



INTERNATIONAL JOURNAL OF
MODERN TRENDS IN
SOCIAL SCIENCES
(IJMTSS)
www.ijmtss.com



**LEADERSHIP SKILLS AND ITS RELATION TO EMPLOYEES'
JOB PERFORMANCE: FINDINGS FROM THE STUDY AT THE
MINISTRY OF WOMEN, FAMILY AND COMMUNITY
DEVELOPMENT AT PUTRAJAYA**

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Article Info:

Article history:

Received date: 05.09.2022

Revised date: 10.09.2022

Accepted date: 20.09.2022

Published date: 30.09.2022

To cite this document:

Ghazali, M., & Abdul Rahman, W. N. A. (2022). Leadership Skills and its Relation to Employees' Job Performance: Findings from the Study at the Ministry of Women, Family and Community Development at Putrajaya. *International Journal of Modern Trends in Social Sciences*, 5 (21), 49-58.

DOI: 10.35631/IJMTSS.521004

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Abstract:

This study was conducted with the aim to examine the relationship between leadership skills and employees job performance in the Ministry of Women, Family and Community Development in Putrajaya. In this study, the research objective is (i) to identify the level of employee's job performance, (ii) to examine the relationship between leadership skills of a leader's measured in terms of communication skills, motivation skills, interpersonal skills and technical skills towards employee's job performance and lastly (iii) to determine the significant predictor of leadership skills on employees' job performance. Data was collected through a structured questionnaire from 90 respondents. The main analysis involved descriptive and inferential statistics in order to achieve the research objectives of the study. The study findings have revealed that the level of employee's job performance is high meanwhile results from Pearson Correlation and Multiple regression analysis also have confirmed that there is significant and positive relationship between leadership skills of a leader towards employees job performance in the Ministry.

Keywords:

Leadership, Leadership skills, Employees Job Performance

Introduction

As highlighted by Nanjundeswaraswamy & Swamy (2014), leadership is one of the leaders' processes as a social influence. In fact, leadership aspect is one of the important competencies required for an individual who wants to be a leader in the future (Overbay, 2017). However, poor leadership could be one of the major reasons for the organization's fail in achieving its goals (Mundhe, 2018). Referring to The Malaysian Reserve (2017), in South-East Asia countries, leadership has become one of the most critical talent issues which is about 97% of the Deloitte Global Human Capital Trends 2016 mentioned that the business leaders have consider that they need to develop their leaders in their organization fast and deeply. According to the former Governor of Bank Negara Malaysia, Zeti Akhtar Aziz, mentioned that, Malaysia faced a leadership deficit in public and private sectors. Surprisingly, it is corroborated by Global Leadership Forecast (2018), highlighted that only 22% of Malaysian CEOs have the leadership skills to perform their strategy. In relation to this study, Banks-Hall (2017) in their sstudy revealed that failure in communication skills may influence the employees' job performance at the workplace. The employees' job performance is actually the property behavior that can be the expected value to the organization's outcome (Bullock, 2013). Besides, due to lack of empirical data from employees' perspectives on leadership skills, it would contribute to the managers' difficulties to improve the leadership skills in the organization (Bumgarner, 2016). Furthermore, the importance of leadership skills is also highlighted because research found that employees that consistently have conversations with the employers or managers will make them feel close and attached to the organization and it will form loyalty in them towards the organisations (De-la-Calle-Durran and Rodriguez-Sanchez, 2021).

Therefore, based on the above-mentioned discussion, this study aims to examine the influence of leadership skills on employees' job performance particularly at the Ministry of Women, Family and Community Development in Putrajaya. The researchers has chosen this ministry because during preliminary study, the researcher found that there is an issue of leadership regarding downgrading of the deployment of JUSA as a director from head of director of the ministry (Jabatan Perkhidmatan Awam, 2018). In this study the discussion of this paper aims to achieve three main objectives as follows: (1) to identify the level of employees performance at the Ministry of Women, Family and Community Development in Putrajaya, (2) to examine the relationship between leadership skills, namely (i) communication skills, (ii) motivation skills, (iii) interpersonal skills and (iv) technical skills with employees' job performance and lastly (3) to determine the significant predictor of leadership skills on employees' job performance at Ministry of Women, Family, and Community Development at Putrajaya.

Literature Review

For further discussion, the following subsection focuses on leadership skills namely (i) communication skill (ii) motivation skill (iii) interpersonal skill and (iv) technical skill and followed by employee's performance. Meanwhile, secondary data were reviewed to provide in-depth understanding on the subject matter of the study.

Leadership Skills

Adewale, Omotayo, Osibanjo & Oludayo (2015), mentioned that top manager can be considered as a leader whom they may have an influence towards their employees or subordinates in order to shape the behavioral pattern that perform by the employees in which the leaders should be concerned on the unethical behavior performed by the employees will be eliminated. The author had defined leadership skills as one of the abilities that could be used by the leaders through their knowledge and competencies in order to achieve the desire goals

and vision (Ghalandari, 2012). Study by Valentini Kalargyrou & Kalargiros (2012), mentioned that leadership skills can be developed through formal training towards the individuals who wants to become a leader since leadership skills can also be assumed as the abilities than can be enhanced by the leaders. Mirela *et al.*, (2017) proved from the study at the companies in Bosnia and Herzegovina where the success of leadership skills in the company had been contributed into the better satisfaction from the employees and the success of the business as well. Other than that, by having an effective leadership skills, it can not only give a better satisfaction towards the employees but it also can support the leaders to gain the trust of the employees which it can be easier for the leaders to operate the task since the employees have already put their trust on their leaders (Hao & Yazdanifard, 2015). Effective leadership skills may result in a positive outcome towards the culture of the organization which it can motivate the employees to learn and also can make the employees become actively communicating with each other and automatically improve the performance as well Hao *et al.*, (2015).

According to Jaqua and Jaqua (2021), leaders must have leadership skills since leaders skills will be measured in terms of their competencies, which eventually will affect their leadership outcomes. Besides, Jaqua and Jaqua (2021), also emphasized that it is critical for the leader to be able to see any difficulties in the organization since this will allow the leader to develop appropriate measures. From the study, it is also stated that leaders with required leadership skills will be able to motivate their employees and be able to have better teamwork with the team members at the workplace (Jaqua & Jaqua, 2021). In addition, Nur Hanani Azman (2021) stated in her article, in the future, leadership skills specifically technical skills are needed in industries like accounting in order to emerge. Meanwhile, Guzman *et al.*, (2020) in their study highlighted that leadership skills are necessary in the industry 4.0 as one of the important skills that encompasses both physical and mental abilities connected to comprehension or knowledge or a subject. There are four leadership skills that have been determined by the researcher in this study which are communication skill, motivation skill, interpersonal skill and technical skill.

Communication Skills

Communication skill is important for the development of organizations especially for those operating in a complex business environment which is essential for the leaders to communicate with the stakeholders to deliver their vision and delegate their responsibilities (Jacqueline Mayfield & C, 2015). Cheryl B & Gordon (2014) had mentioned in their study that, in order to accomplish the organizational objectives an effective communication with the employees is required on a regular basis which involve formally and informally informing the employees on the organizational goals, policies and also the progress as well. While, Kurec (2016) claims that communication skills are one of the most vital skills among the seven learned leadership skills and stated that great leaders must have strong oral and written communication skills.

Similarly, the other author have argued that in order to become a great leader, they should have a great communication skills to become a great communicator to enable them to speak in confidence while interacting with others without getting confused due to the knowledge they possessed (Luthra & Dahiya, 2015). Therefore, when a leader become a great communicator, it is possible for them to have the ability to share their ideas with the other relatively with their passions and ambitions. Meanwhile, the author also mentioned that a good communicator can not only can speak in confident but also need to have a good quality as listener for othersto enhance them to become a good observer as well (Luthra *etal.*, 2015).

Based on the study conducted by Luthra *et al.*, (2015) the researcher found that most of the time about 70 to 90 percent of leaders' time might be actively spent in communicating process in order to have an interaction with others. Study that was conducted by Banks-Hall (2017), indicates that communication skill is the most challenging issue because it might depend on the situation on how they can achieve the success. Meanwhile, communication could also give a good value towards the corporate procedure either it is verbally or written because it may lead the employees to have a good understanding and might not be confusion for them to have a clear vision of the organization that had been delivered by their leaders.

Motivation Skills

Motivation skill is more important for the leaders to ensure the division of work towards the employees can be achieved on the integrated anticipated destinations (Febrian, Maarif, & Hubeis, 2016). Consequently, motivation towards the employees could become one of the crucial tasks in leadership for the leaders to face since having a motivation would be able to translate the employees' knowledge, skills and abilities into their effort and performance as well (Roßnagel, 2016). Meanwhile, the author had also mentioned that motivation skill could benefit both employees and leaders which it can help the leaders to translate their goals into genuine support by their employees. Thus, it is necessary for the leaders to have comprehensive tools of "two-sided understanding" of motivation that can influence the motivation of the employees (Roßnagel, 2016). Moreover, a study undertaken by Febrian, Maarif, & Hubeis (2016) revealed that there is an influence of motivation skill on employees' performance which there was a significant and positive relationship between motivation skill and employees' performance. Ultimately, the level of employees' performance could be directly influenced by the motivation skill.

Apparently, the study indicates that motivational skills truly contributed employees' performance. Thus, it shows that when the motivations are increasing, the performance of the employees is also increasing. The study that has been conducted by Jensen (2018) mentioned about the important roles of the leaders in motivating the employees to achieve great performance since leaders are the one who is responsible to determine and motivate each of their employees with something that completely different between each other. Therefore, it is essential for leaders to have motivation skill since motivation is one of the effective tools that can be practiced by the leaders. Consequently, in order to ensure that leaders can have a precise determinant towards the motivation of the employees, leaders essentially need to identify their employees closely towards their wants and needs (Jensen, 2018). As a result, leaders are supposed to have an effective motivation skill that can influence the employees' behaviour and their willingness to perform their performance.

Interpersonal Skill/ Human Skill

Holsinger (2021) emphasized that in having effective leadership, the leaders must acquire three skills including human skill. The skill is needed for the leaders to conquer or master in order to have better leadership. Human skill is a skill that is compulsory for the leaders to engage with people by working together (Holsinger, 2021). From the study, it proved that interpersonal skills or also known as human skills could enhance the abilities of leaders to comprehend the employees' emotions, behaviours, and motivations (Holsinger, 2021). Interpersonal skill or known as human skills, requires leaders to have a good talent when they are working with people because it is related with person's knowledge towards people and how they act, how they operate in groups, how to communicate effectively with them, and their motives, attitudes, and feelings (Conway).

According to Katz (1955), interpersonal skill or human skill has been recognized as important characteristics that should be possess by the leaders from every each level of management in the organization. Khan & Ahmad (2012) indicated that leaders who possessed great interpersonal skills will be more effective at low level management as compared with middle and top level management. In other word, interpersonal skill is more related with the relationships with the other people in order to create a good environment when we are dealing with the others. Study conducted in medical profession found that interpersonal skills is the upmost skills that are required by the medical profession since they are not only expected to have a good knowledge in medical fact but they also need to have a knowledge that beyond their field of profession such as management, teaching and time management (Barakat, n.d). Interpersonal skill is relevant at all level of management and can be transferable from one organization to another across the industries since it is actually a generic nature of skills that has been practiced by leaders (Jennifer Mencl & Ittersum, 2016). Besides that, having an individual with a great interpersonal skill might enable the organization to get benefit allowing the individual to pick up and navigate when there is lacking of the other types of skills.

Technical Skill

Technical skill can be define as an ability to apply knowledge, method and technique that are needed to perform the duties and responsibilities through experience, education and training (Nazari, 2018). While, according to Holsinger (2021), technical skill is a skill that weighs on the knowledge regarding the work of organisation, the regulations, and the structure. Not only that, he also viewed technical skill helps in comprehending the methods, processes, and tools used by the organisational. Furthermore, most of the managers usually reach the leadership position based on their technical skill rather than their leadership knowledge and experience since they had been received a varying degree of training (Caillier, 2014; Musgrave, 2014).

According to Ghalandari (2012), technical skill is knowledge about the working substantial that should be mutually achieved by a group with their talents through specific type of scope of task. On the other hand, it can be deliberated into the specialization of skill in that particular field together with the capability to use the proper tools and ability towards the perspective of the others. Besides that, the author had mentioned technical skill is actually less important for the top level management since they might be depends on the competencies of the middle level management and lower level management in order to handle the physical operation (Ghalandari, 2012). Therefore, the instruction given by leaders might gain the confidence of employees which it may influence the employees' willingness to perform better.

Employees Job Performance

Study conducted by Bumgarner (2016), stated that in order to enhance the job performance of the employees, leadership skills is one of the vital aspect required by a leader in order to become an effective leader and also be a role model for the employees to learn on the behaviors (Bumgarner, 2016). Meanwhile, there are two criteria that can be used to determine the job performance of the employees towards their sacrifice in obligating their duties to ensure that they can acquire certain achievement. The criteria of the measurement for the employees' performance namely measurement based on result (results-based performance evaluation) and measurement based on behavior (behavior-based performance evaluation) (Mangkunegara & Waris, 2015).

As highlighted by Pradhan & Jena1 (2017), in their study, there are three dimensions of the employees' job performance that had been determined namely task performance, adaptive

performance and contextual performance. Task performance can be deliberated as a task that could be assigned through mutual understanding between the manager and the subordinates which can be divided into two segments which are technical–administrative task performance and leadership task performance. Previous studies found that performance adaptive is where the employees performed their task and they achieved the degree of the perfection in assigning their task in which they can adapt their attitude and behavior to be varied to perform their roles impressively (Huang & Palmer, 2014). Contextual performance is anticipated behaviors of the employees that are not clearly mentioned in the jobs' description of the employees. Likewise, the previous author had identified contextual performance as a volunteering attitude demonstrated by the employees with extra work, assisting the others to solve the challenging task, supporting organizational decisions for a better change and the other matters that are related with the organization interest (Coleman & Borman, 2000). Hence, when the employees possessed that particular behavior and attitude, it might influence the culture and the environment of the organization in which to achieve mutual goals of the organization and individual productivity as well.

Research Methodology

A quantitative survey method through a cross-sectional study was employed. The unit of analysis focused on the selected individual employees with Grade 48 and below in every department at the Ministry of Women, Family and Community Development in Putrajaya. The actual number of the sample size is 191 respondents which is about 50% that represent the total population of the study. However, only 47% sets of questionnaires are returned and usable for further analysis. The researcher used a stratified sampling technique by disproportionate since at the Ministry of Women, Family and Community Development in Putrajaya, they do not have equal number of employees in each of the department. The measurement on the employee's performance is measured based on three criteria's namely productivity of work, employee engagement and job knowledge by using 5-point Likert Scale as follow: (5 – Strongly Agree, 4 – Agree, 3 – Mixed Feeling, 2 – Disagree and 1 – Strongly Disagree) (Sekaran & Bougie, 2016). Meanwhile, leadership skills were measured in terms of (i) communication skill, (ii) motivation skill, (iii) interpersonal skill and (iv) technical skill by using 5-point Likert Scale as follow: (5 – Frequently, 4 – Fairly Often, 3 – Sometime, 2 – Once in a While and 1 – Not at All) (Sekaran & Bougie, 2016). In this study, the researcher used google form questionnaires towards the targeted respondents. In terms of data analysis, descriptive analysis was carried out by looking at the mean score and standard deviation to identify the level of employees' performance. Then, inferential statistics looking at Pearson correlation and Multiple Regression Analysis were used to examine the relationship and the most influential factors between IV and DV. The data were analysed using Statistical Package for Social Sciences (SPSS).

Results and Discussion

In this study, level of employees' job performance was measured in terms of three main components (i) productivity of work, (ii) employee engagement, and (iii) job knowledge.

Descriptive analysis was carried out by looking at the mean value and standard deviation to identify the level of employees' job performance at the Ministry of Women, Family and Community Development in Putrajaya. Table 1 presents the results of the study as below:

Table 1: Level of Employees' Job Performance

Variable	Mean	Level
Employees' Job Performance	4.017	High

Overall, the level of employees' job performance at Ministry of Women, Family and Community Development at Putrajaya is relatively high with mean value 4.017. Thus, as suggested by Weirma (2000), the mean score between the ranges of 3.50 to 5.00, it is relatively high. In relation to the study finding, study conducted by Faisal Shafique Butt & Khilji (2014) has confirmed that leadership skills have positively impacted employees' work productivity and it is one of the main components measured under employees' job performance.

The relationship between leadership skills namely (i) communication skills, (ii) motivation skills, (iii) interpersonal skills and (iv) technical skills with employees' job performance.

Table 2: Pearson Correlation Analysis Between Leadership Skills and Employees Job Performance

Variables		Employee's Job Performance	Motivation Skill	Communication Skill	Interpersonal Skill	Technical Skill
Employee's Job Performance	Pearson Correlation	1	.556**	.713**	.493**	.525**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	90	90	90	90	90

Referring to Table 2.0, Pearson's Correlation Coefficient r was carried out to examine the relationship between leadership skills and employees job performance. The findings reveal that motivation skills and employees job performance indicated moderate relationship ($r = 0.556$), and the significance value is less than 0.01, ($p < .01$). Meanwhile, communication skills and employees job performance indicated high relationship ($r = 0.713$), and the significance value is less than 0.01, ($p < .01$). ($p = 0.000$). Correlation between interpersonal skills and employees job performance indicated moderate relationship ($r = 0.493$), and the significance value is less than 0.01, ($p < .01$).

Lastly, correlation between technical skills and employees job performance indicated moderate relationship ($r = 0.525$), with the significance value is less than 0.01, ($p < .01$). ($p = 0.000$). The strength of the relationship between variables is suggested by Guildford's (1973). Overall, the study finding proved that there is significant relationship exists between all leadership skills and employees job performance. As a result, the formulated hypothesis H_{a1} was fully supported. The study finding suggests that, if the practices of leadership skills are efficient and effective in the organization, the level of job performance will also increase, particularly at Ministry of Women, Family and Community Development at Putrajaya. This study's result also seems to be consistent with the findings of Nazari & Nurbakhshian (2016), which revealed that communication skill is one of the effective tools to achieve a high level of work productivity. Besides, study conducted by Khan & Ahmad (2012) has revealed that leaders with the ability of motivation skill would be able to motivate their employees, especially towards the low level employees compared to top and middle level of management. From prior study, it is proven

that interpersonal skills or also known as human skills could enhance the abilities of leaders to comprehend the employees' emotions, behaviours, and motivations (Holsinger, 2021).

The significant predictor of leadership skills on employees' job performance at Ministry of Women, Family, and Community Development at Putrajaya

Table 3: Multiple Regression Analysis

Variable	Standardized Coefficients	
	Beta	Sig.
(Constant)		.000
Communication skill	.904	.000
Motivation skill	.017	.931
Interpersonal skill	-.246	.113
Technical skill	-.008	.961

a. Dependent Variable: Employees' Job Performance

Referring to Table 3, Multiple Regression Analysis was carried out to determine the most influential predictors of leadership skills towards employees' job performance particularly at Ministry of Women, Family and Community Development at Putrajaya. From the above analysis, the findings revealed that the most influential factor is communication skills with a beta (β) value of .904 and it has a significant influence on the employees' job performance with p-value of 0.000 ($p < 0.01$). The finding of this study can be supported with the prior study by Obi (2018), which proved that leaders with effective communication skills might be able to influence their employees, and they are also able to react positively and cooperatively among each other in organization.

Conclusion

In a nutshell, the study finding indicated that the level of employee's job performance at the Ministry of Women, Family and Community Development in Putrajaya is relatively high. Meanwhile, for correlation analysis the study findings proved that all the leadership skills practice, namely (i) communication skills, (ii) motivation skills, (iii) interpersonal skills and (iv) technical skills have a positive and significant relationship towards employee's job performance. Thus, apparently the findings from correlation analysis proved that all the leadership skills at the Ministry play a vital roles towards enhancing employees' job performance at the workplace. The finding also revealed that communication skill is the most influential factor towards employees' job performance. Most importantly, the findings from this study could provide insights to the Ministry about the importance of practicing and enhancing the leadership skills of leaders in order to achieve the maximum level of employee's job performance in organization.

Acknowledgement

The authors would like to thank the Ministry of Women, Family and Community Development in Putrajaya for the cooperation and support in making this study possible.

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