




THE INFLUENCE OF LEADERSHIP ON EMPLOYEE JOB PERFORMANCE AMONG ROYAL MALAYSIAN POLICE IN KLANG VALLEY



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ABSTRACT

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The purpose of this paper is to examine the leadership influence on employee job performance, in this case, in the Royal Malaysian Police in Klang Valley in Malaysia. Various studies tried to examine leadership style and its influence on employee performance, job performance, firm performance, and commitment. The results were mixed, some are positive and some are negative. In the past, most of the research has taken various leadership styles that are cited under different leadership theories. This study has selected leadership styles such as supportive, participative, servant, transactional, and transformational leadership styles as independent variables that are assumed to have a direct influence on employee job performance, which is the dependent variable. A survey self-rating scale questionnaire was developed using past literature to examine leadership styles and employee performance. A sample of 196 respondents was recruited using a simple sampling technique. The collected data were recorded and analyzed using SPSS 22.0. The finding shows that only all leadership styles positively and significantly influence employee performance in the workplace.

Contribution/ Originality: This study contributes to existing literature by examining the leadership influence on employee job performance, in this case, in the Royal Malaysian Police in Klang Valley in Malaysia.

1. INTRODUCTION

Work in this field started primarily a few decades ago. Different strategic plans have been drawn up by the Royal Malaysian Police (PDRM) for example the PSPDRM for 2015-2020 and the 2016-2020 Police Integration Plan to boost the dynamism to achieve maximum employees' job performance (Yousef, 1998). The fact that police personnel works effectively ensures that their work and society will be significantly affected. Excellence in an organization depends on the performance of an individual in performing their duties. The police agency is a necessary institution to maintain security to guarantee prosperity. Specialized, complex, and risky policy responsibilities. Police officers are working and risking their lives in a high-pressure environment (Bharti, 2006).

Work considering about job performance has a rich background. Therefore, job performance is an assessment of the company's delivery of employees. Service is an operation that contributes value to the profitability of a business. It involves sales purchases, consumer services, and other operational processes, which add value to the management of the company, its organizational structure, and its customer relations (Bontis, Richards, & Serenko,

2011). Any organization's success is due to the contributions of its staff to good management, both governmental and non-governmental. The Malaysian Royal Police is a wide-ranging agency in Malaysia.

This is now a mature field that is now moving towards civil servant service especially police officers. The position of police officers in each division depends primarily on the type of crime occurring within this area of expertise and the number of persons covered by police officers to carry out their obligatory obligations in terms of the observance and preservation of the law and order and the preservation of public property and the elimination of crimes within a joint department. The work done by the Royal Malaysian Police Department has focused on the domestic and external circumstances, with many factors leading to corruption by police and a wide variety of bribes, such as poor pay, the nature of their work, poor working conditions, the legal framework, where most people are not taken into account when their leaders are promoted and maintained. The skills and knowledge they use to tackle things like a rigorous analysis of offenses, which allows investigators and the justice procedure to take care of what is at the core of the violation and its intent to provide victims with recourse. The efficiency and efficiency of police work help citizens who are constantly their clients. Therefore, the research aims to determine the factors that influence the work performance of Klang Valley, Malaysia's Royal Malaysian Police. This analysis recognizes leadership factors affecting the Royal Malaysian Police's employment performance.

There has been a proliferation of job performance among police officers over the last decade. Various factors influence the employees' job performance in the workplace. Employees' job performance is an integral aspect of corporate sustainability. The operations of some companies have deteriorated due to employee losses, in some instances resulting in high profits. Recently, insecurities, which have been linked to negative synergies in fighting crime by police officers, were described by the Royal Malaysia Policemen as a force in Malaysia (Bharti, 2006). The police are seen as working for preventive crimes. Because of the conditions contributing to the unprocessed police forces, the motives for the restructuring of the system in terms of improved recruitment and the purchase by the Government of modern police equipment have not been taken into account. The students would then assess the variables of leadership in the Royal Malaysian Police's performance with a focus on Klang Valley, a high crime-rate region.

2. LITERATURE REVIEW

Leadership is one of the most complexes and understood phenomena in the complex world of human organizations. According to Birnbaum (1989) although much research has been carried out on leadership, there is no agreement on how leadership is defined, measured, assessed, or linked to its outcomes. The leadership studies have been ongoing since civilization began and many researchers have sought to identify theories of leadership. As a result, many theories have shaped leadership. If leadership is carefully reviewed, researchers can conclude that they have studied features, behaviors, situations, and a combination of these ideas to enhance their understanding of leadership. This segment provides a concise analysis of the philosophies of leadership, deemed to be well established over the years.

2.1. *Employees' Job Performance*

The long-term prosperity and survival of the organization is organizational efficiency. Leaders may increase operational productivity by enhancing the determinants of organizational success. In comparison, the degree of success of transformational leaders was greater than that of transactional leaders, according to Chelladurai and Saleh (1980). The social support for coaches to increase the welfare of athletes was positively related to the performance level of athletes, they found. The need for more studying in the area of sport management has been established by Charbonneau, Barling, and Kelloway (2001).

2.2. Leadership

Leadership is the relationship mechanism between leaders and supporters, through which the leader seeks to persuade his supporters towards a shared purpose (Antonakis & Day, 2018). Northouse (2010). In previous leadership studies, Kunnanatt (2016) stated that the various leadership models that members follow in management bodies have been established (e.g. (Demiroz & Kapucu, 2012; Lawler & Bilson, 2010; Metwally, 2012)). The methods of transactional and change management of Burns (1978) are perhaps the most influential leaders. Transformational leaders stress the intrinsic motivation of followers and their personal development. They aim to balance the wants and needs of their followers. Wanted organizational results. This allows transformational leaders to encourage and inspire supporters to exceed their expected performance in the organizations (Bellé, 2014; Moynihan, Pandey, & Wright, 2012).

Supportive leadership is a connection to a common type of management for businesses. Theories have begun to develop with the increasing complexity of management styles in the 1970s and 1980s. Supportive executives are listening to their workers closely and helping them cope with other employees' pressures and contrasting identities. Not every business environment is supportive of management style. Coaching and training aspects of the style can waste time and interrupt the decision-making process if employees take irresponsible action. But supporting management can eventually be a waste of time for more bureaucratic companies, where work is straightforward and simple. The author acknowledges the need for promoting leadership, at least in companies with a supportive leadership philosophy.

One of Rensis Likert's four leadership styles is the Participative Leadership Style. This kind of government is sometimes labeled populism. The leader is actively involved in the identification of objectives, developing strategy, and deciding in general. Participatory leadership refers to the idea that targets can be achieved easier when everyone works and participates in decision-making. After more than 30 years of study, the following types of leadership were finally established (powerful, compassionate, advisory, and participatory).

The servant-leader is Hebrew is Nagiyd 's term for the dictator. The prime responsibility of the servant leaders is to fulfill the desires of the servants. The main aim of leadership is to help followers become more independent and less dependent on the leader. Greenleaf (1977) theory that servants include the attributes of listening, compassion, healing, awareness, persuasion and foresight, conceptualization, stewardship, and altruistic leadership. The moral compass that focuses on the followers' desires results in personal integrity, says Peterson. The leadership of servants is two-way distinct from that of the dictator, he says. It's not permitted to get isolated or wrapped up in the hierarchical levels. It is present physically and engaged with their followers.

Burns (1978) says the interaction between a leader and a follower is important for transactional leadership. For example, followers receive valuable results, such as wages, if they follow the command of their leader. Transactional leaders are efficient because they motivate supporters by identifying the roles of the supporters to achieve the desired result. The leaders, therefore, enter into a contract with their followers and encourage them in exchange for values to perform certain tasks.

Transformational leadership as "a superior form of leadership" which occurs when leaders expand and raise employee interest. Burns (1978) suggests that revolutionary leaders seek to trigger internal improvements through an overall dream. Transformative leadership can be achieved by stimulating the interest of colleagues and fans to see their work from new perspectives. They also argue that transformation leaders typically change corporate culture and focus on long-term goals rather than short-term objectives. The leaders of transition are more likely than the transactional leaders to bring positive change, given their emotional dedication to the followers, and their dream.

3. METHODOLOGY AND DATA

3.1. Analysis Model

Contingency theories focus on the impact of variables such as task structures, environmental characteristics, or subordinates' characteristics on the efficiency of management. To collect information from the Royal Malaysian Police, Klang Valley, a survey strategy and a structured questionnaire will use. The methods will use in surveys are questionnaires or scales for data collection. The concise analysis concept of this study is acceptable because it sought to examine the type of leadership of police officers and the impact on their job performance:

Dependent variable:

EP: Employees' Job Performance.

Independent variable:

SL: Supportive leadership.

PL: Participative leadership.

SuL: Servant leadership.

TL: Transactional leadership.

TrL: Transformational leadership.

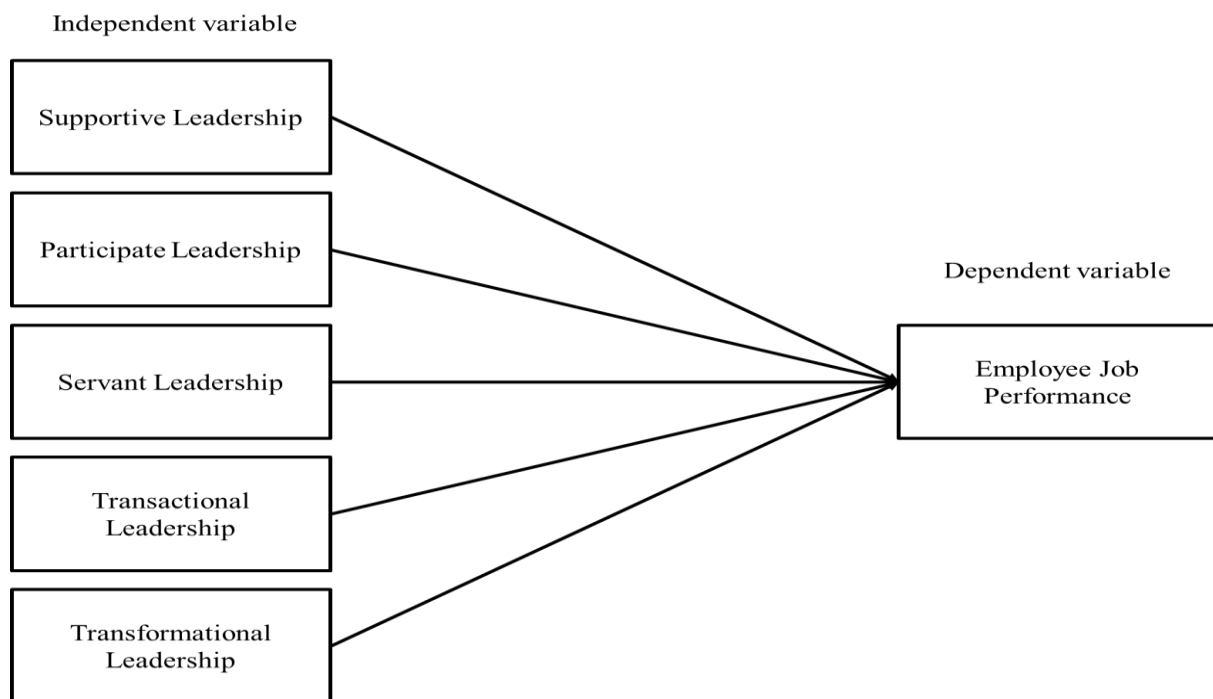


Figure-1. Analytical framework the influence of leadership on employee job performance among royal Malaysian police in Klang Valley.

The sample was compiled using a formal questionnaire focused on the five separate testing questions of the variables. The details were collected in the Klang Valley police officers. The questionnaires were given out to respondents in a google form in 196. This chapter reflects on the study problems, the leadership types linked to job performance in the Klang Valley Royal Malaysian Police.

3.2. Gender Distribution

The researcher requested the interviewees to state their respective genders. The findings of the analysis revealed that 86.7 percent of men and 13.3 percent of women were polled. The gender of the respondents was relatively well represented in this research. The gender distribution is shown in Figure 1.

Gender Distribution

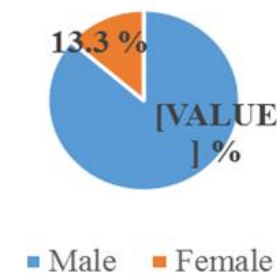


Figure-2. Gender distribution.

3.3. Number of Years Worked

The years the respondents served. 60.3 percent of respondents' services for fewer than five years, 23.5 percent had worked for six to ten years and 16.2 percent for eleven years and higher. The results indicate that the majority of those questioned had 1 to 5 years of experience in police stations in Klang Valley.

4. RESULT AND DISCUSSION STATISTICAL ANALYSIS

4.1. Factor Analysis

The factor analyzes the interrelationships between many variables and then tries to explain them according to their basic common dimensions. The value of each factor chosen is calculated based on how the variables prepare, where each factor will describe and be autonomous of any other factor a fairly large fraction of the variation contained in the variables. Throughout the research, the key methodology was to analyze the association and Varimax central attribute principal component analysis (PCA). Particularly for one-dimensional applications, are strongly supporting PCA for the factor extraction of the exploratory-factor analysis (EFA). The only aim is to test the scales and evaluate the loading factor.

To determine their factor loading, all the important variables of this study were presented to PCA. Any charging over 0.71 to be fine, 0.63 to be "really fine," 0.55 to be decent, 0.45 to be reasonable and 0.32 to be bad to be outstanding. Nonetheless, the interruption criterion for the size of the loads, it was determined by the homogeneity of the survey ratings, which indicate factor loading greater than 0.3 should be regarded. Therefore, the definition of the element should provide a charge value of 0.3 or even higher.

4.2. Leadership Style and Employees' Job Performance

Varimax rotating principal components of factor analysis were performed on all five factors for the creation of leadership types and the efficiency of employees. The adequacy of the data to factor analyzes was tested before the key component analysis (PCA) was carried out. Many factor coefficients were 0.3 and higher in the correlation matrix. To evaluate "sampled sufficiency measurements" of 0.648, which were greater than the recommended value of 0.6 (Kaiser, 1970) and Barlett's sphericity tests (Bartlett, 1954) the statistical measures were also taken by Kaiser-Meyer - Olkin (KMO), which was important to $p < 0.001$. Since the KMO meaning is greater than 0.6 but is smaller than 0.7, it can be viewed as in the "mediocre" category. The sample size is, therefore, appropriate for component research.

4.3. Supportive Leadership

The total variance of 61.88 percent is the abstract component. Factors were only known with a loading value of 0.3 and above. Of the majority of the items, the loading value between 0.545 and 0.846. The supportive leadership was all 12 items combined into one element. At 0.928 it has been observed that the Cronbach Alpha Coefficient for the scale is fairly constant. To determine the 'sampling suitability' value at 0.920, exceeding the recommended value

of 0.6 (Kaiser, 1970) the Barlett test for sphericity (Bartlett, 1954) was also implemented via Kaiser-Meyer - Olkin (KMO) two statistical measures to assess the factorability of data, significant at $p < 0.001$. Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.4. Participative Leadership

The total variance of 61.67 percent is the abstracted component. Factors were only known with a loading value of 0.3 and above. The loading factor for the rest of the shows a load value of 0.674 to 0.900. The participatory leadership became all six components in a single component. On a scale of 0.841, the alpha coefficient of Cronbach was considered to be fairly constant. To calculate a 'Sampling validity Test' score, which was 0.777, which was higher than the suggested values of 0.6 (Kaiser, 1970) and Barlett's sphericity measure (Bartlett, 1954) two measures have been used to assess the factoring capability of the results. Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.5. Servant Leadership

The total variance of the abstracted element is 56.62 percent. Factors were only known with a loading value of 0.3 and above. The loading ratio for the majority of the products listed was 0.441 to 0.804. All five things in one aspect were known as the leadership of the official. At 0.804, the alpha coefficient of Cronbach was found to be quite stable for the scale. To calculate 'Test Adequacy Measures' which was 0.757, which surpassed 0.6 (Kaiser, 1970) and Barlett's sphericity (Bartlett, 1954) were also carried out by way of two statistical tests to determine the factorability of results, substantial $p < 0.001$ was also taken using Kaiser-Meyer-Olkin (KMO). Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.6. Transformational Leadership

A total deviation of 72.86 percent is the component summarized. Factors were only known with a loading value of 0.3 and above. Of the other things, the loading factor indicates the magnitude of the load from 0.719 to 0.919. Both ten items mounted on one element were known as the leadership for the transition. At 0.957, the Cronbach alpha coefficient was found to be relatively stable for the scale. There have since been two methodological measures by Kaiser-Meyer - Olkin (KMO) to assess sampling adequacy, which meets the prescribed value of 0.6 (Kaiser, 1970) and the sphericity method of Bartlett (1954) at $p < 0.001$. Two experimental tests were taken to determine sample factorability. Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.7. Transactional Leadership

The abstracted component constitutes 53.43 percent of the overall variance. Factors were only known with a loading value of 0.3 and above. The loading factor for the remaining products was between 0.480 and 0.873. The transaction processing was classified as all seven products charged with a single component. At 0.853, the alpha coefficient for the Cronbach scale was estimated to be fairly constant. To assess the "sampling adequacy scale" value which was 0.753 above the prescribed value of 0.6 (Kaiser, 1970) and Barlett's spherical tests (Bartlett, 1954) at $p < 0.001$ two statistical measurements were also taken through Keiser-Meyer-Olkin (KMO) to evaluate the data factorability. Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.8. Employees' Job Performance

The overall variance is 73.43 percent of the abstracted component. Factors were only known with a loading value of 0.3 and above. The loading of the remaining products was between 0.546 and 0.90. The loading amount. The job output of the employees was specified for all 15 things loaded on a single factor. At 0.878 the Cronbach alpha was considered to be fairly constant for the size. Besides, two tests were used to calculate a value "sampling adequacy factor" which was 0.855 above the standard value of 0.6 (Kaiser, 1970) and Bartlett's sphericity measurement (Bartlett, 1954) which is important at $p < 0.001$, to test data facility using Kaiser-Meyer-Olkin (KMO). Since the KMO value reaches 6.0 but below 0.7 it can also be viewed since being within the spectrum of "mediocre." The sample size is, therefore, appropriate for component research.

4.9. Checking the Relationship between Variables

Correlation analysis is a useful and effective way to investigate the relationship between variables. For this research, we conducted a correlation analysis to assess if the independent variables have some association with the dependent variable. The correlation coefficients are displayed in Table 1.

Table-1. The Correlation results for all variable relationships.

Variables	Correlation results (Pearson's)	Significant	Statistical Test	Result
SL – JP	0.595	0.000**	Moderate Correlation	Positive
SuL – JP	0.559	0.000**	Moderate Correlation	Positive
PL – JP	0.685	0.000**	Moderate Correlation	Positive
TL – JP	0.629	0.000**	Moderate Correlation	Positive
TrL – JP	0.402	0.000**	Moderate Correlation	Positive

Note: ** Correlation is significant at level 0.001(2-tailed).

Table 1 indicates the important association of servant leadership (SL) with job performance (JP) of (.595, $p < .000$). This demonstrates that SL can play an important role in the success of its employees. This discovery indicates that the police officer's servant management affects workplace efficiency. There was also an important association between supportive management (SuL) and job performance (JP) of (.559, $p < .000$). It indicates that inclusive enforcement leadership has influenced employee performance.

A review of the linkages between participative leadership (PL) and employees' job performance (JP) is also used to check this partnership. A strong association between participative leadership and JP (.685, $p < .000$). This illustrates that PL will play a major role in deciding the degree that workers perform. This result indicates that Klang Valley's participative leadership affects the degree of the employee's job performance. A strong association of transformational leadership to job performance was also identified for A positive connection between transactional leadership and job results (.629, $p < .000$) and (.402, $p < .000$). This means that the degree of employee performance is often influenced by transactional and transitions leading.

4.10. Hypotheses Tests

Multiple regression tests were performed for the research questions, described and hypotheses (H1, H2, H3, H4, and H5). Such a hypothesis explored the connection between the leadership of subordinates, supportive leadership, participative leadership, transactional leadership, and the relation to job performance.

H1: There is a significant relationship between supportive leadership and employees' job performance.

The association between the unstandardized coefficients of regression (B) and the standardized coefficients (β). The adjusted values for the R Square have been calculated with a value of 0.306, F with a significant level of $p < 0.001$, and a value of 43.682 (less than 0.05). This reveals that supportive leadership (independent variable) has clarified dramatically 30.6 percent of employee job performance. The other differing external variable used in this investigation, however, explains the balance of 69.4 percent, so that the regression model can be used to forecast the

strength of the supporting leadership variance. This is, an autonomous supportive leadership attribute has a small impact on the performance of employees.

If the independent variable is zero, the constant value of 2.477 indicates that the output implies is 2.477. The 0.306 Correlation coefficients for supporting leadership suggest a 30.6 percent improvement in workplace results with each rise in 1 supporting leadership class. The statistic indicates that the differing volume of job success by workers not attributed to helping leadership contributes to 69.4 percent.

Based on a regression test that tested the relation between supporting leadership and employee performance, it was found that there is a substantial positive relationship with standardized work performance (β) of 0.559 at a significant value ($\text{sig} = 0.000 (< 0.05)$) between supportive leadership and employee performance. The findings of the test indicate that there are substantial-good ties in the Klang Valley police stations between the supportive leadership and the job success of workers as $\text{sig} < 0.05$ and the uniform factor (β) is optimistic. Hypothesis H2 is also appropriate. It may be inferred that supportive leadership has a favorable connection to the performance of employees. It indicates that the employees' job performance would often improve at a favorable value with an increasing rise in supportive leadership.

H2: There is a significant relationship between participative leadership and employees' job performance.

The link between the variables, unstandardized regression coefficients (B), and standardized coefficients (β). The Modified Square significance of the correlation test outcome is 0.464, F, 85.071, and meaningful $p < 0.001$ (less than 0.05). The meaning is modified by R Square. This indicates that participative leadership (independent). 46.4 percent of employee job performance (dependent variable) was clarified dramatically. Nonetheless, 53.6 percent of the remaining external variable included in this study describes the equilibrium, and it is possible to estimate how high the participatory variable effect of leadership is. In other words, an independent variable of participative leadership has a minor influence on the performance of employees.

When the independent variable is zero, the 2.182 constant value implied the result implies is 2.182. 0.464 Participative leadership regression coefficients show an increase of 46.4 percent in the job performance of employees for each increase in 1 unit of participative leadership. That measure indicates that the attribute variation in the workplace results that participative leadership will not describe is 53.6 percent.

The result of a regression test that examined the relation of participative leadership with employee performance revealed a significant positive relationship with the standardized (β) coefficient of 0.685 of a significant value of 0.000 ($\text{sig} = 0.000 (< 0.05)$) for employee performances between participative leadership and the workforce. The test's finding, as $\text{Sig} < 0.05$ is significant and the standardized (β) coefficient, indicates that the involvement of leadership and the work output of workers at the Klang valley police stations have a strong positive connection. Hypothesis H3 is also appropriate. This can be inferred that participative leadership has a beneficial connection to the job performance of employees. It indicates that the performance of employees would often improve to a higher benefit with any rise in participative leadership.

H3: There is a significant relationship between servant leadership and employees' job performance.

The association between the factors, the unstandardized (B), and the standardized (β) coefficients were correlated. The meaning Adjusted R Square was derived from the regression test outcome at 0.354, F Calculation 52.686 with a small $p < 0.001$ (less than 0.05) point. It shows that 35.4 percent of the performance of employees (dependent variable) is explained by servant leadership (independent variable) significantly. The other external variable used in this analysis describes the balance of 64.6 percent, however, and the regression model is helpful to estimate the degree to which the servant lead variable effect is high. In other words, the variable of independent servant leadership influences the performance of the employees slightly.

If the independent variable is zero, the 2.236 constant value indicates the mean output is 2.236. The 0.354 declines in servants' management coefficients indicate that an employee's performance will increase by 35.4 percent

for each increase of one unit of employee leadership. That amount indicates that the gap in job results that the servant leadership will not describe is 64.6 percent.

Based on the study of regression evaluating the connection between leadership and the job performance of employees, it was observed that there is a substantial positive association with the standardized coefficient (β) of 0.595 and a substantial 0.000 (sig = 0.000 (> 0.05)) between leadership and the role of the employees (sig = 0.000). The test results indicate that the partnership between the servant leadership and employee performance of Klang valley Police Stations is a significant positive one, assign < 0.05 , and the standardized coefficient (β) is positive. Hypothesis H3 is also appropriate. This may be inferred that the leadership of servants has a direct connection to the success of workers. It indicates that workplace efficiency would always increase at a favorable valuation with an increasing rise in servant leadership.

H4: There is a significant relationship between transactional leadership and employees' job performance.

The relation of the variables, unstandardized regression coefficients (B), and standardized coefficients (β) were correlated. The adjusted value of R Square was obtained from regression test results at 0.396, F Calculation 62.835, meaning $p < 0.001$ (less than 0.05). It demonstrates that the transactional leadership (independent variable) explains 39.6 percent of employee performance significantly. Nevertheless, the 60.4 percent difference should be clarified by the other contrasting external variable utilized in this analysis and that the regressive model can be used to determine how strong the differential effect of transactional leadership is. This is, the output of the workers has a minor effect on an individual transactional leadership attribute.

If the independent variable is zero, the 2.470 constant meaning indicates that the meaning is 4.470. The 0.396 transaction leadership correlation coefficients note that the efficiency of workers would grow by 39.6 percent with any change in 1 unit in transactional leadership. That measure indicates that the attribute variation in job results not clarified by purchase control is 60.4 percent.

Based on the result of the regression test which tested the relationship between transactional leadership and employees' job performance, it was found that there is a significant positive relationship between transactional leadership and employees' job performance with a standardized coefficient (β) of 0.629 at the significant value of 0.000 (sig = 0.000 (< 0.05)). Since sig < 0.05 and the standardized coefficient (β) is positive, the result of the test shows that there is a significant positive relationship between transactional leadership and employees' job performance in the Klang valley police stations. Therefore, Hypothesis H4 is accepted. It can be concluded that transactional leadership has a positive relationship with employees' job performance. This shows that for every increase of transactional leadership, employees' job performance will also increase at a positive value.

H4: There is a significant relationship between transformational leadership and employees' job performance.

The relation between the factors, the unstandardized regression coefficients (B), and the standardized coefficients (β) were correlated. The Adjustment R-Square was derived from the regression test outcome by 0.153, F by 18.536 at a significant $p < 0.001$ point (less than 0.05). It shows that 15.3 percent (independent variable) of employee performance has been significantly explained by transformational leadership. Nonetheless, the balance of 84.7 percent is explained by the other different external variables used in this research, and thus the regression model can be used to predict how strong the variable influence of transformational leadership style is. In other words, employee performance is slightly influenced by an independent transformation leadership variable.

The constant meaning 3.029 indicates that if the attribute separately is zero, the result implies is 3.029. The transformation leadership's 0.153 correlation coefficients suggest that the work outcomes of workers would improve by 15.3 percent with each rise in 1 unit in transformation leadership. This value demonstrates that the variance in employee performance that is not explained by transformative leadership is 84.7 percent.

Based on the result of the regression test which tested the relationship between transformational leadership and employees' job performance, it was found that there is a significant positive relationship between transformational leadership and employees' job performance with a standardized coefficient (β) of 0.402 at the

significant value of 0.000 (sig = 0.000 (<0.05). Since sig < 0.05 and the standardized coefficient (β) is positive, the result of the test shows that there is a significant positive relationship between transformational leadership and employees' job performance in the Klang valley police stations. Hypothesis H5 is also appropriate. Transformational leadership can be concluded by a positive relationship with the performance of employees. It indicates that the job performance of employees would often improve at a favorable value with an increasing rise in transformational leadership.

The most important results arising from the empiric review have been outlined in this research. The hypotheses generated and derived from literature engagement in this area have been tested and reported. This seeks to explain the connection between leadership and the performance of employees.

5. CONCLUSION

In summary, this novel study shows that the goal of this study was to examine forms of leadership and how they impact organizational success. The research was carried out at the Royal Malaysian Police and was inspired by the following inquiry issues. Does a low management style impact workplace success? The emphasis of this research was on the descriptive method of study. 196 police officers became the numerical target of the Royal Malay Police. The details have been collected using structured questionnaires. The police officer issued 95 questionnaires from 196. For the analysis of data and the results were recorded using tables and charts, descriptive and predictive modeling was used. Mean values were listed to identify key variables. To order to figure out how leadership styles impact workplace efficiency, a conditional logit model of regression was used.

The general data was obtained from the respondents; 86.7 percent of the males, and 13.3 percent of the women police officers. The general details are collected. Approximately half of the participants had a 1 to 5-year experience with 58.9 percent of the respondents, 6–10 years, and 7.4 percent 11 years of experience in the Royal Malaysian Police.

5.1. Leadership Style on Influence on Employee Job Performance

The leadership style of the boss was found to affect workplace output either positively or negatively. The supervisors had a strong impact on the staff who were self-sufficient who able to work together. But the managers had been found to ensure that the employees felt supported and happy with the talks. An increased percentage of workers with 11 years and more job experience didn't realize why they were self-induced. This suggested that leaders continue to affect many who operate for several years and that the effect of leadership on such workers should be constantly tracked and measured A motivational yet transformational leadership style, i.e. the boss tries to dominate in teammates yet claims that "Us" has a good effect on work success rather than "I," i.e. he just believes his proposals are better so that the job output is greatly influenced. While it is deemed beneficial that workers are allowed to engage in decisions, recommendations to fix the challenges and clarifies their position in the business have a detrimental impact on the employee results. In deciding the degree of work efficiency, the manager's approach is crucial. In situations where workers require tight supervision of their work and rely on the boss, the ability to monitor any action has been found to have a beneficial impact on employee efficiency.

6. RECOMMENDATION FOR FURTHER RESEARCH

Future developments are intended to improve this employee job performance even more. The research-based on the top officers' five leadership styles and more studies about how gender contributes to leadership could be undertaken. The research should explore the gap in men's and women's leadership styles and their effect on employee performance, particularly in the Royal Malaysia Police.

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