

e-ISSN: 2976 - 2308

Volume 1 Number 1 November 2022, 40 ~ 54

DOI: https://doi.org/10.37698/jmbs.v1i1.148

4

# The Relationship Among Politician Communication Skills, Leadership Skills Toward Good Performance in Pekan, Pahang

Sida Tantiana Sariat<sup>1</sup>, Razali A. Shahul Hameed<sup>1</sup>, Mohd Pirdaus Mat Husain<sup>1</sup> & Yuzieta Mohd Yusop<sup>1</sup>

<sup>1</sup>University College of Yayasan Pahang

#### **ARTICLE INFO**

## Article history:

Received Aug 15, 2022 Revised Oct 20, 2022 Accepted Nov 10, 2022

#### Keywords:

Communication Skill, Leadership Skill, Politician Performance

## Clonflict of Interest:

None

# Funding:

None

### **ABSTRACT**

Communication and leadership skills are said to be some of the factors in creating good performance of politicians. In this study, we are conducting communication and leadership skills as the independent variables and good performance as the dependent variable. Furthermore, this study was conducted on the politician in Pekan in several parties such as Barisan Nasional (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH), and others are some of the parties that are involved. A total of 160 politicians in Pekan, Pahang, are involved in the data collection procedure of the questionnaire. Data collected were analyzed using SPSS version 26. The analysis revealed three objectives: firstly, to study the significant relationship between communication skills towards the performance of politicians in Pekan, Pahang. Secondly, to study the significant relationship between leadership skills and the performance of politicians in Pekan, Pahang. Thirdly, to study the significant factors that contribute to the performance of politicians in Pekan, Pahang. Based on the frequency descriptive, validity, reliability, and correlation analysis have summarized that they have a significant relationship. In this regard, it is hoped that the study's findings would be useful to the parties involved in designing and implementing the agenda to encourage politicians to perform at a far better level.

*Corresponding Author:* Sida Tantiana Sariat, University College of Yayasan Pahang, Kampus Utama, Tanjung Lumpur, 26060 Kuantan, Pahang. Tel. +60-19-7574977. E-mail: sidatantiana@yahoo.com.sg.



© Sida Tantiana Sariat, Razali A. Shahul Hameed, Mohd Pirdaus Mat Husain, Yuzieta Mohd Yusop

This is an open access article under the CC BY-SA 4.0 international license.

## 1. Introduction

The importance of political power globally, particularly in Malaysia's government cannot be denied. Thus, Ernesto, Frederico, Olle, Torsten, and Johanna (2017) stated that the democratic system practiced by many countries may lead to the competency of the politician in Sweden. In addition, there are four characteristics of politician selection in Sweden, based on the 'inclusive meritocracy'. The first selection is that the politician must be smarter than the population they represent, such as education. Secondly, the selection of the politician depends on the conditioning of the family background to measure the competency of the politician such as the working background of their parents has a big impact to be a good politician. Thirdly, the politician must represent a good social background of themselves such as not drug abuse person. Lastly, the fourth selection characteristic is the best social representation especially in socioeconomic status to be a leader in Sweden. Therefore, there are the best characteristics to make them successful politicians in Sweden.

In addition, to get a deep explanation of the importance of political power since all people are particularly always measuring the performance of the politician to be a leader to lead them. Nik, Kamarul, and Rusdi (2018) explain in their article how the defeat of the Barisan Nasional (BN) party in the 14th General Election was due to the voters being unsatisfied with the Barisan Nasional's performance to lead Malaysia. The effect is that the 3 dominant parties handed over Pakatan Harapan (PH) in 2018. Pakatan Harapan (PH) is the party

merging between BERSATU which was built by Tun Dr. Mahathir and Democratic Action Party (DAP), winning the majority 14th General Election (Nik, Kamarul, and Rusdi, 2018). This is an example that political power is dependent on the politician's performance, especially in a democracy's country such as Malaysia. A power struggle always happens in the political environment if the politician is not seriously taking care of the performance to serve the community's needs.

### 1.1 Explore the Importance of the Problem

There are several issues with politicians in terms of their communication skills. Some of the problems are digital communication technologies which are the new platform in the world of politics. It will be difficult and complex to deliver methods of communication such as public opinion and electioneering. Thus, the information given to the community or voters will be potentially obscure and uncertain. Then, the new digital communication will increase the number of political competitors based on the followers on social media. Politicians must be creating new strategies on how to adapt to this new environment to be successful in political communication (Andreas Schäfer, 2021).

Several problems can be defined by a politician's leadership skills. Williams, Pillai, McCombs, and Lowe (2020) stated that some leaders are narcissistic. When a leader exhibits narcissism, they have an exaggerated sense of who they are and are obsessed with getting that perception of themselves validated. They will feel that the decision-making by themselves is greater, superior, and correct. However, the narcissistic leader also harbors underlying insecurities, self-doubts, and apprehensive self-perceptions. The example in this article of narcissistic leadership is Donald Trump that can present the negative aspect of themselves. Narcissistic leadership will affect domestic policy decisions, immigration, the economy, and climate change in politics. On the other hand, narcissistic leadership also affects the performance outcome of a politician.

On the other hand, the problem of leadership is not relying on the relationship between leaders and followers. Some of the leaders do not know their followers, such as followers' behavior, the way they work, their experience, cultural, historical, and political conditions, and feelings. To ensure that their followers remain loyal to their leader, a good political leader must understand and effectively manage their followers. Politician leadership not very good in deep exploration of moral and ethical dilemmas, empathic social awareness, and low appreciation to their followers will affect the position in politics, especially for a country adopting a democratic system like Malaysia. (Joseph A Raelin, 2017).

# 1.2 Describe Relevant Scholarship

The general objective of this study is to examine the importance of communication and leadership skills toward the good performance of politicians in Pekan, Pahang. The specific objectives are as follows: To study the significant relationship between communication skills towards the performance of politicians in Pekan, Pahang. To study the significant relationship between leadership skills and the performance of politicians in Pekan, Pahang. To study the significant factors that contribute to the performance of politicians in Pekan, Pahang.

This research has both practical and theoretical significance. Firstly, Malaysian political industry, especially the Pekan, Pahang. Political issues also happen in other countries in the world, not only in Malaysia. The theoretical contribution of this study is to support previous theories. The study's findings would have a practical impact on division heads and politicians' communication abilities. All division heads in terms of their communication and leadership skills will study. This study is to contribute and step-up efforts to produce good leaders.

# 1.3 State Hypotheses and Their Correspondence to Research Design

Critical issues which bother the relationship between politician communication skills, and leadership skills towards good performance in Pekan, Pahang have been raised. The following research inquiries are asked to address the issues raised: Is communication skill a significant factor in politician performance in Pekan, Pahang? Is leadership skill a significant factor in politician performance in Pekan, Pahang? Is there a significant factor that contributes to the performance of politician Pekan, Pahang?

There are two hypotheses in this study:

H1: In Pekan, Pahang, there is a considerable correlation between a politician's ability to communicate and their performance.

H2: In Pekan, Pahang, there is a strong correlation between a politician's leadership ability and performance.

#### 2. Literature Review

# 2.1 Politician's Performance

The good politician's performance in Pekan, Pahang is the dependent variable (DV) in this study. All organizations need to measure performance to provide the marks of measuring the ability of the people in the

42 **e**-ISSN: 2976 – 2308

organization. Dr. Werner Binder (2017) claimed that a new development in cultural sociology is the idea of social performance. The performance must have the 'cultural text' that is divided into collective representations which are performed as the actor (politician's person) and background representation which is performed as the audience to evaluate (community or voters). The performance is also called the 'The Cultural Pragmatics of Symbolic Action' which is the symbolic action for politicians who also measure the concepts of performance. The performance is not only measured by the power of the speech; however, it also contributes to the non-verbal language as a meaning system (langue). In addition, even though the concept of performance includes the power of verbal and non-verbal language, the performance also emphasizes the 'sincerity' of politicians. In addition, Vaczi and Watson (2021), claimed that performance is crucial, referring to it as "an organ of performance," and used the dissection of the hand in medieval medicine as an illustration. The hand is seen to be a civilizing force that creates civilization. Based on the traditional idea, their moral world was exceedingly dualistic, and they also had a relationship of social stratification, which was inspired by the right and left hands. In a metaphor, the "hand" represents skill, dexterity, control, and strength. The hand is a symbol of relationships between people and things that are expressed via language.

Additionally, the idea of performance can be studied at the organizational, team, and individual levels. Individual performance is frequently assessed based on task performance of conduct. As a result, performance is typically evaluated at the organizational level, but the direct effects of decisions are felt at the individual level. In the political view, performance can be defined when the leader is primarily focusing on how to serve their followers. The leadership performance will increase or decrease depending on the loyalty of their followers (Saleem, Zhang, Gopinath, and Adeel, 2020). Then, based on Matthias Brinkmann (2019), political performance competence is divided into rational competence and legal competence. Firstly, the capacity to fit means to ends generally is referred to as reasonable competence. However, the capability acknowledged by legal contracts is legal competence. As a result, skilled performers are transparent in their performances, and experienced performers can somewhat justify what, why, and how of their performances. They contend as well that performance without comprehension is incompetent and blind. Political performance is based on job creation that reflects the primary objective of controlling the owner of the state or followers. When the performance cannot meet the goals, the politician needs to set off their position. As an example, when the follower is not satisfied with the political performance that will affect their position in politics. Thus, especially when the country implements a democratic system, the followers or voters have the right to choose the leader based on previous performance (Helen Wei Hu and Dean Xu, 2021).

## 2.2 Politician Communication Skill

The politician's communication skill is the independent variable (IV 1) in this study. There are several concepts we found in the article and journal. The politician communication concept is based on first-party communication such as election manifestos from political parties. Thus, this skill of communication shows that the followers or voters infrequently use that source due to the active recipient. Secondly, mass media coverage such as daily reports on political events. This is very practical for politician communication skills because citizens nowadays always use the mass media to browse information. Even though the receiver is never searching for political information, the information suddenly appears accidentally in their coverage. (Sandmann and Eugster, 2020).

On the other hand, Radhika Kumar (2017) stated that the politician's communication sets the context for a conversation between the political leaders and their followers. Nowadays, social media technology has been used as an opportunity for the politician to make a real-time engagement with the audience. The usage of social media increased especially during the electoral campaigning. There are three benefits to using social media as a tool for communication skills. Firstly, use it as a medium of mobilization and protect the politician by effectively capturing the public imagination. Secondly, social media will manage the non-violent nature of politicians who are sometimes too aggressive. Then, thirdly, social media is the medium for comparing in nature the candidate of two politicians based on their popularity. The voters can choose the best lender based on the rating and which politician has more capabilities.

There are several issues with politicians in terms of their communication skills. Goovaerts and Marien (2020), by using the text and audio survey, argue that the problem of politician communication skill skills is divided into two. First off, nasty gestures, foul language, interruptions, and noisily having private conversations in public places constitute uncivil communication. Second, politicians frequently use oversimplified arguments in their communications. Additionally, a politician would constantly convey issues in a flawed or unjustified manner. Crude communication and oversimplified arguments will undermine public confidence in politics and render them less persuasive. Relating to the media, Valentyna Ushchyna (2017) studies how politicians use the media as a communication platform and a powerful resource for manipulation. The media has been used by the politician as a medium such as to reflect on political issues,

and the politician's moral views, described, organized, and practiced. They argued that the media is a way to express opinions, and as an interaction platform.

The practice of democracy has been implemented in several countries in the world. Democracy always focuses on the procedures of vote aggregation, deliberation, communication, and aggregate knowledge. Democratic decisions force the best decision-makers because the policy predictions require a large amount of knowledge such as choosing the candidate. Good communication between the politician and the voters will influence whether they win or lose the election. Communication is very important in the democratic system because there are grassroots decisions. (Jonathan Benson, 2018).

## 2.3 Politician Leadership Skill

The politician's leadership skill is the independent variable (IV2) in this study. The explanation of political leadership skills by Atzger, S. Sá, and Silva (2019), The method through which those in positions of authority persuade their followers to achieve societal goals is known as leadership. Any society that is changing, whether it be social or economic, needs political leaders to help launch and hasten the process. Then, political leaders must put their leadership qualities, such as politically relevant ideas, socially admired values, generally regarded character, and broad knowledge and wisdom gained through education and experience, into action. Even though the constitution has altered the political, economic, and social landscape, politicians with strong leadership qualities will find their sources of funding.

In addition, Akinyi and Dr. Muia (2020), The method through which those in positions of authority persuade their followers to achieve societal goals is known as leadership. Any society that is changing, whether it be social or economic, needs political leaders to help launch and hasten the process. Then, political leaders must put their leadership qualities, such as politically relevant ideas, socially admired values, generally regarded character, and broad knowledge and wisdom gained through education and experience, into action. Even though the constitution has altered the political, economic, and social landscape, politicians with strong leadership qualities will find their sources of funding. Based on Deanne M. de Vries (2020), define political leadership as the behavior of a person in the position of political circulation, they have their competitors and interaction in the past, present, and future. Political leadership is focused on power. The power normally comes from the top down and has a leader to give order to the citizens. The selection of the political leadership is for the public interest rather than in the leaders' self-interest. There are four leadership behaviors which are traditional leadership, leadership during colonialism, leading the fight for independence, and postcolonial leadership until today. Firstly, traditional leadership is a combination of first and foremost the spiritual leader of the society that has the skill of a politician and economics. Secondly, the leadership during Colonialism created the strategy of divide and rule to ensure the political hegemony to lead the state. Thirdly, leading the fight for Independence is struggle leaders or liberation leaders that stand up to lead their country and are successful in battles for independence for the state. Finally, the Post-Colonial leadership until Today is the leadership that helps their country to implement the change as fast as possible for political and economic stability, and the political leaders are corporate and share the power. Based on Małgorzata Zachara (2019), mentions that the concept of politician leadership chastity is based on separation, sacrifice, and silencing. The behavior of politicians will make sure the barrier and opportunities for leadership potential. Leadership is the powerful ability of politicians to achieve their goals. To achieve the goal, they must have the followers to generate social change, and leadership skills as a process to shape the political environment. Political power is an important part of leadership choices about when, where why, and how to lead by the structure. Leadership will be identified based on the commitment given by the politician to lead the community. A leader must balance their personal life and recognition or responsibility by the leadership position.

The political leaders mentioned below adhere to a strategy of rapprochement, negotiation, and preservation of their support base. The growth of a political leader is necessary for the leadership of peacemaking efforts. The dependent variable is the negotiations to determine whether it's successful or failed. The successful politician's leadership skill needs to pass a peace process such as facing a traitor. The politician's leadership skill also depends on the personal attributes and life experience related to the political environment. Then, as a political leader, one needs to be disciplined and adapt to different cultures and psychological methods to be a good politician. (Juliana Tappe Ortiz, 2021). Leadership skill is very important to the development of political regimes. Political leadership is very synonymous with 'strong leaders' that have their followers. For the country that implements the democratic system, can be valuable to the followers or voters. On the other hand, if the politician can keep the stain, consider that they have good political leadership skills. However, there is a difference between the country that implements the nondemocratic system is more on the dictator system. (Ludger Helms, 2020).

Andrea Schneiker (2020), they are studying populist leadership and understanding how populism functions in politics. Some of the political leaders are using the populist way to maintain their political power by their

44 a e-ISSN: 2976 – 2308

style. They are using the superhero concept beyond the charismatic leadership and this exceptionality can be analyzed. Adinugroho and Anky (2020), are studying the politician as a leader in Indonesia. As in the previous debate the politician should not be involved in any organization to educate civil society. However, in this era, the students in Indonesia already can be led by a politician student even though they are on the active board of a political party different from the previous basic function. They stated that as politicians rise to positions of leadership within an organization, they can impart their knowledge of politics to students, increasing participation among the group's members. This study demonstrates that students who support a political leader tend to score higher on tests of political efficacy and interest, which are essential in a democracy.

#### 2.4 The Relationship Between Politician Communication Skills and Good Performance

The independent variable (IV1) in this study is the politician's communication skills and the dependent variable (DV) is the politician's good performance. Reunanen and Kunelius (2019), study the transformation of communicative power into political power. They investigate how performance has a relationship with the power of communication and emphasize that communicative power is the sovereignty of the folk such as systemic forces like administrative and economic power. In addition, the good performance of politicians is based on communicative power that includes three dimensions. Firstly, trust comes from the follower, such as the truth in their speech. Trust in politician communication can determine performance. Secondly, value commitments and justifications in political communication also can influence their performance. To be a good politician, they must take care of their followers. Thirdly, a good politician always needs knowledge, facts, and expertise in communication to influence followers and maintain power. Knowledge, facts, and expertise can also influence the politician's performance whether it goes up or down.

Next, Kelly Bidwell, Katherine Casey, and Rachel Glennerster (2019) study political communication which is a unique platform for politicians. They argued that debates and media are the important campaign events needed to analyze the candidate's performance. There is the effect of debates, especially in the election outcomes, to express their views on issues, commitment, talking with facts and it easy to choose competent individuals. To demonstrate the point, they worked to film and broadcast discussions in fourteen constituencies, and they discovered that doing so helped people get a deeper understanding of politics. Secondly, they collected the response from the audience that participated in the campaign and found an increase in visitor numbers. Finally, they found that communication in debate campaigns will affect the performance of the politician. Luuk van Middelaar (2020), mentions that the talent of politicians is to persuade people and reign. Politicians' success depends on several factors, including their ability to manage their time effectively, their political and historical acumen, their boldness and sense of initiative, and their access to financial and human resources. To be an effective politician, one must possess the three communication skills of verbal persuasion, expressing sadness, and confident presentation to motivate the audience.

# 2.5 The Relationship Between Politician Leadership and Good Performance

The Independent variable (IV2) in this study is the politician's leadership skill and the dependent variable (DV) is the politician's good performance. Williams, Pillai, McCombs, and Lowe (2020), study the relationship between leadership and performance in several leadership characteristics. They examine the leader's adaptive and maladaptive narcissism that can rating charisma in leadership performance. The example provided is Donald trump and its effects on attributed charisma and perceptions of his leadership performance. Charismatic leadership emphasizes the effective leader to motivate followers and inspire and achieve high levels of performance. Thus, Narcissistic leaders also have leadership skills such as Donald Trump. The narcissist is seen as being more charismatic. As we know, "narcissism" describes self-importance personally and can influence performance. The phenomena of more "productive narcissists" have some beneficial features, though. The zeal, audacity, daring, and authority displayed by narcissists can inspire others and improve a politician's performance.

Geoffrey Craig (2021), they study the politician leadership skill during the Covid-19 will affect the performance of the politician. The author is interested to examine the character of politicians and their performance during the Pandemic Covid-19. Political performance involves the creation of identity as well as expression. In this situation, they will understand the value and perspectives of political leaders on how to solve the pandemic Covid-19 issue. The success of a politician's leadership skill also depends on the different types of media to determine the performance. A politician must adapt their leadership style to the "representational" types of social media as well as legacy media. Politician needs to react to the pandemic Covid-19 issues, such as they must try to solve chaotic issues such as building a vaccine to increase the immunity of people. Consequently, the following claim is made: H2: There is a strong connection between a politician's leadership ability and their successful performance.

#### 2.6 Research Framework

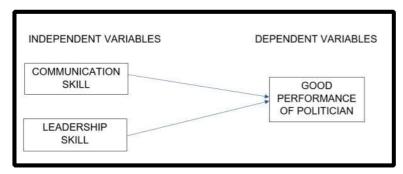


Figure 1. Research Framework

Danielson and Rolandsson (2020), study personal political performance and communication in their research on politicians as entertainers. They examine the methods used by politicians to persuade voters, such as singing, dancing, playing an instrument, or engaging in comedic performance. The personality of a politician would be different based on the situation such as doing entertainment on television and when interacting socially with another guest. The communication will be going whether verbal or non-verbal communication. Performance in public is the planned strategy by politicians to reinforce their achievements in politics. On the other hand, group identity involves the pragmatic and cultural plane in a more performative and interactive manner. The main character's success in performing will give the attraction to the voters. This communication method will establish attachments to politicians by using personalization such as an emotional mode for the political segment of voters.

They have done the study and they found the outcomes performing as a medium of communication and their analysis that communication has a positive relation toward the performance of politicians. The point is the growing legitimacy of connecting politics with comedy as a communication platform has developed before. Goovaerts and Marien (2020), also study the communication and performance of the politician. They find out that uncivil communication will reduce the political trust and performance of the politician rather than civil communication. The proposed framework is underpinned which explains how a political organization achieves and maintains the politician's performance. Combining communication and leadership skills may enhance a politician's performance on effectiveness, which may be the key to gaining a competitive advantage.

## 3. Research Method

For the data analysis for this study, we used the Social Sciences (SPSS) version 26 software to determine the independent variable, dependent variable, frequency, descriptive, validity, reliability, correlation, as well as regression analysis (Sekaran & Bougie, 2013). In this section, the variables examined in this study are operationalized. Thereafter, summaries of the operationalization of the variables examined in this study are presented in a tabular form.

**Table 1.** Operationalization of the Variables

Variables	Items	Scales	Sources
Performance of Politician	5	Likert Scale 1-5	Koopmansi, Bernaards, Hildebrandt, Buuren, Beek, and Vet (2014)
Politician Communication skill	8	Likert Scale 1-5	W. Lance Bennett and Barbara Pfetsch (2018), Remoortere1, Walgrave1, and Vliegenthart (2021), Suhaimee Saahar @ Saabar (2014), González-Cabrera, Ortega-Martínez, MartínezGaliano, Hernández-Martínez, Parra-Anguita and Frías-Osuna (2020)
Politician Leadership Skill	7	Likert Scale 1-5	Richard T. Marcy (2019) https://www.questionpro.com/blog/leadershipsurvey-questions/#Top_20_Leadership_Survey_Questions_for_your_Survey

Note: The Likert scales are as follows: 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (agree) (strongly agree)

46 □ e-ISSN: 2976 – 2308

#### 3.2 Participant (Subject) Characteristics

The complete group of individuals or components that the researcher intends to analyze is referred to as the population (Sekaran & Bougie, 2013). An element is an individual member of the population. The population of this study consisted of 200 people in the committee division head in Pekan. The unit of analysis for this study is individual. The division head was picked as a key informant for their political organization even though political organizations were examined and could not speak for themselves. Additionally, division heads serve as the organization's spokesmen and carry out the overarching objectives, policies, and strategies of their respective companies.

# 3.3 Sampling Procedures

Sampling is the process of selecting enough elements from the population, allowing for the study of the sample and the ability to generalize the sample's features to the full population. (Sekaran & Bougie, 2013). Most sample designs fall into one of two categories: probability (random) sampling or nonprobability (non-random) sampling. In probability sampling, every element in the population has a chance of being selected while in non-probability sampling, every element in the population does not have a chance of being selected. However, the type of sampling design to adopt depends on factors such as the extent of generalizability desired, the time and other resources required, and the purpose of the study (Sekaran & Bougie, 2013). Non-probability (non-random) sampling can also be divided into accidental (convenience) sampling, quota sampling, snowball sampling, and judgmental sampling.

#### 3.3.1 Sample size, power, and precision

A sample may be defined as a subset of the population (Kumar et al., 2013; Sekaran & Bougie, 2013). The following factors make sample collection for a study required. First, it is not always viable to study the full study population. To generalize research findings, samples are also taken. All 200 members of the division head committee in Pekan, Pahang made up the study's population. Also, the entire population could not be studied because of the need for generalization of the findings of this study, bearing in mind the research philosophy (positivism) which guided this study. Consequently, the sample size for this study was determined. From Krejcie and Morgan's (1970) population and sample size table, the ideal sample size for a population of 200 is 160.

#### 3.3.2 Measures and covariates

The source of data that we used was secondary data. In addition, the data collection method is quantitative through questionnaires. Then we are using the simple sampling technique as a data collection procedure. The method we use is using email, telegram, and WhatsApp applications to each respondent and in the group WhatsApp. The questionnaire sample we will show in the appendix section. The questionnaire will be estimated to be completed within two (2) weeks. On the other hand, the online questionnaire develops using the Google form, and the survey link is shared on personal social media platforms such as email, telegram, and WhatsApp. The link will repeat posts in three days to ensure the response of the respondents and to alert them to fill up the survey.

## 3.3.3 Research design

A research design is a strategy that outlines how information might be gathered and processed to answer the study's research questions. The goal of the study, the research approach, the study's environment, the degree of researcher involvement, the research time frame, and the level at which the data will be examined are all specified in a typical research design. (Sekaran & Bougie, 2013). The nature of this study is descriptive. A descriptive research design was consequently chosen. To describe the nature of links between politician communication skills, politician leadership skills, and good performance of politicians in Pekan, Pahang, a descriptive research design was first selected.

Second, the survey method (questionnaire) was employed to collect data for this correlational investigation. The data collection is created by using the google form and referring to the sample questionnaire from the previous study. Then the questionnaire is distributed to the respondent within 2-week time to collection. Third, it was a cross-sectional study because the data were gathered all at once, and SPSS 26 was used to conduct the analysis. Fourth, the probability sampling technique was adopted to make the findings of this study generalizable, and the unit of analysis was individual. Finally, the level of researcher interference was minimal.

#### 3.3.4 Experimental Manipulations or Interventions

It is crucial to establish the survey questionnaire's validity and reliability before using it since doing so can help to ensure that the results are accurate and raise the credibility of the study findings (Saunders et al., 2000). Validity refers to the overall accuracy or truthfulness of a study. According to Sekaran (2003),

Content or face validity shows that the items that are meant to measure a notion appear to do so on the surface. The study will show if the measures or items are weighted appropriately according to the factors discovered by earlier researchers. Factor analysis helps condense many variables into a useful, understandable set of factors. (Cavana, Delahaye & Sekaran, 2001). The degree to which a thing or a group of things is consistent with what it is meant to measure is what is referred to as reliability. The degree of consistency or stability of the measuring devices over time is another definition for it. When an instrument is stable, it produces the same results when the investigation is repeated (Neuman, 2011). Cronbach's coefficient Alpha is the suggested method for determining the dependability of a test instrument. (Churchill, 1988). The Alpha values show how reliable the instruments are. A high Alpha signifies that the instruments perform well, and a low Alpha suggests the instruments perform poorly (Nunnally, 1978). In general, a good alpha coefficient is one of 0.8 or above, while alphas of at least 0.70 are regarded as acceptable (Nunnally & Bernstein, 1994). However, Hair et al (2010) recommended that modest and nonetheless acceptable and trustworthy constructs in the study would have an alpha value of 0.60 to less than 0.70.

## 4. Results and Discussion

**JMBS** 

## 4.1 Statistics and Data Analysis

**Table 2**. Mean Score for Variables

Variables	Minimum	Maximum	Mean	Standard Deviation
Politician's Performance	2.00	5.00	4.16	.778
Communication Skill	1.00	5.00	4.195	.914
Leadership Skill	2.00	5.00	4.427	.719

The variable is represented in table 2. According to the data, the greatest mean score for a politician's performance is a leadership skill, which is 4.427. This finding demonstrates that leadership skills are very important elements for all the politicians in Pekan. Furthermore, the communication skill shown in the relevant variable is around 4.195. The Kaiser-Meyer-Olkin (KMO) index coefficient was used to identify the appropriateness of the data for further study. Table 2 displays the analytical results of the KMO test. According to the SPSS results, every indicator exceeded the KMO index of sampling adequacy with a value greater than 0.6. The validity test results demonstrate that the elements of this research are legitimate and should be evaluated much further in the regression analysis.

#### 4.2 Ancillary Analyses

The descriptive analysis identifies general trends and data set configurations. It's also the term used to describe data analysis, which helps to summarize and thoroughly review data. The descriptive analysis also enables the conclusion to transcend the facts. The actual data set gathered from the 160 respondents is displayed in the table below. Online surveys sent through Google Docs were used to collect the data. The mean value of the variables was divided in this study into three groups of responses: low, moderate, and high.

## 4.3 Participant Flow

In the data analysis of the demographic section, the questionnaire covered the respondents' gender, age, highest level of education, and party they are involved in. In gender, the section includes the male and female section, and the age is around 18-35, 36-55, 56-65, 66 and above, the highest level of education includes the section of SPM, Diploma, Bachelor's Degree, Master's Degree, Doctor's Philosophy (Ph.D.), and finally, the party is including Barisan National (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH) and others.

#### 4.4 Intervention or Manipulation Fidelity

As per Sekaran and Bougie (2016), The consistency, stability, and appraisal of a measure's goodness are all indicators of how reliable it is. The degree to which a scale yields consistent results when examined repeatedly is its reliability, which is frequently evaluated using Cronbach's Alpha.

 Table 3. Reliability of Scale

Variable	Number of Items	Cronbach alpha
Politician Performance	6	.566
Communication Skill	8	.732
Leadership Skill	6	.823
Total Item	22	

According to Table 3, the highest Cronbach's Alpha of 0.823 is leadership skills, followed by communication skills as well as politician performance at 0.732 and 0.566, respectively.

# 4.5 Adverse Events

Correlation analysis provides the relationship between the dependent variable and the independent as shown below:

48 🗖 e-ISSN: 2976 – 2308

Table 4. Pearson Correlations Between Variables

	Performance	Communication Skill	Leadership Skill
Performance	1		
Communication Skill	0.725**	1	
Leadership Skill	0.602 **	0.498**	1

<sup>\*\*</sup> The 0.01 level of significance for correlation (2-tailed)

The results of SPSS are shown above, and Pearson Correlation, r, is positive for all three variables, demonstrating that all independent variables have a favorable relationship with the dependent variable. With a score of 0.725, communication skill is more influential to the performance of the politician in Pekan. With a score of 0.602, leadership skill has a modest relation with politicians' performance. The correlation coefficient is a metric that assesses how closely two variables' movements are related to one another. The correlation coefficient might have a value in the range of -1.0 to 1.0. Therefore, the numbers cannot be more than 1.0 or lower than -1.0. A perfect negative correlation is represented by a correlation of -1.0, and a perfect positive correlation is represented by a correlation coefficient is higher than zero. However, if the value is less than zero, the relationship is negative.

The ideal will appear: When it is close to 1, high degree: moderate degree if the coefficient value is between 0.50 and 1: Low degree: If the value is between 0.30 and 0.49. If the value is less than +.29 and there is no correlation: whenever the value is 0. As a result, we may say that there is a "high degree" relationship between communication skill and performance, a "high degree" relationship between leadership skill and performance, and a "moderate degree" relationship between communication skill and leadership skill.

#### 4.6 Discussion

In communication skills, Danielson and Rolandsson (2020), study personal political performance and communication in their research on politicians as entertainers. Goovaerts and Marien (2020), also study the communication and performance of the politician. They find out that uncivil communication will reduce the political trust and performance of the politician rather than civil communication. Furthermore, in leadership skills, Gains, Greasley, John, and Stoker (2009) conducted a second study on the effect of political leadership on output. They examine the level of autonomy and resources a political leader has available. This study finds that communication and leadership skills have a significant relationship with the performance of politicians in Pekan, and hypotheses one (1) and two (2) are accepted.

**Table 5.** Hypotheses Result Summary

Hypothesis	Result
H1: There is a significant relationship between politician communication skill and performance of politician in Pekan, Pahang. H2: There is a significant relationship between politician leadership skill and performance of politicians in Pekan, Pahang.	Accepted Accepted

#### 5. Conclusion

## 5.1 Recapitulations of Research Findings

The goal of this study is to comprehend the value of leadership and communication skills in the successful performance of politicians in Pekan, Pahang. The following research questions served as a general framework for evaluating the study's objectives:

- 1. Is communication skill a significant factor in politician performance in Pekan, Pahang?
- 2. Is leadership skill a significant factor in politician performance in Pekan, Pahang?
- 3. Is there a significant factor that contributes to the performance of politician Pekan, Pahang?

The quantitative technique of data collecting was used, and a standardized questionnaire that had been adopted and modified from earlier investigations was used. After evaluating its validity and reliability, a five-point Likert scale that was adapted from several sources was used. A five-point Note: The Likert scales are as follows: 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (agree) (strongly agree). A total of 200 sets of the questionnaire were distributed to the politician leader in Pekan, Pahang in several parties Barisan Nasional (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH), and Lain-Lain are some of the parties that are involved. A total of 160 questionnaires were returned, representing 80% participation. The questionnaires have been distributed by using email, WhatsApp, and Telegram application and collected within 2 weeks. After the main data collection, the researcher conducted survey response analysis, through

the independent variable, dependent variable, frequency, descriptive, validity, reliability, as well as correlation analysis in employing SPSS.

## 5.2 Discussion of Findings

The main objective of this study is to investigate the effect of communication and leadership skills on the good performance of politicians in Pekan, Pahang.

Research Objective 1: To study the significant relationship between communication skills towards the performance of politicians in Pekan, Pahang.

To determine the relationship between communication skills towards the performance of politicians in Pekan, Pahang, descriptive measures are used. In Table 4.3, in chapter 4, the mean score review showed, the mean score for communication skills is 4.195 with a standard deviation of 0.914. According to the analysis of data, it is revealed that the score average value for the mean and standard deviation for below:

- 1. the communication process thrives compared to 10 years back. Using media social as a platform for communication with politicians has a bad impact on the political environment?  $(3.74 \pm 1.304)$ .
- 2. The effectiveness of face-to-face communication is very important to the politician, making it easy to give detailed explanations and achieve their political goal.  $(4.59 \pm 0.694)$ .
- 3. In terms of the feelings, fears, and worries of the voter's problem, do you verbally express your awareness or responsiveness?  $(4.22 \pm 0.837)$ .
- 4. Do all the messages that are designed by the contesting parties when the election will influence voters in terms of trust?  $(4.04 \pm 0.924)$ .
- 5. Do you show non-verbally support and understanding to voters who convey information such as facial expressions?  $(3.83 \pm 1.100)$ .
- 6. Do you look at the voter's face or in the eyes while you talk or listen?  $(4.34 \pm 0.801)$ .
- 7. Do you farewell the voters at the end of the conversation?  $(4.11 \pm 1.079)$ .
- 8. Will a good way of communicating affect the performance of the politician? (4.68±0.576) The ideal will appear: When it is close to 1, high degree: moderate degree if the coefficient value is between 0.50 and 1: Low degree: If the value is between 0.30 and 0.49. If the value is less than +.29 and there is no correlation: whenever the value is 0. Therefore, we can conclude that there is a significant degree (0.725) correlation between strong political performance and communication skills.

Research Objective 2: To study the significant relationship between leadership skills and the performance of politicians in Pekan, Pahang.

To determine the relationship between leadership skills towards the performance of politicians in Pekan, Pahang, descriptive measures are used. In Table 4.3, in chapter 4, the mean score review showed, the mean score for leadership skill is 4.427 with a standard deviation of 0.719. According to the analysis of data, it is revealed that the score average value for the mean and standard deviation for question:

- 1. Does a leader need to have leadership characteristics and style to be an inspiration to the follower?  $(4.68 \pm 0.618)$ .
- 2. Are you willing to take responsibility when a team member fails to deliver against expectations? (4.36  $\pm 0.781$ ).
- 3. Do you like setting up goals and targets?  $(4.60 \pm 0.626)$ .
- 4. Do you feel guiding without any pressure is a trait of a good leader? (4.30±0.889).
- 5. In your opinion do you respond fairly to the issues in the team?  $(4.38 \pm 0.680)$ .
- 6. Managing people and resources is one of my strengths (4.33±0.680).
- 7. I am flexible about making changes in our organization (4.34±0.760). The ideal will come to pass: Whenever the value is close to 1, a high degree: A moderate degree is present if the coefficient value falls between 0.50 and 1. If the value is between 0.30 and 0.49, it is considered a low degree. if there is no association and the value is less than +.29: as soon as the value is zero. So, we can conclude that there is a positive relationship between leadership skills and good performance of a politician's valued 0.602 which is a 'high degree.

Research Objective 3: To study the significant factors that contribute to the performance of politicians in Pekan, Pahang.

To determine the significant factor that contributes to the performance of politicians in Pekan, Pahang, descriptive measures are used. In Table 4.3, in chapter 4, the mean score review showed, the mean score for

50 □ e-ISSN: 2976 – 2308

leadership skills is 4.16 with a standard deviation of 0.778. According to the analysis of data, it is revealed that the score average value for the mean and standard deviation for question:

- 1. I kept in mind the result that I had to achieve in my work given by my leader. (4.67±0.535)
- 2. Collaboration with others was very productive. (4.69±0.538)
- 3. I worked at keeping my job skills up to date.  $(4.64 \pm 0.608)$
- 4. I actively looked for ways to improve my performance at work, especially in communication and leadership skills.  $(4.56 \pm 0.671)$
- 5. I spoke with people from outside the organization about the negative aspects of my organization. (2.24 ±1.540)

The question of performance shows that the achievement of work and collaboration with others is very effective, keeping jobs up to date, and improving performance through communication and leadership is the main factor that contributes to the performance of the politician in Pekan, Pahang.

## 5.3 Research Implications

### 5.3.1 Implication in policy

The result of this study makes numerous realistic contributions to the effective performance of politicians. This study is particular for politician leaders in Pekan, Pahang. As we know the selection of a political leader through communication and leadership skills is also beneficial to other countries. The finding indicates that to be a good politician one needs to get well communication and leadership skills. The research is including several political parties such as Barisan Nasional (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH), and Lain-Lain are some of the parties that are involved. Even though they are from several political parties, the result shows that they agreed that communication and leadership skills affect their performance in politics.

#### 5.3.2 Implication in theory

Overall, this study found empirical support for the theoretical links suggested in the research framework. The proposed framework is underpinned which explains how a political organization achieves and maintains the politician's performance. Combining communication and leadership skills may enhance a politician's effectiveness which may be the key to gaining a competitive advantage.

## 5.3.3 Implication in methodological

The study makes a methodological contribution by empirically demonstrating the validity and reliability of the modified scales in the context of successful political performance in Pekan, Pahang. The methodology that we are using is a questionnaire to the politician's leader in Pekan. The finding is based on the data analysis that found a positive relationship between communication and leadership skills toward performance in Pekan, Pahang.

## 5.4 Limitation of Study

The current sample of the study's questionnaire was made up of Malaysian politicians, with a specific focus on the political leaders in Pekan, Pahang. As a result, the findings of this study may not be applied to all Malaysian politicians' performances. The validity of the outcome might only apply to Malaysian politicians.

The outcome might apply to other developing nations like Malaysia, but it might not apply to other regions of the world. The behavior of politicians in other countries may be different from Malaysia's countries. In addition, the study only limited to the several parties in Malaysia such as Barisan Nasional (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH), and Lain-Lain are some of the parties that are involved. The study is not included the other parties that has been created after the 14th general election such as Party Pribumi Bersatu Malaysia (PPBM), Muafakat Nasional (MN), Perikatan Nasional (PN), and other mixed governments due to the volatility of the political environment. Some of the leaders in politics already withdrew from the party they had previously contested such as from Barisan Nasional (BN) to Party Pribumi Bersatu Malaysia (PPBM).

Next, there is too little research about the communication skill towards the good politician performance and leadership skills of good politician performance. This limitation of the study makes it harder to us to compare the introduction, theory, framework, relationship between communication (IV) and politician performance (DV), the relationship between leadership (IV) and politician performance (DV), literature review, the methodology, sample questionnaire, research design, sampling, pilot test, data analysis, result and discussion, and finally discussion and conclusion that has been studied before. Then, the limitation of this study is the difficulty to get feedback from political parties in Pekan, Pahang. For them, the questionnaire that has been

given to them has the political strategic purpose only of collecting the data for certain parties. They are more aware of whether they want to answer the questionnaire or not due to the volatility of politics nowadays.

## 5.5 Recommendations for Future Research

Future studies can be done in several areas to improve the performance of politicians through effective communication and leadership. First off, the study exclusively concentrates on the Pekan, Pahang, and politicians. Future research should consider a broader, more varied sample that is collected from other states or international locations. This is because a sample with a wide range of demographic characteristics is crucial for ensuring accurate generalizability and may produce more reliable results. The demographics must be expanded to include factors like country of origin, religion, political organization experience, and others.

Others need to further explore the other independent variables to determine the performance of politicians such as political orientation, political culture, job satisfaction, politician marketing, politician ethics, and others. These several independent variables will help to further study the performance of the Politician itself whether there is a significant relationship or not. In addition, in the future, the study needs to include the several political parties involved in Malaysia more than the current study. The parties need to be included such as Barisan National (BN), Parti Islam Se-Malaysia (PAS), Pakatan Harapan (PH), Party Pribumi Bersatu Malaysia (PPBM), Muafakat Nasional (MN), Perikatan Nasional (PN), Gabungan Party Sarawak (GPS), Parti Warisan (WARISAN), Parti Pejuang Tanah Air (PEJUANG), Party Sarawak Bersatu (PSB), Parti Bangsa Malaysia (PBM), Parti Bersatu Sabah (PBS), Malaysia United Democratic Alliance (MUDA) and others mixed government. If we involve several parties in Malaysia, we can compare the level of thinking, differences in opinion, and others for all parties involved.

#### Acknowledgments

All gratitude is due to Allah SWT for allowing me to finish my project and thesis on time. The Almighty deserves all respect and thanks for His guidance. Second, I want to express my gratitude to the School of Management for its efforts to better prepare students for their futures in research. Then, I'd like to express my gratitude to everyone who was part of this study and made it possible for me to complete my thesis.

#### References

- Adam, S. & Erik, A. (2017). The Development of Political Interest Among Adolescents: A Communication Mediation Approach Using Five Waves of Panel Data, pp. 1-23.
- Ahmad, Z. & Bhat, S. & Bhat, J. & Hussanie, I. (2017). Understanding Leadership Theories-A Review for Researchers. Asian Journal of Research in Social Sciences and Humanities, 7, 249-264. 10.5958/2249-7315.2017.00313.6
- Akinyi, O. J. & Muia, D. M. (2020). Influence of political leadership on economic empowerment in Siaya County, Kenya. International Academic Journal of Law and Society, 1(3), 28-45.
- Alexander, P. & Carlos, V. (2018). Political opposition, legislative oversight, and politician performance: Evidence from Brazil, pp. 1-68.
- Alias, N. & Ismail, A. (2017). The construct of policy leadership: a conceptual framework. *International* Journal of Academic Research in Business and Social Sciences, 624-634.
- Andreas, S. (2021). Digital heuristics: How parties strategize political communication in hybrid media environments, 1-18.
- Bastian, A., Sá, E. S., & Silva, J. (2019). Exploring sources of voter-based political human brand equity. Journal of Brand Management 27, 1-14.
- Bennett, W. L & Pfetsch, B. (2018). Rethinking Political Communication in a Time of Disrupted Public Spheres. Journal of Communication, 68(2), 243-253.
- Benson, J. (2019). Knowledge and Communication in Democratic Politics: Markets, Forums and Systems. Political Studies, 67(2), 422–439. https://doi.org/10.1177/0032321718772711
- Betteke van Ruler (2018). Communication theory: an underrated pillar on which strategic communication rests. International Journal of Strategic Communication 12(4), 367–381.
- Bidwell, K., Casey, K. & Glennerster, R. (2019). Debates: voting and expenditure responses to political communication. Graduate School of Stanford Business, (3066), 1-77.
- Binder, W. (2017). The drama of politics: Jeffrey Alexander's liberal sociology of political performances. Thesis Eleven, 142(1), 112–129. https://doi.org/10.1177/0725513617727904.

Bourne, Mike & Melnyk, Steven & Bititci, Umit. (2018). Performance measurement and management: theory and practice. *International Journal of Operations & Production Management*, 38, 2010-2021, 10.1108/IJOPM-11-2018-784.

- Brinkmann, M. (2019). The Concept of Political Competence. A Journal of Politics and Society 30(3-4), 163-193.
- Cherry, K. (2022, May 23). The Major Leadership Theories. https://www.verywellmind.com/leadership-theories 2795323
- Clarke, Martin. (2011). Organizational democracy, ethics, and leadership: the mediating role of organizational politics. *Leadership*, 7, 415-433. https://doi.org/10.1177/1742715011416886.
- Craig, G. (2021). Kindness and Control: The political leadership of Jacinda Ardern in the Aotearoa New Zealand COVID-19 media conferences. *Journal Media*, 2021(2), pp. 288–304.
- DAdinugroho, I., & Anky, H. P. (2020). Politician as the leader in indonesia's student regiment and its psychological impacts. *Jurnal Studi Pemerintahan*, 11(3), 355–368
- Dal Bo, E., Finan, F., Folke, O., Persson, T. & Rickne, J. (2017). Who becomes a politician? *The Quarterly Journal of Economics*, 132(4), 1877–1914
- Danielson, M. & Rolandsson, T. (2020). Politicians as entertainers a political performance of the personal. *Journal of Media & Cultural Studies*, 1-17.
- de Vries, D. (2020). A classical grounded theory study of how heads of state in Africa Lead: New Theory of Political Leadership.
- Edith, B. (2021), Performance-based assessment of students' communication skills. *International Journal of Chinese Education*, 1-12.
- Fernandez, S. (2005). Developing and Testing an Integrative Framework of Public Sector Leadership: Evidence from the Public Education Arena. *Journal of Public Administration Research and Theory*, 15(2), 198-217.
- Golden, M., Gulzar, S. & Sonnet, L. (2020). 'Press 1 for Roads': Constituency Service with New Communication Technology, 1-63.
- González-Cabrera, M., Ortega-Martínez, A. R., Martínez-Galiano, J. M., Hernández-Martínez, A., Parra-Anguita, L., & Frías-Osuna, A. (2020). Design and validation of a questionnaire on communicating bad news in nursing: a pilot study. *International Journal of Environmental Research and Public Health*, 17(2), 457. https://doi.org/10.3390/ijerph17020457
- Goovaerts, I. & Marien, S. (2020). Uncivil communication and simplistic argumentation: decreasing political trust, increasing persuasive power. *Political Communication*, 37(6), 1-22.
- Hair, J. F., Black, W. C., Anderson, R. E., and Tatham, R. L. (2003). *Multivariate Data Analysis* (5<sup>th</sup> ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Helms, L. (2020). Leadership succession in politics: the democracy/autocracy divide revisited. *The British Journal of Politics and International Relations*, 1-19.
- Hoffjann, O. (2020). The politician as a player: political strategic communication as a play. *Journal of Communication Inquiry* 45(3), 1-23.
- Hu, H. W., & Xu, D. (2022). Manager or politician? effects of CEO pay on the performance of state-controlled Chinese listed firms. *Journal of Management*, 48(5), 1160–1187. https://doi.org/10.1177/01492063211015301
- Kamikubo, M. (2019). Age of eligibility to run for election in Japan: a barrier to political careers? *Journal of Contemporary East Asia Studies*, 8(1), 14-29.
- Khan, A. Z. & Nawaz, A. & Khan, I. (2016). leadership theories and styles: a literature review. *Journal of Resources Development and Management*. 16, 1-8.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Van Buuren, S., Van Der Beek, A. J., & De Vet, H. C. W. (2014). Improving the individual work performance questionnaire using Rasch analysis. *Journal of Applied Measurement*, 160-175.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. https://doi.org/10.1177/001316447003000308.

- Kumar, R. (2017). Padayatras and the changing nature of political communication in India. *Studies in Indian Politics*, 5(1), 32–41. https://doi.org/10.1177/2321023017698258.
- Leidecker-Sandmann, M., & Eugster, B. (2022). communicating political positions on European issues: a comparison of parties and newspapers in seven countries. *Political Studies Review*, 20(1), 62–82. https://doi.org/10.1177/1478929920952001
- Marcy, Richard. (2019). Leadership of socio-political vanguards: a review and future directions. *The Leadership Quarterly, 31*, 101372. 10.1016/j.leaqua.2019.101372.
- Mohamed, N. M., Yusoff, K. Z. & Omar, R. (2018). Tun Dr. Mahathir Mohamad'searly efforts to demolish Dato' Sri Mohd Najib Razak as a prime minister. *Journal of Advance Research in Social Science & Humanities*, 1-13.
- Nitsch, J.R., & Hackfort, D. (2016). Theoretical Framework of Performance Psychology: An Action Theory Perspective.
- Octavian, M. D. & Wuryanta, A. E. (2020). Strategic political communication of young business actors be successful politicians. *International Journal of Innovative Science and Research Technology* 5(7), 837-844.
- Pallant, J. (2011). SPSS Survival Manual: A Step-By-Step Guide to Data Analysis Using the SPSS Program. (4th Edition). Allen & Unwin.
- Raelin, J. A. (2017). Leadership-as-practice: theory and application—an editor's reflection. *Leadership*, 13(2), 215–221. https://doi.org/10.1177/1742715017702273
- Ramadhani, E. (2020). Perception of survival and overconfidence: the case of Najib Razak (2009–2018). *Asian Journal of Comparative Politics* 7(2), pp. 1-18.
- Reunanen, E & Kunelius, R. (2019). The Transformation of Communicative Power into Political Power. 1-20.
- Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of servant leadership on performance: the mediating role of affective and cognitive trust. *SAGE Open*, 10(1). https://doi.org/10.1177/2158244019900562
- Salihu, M. J. (2019). A Conceptual analysis of the leadership theories and proposed leadership framework in higher education. *Asian Journal of Education and Social Studies* 5(4), pp. 1-6.
- Sekaran, U., and Bougie, R. J. (2016). Research Methods for Business: A Skill Building Approach (Seventh ed.). John Wiley & Sons.
- Swanson, E., Kimb, S., Lee, S. M., Yang, J. J. & Leed, Y. K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management* 42, 88-96.
- Tabachnick, B. G., and Fidell, L. S. (2007). Using Multivariate Statistics: International Edition. Pearson.
- Tappe Ortiz, J. (2021). Political leadership for peace processes: Juan Manuel Santos Between hawk and dove. *Leadership*, 17(1), 99–117. https://doi.org/10.1177/1742715020951229
- Ushchyna, Valentyna. (2017). Manipulative use of risk as a stance in political communication. *Discourse & Society*. 29. 095792651773442. 10.1177/0957926517734424.
- Vaczi, M. and Watson, C.J. (2021), Corporeal performance in contemporary ethnonationalist movements: the changing body politic of Basque and Catalan secessionism. *Soc Anthropol*, *29*, 602-618. https://doi.org/10.1111/1469-8676.13010
- van Middelaar, L. (2020). Right from the heart: the modern politician and rhetorical authenticity. *Journal of Modern European History*, 269-274
- Van Remoortere, A., Walgrave, S. & Vliegenthart, R. (2021). Mass media occurrence as a political career maker. *The International Journal of Press/Politics*, 1-18.
- Williams, E. A., Pillai, R., McCombs, K., Lowe, K. B., & Deptula, B. J. (2020). Adaptive and maladaptive narcissism, charisma, and leadership performance: A study of perceptions about the presidential leadership of Donald Trump. Leadership, 16(6), 661–682. https://doi.org/10.1177/1742715020902906
- Zachara, M. (2020). The Millennial generation in the context of political power: A leadership gap? *Leadership*, 16(2), 241–258. https://doi.org/10.1177/1742715019885704.

54 □ e-ISSN: 2976 – 2308

#### The Authors:

Sida Tantiana Haji Sariat (https://orcid.org/0000-0002-9468-2713), Managing Director, Al Fadly Global, Malaysia. Her research interest includes Business and Management. E-mail: sidatantiana@yahoo.com.sg

**Dr. Razali Bin A. Shahul Hameed**, Senior Lecturer at Faculty of Management, University College of Yayasan Pahang, Malaysia. His research interest includes Organizational Management and Entrepreneurship. E-mail: razali@yahoo.com.

Mohd Pirdaus Mat Husin (https://orcid.org/0000-0003-3805-5835), Lecturer at Communication and New Media, Faculty of Creative Art, University College of Yayasan Pahang, Malaysia. His research interest includes Communication, Visual Communication, Photography, Photo Documentary, New Media, Media Studies, Media Literacy, and Narrative Studies Literature. E-mail: pirdaus@ucyp.edu.my.

Yuzieta Mohd Yusop (https://orcid.org/0000-0003-2714-113X), Lecturer at Faculty of Management, University College of Yayasan Pahang, Malaysia. Her research interest includes Finance, Investment, Business and Management. E-mail: yuzieta@ucyp.edu.my.