

# Transformational Leadership and Political Organisation Performance in Pahang: A Conceptual Exploration

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## ABSTRACT

The study is about the transformational leadership relate the implication to the organisation's performance. Transformational leadership is a leadership approach that involves leaders that inspire and motivate their people through the establishment of an inspiring mission, promotion of innovation, and facilitation of individual growth and development. In addition, the transformational leadership may help the organisation to achieve the goal, focus on good behaviour and attitude to improve the organisation's performance. This study review and discuss about the transformational leadership and political organisation performance. This paper aims to explore the impact of transformational leadership on the performance of political organisations in Pahang. To further the objective, this study includes the intensive reading of the relevant study especially the literature review. This will be achieved through a thorough review of relevant literature and an in-depth review of empirical evidence. In doing so, the underlying processes by which transformational leadership influences political organisations performance in Pahang can be discovered. Moreover, based on the result as previous study show that the independent variable of transformational leadership has the significant relationship between the dependent variable is organisation's performance.

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## 1. Introduction

Leader is the important person that foster for creating the good organisation environment. Every leader has a different talent innate on how they manage their team. The competency of the talent may improve the performance of the organisation. To research the leadership style, they describe how the leader transforms their skill and transactional leadership. Transformational leadership is known as the changing such as attitude, the way of thinking and culture to make sure of the organisational goal may achieve. Anis Eliyana, Syamsul Ma'arif, and Muzakki, (2019). The transformational leadership is the important element to change the goal of the organisation and make it better in future. To motivate the followers to avoid the self-interest to the beneficial to the organisation goals. The transformational leader must react dexterous by educated their followers to create the vision and how to achieve them. In addition, to be a good transformational leadership, the leaders need to through several training and development to understand the transformation and change the goal of the political organisation (Robyn Brouer, Chia-Yen and Chiu Lei Wang, 2016).

Organisational performance is the most important topic to be discussed to evaluate the organisation such as actions and environments. The performance measure by the achievement by the organisation by achieving the objective and goal. Moreover, the decision making with strategic by the leaders will gain the better fit to the organisation. Furthermore, performance to be said as the management process and it's a critical concept in the strategics (Hamzeh M. Alhawamdeh and Mohammad A. K. Alsmairat, 2019). Performance is the important aspect to all the organisation to achieve the goals and objective. The goal may achieve by the people's effort with the certain abilities. The quality and quantity of someone's achievement must be suitable with the

responsibility given then we call that as a performance. The attitude of subordinate, follower or leaders may relate to the pattern of outcome to the organisation. The leader need to taking care of their subordinate or follower to make sure that the workplace in the good condition and positive. The goal of the organisation must involve the contextual, duty, adaptive, and counterproductive to gain the positive environment (Idris, Suyuti, Supriyanto, and Nanang AS, 2022).

The problem of the politician as a leader has the different ideology with their bureaucrats. Most bureaucrats serve in civil service positions protect by the political interference that may conflict with those presidents. An ideology and performance in public organisations study whether the politicians or bureaucrats more affects the performance. They found that the political environment is not in the same direction with the civil service in the government sector especially in term of ideology. Moreover, the different ideology may affect performance of the organisation such as information leakage and morale effect that reduce the motivation. In addition, these issues may happen when there is the political turnover especially after the general election. When the subordinate in the civil service no longer agrees with the new management or politician tend to disobey the instructions and effect the performance. As an example, when Trump's making the decision to cancel the environmental regulations it was against by the Environmental Protection Agency (EPA) that leaking confidential information to the press and leave agency. The other example is Centres for Disease Control and Prevention (CDC) was totally not agreed with Trump's decision during the COVID-19 pandemic (Jorg L. Spenkuch, Edoardo Teso, and Guo Xu, 2023).

Moreover, the process of party system erosion seen to be the implications for the democracy's political parties. The performance of the subnational officials will affect the performance of the political organisation performance. The "collective good" in subnational officials will provide the benefits in future elections. If the good implication may cause the positive performance waves for the political organisation. However, if the negative impact of the subnational official's performance might be the problem for the future elections. They are choosing the oppositions parties to be their subnational officials. The oppositions are using the opportunities to drop the opponent to make sure they will win in the next election. (Christopher L. Carter, 2018). performance of political organisation will also determine the performance of a politician whether good or not. in this writing they establish that consistent and relevant ideas in the form of party strategy have an impact on the party's performance (Vincenzo Emanuele, Nicola Maggini and Aldo Paparo).

In the other hand, the problem of the political organisation is they always increase the emotions by using they unexpected word especially to the opponent. This issue may show that the bad ethical practices between the political parties. Some of them are not present their organisation by facts but come out with the fake news, fake issues, and others. Political issues are all about the power, control, and conflict. The manipulation will make the right become wrong, or wrong become right. (Abdul Rashid Moten, 2020). That being the case, there are a few political parties that do not focus on dealing with local issues but rather on internal party issues which give a bad impact to a politician himself who involves ethics in the party system itself (Vincenzo Emanuele, Nicola Maggini and Aldo Paparo, 2019).

The general objective of this study is to examine the important of the transformational leadership toward political organisation performance of politician in Pahang. The specific objectives are as follows: To investigate the relationship between transformational leadership and political organisation performance, to examine the role of ethical practices within political organisations and to analyse the moderating role of ethical practices on the relationship between transformational leadership and political organisation performance. In addition, the study is theoretical significance in context of Malaysia political industry, especially in Pahang State. The political issues also happen in the other countries in the world not only in Malaysia. The theory contribution for this study is to be supporting previous theories. Critical issues which bother on relationship of transformational leadership and the political organisation performance Pahang has been studied. The research question is included: How transformational leadership skill have a significant factor towards political organisation performance in Pahang? How ethical practices factor influence the political organisations? How moderating role of ethical practices influence the transformational leadership and political organisation performance?

There are two hypotheses in this study:

H1: There is significant relationship between transformational leadership skill towards political organisation performance in Pahang.

H2: There is significant relationship between ethical practices towards political organisation in Pahang.

## **2. Literature Review**

### *2.1 Political Organisation Performance*

This chapter reviews the extant literature on performance of political organisation as a dependent variable

(DV), and transformational leadership skill as an independent variable (IV). All the organisations need to measure the performance to provide the marks of measure the ability of the people in organisation. Based on Dr Werner Binder (2017), stated that the concept of social performance is an innovation of cultural sociology. The performance must have the 'cultural text' that divide by collective representations which is performing as actor (politician's person) and background representation which is performing as audience to evaluate (community or voters). The performance also calls as the 'The Cultural Pragmatics of Symbolic Action' which is the symbolic of action for politician also measure the concepts of performance. The performance not only measure by the power of the speech, however, also contribute to the non-verbal language as a meaning system (language). In additional, even though the concept of performance is including power of verbal and non-verbal language, the performance also emphasizes the 'sincerity' of politician. Furthermore, Vaczi and Watson (2021) emphasized the significance of performance, referring to it as "an organ of performance" and citing the dissection of the hand as an example from mediaeval medicine. The hand is regarded as a cultural constructor and civilizing force. According to their interpretation of the classic notion, the relationship between social stratification and the right and left hands created a profoundly dualistic moral cosmos. The "hand" refers metaphorically to the ability, power, dexterity, and control. The sense of relationships that words convey between persons and objects is the symbolic meaning of the hand.

Furthermore, it is possible to study performance at the individual, team, and organisational levels. One frequent way to measure an individual's performance is through task performance behaviour. Thus, the performance normally measures by organisational level, but the direct impact at the individual level that making the decision. In the political view, the performance can be defined when leader is primary focusing on how to serve their follower. The leadership performance will increase or decrease depend on the loyalty of their follower (Saleem, Zhang, Gopinath, and Adeel, 2020). Then, the based-on Matthias Brinkmann (2019), the political performance competence divides by rational competence and legal competence. Firstly, the rational competence is general ability to match means till ends. However, the legal competence is the ability recognized by the legal contracts. Thus, the competent performance is transparent, the experience performers can explain, to a degree, and why and how of their performance. They also argue that the performance without understanding is blind and not competence.

The political performance is based on the job creation that reflect to the primary objective of the controlling by owner of state or followers. When the performance cannot meet the goals, the politician needs to set off their position. In the other word, when the follower is not satisfying with the political performance that will affect their position in politic. Thus, the especially when the country implementing the democracy system, so the followers or voters have their right to choose the leader based on previous performance perform (Helen Wei Hu and Dean Xu, 2021). According to Bourne, Melnyk, and Bititci (2018), performance evaluation is crucial and inextricably linked to the organisation's overall goal. The performance is to make sure they still focusing on the achievement of the organisation. In the other hand, they argue that the performance measurement in academic aspect by using the Performance Measurement and Management system (PMMS). In this system, they include the top-down process of strategy direction of the organisation, the dynamics of people or team and interaction between people. The performance measurement theory already develops nowadays, that enable the organisation to suite with emerging contexts with previous.

### *2.2 Political Leadership Skills*

The political leadership linked to represent a policy of recognition, reconciliation, negotiate, and maintain their political base. The development of a political leader is for the leadership in peace initiatives. The dependent variable is the negotiations to determine whether its success or failure. In addition, the successful politician leadership skill needs to pass a peace process being such as facing a traitor. The politician leadership skill also depends on the personal attributes and life experience related to the politic environment. Then, as a political leader, they need the disciplinary, adapt with the different culture and psychologists' method to be a good politician (Juliana Tappe Ortiz, 2021). The leadership skill is very important to development of political regimes. The political leadership is very synonym with 'strong leader' that have their own followers. For the country that implementing the democratic system, can be valuable by the followers or voters. In the other hand, if the politician can keep the sustainable consider as they have a good political leadership skill. However, there is different with the country that implementing the nondemocratic system is more on the dictator system (Ludger Helms, 2020).

The investigation about the leadership has been done by several researchers whether there are similarities or conflicting judgement respectively in their study. Leadership is the power that can be exemplary or not by their follower. In addition, the ethical between leaders and followers is based on how conceptualized their leadership. Moreover, the leadership have the several topics to be discussed due short of effective leadership development. Similarly, the blaming culture always happens when the goal of the organisation is not achieved

especially to the leaders and these ills spread in the society. The good leadership always been glorified and become an idol, but the ordinary person also can be the good quality in leadership skill to achieve the goal. To transform the ordinary leader to transformational they need to become more innovative the good relationship with their follower, and more focusing on the shared vision. The term of leadership is focusing on the goals, instruction, and environment of the organisations. However, the transformational leaders are focusing on restructure, change and improving the current method of thinking. (Jan Stewart, 2006). Kendra Cherry (2019) asserts that transformational leadership holds that leadership skills are innate in people. Their explanation covers the how and why of being a leader. These views frequently concentrate on those who are naturally born leaders, although circumstances and experience also play a significant part in becoming a leader. Furthermore, the leadership theory emphasises the characteristics that distinguish leaders from followers, such as skill level and situational factors.

### *2.3 The Relationship Between Transformational Leadership and Political Organisation Performance*

The Independent variable (IV) in this study is transformational leadership skill and the dependent variable (DV) is performance of political organisation. Geoffrey Craig (2021), they study the politician leadership skill during the Covid-19 will affect the performance of the politician. The author interesting to examine the character of politician and their performance during the Pandemic Covid-19. The performance of political not only expression but the construction of identity. In this situation they will understand the value and perspectives of political leader on how the solve the pandemic Covid-19 issue. The successful of politician leadership skill also depend on the different types of media to determine the performance. The politician needs to change the leadership skill to the form of media social as well as the ‘representational’ forms of legacy media. The politician needs to react to the pandemic Covid-19 issues, such as they must try to solve chaos issues such as built the vaccine to increase the immunity of people. Therefore, the following hypothesis is posited: H1: There is significant relationship between transformational leadership skill and the performance of the political organisation

Williams, Pillai, McCombs, and Lowe (2020), they study about the relationship between the leadership and performance in several leadership characteristic. They examine the leader adaptive and maladaptive narcissism that can rating the charisma in leadership performance. The example provided is Donald trump and effects on attributed charisma and perceptions of his leadership performance. The charismatic leadership is to emphasis on the effective leader on motivate followers and inspire and achieve the high levels of performance. Thus, the Narcissistic leaders also have their own leadership skill such as Donald Trump. The narcissistic seen as being more charismatic skill. As we know that the “narcissism” describes as the self-importance personally and can influence the performance. However, there also have the positive aspects which is more “productive narcissists.” phenomenon.

### *2.3 Research Framework*

Min-Ling Liu and Chieh-Peng Lin, Sheng-Wuu Joe, and Kuang-Jung Chen (2018), argue about the leadership and the ethics id the important role to increase the team performance. To promote an ethical workplace through two-way communication, reinforcement, and decision-making, a leader must exercise ethical leadership. Teams have been thought to benefit from ethical leadership because of its effects on the overall performance and behaviour of the team. Few studies have looked at how ethical leadership affects knowledge sharing and team performance because there is so much attention on how ethical leadership affects organisational level outcomes like psychological empowerment and authenticity. These political consequences are tempered by the intricacy of the profession, resulting in three-way exchanges. According to the developed theory of leadership, performance is enhanced by leadership and the processing of various demands necessary to achieve ambidexterity. Their empirical research shows that performance is significantly influenced by the pursuit of an exploratory and exploitative perspective.

The learning from leadership stories: How reading about individualized and socialized politicians affects performance on an ethical decision-making simulation is the topic of discussion in this article. They are looking into how leadership affects the performance of ethical decision-making that follows. They mention that the charismatic politicians shown their ethics issue that can affect the performance of political organisation. The findings showed that reading fictional works with individualized characters interfered with subsequent ethical judgements. They discovered that some evidence for the strength of these effects can be found in the fact that political stories were found to affect ethical problem-solving performance in leadership issues. Configurational processing may be required to understand leadership stories, which rely on heuristic evaluations of complex webs of social interactions, influence behaviours, and motivations for influence. Consequently, by using true stories about real politicians that retain context characteristics, more conclusive findings concerning the consequences of processing leadership stories can be reached (Mumford, Watts, Nessb, and Steelec, 2017).

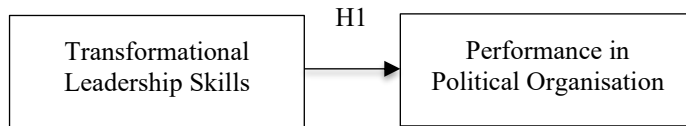


Figure 1. Research Framework

### 3. Previous Study

To improve leaders' performance and accomplish organisational objectives, transformational leadership is created as a strategic plan. The prior studies that were consulted for the conceptual analysis are compiled in Figure 1. Measuring research variables is the process of operationalizing variables (Sekaran and Bougie, 2013). Research variables are reduced to constructs that may be quantified and observed through the process of operationalization (Sekaran and Bougie, 2013). The factors looked at in this study are operationalized in this section. After that, tabular summaries of the operationalization of the variables this study looked at are shown. Sergio Fernandez (2005), study about the leadership and performance, 'S' represents a leadership style that gives greater discretion, and the significant amount of leadership style focusing on delegation and discretion. In the other hand 'O' represent the performance, as show the framework they study about the relationship between leadership style and performance and have found a positive correlation between these two factors. Below figure 2 show the framework.

$$O = M_1 + M_2 + P_1 + P_2 + T + (E)(T) + (S)(T) + C + R_1 + R_2 + R_3 + R_4 + R_5$$

They also represent they hypothesis of the research as below.

H5 A leadership style that gives greater discretion to subordinates will have a greater positive influence on performance when task difficulty is high than when task difficulty is low.

This author is study about the relationship of leadership skill and the performance of political organisation which is describe the several problems of leaders in politic such as narcissistic leadership and investigate how to keep their follower remain loyal to their leaders. Others, the leaders need to explore their followers' ethical dilemmas, empathic social awareness, and low appreciation to their followers will affect the position in politics (Sida Tantiana Sariat, Razali A. Shahul Hameed, Mohd Pirdaus Mat Husain, and Yuzieta Mohd Yusop, 2022). In addition, in this study will support our hypothesis 1 which is their hypothesis as below.

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

#### 3.1 Experimental Manipulations or Interventions

Prior to implementation, the survey questionnaire's validity and reliability must be established. This enhances the study findings' credibility and helps ascertain the accuracy of the results (Saunders et al., 2000). Validity refers to the overall accuracy or truthfulness of a study. According to Sekaran (2003) content or face validity indicates that the items that are intended to measure a concept, do on the face of it look they measure the concept. If the measures or items are loaded on the relevant factors that prior researchers have established, the study will ascertain this. A useful, comprehensible, and controllable set of components can be obtained using factor analysis (Cavana, Delahaye and Sekaran, 2001).

The degree to which an object or collection of items is consistent with the thing it is meant to measure is known as reliability. It can also refer to the degree of stability or consistency that the measurement tools maintain throughout time. When a study is repeated at different dates, the instrument is said to be stable if it produces the same result (Neuman, 2011). The Cronbach's coefficient Alpha is the suggested method for determining the dependability of the test instrument (Churchill, 1988). The instruments' dependability is indicated by the Alpha values. According to Nunnally (1978), instruments with a high Alpha correlate well with genuine scores, while those with a low Alpha perform badly. According to Nunnally and Bernstein (1994), an alpha value of 0.8 or above is generally regarded as good, and an alpha of at least 0.70 is considered adequate. But according to Hair et al. (2010), a modest alpha value of 0.60 to less than 0.70 is still appropriate and dependable for the study's constructs.

## 5. Discussion and Conclusion

Traditional leadership philosophies already fluctuate from time to time. A novel approach to enhancing creativity and inspiring followers to meet organisational performance goals are transformational leadership. In addition, if the political organisation never implemented the new transformational leadership may tend to get negative impact to the organisational such as lose of the voters or followers in the future. Thus, as a leader, they must look into the future and change the way of thinking to be better leader. Furthermore, in leadership skill, Gains, Greasley, John, and Stoker (2009) did another study about the impact of political leadership on performance.

### 5.1 Political Recapitulations of Research Findings

The purpose of this study is to understand the importance of transformational leadership towards the political organisation performance. In general, the objectives of this study were evaluated by the following research questions:

1. To investigate the relationship between transformational leadership and political organisation performance.

### 5.2 Research Implications

#### 5.2.1 Implication in Policy

The result of this study makes numerous realistic contributions to the effective performance of political organisation performance. As we know the selected of transformational leadership is benefited to the other countries. The finding indicates that to be a good politician need to get well in leadership skill, in how the way of thinking may change to be the transformational leadership. In addition, if the leader is only having the leadership skill without any new way of plan and thinking also may affect the bad of outcome and the political organisation performance.

#### 5.2.2 Implication in Theory

Overall, this study found empirical support for the theoretical links suggested in the research framework. The explanation of how a political organisation attains and sustains the politician's performance forms the basis of the suggested framework. Politicians may operate more effectively under transformative leadership, which could be crucial for gaining a competitive edge.

#### 5.2.3 Limitation of Study

Next, there are too little research about transformational leadership towards the political organisation performance. This limitation of study makes harder to us to compare the introduction, theory, framework, relationship, literature review. There are several research about the transformational leadership and the organisation performance, but they are too little research about the political organisation performance in specifically.

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