

The Role of Leadership Management on the Performance of Employees: A Literature Review

Abdoul Rahman Al Jounaidi ¹, Humam Mohamed²
^{1,2}Al- Madinah International University, Shah Alam Selangor
¹abdulrahman.ramez@mediu.edu.my
²humam.mohamed@mediu.edu.my

Abstract

The purpose of this paper is to examine recent literature for a review of the concepts of Leadership Management on the Performance and to develop a conceptual framework for application in academic contexts globally. Design/methodology/approach – An investigation of literature exploring the multifaceted meanings and dimensions of concepts of Leadership Management on the Performance and subsequent development for researcher of a framework for analysis. To exemplify the use of the framework in analyzing Leadership Management on the Performance, and to demonstrate the impact of Leadership Management on the Performance, the paper explores the situation and educational contexts with and application and experience in many countries in general, Findings – Contextual factors have a substantial impact on the nature of Leadership Management on the Performance. The collaboration framework developed is applied to academic settings in many countries in general, and dimensions of collaboration are compared and contrasted could be applied in many countries in general. Insights and implications are drawn concerning the distinctive features of effective Leadership Management on the Performance as well as the achievements and challenges of such Leadership Management on the Performance partnerships. Research limitations/implications – This literature-based article reports on the first part of a larger research project. Further development and application of the conceptual framework in studying the Leadership Management on the Performance empirically are deemed important. Originality/value – This paper provides insights into the current condition and challenges in developing Leadership Management on the Performance between academics. The proposed framework is beneficial to academics, managers and universities interested in addressing the issues of this partnership in various academic contexts. Paper type: Literature review.

Keywords: leadership, management, performance, Employees

1. Introduction

For a long time, leadership science and management science were separate disciplines. In fact, leadership and management are inseparable and have dynamic complementary functions to each other. From a logical point of view, both the concepts of leadership and management are within the framework of organizational management. From a practical point of view, a good combination of them can play a positive role in leadership and management. So, leadership and management are two basic functions of organizational management, and leaders and managers are organizational managers. Leadership and management cannot be separated in theory and practice. Leadership science and management science should be organically integrated to form one leadership management science. (Vom, 2014)

An leadership management action mostly implies the exercises in which leading administrators choose the charge, basic leadership, control and coordination of an association's destinations. At the macrocosmic level, these

sorts of administration exercises are for the most part connected to the general work and vital bearing of advancement of a country, a locale or an association. On a microcosmic level, it is generally related to the overall work and strategic direction of the development of a business system. Specifically, a leadership management activity is a system process in which the leading managers and those being led adapt and transform an environment or take action on an object to achieve their common goals and purposes. It is also the manifestation of the force of the leading managers' power, authority, responsibilities and interests. Leadership management activities proceed following their own laws of motion such as the law of the relationship between leading managers and those being led. The law of a leadership management system, organizational structure and the setting up of an organization and the start of the implementation of leadership management activities; the law of self-cultivation and change in style of the leading managers; the law of the decision-making processes of leadership management; the law of leadership management communication; and the law for developing leadership management capacity as well as the scientific methods of

leadership management are part and parcel of management functions and behavior (Grady, 2016)

The study of leadership management science includes the general and specific laws of consumption-creation and consumption-processes of the three most important types of consumption and the general and specific laws of leadership management processes. Leadership management science is composed of the philosophy of leadership management, national macro-leadership management, corporate leadership management, household consumption financial management and national macro-control leadership management. As the soul of leaders, leadership management philosophy is an epistemology and methodology. The national macro-leadership management is divided into five categories. First is the State administrative and social consumption and administrative organizational management, including the consumption management of the State administrative system's organizational structure and behavior. Second is the consumption management of the State apparatus. Third is the consumption management of national public consumption, national defense and justice, urban construction, foreign affairs, education and scientific research, aerospace and seaports. Fourth is the distribution and redistribution of social wealth, the government protection system and leadership management, and the allocation management of national resources and social resources. Fifth is the leadership management of strategy and policy in economic and political development. (Saeed, 2014)

The household financial management and consumption includes the sources of consumption funds but there is a seriously unfair contradiction between consumption processes and consumers, the leadership management of class contradictions and the national macro-control and allocation policies. These four leading management processes are related to nature, namely the social family within a family, individual human beings, humans with society, social groups and social organizations on the side of the national government superstructure. The activity processes of all these relationships are consumption processes with general and specific laws.

Besides, leadership management processes and everything else have general and specific laws. The living consumption of a person is the source, the origin, the power source, the main body as well as the basic contradiction of any society. A person develops from living consumption towards creating production, production consumption, scientific research and social consumption. A person's living consumption is the core, and social consumption is there to safeguard the

development of living consumption, so they are actually twins. Living consumption and social consumption are the purpose, while scientific research and production consumption are the means.

Centered on living consumption, national macro-economic control aims to develop social consumption. Therefore, national macro-economic control is needed to regulate and control the investment and production structure of scientific research and production consumption, and to guarantee the relative balance of supply and demand for the three most important types of consumption. National regulation and control should first recognize the responsibility, rights and work of the national government superstructure, which represents the country's total economic base, the country's total productivity, the overall relations of production, the country's ideology and spiritual cultural values, the interests of the nation, and the fundamental consumption rights and interests of all citizens. The country should dominate the economy and develop social consumption around living consumption. The government management should have the best workers and a simple administration to be frugal in terms of administrative consumption. The economy needs to develop science and technology, so as to achieve high spending, high accumulation and high taxes, thus promoting a steady and high-speed development of the economy. (Swensen, 2016)

By means of the six purposes, three means and twenty elements, they constantly regulate and control the development of scientific research and production consumption, safeguard the relative balance of supply and demand for the three most important types of consumption, and promote the scientific and orderly development of social civilization and progress. This is the responsibility of the national government superstructure. If economic development is only naturally regulated by relying on the rules of a market economy, then this is malfeasance by the government. The law of the market economy has a huge positive effect, yet at the same time a serious negative effect, which can lead to economic crisis and serious damage. This is a law and a fact. (Lindquist, 2016)

Different scholars have different views and definitions concerning the study of subjects of leadership management science. At an early stage, some scholars believed that the scope of research of leadership science included the concept of leadership, leadership management systems and leadership management responsibilities. The author believes that leadership management science mainly studies the following subjects: the general and specific laws in the processes of the three most important types of human consumption; the purpose of leadership

management; the tasks of leadership management; the nature of leadership management; the elements of leadership management; leadership management systems; the leadership management environment; the leadership and organization decision-making management; the methods of leadership management; the art of leadership management; the abilities of leadership management; leadership management performance; leadership management thought in traditional Chinese culture; and the evolution of Western leadership management theory. It can be said that the study on these subjects constitutes a theoretical framework for leadership management science (Yang, 2017)

In addition, the emphasis on leadership management research should include the study of the practical activities of the historical leadership management: the activities of the current leadership management, as well as the activities of future leadership management. It is necessary to undertake this research. For example, the historical development process of leadership management is divided into a natural empirical model, namely an autocratic style, a democratic model, and a leadership-ruling model combining centralization and democracy. The leadership management of the natural empirical model is the most primitive and elementary among the leadership management types. Chiefs and tribal leaders in primitive communes belong to this type; authoritarian leadership management comes into being with deepening class antagonism in slave and feudal societies. Leadership management of a democratic and ruling model relative to authoritarian leadership management is a higher form of leadership management that is associated with large-scale socialization production, and the leadership management combining centralization and democracy as a process, changing from an authoritarian regime to a full democracy is a necessary transition. (Cardno, 2014)

One of the most important challenges faced by organizations in the modern era is the quality of performance; keeping abreast of modern technological and knowledge changes; and adopting systems of outstanding performance. In order for organizations to meet these challenges, they must create some keys to deal such. The most important of these is the development of human capital, the multinational working-teams' management and career path development. Also, in order for the organization to achieve the required effectiveness, it has to ensure the presence of qualified human capital capable of dealing with modern and contemporary technology relevant to the global situation (Armstrong & Taylor, 2014). Attention to the human element is significant for organizations to do because it has an impact on the development and improvement of performance in

organizations (Purce, 2014). Maintaining the human element has become a matter for which organizations and communities are racing. Thus, today, many governments are paying more attention to the human element and upgrading it to be of high materialistic and moral value. Training is considered a strong foundation contributing to improving performance reflecting the employees' behaviors, conducts and the extent of work achievement entrusted to them. Performance is also subject to the internal assessment in the organization; this assessment is to provide judgments on those behaviors and conducts within the framework of the work which would result into other things such as promotions, transfers, training, etc. This process is practiced by staff of human resources and administrative leadership which occupies part of their interests, for these decisions are of a great importance in assessing the organization's performance. (Rajaeepour, Abedini, & Gholami, 2017) Organizations can achieve excellence in performance if they can provide the infrastructure for an integrated and coordinated administrative structure based on human capital to maximize the return in order to achieve the strategic objectives. The outstanding organizations recognize that human capital is the foundation for achieving excellent performance, for its capabilities and expertise (Shaw, Park, & Kim, 2013).

2. Basic Research Method

The literature review was directed in five primary advances, following the procedure proposed By Creswell (2008):

- (1) Identify key terms;
- (2) Locate literature;
- (3) Critically assess and select literature;
- (4) Organize the literature; and
- (5) Write the review.

Distinguishing key terms: An online library inventory search utilizing five "Keywords: leadership, management, performance, academics, management" recognized different sources. Thusly, these sources indicated the other subject related terms in the literature, for example, contact, organization, relationship, participation, coordination, organizing, advanced education, college, scholarly library, personnel, faculty– library joint effort, data proficiency, accumulation improvement, inquire about abilities, online learning, lifelong learning and distance education.

Locating literature: Boolean inquiries joining the essential catchphrases with the extra subject related terms were attempted in the scholastic library index and online databases, including Expanded Academic ASAP, Emerald, ERIC, Proquest, ScienceDirect and Springerlink, and also particular online journals and Google Scholar. Found materials incorporated the essential source literature revealing unique research and auxiliary source literature, for example, surveys.

Fundamentally assessing and choosing literature: All the literature found was basically inspected and chosen in light of point importance, quality, expert, scope, objectivity and currency.

Sorting out the literature: Selected materials were then composed by subjects of administration including definitions, real accomplishments and difficulties to initiative amongst scholastics and directors. For each source, key ideas and discoveries were noted. For reference purposes, all references were either corded physically or downloaded straightforwardly into an EndNote program. Literature map at that point built to show the exploration literature progressively by principle topics and subthemes with selected citations under each.

Writing the review: Based on the literature guide and notes from each selected source, a topical audit of the literature was composed to inspect central point that impact the connection amongst leadership and performance. At first, to manage this examination, a hypothetical system of leadership and performance ideas and related controls was produced to investigate key measurements of leadership and performance. To show the use of the structure in particular contexts, the applied leadership and performance system was utilized to investigate impacting factors and to leadership and performance.

3. Concept of Leadership on Performance

Research in leadership management science cannot do without research on leaders, and leaders cannot do without the activities of leadership management. Moreover, the thinking and behavior, capacity and quality, power and authority, the method and the art of the leadership, constitute not only the traditional contents of leadership management theory, but also the growing need for the continuous innovation of its theory. Indeed, leadership management activities rely on leadership management theory. Their integration is helpful to absorb each other's strengths to jointly promote further development of leadership management theory. Leaders and groups should have unified thought and will promote a close-knit organization, strict and impartial discipline, strict requirements, and a serious attitude to make the correct decisions and control, thus achieving the organizational

management strength in teams with common goals and objectives. The unified thought and will, organization decision-making, and leadership management cannot do without group leadership management with all of the above characteristics. (Cheng, 2017)

Leadership management groups and the management itself have aspects of unity in opposites, which are both universal and specific. Take the family as an example: if there are two people, one person should take a dominant position. For a family with more than two people, the head of the family needs to play a leading role. A political party or group should have a leadership team with top-level officials at its core. The government superstructure of a country must have centralized power to make up the unified command of the leadership team. The core leading managers and leadership management team including the National Chairman, Vice Chairman, Prime Minister, Deputy Prime Minister, the President and Vice President make up a comprehensive organization of managerial rule of all national citizens and represents the unified thought and the will of citizens and groups to create common wealth. A powerful nation is better off with people and a harmonious society. (Leavy, 2014)

The functions of leadership management can be explained. Since leadership management is a specific form of human activity its whole process must be people-oriented. Otherwise leadership management will lose its meaning. Hence, leadership management has two basic functions: the rational organization of internal activities, and the maintenance and improvement of external relations. The first function of leadership management is a natural attribute and it is a general function produced by labor socialization production. The second function is a social attribute of leadership management and it is a special function generated by the social nature of the labor process. Different disciplines and different scholars have different opinions on leadership management functions. On the basis of drawing on its Western theory, it is believed that leadership management has five functions. (Saeed, 2014) The first function is the integrated planning function of leadership management. As a procedure, integrated planning is essentially the rational act of applying one's power and authority. Plans start from setting goals to making strategies, policies and detailed internal operating plans to ensure the realization of those goals, and finally return back to the starting point, and then start the plan for the next year. It can be seen that planning is a continuous cyclical process. Developing a scientific plan must be conducted with a rigorous scientific analysis of the organization's internal and external conditions. On the basis of field research, leaders need to take into account all aspects of a combination of factors, and referring to the experience and lessons from the past leaders are able to

develop a scientific and feasible plan, hence, an integrated planning function is conducive to an organization taking the initiative to adapt to the demands of social (group) reality. According to changes in supply and demand and the competitors' type of activity, scope, level of participation, strength and means, integrated planning is made on this basis, which can help an organization to correctly understand the future and compensate for instability brought about by the external environment in order to maintain steady progress. Plans can improve the allocation of human and material resources. Moreover, through organizational goals, plans can attract the attention of the members and increase their enthusiasm, so as to enhance the cohesion of the organization. (Chin, 2015) The second function is an organization's system of leadership management. According to the objectives and requirements of plans, an appropriate organizational structure should be established to deploy the appropriate human and material resources to ensure the smooth progress of planned requirements and activities. In order to achieve the mission and goals of the organization itself, a reasonable division of labor and collaboration between people should be made, as well as the utilization of equipment and resources within the organization, and the correct handling of relationships between people.

The procedure of establishing an organizational system is as follows: according to the activities required to achieve their objectives, leaders need to determine a reasonable management system and establish a reasonable organizational structure. They need to divide the leadership management into levels, set up various working departments, and determine the nature of the activities and areas of responsibility of these various departments in accordance with the needs of the overall objectives. They also need to establish information communication channels to strengthen the links between the various departments and to carry out monitoring and supervision and a reasonable reward and punishment system. (Snell, 2016) The most common methods of setting up an organizational structure has the following types: the first is to set up institutions according to the functions required by the organization, such as planning, activities, property, personnel, production and coordination. The working departments are generally divided into an integrated planning management, property management, production activity management, personnel management and information management. The second is to set up an organizational structure in accordance with the tasks undertaken by the organization; that is, to set up an appropriate department to manage certain related activities. Generally speaking, leadership management departments are classified in accordance with the specific problems needed to be addressed, appropriate organizations need to

be set up in accordance with their geographical activities, such as the Northeast, North China, East China, Central China, and South Central China. Businesses also set up branches in accordance with the locations of provinces. (Wong, 2015) The establishment of the organizational system should comply with the following eight principles, namely, the principle of a unified goal. All organizations should work towards the achievement of a unified goal. If it is not conducive to the achievement of this goal, then the organizational structure needs to be adjusted, along with the principle of unified command. There should not be multiple leadership management within the organization. Everyone has only one boss and he is only responsible to that boss. Multiple leadership management will result in a situation where everyone is at a loss as to what to do and who to listen to, the principle of efficiency. The setting up of the organization must take high efficiency into account, which means to achieve the desired purpose with minimal cost (Brookes, 2014)

4. Conclusion

Leadership management is highly influential in the performance and therefore should be focused. This study emphasizes Leadership Management in the Performance of managers. This study suggested that Leadership management is important thus management, take into consideration this factor to improve the performance of managers. The research offers important insights for manager and head of department so that they can improve the performance of their staff. Managers will have a comprehensive understanding about the required competencies that will help in recruiting the staff manpower by setting and establishing the standers requirement for employee in the digital and information era. The study contributed to the body of knowledge in terms of the current leadership that need to be considered while evaluating the performance of staff worldwide. The results of the research will help in developing a new model for performance among managers. It endeavors to recognize the impact of advances technologies upon the staff and what levels of support are required to make a modern staff function This will highlight the developing requirement for trained and skilled staff in areas such as leadership, management, performance. We can see the leadership that researcher will study and investigate in this study and check the how much they affect to the performance of the staff. Basically this research goals to examine the most modern required leadership for staff that affect the performance,

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