



Personal value and leadership effectiveness

Prepared for

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1, November, 2016

1. Answer question no 1

Researchers investigating the links between value and leadership influences suggest that the behavioral characteristics that differentiate one leadership paradigm from another may be explained through assessing differences in the leader's value and belief systems (Burns, 1978; Krishnan, 2001; Sarros & Santora, 2001).

Theorists investigating leadership in the context of learning organizations also advocate research that "specifically addresses" the beliefs of managers relative to their influences (Ellinger & Bostrom, 2002, p. 151). Recent work by Sarros and Santora (2001a) and Krishnan (2001) has sought to investigate the values and belief systems held by transformational leaders, with both studies concluding that transformational leaders do indeed report value systems that are distinguishable from other types of leaders. In particular, transformational leadership behavior is linked with values that encourage personal and professional development, such as achievement, self-direction and stimulation (Sarros & Santora, 2001a). Initial research attention on epistemological beliefs has focused on the Personal values and leadership effectiveness, including early aesthetic man, theoretical man, and social man. The objective of this topic is not to review all the literature on leadership. On the contrary, it will be explained why a particular leadership model, namely Situational Leadership, has been chosen. I believe leadership is a dynamic and complex multi-facet process of initiating positive impact on others. This process brings with it a variety of different responsibilities, requirements of professional, personal and interpersonal knowledge and skill and the need to engage in reflection and continual improvement and growth as an experienced leader. This echoes what theorists have suggested; that leadership cannot be taught as a skill set but it can be developed (Gill 2011; Avolio 2009; Yammarino et al. 2005). As such, I am keen to develop more effective practices, learning and evolving from challenges that have I have attempted to overcome. Increasingly, however, I have realized there is much more to being a leader than effectively fulfilling the responsibilities set out in the job description.

I believe that as the contexts calling for leadership become increasingly peer-like and collaborative, the tripod's ontology of leaders and followers will increasingly impose unnecessary limitations on leadership theory and practice. Direction, alignment, and commitment (DAC), as the basic vocabulary of leadership, are assumed to be the essential elements of leadership. Whereas with the tripod ontology it is the presence of leaders and followers interacting around their shared goals that marks the occurrence of leadership, with the DAC ontology, it is the presence of direction, alignment, and commitment (DAC) that marks the occurrence of leadership. A key question about an alternative ontology is what good is it. What is the value of a change in leadership vocabulary at the most basic and essential level? The answer is that with a new ontology, leadership theory would address new and different basic questions. With the tripod, the basic question for leadership theory is: Who are the leaders and how do they interact with followers to attain shared goals? With the tripod, leadership theory basically seeks

to explain what characterizes leaders and how they influence followers. With the DAC ontology, leadership theory would seek to explain how people who share work in collectives produce direction, alignment, and commitment. Basic questions would address the nature and creation of shared direction, the creation, types, and uses of alignment, and the range of kinds of commitments as well as their development and renewal. In short, the value of a new ontological vocabulary is the creation of new basic questions (which of course does not mean that the old basic questions are no longer worth asking or answering).

The reality on the effect of the ontological commitment to the tripod can be gauged as scholars strive to fully contextualize leadership. We can declare the tripod ontology throw Fig.1

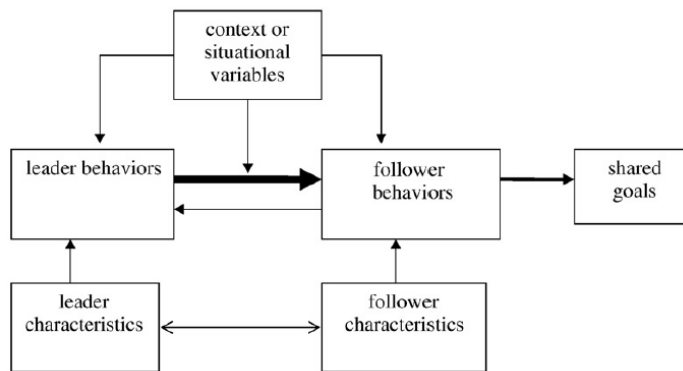


Fig. 1. A framework based on the tripod ontology.

The purpose of proposing an alternative ontology of leadership is to create the potential for new leadership beliefs and practices that do not depend on the leader–follower interaction. Such new leadership beliefs and practices are called forth by the increasing importance of shared and distributed leadership and peer contexts—contexts in which influence is mutual and therefore contexts in which the ontology of leaders and followers fails to account for all of the phenomena.

2. Answer question no 2

A: Positivism

In Positivism, we are explaining how and why things happen: Measurement, Correlation, Statistical Logic, Verification

Measurement:

To measure the three aspects of leader behavior the LEAD (Leader Effectiveness and Adaptability Description) instrument, developed at the Center for Leadership Studies (Hersey

and Blanchard, 1969), has been used. The three aspects are: a) style, b) style range, or flexibility, and c) style adaptability, or leader effectiveness.

Correlation:

To check if a relation existed between the personal values balance and leadership effectiveness, the linear correlation coefficient has been computed taking into consideration the pair of values, involving the before mentioned variables, per respondent.

Typical Methods: Instruments, Random Sampling

Instruments:

The instruments a questionnaire is used In order to determine the personal values

Sampling:

It has been randomly selected 400 executives involving 48 organizations, encompassing medium and large size ones. Most of them were manufacturing companies in the fields of consumer electronics, two-wheel vehicles, and cell phones. The majority of the executives were Brazilians (366) and some foreigners (34), being 142 females and 258 males with ages varying from 28 up to 48. The total estimated population of executives was 4000.

Verification:

To verify if there was a relation between executives' personal values and organizational effectiveness, six organizations have been selected according to the criteria mentioned in the methodology. After doing this the involved executives (50) personal values scores were segregated from the sample (400) and the results were computed in terms of group averages per value orientation. Table 5 reflects the relative importance of each for this group of executives.

B: Interpretivism

Understanding How and Why Things Happen: Elucidating Meaning

Typical Approaches: Ethnographic Study; In-depth Interviews; Analytical Approaches

Elucidating Meaning:

In order to answer the first research, question the average scores of the respondents were computed taking into consideration each one of the five value orientations considered in the measuring instrument, as shown in Table 2.

Table 2
Value orientations of a sample (400) of Brazilian executives

Value	Score
Theoretical	13.26
Economic	13.04
Social	11.90
Aesthetic	11.52
Political	10.28

Source: Adapted from Lay (2003).

Table 2 depicts that this sample of Brazilian executives obviously values more highly theoretical and economic ends than social, aesthetic and political. On the other hand, the results are in terms of group averages; individual executives may have responded differently from the group.

Table 3
Profile of leadership styles of a sample (400) of Brazilian executives

Style	Frequency Distribution (%)
S1—telling	16.21
S2—selling	48.29
S3—participating	28.60
S4—delegating	6.90

Source: Adapted from Lay (2003).

Table 3 shows the profile of the Brazilian executives sample regarding leadership styles. As depicted, this sample of executives is perceived as using predominantly styles S2 and S3. So they tend to do well working with people of average levels of readiness. However, they face difficulties to handle discipline problems and work with groups at low level of task maturity or readiness.

Table 4
Summary of leadership effectiveness of a sample (400) of Brazilian executives

Score interval (scale end points -24 to +24)	Level of effectiveness	Frequency	
		Absolute	Relative (%)
+13 to +24	High	23	5.75
+01 to +12	Moderate	377	94.25
-13 to 0	Low	0	0
-24 to -12	Very low	0	0

$\chi^2 = 708 > \chi^2_{crit} = 11.3; df=3; p \leq 0.01.$

Source: Lay (2003).

As Table 4 shows the null hypothesis was rejected since the computed one-way chi-square of 708 was larger than the tabled (critical) value of 11.3 with three degrees of freedom at the 0.01 level. As shown in Table 4, this sample of executives has predominantly a moderate level of leadership effectiveness. This result was expected in any way.

Table 5
Value orientations of a stratum (50) of the sample (400) of Brazilian executives

Value	Score
Economic	12.94
Theoretical	12.76
Political	12.37
Social	11.44
Aesthetic	10.49

Source: Bruno, (2000).

Analyzing the results shown in Table 5, This suggests a positive relation between executives' personal values balance scores and organization effectiveness, and furthermore this finding is confirming previous research results

Analytical Approaches:

To analyze a possible relation between executives' personal values and organization effectiveness (results), a stratum of the organizations involved in the research were previously selected, taking as basis their performance announced on their fiscal year balance sheets in the previous three years. The performance indicators considered were: a) net profit, b) inventory turns, c) fixed assets turns, d) depreciation/material costs, e) expenses/ net sales, and f) fixed assets/net sales. Six organizations were than segregated and their executive's average personal values profile was identified (50 executives). The samples used in the study were rather small; therefore any extrapolation from the results of the research must be done with caution.

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