related attitude.

Table 9: Comparison of Variables between Male and Female

MALE	Mean	FEMALE	Mean
Transformational	4.11	Transformational	4.03
Effectiveness	4.04	Effectiveness	3.91
Competency	3.93	Competency	3.79
Job Satisfaction	3.99	Job Satisfaction	3.93
Organizational Commitment	3.88	Organizational Commitment	3.88
Career Satisfaction	3.87	Career Satisfaction	3.87

4.5.2 Variables Comparison between Bank Employees' Position:

The mean comparison between variable components of leadership and components of work-related attitude are shown in Table 10. The top three components of leadership and components of work-related attitude were compared between bank employees' position. Firstly on leadership components, transformational had been seen an important to area managers (mean=4.30), branch managers (mean=4.00), and executives/officers (mean=4.09). Meanwhile, assistant managers perceived transformational (mean=3.94) as second in their ranking. Moreover, competency had been the third important to branch managers (mean=3.70) and assistant managers (mean=3.84). Then on work-related attitude components, job satisfaction had been the first ranked by branch managers (mean=4.00), assistant managers (mean=3.73), and executives/officers (mean=3.99). Followed by career satisfaction as second ranked by area managers (mean=4.20), branch managers (mean=3.87), and assistant managers (mean=3.71). Lastly organizational commitment as third ranked by branch managers (mean=3.77) and assistant managers (mean=3.56).

The mean comparison between bank employees' position had indicated that almost all positions of bank employees perceived transformational as the most important leadership components in their work; followed by competency. They need to have a good interactions between leaders and followers, able to carry out duties, having the necessary skills and knowledge to do something successfully.

Table 10: Comparison of Variables between Positions

AREA MANAGERS	Mean	BRANCH MANAGERS	Mean	ASSISTANT MANAGERS	Mean	EXECUTIVES/OFFICERS	Mean
Transformational	4.30	Transformational	4.00	Effectiveness	3.98	Transformational	4.09
Competency	4.20	Visionary	3.72	Transformational	3.94	Effectiveness	4.00
Change	4.20	Competency	3.70	Competency	3.84	Visionary	3.88
Organizational Commitment	4.20	Job Satisfaction	4.00	Job Satisfaction	3.73	Job Satisfaction	3.99
Career Satisfaction	4.20	Career Satisfaction	3.87	Career Satisfaction	3.71	Organizational Commitment	3.96
Job Satisfaction	4.10	Organizational Commitment	3.77	Organizational Commitment	3.56	Career Satisfaction	3.90

5. CONCLUSION

This paper contributed the knowledge toward bank employees and the bank's top management on how they perceived the components of leadership and components of work-related attitude. The bank top management could benefited from the motivations provided by their bank employees from the perspective of leadership and work-related attitude. Various in-house and external trainings and courses would be good to bank employees to enhance their skills in leadership that in turn will be translated onto their work-related attitude. With a positive work-related attitude, the bank could gain and retain good and industrious employees whom will help the bank to achieve their mission, vision, and goals; in one word – "Profit".

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