

The Impact of Autocratic and Democratic Leadership on Employee Job Performance:

A Case Study of Private Dental Clinic Industry in Malaysia

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Project Paper Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Business Administration (Leadership)

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## **DECLARATION**

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration (Leadership)

**The Impact of Autocratic and Democratic Leadership on Employee Job Performance:  
A Case Study of Private Dental Clinic Industry in Malaysia**

**By**

**Muhammad Furqon Bin Abd Rahim**

**October 2020**

Although research has been done showing that employee job performance in organizations correlates with the leadership style of the top management. Based on the prior researches on leadership and organizational behaviour, this paper is to study the impact of autocratic and democratic leadership on the job performance within the private dental clinic industry. Participants or sample of the study selected on convenient sampling techniques basis. Participants of the study were 99 randomly selected dental clinic staff of varies job positions and comprising of both male and female from private dental clinics. . The data was collected through questionnaire and the collected data analyzed through computer software SPSS version 13. A reliability analysis using the Cronbach's Alpha to determine to what extent items are related to each other and regression analysis used. The reliability indices reveal that all of the two factors items are greatly connected with each other and measuring the same construct. The results from this research shown Autocratic leadership has a beta coefficient value of -0.367 and significant value which is lower than 0.01. Hence, this result concludes that the practice of autocratic leadership has a significant negative impact towards the performance of employee. Based on this study, it was found out that autocratic leaders disrupt the positive behaviour of the employees in the organization. This is mainly because the leader solely makes decision and tends to micromanage the lower subordinates, lesser opportunity for internal discussion cease the company improvement. Authority of the top leader and showing their power to the employees reduce the employee innovation and creativity. The result from this is the low job performance outcome from the employees. While, democratic leadership has beta coefficient value of 0.468 and significant value less than 0.01. Therefore, the finding from this research study concludes that democratic leadership has a significant positive impact towards performance of employee. The results of this study add to previous research in the field of leadership and dentistry.



# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of Study**

The main purpose and aim of this study is to find out the relationship and impact between autocratic and democratic leadership style and employee performance in private dental clinics in Malaysia. The definition of leadership in business setting varies and evolving day by day. According to Thrash (2012), a true leader is the one who influences his subordinates without possessing an official post in an organization. Situational leadership theory was constructed by Hersey and Blanchard regarding variety of leadership styles were worth paying attention to (Graeff, 1997). Leadership styles can turn out to be positively or negatively related with organizational performance, thus leadership style should be carefully implemented to lead and influence the subordinates (Wang, Chich-Jen & Mei-Ling, 2010).

Previous analysis on leadership revealed that no style of leadership is similarly successful in all situations and the study recommends an underlying yet flexible style nurtured by organisational catalyst, intellectual stimulation, behavioural charisma, and contingent reward behaviours for improvement of leadership effectiveness (Mohan Tithe, 2000). Previous researchers have identified different leadership styles like autocratic (Messick & Brewer, 1983), laissez-faire, charismatic, democratic (Bass, 1990; Vroom & Yetton, 1973), and transformational leadership. Several researchers have examined impact of leadership on performance as it prospects an essential component use to enhance performance of an organization (Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

Dental clinic business is classified as small enterprise. According to the United States Small Business Association, small enterprises and start-ups defined as self-owned, operated and not dominant in its representative fraternity. A small enterprises is a body that conducts business transactions, such as services or industrial operations (Census Bureau, 2005). Over

the past 10 years Malaysia has witnessed increasing number and powerful emergence of small businesses (S.Hassan 2015). Malaysian small businesses contributed significantly to the country's GDP, acted as the principal source of employment in the Malaysian economy other than the public service sector, and employment is projected to increase 20% in few years (MA Abdullah 2019). The increase of small businesses aided economic growth and created new employment. Small enterprises growth was interlinked with target markets, increased sales, profitability, achieving organizational goals, and competition.

The private and public healthcare organizations dependency on interest in leadership is clear and evident. Previously, several publication on policy papers mentioning the need and importance of leadership skills to improvise public services in Malaysia. As one of the most important public service organizations, healthcare organizations depends on well researched and highly developed leadership. This is important to improve the quality of healthcare, as well as organizational processes. As the result, leadership is seen as central to progressing organizational productivity and capacity.

Hartley published a study in 2008 on the important factors that exist in the healthcare sectors globally which are:

1. Globally, healthcare is facing new challenges and needed new mission. Healthcare leadership used to react to change, but now must anticipate and shape new goals linking ideas with practice in the current workplace.
2. New leadership approaches to work efficiently with healthcare teams, due to expanding healthcare techniques and skills require different strategy.
3. Constantly changing environment in the healthcare organization either structurally, culturally and the work practices.

4. Updated information and technology about healthcare have increased the expectations of the customers, patients and the end services.
5. Continuous improvement in health sectors depends on highly developed human capital management. New research on leadership provided different path and the way of thinking about a range of contemporary leadership styles and approaches.

Dentistry is a profession in healthcare however, dental practice or clinic, where the majority of the profession work, is often perceived as operating more overtly as a business than medicine. This is probably because most patients' are required to pay charges or make co-payments for dental care in In the Journal of the Canadian Dental Association, it was suggested the establishment of two models of dentistry, one as a business, the other as a profession. Traditionally known as noble and ethical, current dentistry struggling with the business and competition pressure. With the number of private dental clinic significantly increased and predicted to raise in the next few years, dental professionals need to balance the business side of the practice and their professionalism in delivering medicine. With the improved household income in Malaysia, people will allocate more to expense in healthcare and dentistry. The high demand for cosmetic and aesthetics is dragging the dental profession further toward the business side, serving dentistry more on the market demand rather than helping or serving the patient in need.

The ethicist and scholar discovered that, this problem in dentistry perceiving the trouble to lie not with the business strategies and techniques adopted by the dental profession, but with the core ideology of self-interest and leadership. There is a view that has been acknowledged, the concept of the professional as guardian in dentistry of a social contract is being displaced by 'the notion of the professional as a purveyor of expert services'.

This current condition and landscape will turn the public view from altruistic nature of the dental professional with profit oriented. Business ethics is a discipline that most of the dental professionals overlooked, moreover business precludes acting in an unethical manner. This is known as ‘a system of moral principles applied in the commercial world’ where they provide ‘guidelines for acceptable behaviour by organizations in both their strategy formulation and day-to-day operations’.

Pressure from consumers in demand of high quality of service and ethical in the same time, burden the dental clinic owners or leaders in achieving high sales from the dental treatment while maintaining the services quality. Quality of the dental treatment comes from the presentation of the employees, indirectly the leadership style of the top management will affect the quality level of the practice since it will give the impact on the employees’ job performance.

In Malaysia, dentistry just entered the new era of consumerism, where dental clinics market transformed from the typical and basic general practitioner dental clinic with only one treatment room and minimal number of employees, then it turned into various type of clinic. Blooming number of cosmetic focused dental clinic, multi-specialty dental clinics with more than five treatment rooms and emerging of corporate dentistry with a lot of branches and hundreds of employees. In the case of corporate dentistry, the brand name usually have multiple branches at different locations, existence of shareholder and stakeholder in the business, this will complicate the business landscape, from basic dentistry to large corporation. Competition between dental clinics and pressure from the stakeholder to increase profit and to sustain demanded good leadership in dentistry market. Without formed leadership, the leader cannot balance the business side and ethical professionalism side.

Dental professional cannot escape the fact that if a business vision were to be ignored totally, dental clinic in Malaysia will be declining in numbers, that will negatively impact

other supporting dental industry such as dental material supplies and more unemployed dental graduates in the country. Automatically the dental market will suffer and the profession will be downgraded. This is why the dental practitioners must continue to create profit and must balance their accounts it would be unethical if the dental profession did not make an appropriate use of human resources and financial capital.

A lot of previous researches have been done to study on the impact of leadership styles towards employee's job performance. The results shown the leadership affect positively or negatively to the subordinates or the employees. Effective leaders put high priority on the development and needs of their followers. Jeremy et al. (2012) mentioned that leadership style imposed by leaders towards the employee will significantly influence the performance of the employee. Leadership role is to create a vision, mission, objectives, strategies and policies in an organization are very crucial in coordinating and directing organizational activities (Wang 2008). It is essential to introduce top quality leadership in an organization in order to achieve mission and vision and at the same time coping with the changes of external environment also mentioned the need of effective leaders to motivate and coordinate employees when the aim of the companies is to accomplish its stated objectives (Vigoda 2012).



Figure 1: Dental service flow

## 1.2 Problem Statement

According to Malaysian Dental Association, private dental clinic is classified as the small medium enterprises in Malaysia. Similar with other industry, small business is prone to face closure and failure in the early years of establishment. Changing landscape of the dental industry starting from the year 2019 has caused the fraternity to be in tumultuous state especially towards the junior dentists. Prior to the recent changes, most freshly graduated dentists were able to serve in the government sector with permanent posts and secured benefits. Excess number of graduated dentists compared to the government available vacancy, forced the Malaysian Ministry of Health to change the policy, retaining only 20 percent of the new dental officers and releasing the others from the system. Junior dentists have to lodge a position in the dental private clinics, healthcare related facilities or even jump into the other industries.

Increasing number of freshly graduated dentists in the private dental market, encouraged establishment of new public dental clinics especially in the Klang Valley and other concentrated cities. This situation will increase the competition between the clinics and give pressure to the dental clinic owners. In the same time, high supply of new dentists, declined the demand for the new dentist in the private sector. By 2017, number of dental private clinics in this country was 1,875 ( Faezah 2019) and the number of registered dentist achieved 12,000. Delivering high quality dental treatment and services attracts the customer to the facility. Performance from the dentists and clinical staffs casted the definition of quality service, thus maintain the customer satisfaction.

Harvard Business School published an analysis in 2012 regarding small business sustainability. The statistics are heart breaking no matter how a business owner defines failure. If liquidating all assets is defined as failure, added with losing the investors' money poured into the business, the failure rate for new businesses is estimated around 40 percent. Besides, if failure refers to failing to achieve the return on investment target, thus the failure rate is up to 80 percent. Whilst if failure is defined as falling short of the declared projection, it was found that 95 percent of businesses could not achieve their target. The business of dentistry is not excluded from this analysis, since the healthcare business is equally competing each other in the market, thus it is similar to the other start-ups in order to survive and become profitable.

It is argued by the scholars that the performance of the employees affected the success and failure of the firm. According to Saetang, Sulumnad, Thampitak, & Sungkaew, mission setting is an important factor that influences the employees' job performance and it is an effective method can be used to improve the employees' motivation and help them to achieve their targets. Job performance is the level to which a business firm anticipates from every

subordinate on excellence and quantity. Performance designed as the measurement that linked with the success and outcome of the firm (Yahaya 2011).

Previously there were several debates on job performance of the employees in Malaysian firms. Several job performance studies conducted in small medium enterprises, to evaluate employment problems such as poor performance, incompetency and low precision has become the main issue among employees (S.June 2013). Hierarchy gap between the top management and the subordinates and employees complicated the power distance in a Malaysian firm (Rafaaqi 2004) . Low retention of the dental personnel in the private dental clinic in Malaysia (Abu Bakar et al 2014) is something to ponder. The satisfaction and the performance of the employees related to the behaviour of the top leaders.

The aim of this paper is to investigate the relationship between the most common leadership style exhibited by top management which are the autocratic and democratic style of leadership exhibited by the top management and how it impacted the performance of the subordinates in private dental clinic industry. These linkage can be analyzed to improve the manifestation of the private dental clinic hence improve the overall performance of dental clinics in Malaysia.

### **1.3 Research Objectives and Questions**

The aim of this research is to study and analyse the impact of leadership styles of the top management on job performance of the employees among the private dental clinic in Malaysia. The focus will be on two major leadership styles in dental clinics which are autocratic and democratic. The questions to be pointed out from this research are:

1. Are workers under democratic style of leadership will have positive impact on their job performance?



2. Are workers under autocratic style of leadership will have positive impact on their job performance?
3. Is leadership style of the top management become modifier of the dental employees' job performance?

#### **1.4 Significance of the Study**

This study will be useful to the dental fraternity either to the dental clinic owners, researchers, freshly graduated dentists, human resources department or for academics purpose. Scarcity in dental business and economics publication in Malaysia make the fraternity lacking in business leadership and strategy view within the industry. This research paper will be the first in analyzing the impact of leadership and the performance of the dental employees, either the dentist, dental surgery assistant, dental therapist, clinic administrator, clinical manager and dental specialists. Bridging the science of leadership and dentistry, this research will become the eye opener for the dental professionals on how leadership will affect the delivery of healthcare services. It will produce valuable information on the traits of leadership that can be imposed by the top management or self-employed dentist to their subordinates in dental clinics on how to improve the performance, hence help the business strive in these challenging years. Proving the science of leadership will help the sustainability of the dental business, this paper will benefited the new dentists to plan ahead their strategy prior to open their own dental practice. There are two type of researches that will be done in this study which are primary and secondary. Primary research will be done through the quantitative approach with the help of questionnaires that taken from 99 dental personnel, while secondary research will be conducted by reviewing the previous or recent studies of similar published literature to achieve the research objectives. Results of this research paper will be significant to the following groups:

### **Top Management of Dental Clinic Chain**

Huge dental clinic brands benefited from this research as this will help the executive management to improve their top down leadership and smoothen their management. Since the year 2012, private dental clinics increasing in numbers and several brands evolved into corporate dentistry, merging numbers of dental clinic in various location into certain branding (Faezah 2018). Differ than self-employed dental practiced or standalone clinic, the dental clinic chains usually have their own headquarters and integrated management. However their human capital is higher than the usual clinic, this study is to help the company human resources management, thus the leader can cast strategic vision and develop the team that can boost the company achievement through delivery of high quality service.

### **Talent Management**

Leadership style determination of a candidate for a dental business is important for the owner of the clinic to recruit the supervisors or resident dentist. As leadership will affect the subordinates and performance of the firm, this will help them to find the most suited candidate based on the culture and company need.

### **Self Employed Dentist/Dental Surgeon**

Dental clinic in general is a small business, especially in the self-employed dental clinic setting. The amount of employees will be small, the small organization will have direct impact from the dentists' leadership style towards the employees whom is mainly the dental administrator and assistant. This study will benefit them to improve the clinical team, and approach to the subordinates, maintaining the clinic performance through them. Sustainability is the main target of these small business, thus this research will provide the impact of the leadership towards the clinical outcome.

## **Government**

Private dental industry contributed highly to the country's economics through taxing and employment (MDC 2014). Hence, the findings of this study will help the government bodies such as the Ministry of Health, Malaysian Dental Association, and Malaysian Healthcare Travel Council to make the policies, guidelines and allocation for the new clinics development. Since the new dentists are expected to embark into private industry, more focus will be needed for development of the ecosystem.

## **Academician/Researcher**

The significance of this research is to contribute for further research, perspective of individual which the dental clinic employees. The reliability of the result can be as a guideline to the future research for dental industry in Malaysia. For the perspective inside the organisation, this study would help for the betterment and understanding and knowledge between autocratic and democratic leadership and employee performance, automatically the practice performance too. Business management and leadership science is still little taught in medical or dental school, this research can initiate the development of healthcare business leadership publication and help the academician to bring this study into their syllabus. The dental doctorate students will benefit from these to prepare themselves in the future as they may have high chance to serve in the private dental industry or embarked into entrepreneurship.

## **Healthcare Entrepreneurs**

The healthcare business and innovation expanding day by day, the market landscape of the healthcare industry is similar to each other. Understanding the impact of leadership to the

healthcare workers and employees will help the entrepreneur improve their employees performance and boost their profitability.



*Image 1: private dental clinic*



*Image 2: Brand of a dental chain*

## **CHAPTER 2**

### **LITERATURE REVIEW**

Leadership is a process by which individuals influence a group of people to achieve the same vision (Saleem, 2015). It is said to be a process of behaviour which has an impact dynamic during the interaction of individuals and organizations (Wahab, 2016). Leadership is also said to be efforts towards influence between individuals where power and influence disbursed equally so that an individual may lead and escorting other people's actions more than their escort itself (Fiedler, 1967). When from another aspect too, leaders are seen may influence the pressure stage in work with maximizing pressures, such as increasing the blurring of workers' roles, and contribute to the workload (Drzewiecka & Roczniowska, 2018).

Leadership style refers to the achievement of vision based needs in different situations (Wahab et al., 2016) and he will change following one's behavior (Fiedler, 1967). Leadership style considered important because it can realize satisfaction between leaders and subordinates. Instead it is said that trust workers towards the leadership style the organizational leader can bring organization to achieve predetermined vision (Xie, 2018) at the same time can give a positive impression on the relationship between employers and workers in an organization.

#### **2.1 The Science of Leadership Relation to Healthcare**

According to Blake 1982, it was mentioned that the value of science relies on the ability to discover regularities in phenomena and explicating the underlying principles governed. Other branches of sciences carried out independently of principles of themselves. Similarly, behavioural science emerged and used with the equal manner as the physical

science such as biology or physics. This principle governed the human behaviour to the extent for predictability.

It is known that healthcare industry is undoubtedly complex and challenging, leadership in this industry need good framework and execution, developed from a combination of both environmental and organizational factors. Environmentally, healthcare organizations are faced with a myriad of regulatory influences largely out of their control. For example, most public hospitals and clinics and other healthcare facilities received annual budget from the Ministry of Health, however the private setting need to generate economically good performance for the facility to sustain thus operated well. Since Malaysian healthcare system regarded as best healthcare provider in the world, private healthcare business booming parallel with the government sector. The pressure from consumer demand and expectation due to good public healthcare services, make the leadership of the private healthcare crucial in maintaining the quality of service provided of the facilities. Healthcare workers performance is important to maintain the service and customer satisfaction

In organizational view, healthcare organizations are known for heavy and disorganized internal coordination. The variety in hierarchy of professionals, within the clinical and administrative sides of the organization, created customized challenges in leading the organization and working coordination. Commonly, to find the working environment clash between administrators and clinicians in healthcare settings such as hospitals, medical centres or clinics.

Fulfilling organizational demand create constant challenges for healthcare leaders charged to direct and properly utilize financial and human resources to best serve patients, communities, and other stakeholders and constituents. The needs of multiple internal and

external stakeholders often conflict. Managerial and organizational learning receive relatively little attention in health care organizations. Lacking in healthcare management are less acknowledged or examined as useful sources of company learning (Hofmann, 2005; Hofmann & Perry, 2005; Jones, 2005; Kovner)

There are countless leadership theories that have been developed and founded over decades by many researchers. For instance, situational leadership theory has been founded by Hersey and Blanchard in 1969 (McCleskey, 2014). There is also a theory known as transformational theory founded by Burns (1978) which then further developed by Bass (1985) that highlight on the power of leaders and motivation by the leaders through qualities (Levine, 2000). According to Billig (2015), there is a famous leadership theory known as Lewin's Leadership Style founded in 1939 where according to this theory, there is an identification of three main leadership styles which are autocratic, democratic and laissez-faire. Various studies have adopted this Lewin's Leadership Style in investigating the impact of leadership styles towards employee, job and organizational performance across the world.

Studies on leadership theory have undergone changes since with the study of perceptions of leadership shifting from influence Taylor's scientific theory of human relations approach. Frederick (1974: 33) as the founder of Taylor's scientific theory received the title of 'father of efficiency movement and the father of scientific management in the past, people used to be machines in the sector work. At the beginning of the twentieth century, scientific management was born meet the need to improve efficiency and production capacity through the use of human and physical resources. Research continues to evolve into the key motives of leadership is to find out what factors influence a leader's effectiveness. From these investigations further develop some theories which can be divided into six main approaches or theories. These are trait theory, behaviour theory, situation theory, transaction and transformation theory, cognitive theory and operant model theory.

### **2.1.1 Autocratic Leadership**

Autocracy is one of the branches of the leadership style. An autocratic leader is a person concerned with project implementation (Razak 2014). Frequently, this kind of leader gives a lot of direction and all the decisions are made individually and they are very much in the position of being a powerful person . But still there are leaders who practice this style under the circumstances such a great crisis occurs where only the leaders can make decisions (Ismail, 2008). In addition, this type of leader is not interested in engaging with his subordinates in carrying out any activities, however just give directions. This style of autocratic leadership is said to be no relevancy in the current organizational environment (Baharin, Adnan, Zin, Kamaludin, & Mansor, 2016), but there are few organizations led by autocrats are more productive than democrats in them complete various organizational tasks and be more productive than an organization led by other leadership styles. However, this leadership style has been linked with low satisfaction among the subordinates and the employees performance.

### **2.1.2 Democratic Leadership**

Democratic leadership is defined as behaviour that influences subordinates in ways that are consistent with the fundamental principles of democracy as examples of inclusive nature, equality of participation and self-determination (Dahl 1989). Leaders who practice democratic leadership style is a leader who is comfortable with all parties within making decisions or actions (Baharin et al., 2016). Democratic leaders also give their subordinates some flexibility to make a decision at their own discretion through the distribution of duties and powers, which all parties will feel confident in performing their tasks individually and indirectly, can ensure that the organization's operations are running smoothly and



successfully (Ainon, 2003). Studies on leadership style also show leadership democracies lead to higher productivity among the people group members (Razak 2014). Whereas Raziah Mansor Results and Ahmad Esa (2009), found that the democratic leadership style became the choice of primary school teachers in Seremban. The same goes for the results a study of teacher job satisfaction in Marang Terengganu shows that style democratic leadership contributes to job satisfaction among the teacher.

## **2.2 Job Performance**

Scholars refer to Katz and Kahn's (1978) partitioning of prescribed in-role and spontaneous extra-role behaviours as the seminal classification of employee contributions. By conceiving organizations as systems of patterned roles, Katz and Kahn discriminate employee behaviours emphasizing the extent to which a focal action fits pre-established roles: in-role vs extra-role behaviours. Building on this, Smith et al. (1983) coined the term OCB in reference to the array of non-prescribed (extra-role) actions that collaborate in maintaining the social fabric in organizations. Rather than acting on core-production activities, OCB boosts organizational goals by creating an environment that catalyzes core tasks, thus facilitating separations between task (in-role) and citizenship (extra-role) behaviours.

Campbell's model has gained significant visibility in the field on the grounds of parsimony and comprehensiveness. Indeed, the author argues that the model represents the highest-order behavioural dimensions of a general structure capable of describing the array of jobs in the dictionary of occupational titles.

The most effective leadership (Yamin 2010) declare leadership is the influencing process carried out by someone in managing member his group to reach the goal organization. An effective leader not only can affect the ingredients, but can also guarantee

that its employees it can work with all the abilities they have. This can Explain that leadership is ability people who have positions who has the right to influence, income, direction, and ask people others especially subordinates so that they work with passion and high confidence to achieve organization goals. To achieve organizational goals has been targeted need it restoration work and leadership style. Work performance employee means achievement or contribution provided by the employee inside carry out duties and responsibilities and its function as an employee at company. In addition, work performance restricted as a result of work behavior the employee which supports the achievement outputs or achievements and are related to effort to complete its work on certain period of time. That result reflected in the behavior influenced by motivation.

According to Hasibu in year 2008 aspects assessed from the employees' job performance can be seen by several indicators, the components includes the following:

**1. Loyalty**

This loyalty is reflected by the willingness of employees to maintain and defending the organization inside or outside of work from undermining people who don't assumed responsibility.

**2. Technical performance**

Appraisers assess work results both quality and quantity that employees can produce from the job description.

**3. Honesty**

Appraisers assess honesty in carrying out the task his duty to fulfill the agreement good for himself or herself towards others like to his subordinates.

#### **4. Discipline**

Assessors assess discipline employees in complying the rules existing regulations and do the work accordingly with the instructions given to her.

#### **5. Creativity**

Assessors assess abilities employees in developing creature activity for finish the job, so that the work is more empowered use and be effective.

#### **6. Cooperation**

Assessors assess willingness participating employees and working with employees other vertically and horizontally inside or on outside work so results work will get better.

#### **7. Leadership**

Assessors assess abilities to lead, influence, have a strong personality, respected, authoritative, and able to motivate the other person or subordinates to work in a manner effective.

#### **8. Personality**

Appraisers assess employees from attitude to behavior, politeness, likeable, give the fun impression, shows good attitude, as well sympathetic and reasonable.

## **9. Evaluator**

Assess ability original thinking based own initiative to analyze, assess, creating, giving reasons, get conclusions, and make a settlement decision the problems he faces.

## **10. Ability**

Assessor men skills employees in uniting and align variety of sorts elements that are all involved in in the preparation of wisdom and in management situations.

## **11. Responsible**

Assess willingness employee inside account for the script, the work, and his work, facilities and infrastructure used, and work behavior. Leadership Style is at the norm of behavior used by someone at the time of that person try to influence people's behavior other. A leader must apply leadership style to manage the subordinates.

## **2.3 Relationship between Leadership Styles and Employee Performance**

There are many published papers that have discussed on the relationship of leadership styles and employee performance where most of them indicated that there is a significant relationship between these two either in a positive way or negative way. In this study we follow Kahai, Sosik and Avolio (1997) by defining participative leadership as a leadership style which involves the sharing of problem solving by a supervisor through consultation with their subordinates before a decision is made. It has been labeled as joint decision-making or shared influence (Koopman and Wierdsma 1998; Somech 2006), and involves the supervisor incorporating the opinions of subordinates during the process of decision-making.

Given this, it requires a supervisor to allow his/her subordinates to take a certain degree of responsibility in the workplace (Sauer 2011). There is a significant body of empirical work that demonstrates the positive impact of participative leadership on work outcomes in a variety of cultural and industrial contexts (Kahai et al. 1997; Yousef 2000; Huang, Shi, Zhang and Cheung 2006; Huang et al. 2010). It has been found to lead to increased job performance (Yousef 2000; Huang et al. 2010), voice behaviour (Kahai et al. 1997) and organizational commitment (Yousef 2000; Huang et al. 2006).

### **2.3.1 Autocratic Leadership Style and Employee Performance**

Autocratic leadership is regarded by many analysts as the most efficient solution to group conflicts involving the distribution of scarce resources or the provision of public goods (Hardin, 1968; Hobbes, Messick & Brewer, 1983; Olson, 1965; Yamagishi, 1986). Autocratic leaders are always known to exhibit fierce and non-lenient leader, they tend to make a decision without considering the opinion of others, this type of leader limit the voice and power of the subordinates. The subordinates must work according to what has been told by the autocratic leaders. In an organization with this type of leadership, the right of making decision lies on the hand of the leader where the followers are forced to execute any tasks, jobs or services based on their preferred way (Blau 1964; Organ 1988). Autocratic leadership style affect the job satisfaction level of the employees as they are self centered and ceased for discussion subordinates (Podsakoff, Mackenzie, Moorman and Fetter 1990; Pillai, Schriesheim and Williams 1999; Jung and Avolio 2000; Jia et al. 2007; Huang et al. 2010) . Effectiveness of the employee performance is restricted due to this behaviour.

### **2.3.2 Democratic Leadership impact on the Subordinate Performance**

Democratic leadership is defined as the style of leadership where the leader distribute the power and decision making or planning and shared with the subordinates (Dirks and Ferrin 2002; Huang et al. 2010). With democratic leadership a higher potential for casting a better decision and avoid weak execution by the top authority. Based on the social exchange theory (Blau 1964), it mentioned that when the employees are well treated by their supervisor, they reciprocate by exhibiting higher levels of work performance (Blau, 1964). The level of subordinate trust in their supervisor has often been used to capture the quality of social exchange between the supervisors and subordinate (Huang, 2010). Democratic leadership must possess significant level of trust in a leader as it increase the employees' perceptions that their leader has trust and confidence with their ability and enhances their felt sense of security within their relationship (Lewis ,1985). With high levels of trust in a supervisor, subordinates are more likely to exert stronger efforts to complete their work tasks and exhibit greater extra-role performance.

However, democratic approach has several problems, amongst it is the excess of equality and decision by the subordinates, this can lead to wrong decision because democratic style will favour what is most popular among the group, not what is the wisest or the best for the organization (Rukhmani 2012). It was mentioned by a classical era's philosopher, Plato, that democracy is the act of giving equality to the unequal (The Republic, 500BC). Besides this drawbacks, this leadership style resulted better outcome than the autocratic in many prior researches. Responsible behaviour developed between the employees since they are allowed to discuss and share their ideas and contribute to the organization decisions along with sharing them with the group and the manager. Criticism and praises are also given factually whenever democratic leadership style is in place. Based on study by Elenkov (2002), there is a positive impact of democratic leadership towards employee performance in general.

Organizational discussion and group participation are the quality imposed by democratic leader and this can give a positive impact on the performance of the employees. Efficiency and organizational performance can be improved through democratic leadership thus it can be identified that employee performance has a positive relationship with democratic leadership and trust. (Yang et al. 2009; Yang and Mossholder 2010)

## **2.4 Theoretical Foundation**

Human resources needed to face competition strict in all fields in the organization or company. Human Resources as a very important role in activities and activities company. The role of human resources can be utilized as much as possible by doing ways to move people to want to work with maximum expertise. Success or failure of the company in achieving the objectives set depends on the capabilities of the human resources it has. Fostering discipline is a management action to encourage the members of the organization meet various conditions. Work discipline is a function of human resource management important and is the key to the realization of goals, because without discipline then it is difficult to realize maximum goals (Sedarmayanti, 2010). According to (Rivai, 2010), work discipline is a tool used by managers to communicate with employees so that they are willing to change something behaviour as well as an effort to increase awareness and willingness someone observes all company rules and social norms applicable. Further work discipline can be done by giving sanctions in the form of punishment and reprimand in order to create a deterrent effect for employees and so that employees do not repeat their mistakes again and can work better (Iswara, 2013). Therefore employee work discipline has a influence very important in realizing effective performance of human resources quality. Leadership play a role to create a vision, mission, objectives, strategies and policies in an organization. It is

very important in coordinating and directing company activities (Vanagas, 2014). It is essential to introduce top quality leadership in an organization in order to achieve mission and vision and at the same time coping with the changes of external environment (Harris 2007). It is a task of effective leaders to motivate and coordinate employees when the aim of the companies is to accomplish its stated objectives. (Vigoda, 2012)

Leadership is known to be one of the critical determinant factors in bringing success to any company. Wang and Clegg (2011) found that employees will not be supportive towards leadership styles that not encourage their idea to be part of decision making process. Employees prefer a system with decentralize approach where suggestions and decisions are being taken seriously and establish high motivation to the employees. When the top management encourage leadership styles that distribute authority among the employees, it will produce positive outcomes.

The theoretical framework defines the key concepts in your research, proposes relations between them, and discusses relevant theories and models based on a literature review. A strong theoretical framework gives a research a sound scientific basis, demonstrates your understanding of existing knowledge on the topic, and allows the reader to evaluate your guiding assumptions. It gives your research direction, allowing you to convincingly interpret, explain and generalize from your findings. The leadership study had developed some theories which can be divided into several approaches or theories. These are trait theory, behaviour theory, situation theory, transaction and transformation theory, cognitive theory and operant model theory.



### **2.4.1 Trait Theory**

This Personality Trait Theory believes that people born or trained with certain personalities will make them excel in leadership roles. That is, certain personality qualities such as courage, intelligence, knowledge, skills, responsiveness, imagination, physical, creativity, sense of responsibility, discipline and other values can make a person a good leader.

This leadership theory focuses on analyzing mental, physical and social characteristics to gain more understanding of the characteristics and combination of characteristics that are common among leaders. A person's success in leadership is very dependent on the nature of his personality and not only comes from talent but also comes from experience and learning outcomes.

According to research from McCall and Lombardo (1983), there are four main personality traits that determine the success or failure of a leader.

- Emotional stability and calm: Calm, confident and predictable, especially when under pressure.
- Recognizing Mistakes: Not covering up mistakes that have been made but acknowledging those mistakes.
- Good interpersonal skills: able to communicate and convince others without using negative tactics and coercion.
- Broad knowledge (Intellectual): Able to understand various fields rather than just understanding certain fields or certain knowledge.

### **2.4.2 Behaviour Theory**

Behavioural Theories gives a new perspective on leadership. This theory focuses on the behaviour of leaders rather than their mental, physical and social characteristics. The success of a leader is determined by his behaviour in carrying out leadership functions and the behaviour can be learned or trained. This Behavioural Theory is contrary to the Great Man Theory which says a leader is born from birth and cannot be learned. This Behaviour Theory assumes that successful leadership is based on behaviour that can be learned and not just from innate.

## **2.5 Review of Prior Empirical Studies**

1. A research on Impacts of leadership style on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks was published by M Asrar ul Haq in the year 2016. The research was conducted through sampling of 224 respondents of full time employees in the Pakistani banking sector. Weighted mean, multiple regressions, percentages and correlation coefficient were used to analyse the data collected. Regression and correlation analysis were used to examine the relationship of employees performance and employees satisfaction with leadership styles. The result of this research, that transformational leadership style is the most effective leadership style in Pakistan and affirms that full range leadership theory is supported in Pakistani settings.
2. An Obasan Kehinde (2014) conducted a research on a test of the impact of leadership styles on employee performance: A study of the department of petroleum resources. This research conducted at the Department of Petroleum Resources in Nigeria, with

main objectives to study the effect of transformational, transactional and laissez faire leadership styles on employee performance in the Nigerian public sector. Sample used for this research is 100 and the data was collected by using structured 5 point likert scale questionnaire. All the data collected were examined with validity and reliability test in order to measure the data quality. While regression analysis was used to find out the relationship between leadership styles on employee performance. The data was analysed using regression on SPSS. The paper concluded by recommending that the top management should use more of transformational leadership to bring about higher levels of organizational commitment and job performance.

3. A research was conducted by Liridon Veliu in 2015 on the influence of leadership styles on employee's performance. Based on the study, the sample size is 200 private enterprise managers from medium and large sized enterprise in Kosovo. Respondents were asked to answer the question based on five points Likert scale and analysed using SPSS. In the research, relationship of leadership style and their effect on employee's performance was studied and analysed using correlation and regression analysis. Findings identified that employee performance is highly impacted by leadership styles of the top management.
4. Nasir et al. (2014) conducted a research on Relationship of Leadership Styles and Organizational Performance: A case study of IPTA Academic Leaders in Klang Valley Area in Malaysia. Five public universities in Selangor were selected with sample size of 201 academic leaders. Multifactor Leadership Questionnaire and Kouzes & Posner Leadership Theory were used as survey instruments through preparation of close-ended questions. Respondents were asked to answer the

questions based on five point Likert Scale. To measure the reliability of the data, Cronbach's Alpha was used while normality test with Normal Probability Plots for variables was used to find the relationship of leadership behaviours with organizational performance. SPSS version 20.0 was used to analyse the data. Findings from this study concluded that leadership behaviours have a high positive impact to the organizational performance.

5. Research on the impact of leadership styles on employee's performance in Telecom engineering companies was done by Ali Orozi Sougui in year 2015, the research design was quantitative and the population and sampling of this project will focus only on Telecom Engineering companies in Chad. The research used random sampling to ensure that the sample represent the population. The targets are managers and the followers with at least two years of experience. Findings concluded that job performance of the employees in an organization was highly impacted by the leadership style.
6. Al Khajeh (2018) makes a research on Impact of Leadership Styles on Organizational Performance. Employees from twenty organizations were selected through random sampling. The data were collected by distributing survey questionnaires to respondents. The author used Five point Likert scale to measure the responses of respondents. Pearson correlation and regression analysis were used to identify the impact of leadership styles towards organizational performance. The result from this paper is that charismatic, transactional and bureaucratic leadership style has impact negatively towards organizational performance while transformational, autocratic and democratic positively impact the organization performance.

7. A research investigates the impact of Autocratic and Democratic Leadership style on job satisfaction in private and public school in Pakistan was done by Nadeem Bhatti in 2014. The study was aimed to find the relationship between leadership style and job satisfaction among the teaching staff comprising of both male and female from public and private schools of Lahore. The main objective of the study was to find out the relationship between leadership style and job satisfaction. For this purpose, the questionnaire was developed; there were 23 variables in all. All questions were close ended. It was administered to 205 school teachers both male and female of public and private schools of Lahore. The data was analyzed through SPSS and the findings, conclusion and recommendations are given below. The study will help us to find out the impact of leadership style on the working and output of employees and their job satisfaction. The male and female have same level of job satisfaction. As both work in similar position Public teachers have high level of job satisfaction because in private sector job is not secure as it is in public sector. Leadership style has a positive impact on job satisfaction

## 2.6 Conceptual Framework



*Figure 2: Conceptual Framework*

The conceptual framework of this study is to link the autocratic and democratic leadership style to the job performance of the dental employee, with the top management as the mediator.

## 2.7 Research Hypothesis

1. Are workers under democratic style of leadership will have positive impact on their job performance?
2. Are workers under autocratic style of leadership will have positive impact on their job performance?
3. Is leadership style of the top management become modifier of the dental employees' job performance?

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

In this study, explanatory research will be used, as the aim is to identify the relationship of leadership styles on employee job performance. Formulation of hypothesis and collection of information were established with the goal to accomplish the objectives of the study. Creswell (2014) mentioned there are three types of research techniques or approaches which are quantitative, qualitative and mixed approach. For this research study, quantitative approach was adopted. In order to find relationship among variables, researcher will normally adopt the quantitative approach method (Kumar, 2005). As the main objective of this study is to find the impact of leadership styles towards the employee performance of start-up companies in Malaysia, quantitative approach was applied in this study.

#### **3.2 Population, Sample & Sampling Technique**

The population of the study was the male and female dental clinic staffs from private sector. With the current Malaysian Registered Dentist is 12,520, Dental Therapist is 6,000, and Dental Surgery Assistant: 26,000 (MDC 2018)

Sampling Techniques helped to select representative units from which data could be gathered. It helped to draw inference about the nature of the entire population. Participants/sample of the study will be selected on convenient sampling techniques basis. Participants of the study will be 99 randomly selected dental clinic staff of varies job positions and comprising of both male and female from private dental clinics. They were comprised of junior and senior ones.

### 3.3 Accessibility and Ethical Issues

The researcher had asked for permission from the top management of each dental clinic to conduct the survey. On top of that, the survey was conducted outside office hours to avoid from interrupting them carrying their work duties, this is to avoid from any conflict of interest or problem. Besides, respondents participated in this survey were guaranteed by the researcher that there will be no violation of confidentiality or revelation of personal information to any other party.

### 3.4 Measurement of Variables

The questionnaire in this study consisted of three sections which are Section 1, 2 and 3. Section 1 asked on the demographic information of the respondents. Part 2 evaluate the style of leadership applied by the top leader at the dental clinic. Part 3 is to survey the job performance of the employee.

	<b>Title/Variable</b>	<b>Content/ Number of Questions</b>
<b>Part 1</b>	Demographic information	<ul style="list-style-type: none"><li>• Age</li><li>• Gender</li><li>• Education level</li><li>• Job Position</li><li>• Monthly salary</li></ul>
<b>Part 2</b>	Type of leadership <ul style="list-style-type: none"><li>• Autocratic</li><li>• Democratic</li></ul>	10 Questions
<b>Part 3</b>	Job Performance	6 Questions

*Table 1: Measurement of Variables*



### **3.5 Data Collection Method**

Leadership scale for this research work was adopted from the Multi factor Leadership Questionnaire (MLQ) by Avolio and Bass (1995) and commonly used in recent studies where the clinics' leaders behaviour fractioned into five indicators which are "Strongly Disagree", "Disagree", "Neutral", "Agree" and "Strongly Agree" according to five point Likert scale. Respondents of this survey were required to answer or rate each of the question based on this five point Likert scale. This questionnaire was modified to make it relevant and fit with the purpose of research study.

While for evaluation of employee performance, the responses of the respondents were measured using a five point Likert scale with frequency performance was distributed into 5 levels which are "Very Low", "Low", "Average", "High", and "Very High". The employee performance was measured based on the perception of respondents in delivering their job and task at the workplace. The survey questionnaire to evaluate employee performance was adopted from Mawoli and Mohammed (2013) modified to make it relevant and fit with the purpose of research study.

All the questionnaires were developed based on the independent variables which are democratic and autocratic leadership style and employee job performance as the dependent variable. The five point Likert scale was used as the answer to measure the feedbacks of respondents on survey questionnaires as it will help to simplify the answering process according to their level of agreement (GM Sullivan, 2013). Likert distinguished between a scale proper, which emerges from collective responses to a set of items (usually eight or more), and the format in which responses are scored along a range.

### **3.6 Data Analysis Technique**

This research implemented quantitative approach as the technique of research design. Statistical Package for the Social Sciences (SPSS) version 26 software was used in data analysis to obtain significant conclusions, this statistic tools used to evaluate the collected data from distributed questionnaires. Cronbach's Alpha coefficient was used to measure the quality and reliability of data collected from the respondent. The values from Cronbach's Alpha for autocratic and democratic leadership behavior of the leader and employee job performance were calculated by using SPSS software.

The main aim of this study is to find out either the autocratic and democratic leadership styles will give positive or negative impact towards the employee performance. In order to achieve the objectives, the data collected through responses of respondents were analyzed so that all of the hypothesis and research questions were answered and justified.

This study conducted correlation and regression analysis to discuss each hypothesis with autocratic or democratic leadership styles as independent variable and employee performance as dependent variable. Researcher usually use correlation analysis to identify the directions of the linear relationship between independent and dependent variables while regression analysis can be used to justify on the changes of unit of known variable (independent variable) towards estimated variable (dependent variable).

### 3.7 Reliability Test

In order to measure the quality and reliability of the data, the internal consistency must be tested. This can be achieved by finding the value of Cronbach's Alpha for each of the independent variable and also dependent variable. According to Perry R. Hinton (2004), in order for the data to be considered as acceptable, the value of the Cronbach's Alpha should be more than 0.6. If the value is more than 0.7, the reliability of the data can be considered good.

Value of Cronbach's Alpha	
0.9 and above	Excellent
0.7 – 0.9	Good
0.6 – 0.7	Acceptable
0.5 – 0.6	Poor
Below 0.5	Unacceptable

*Table 2: Cronbach's Alpha value for reliability test*

Data from each questionnaire to measure the relationship of leadership styles towards employee performance were computed into SPSS version 26. For autocratic leadership style, 6 questions were asked to the respondents. While total of 4 questions were asked for democratic leadership style part. For the dependent variable which is the employee job performance, 5 questions were asked to evaluate the employee performance. From this data, the reliability test was conducted to measure the reliability in consistency of the data.

Variables	No. of Items	Value of Cronbach's Alpha
Autocratic	6	0.892
Democratic	4	0.868
Employee Performance	5	0.800
Overall	15	0.664

*Table 3: Results of Cronbach's Alpha value for each variable*

Based on the Table 3 above, each of the variable recorded value of Cronbach's Alpha more than 0.8 which shows that there is a good reliability on the data collected. Autocratic leadership part has the highest value of Cronbach's Alpha with value of 0.885 which proved that it is reliable, followed by Democratic (0.868) and Employee Performance (0.800). The overall value of Cronbach's Alpha is 0.664 which means the reliability on the overall data collected is acceptable.

#### Autocratic

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
.892	6

*Table 4: Autocratic reliability statistic*

#### Democratic

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
.868	4

*Table 5: Democratic reliability statistic*

#### Job Performance

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
.800	5

*Table 6: Job Performance reliability statistic*

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

Findings of this research study will be discussed in this chapter. The overall characteristics of the sample will be discussed in later section. Presentation and discussion the results from the study and investigate the impact of leadership styles towards employee performance for dental clinic companies in Malaysia.

#### **4.2 Descriptive Analysis**

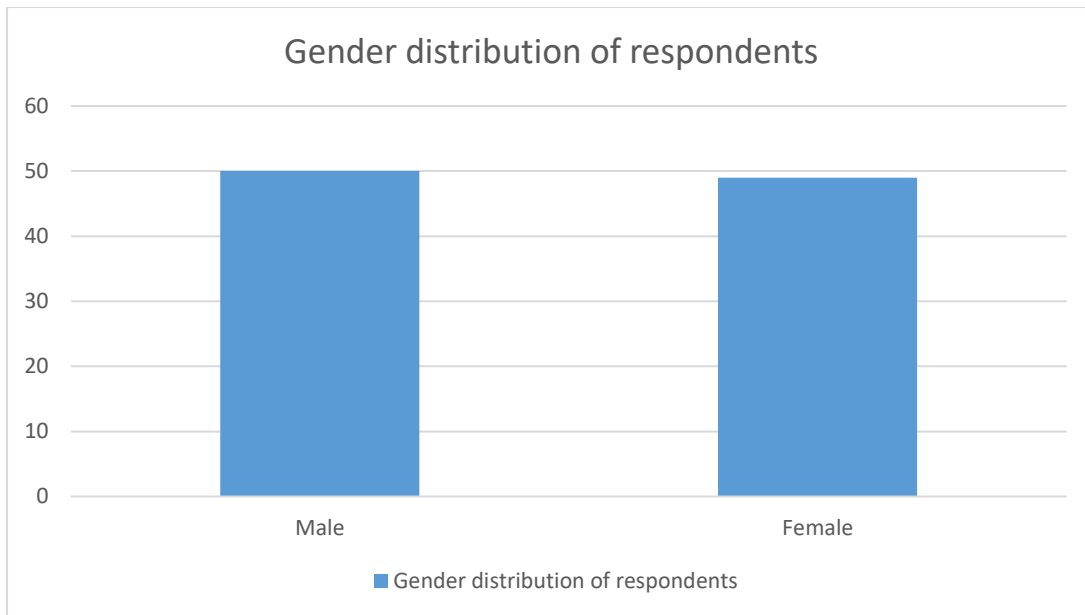
Demographic analysis was conducted to the data collected from respondents. Demographic information of the sample for this research was measured by age, gender, education level, job position and salary.

##### **4.2.1 Gender Distribution of Respondents**

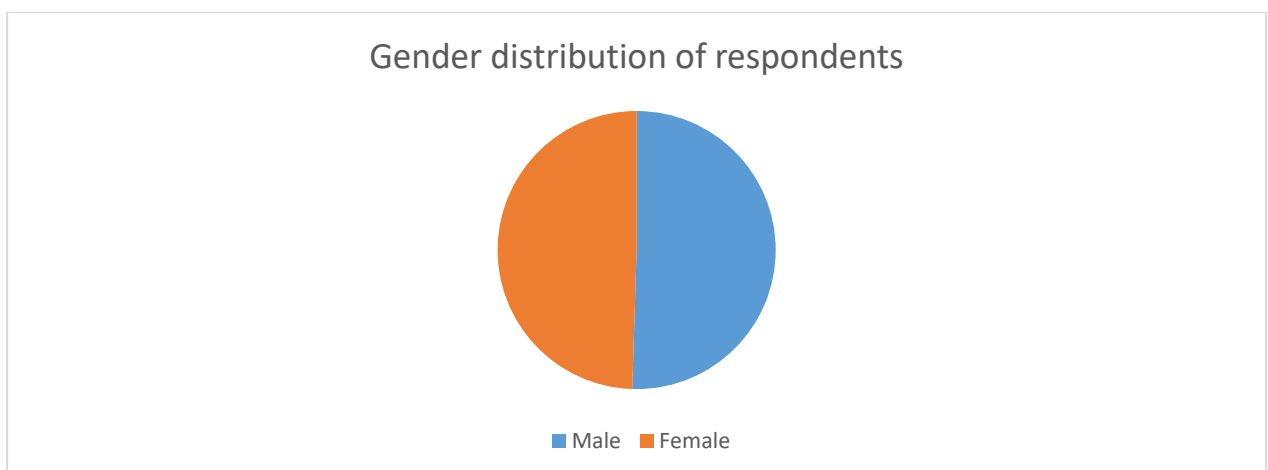
From the total number of respondents, the gender distribution is balanced, majority were male with total of 50 respondents and 49 respondents out of total 99 respondents were female. Table 7 shows the gender distribution of respondents that participated in this research study.

	<b>Number of respondents</b>	<b>Percentage</b>
Male	50	50.50
Female	49	49.50
Total	99	100

*Table 7: Gender distribution of respondents*



*Figure 3: Gender distribution of respondents*



*Figure 4: Percentage of the gender distribution of respondents*

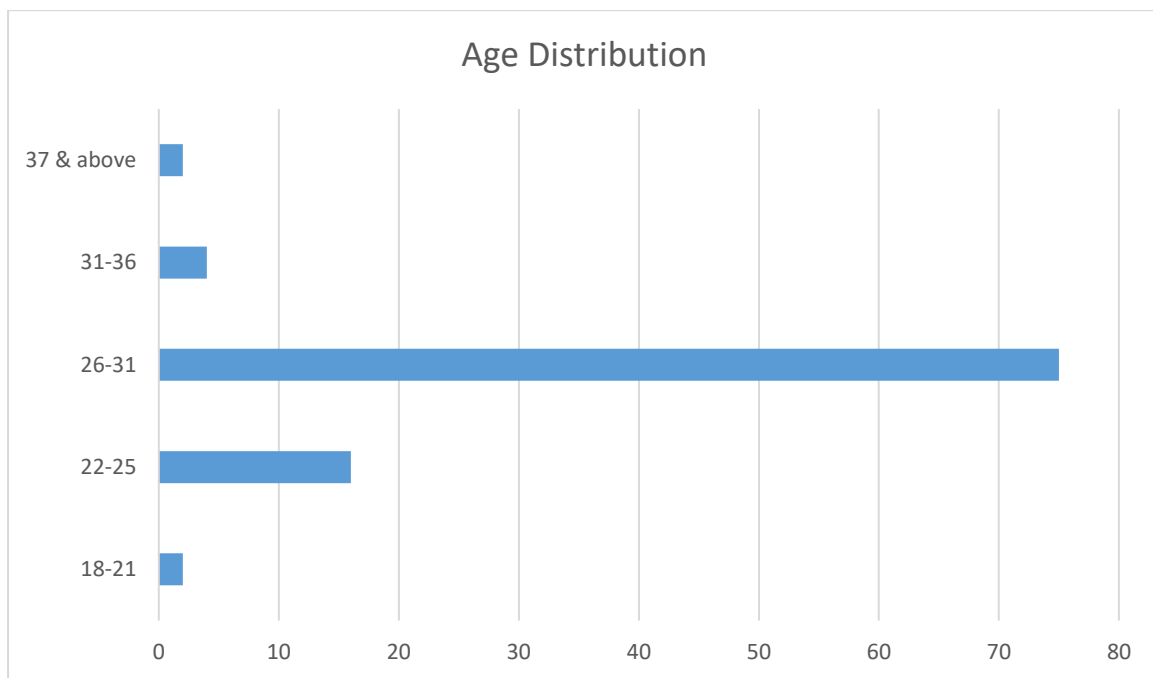
#### **4.2.2 Age Distribution of Respondents**

The highest number is respondents with age range of 26-31 with total 75 respondents (59.6%), Secondly, followed by age group of below 22 years old with 25 respondents (18.5%). For respondents with age range of 31-36, the total number recorded is 4 (14.6%) while for age group of 18 to 21, the number of respondents is only 2 (5.3%) The lowest age group in this research study is 41-46 with 3 respondents which is equivalent to 2% similar to

the age group of 37 and above, 2 number of respondent participated in this study. Generally, the respondents in this study age ranging from 22 to 31, this is due to the number of young dentist working in the private clinic is high. Table 8 shows the overall results of age distribution of the respondents.

Age group	Number of respondents	Percentage
18-21	2	2.0
22-25	16	16.1
26-31	75	75.8
31-36	4	4.0
37 and above	2	2.0

*Table 8: Age distribution of respondents*



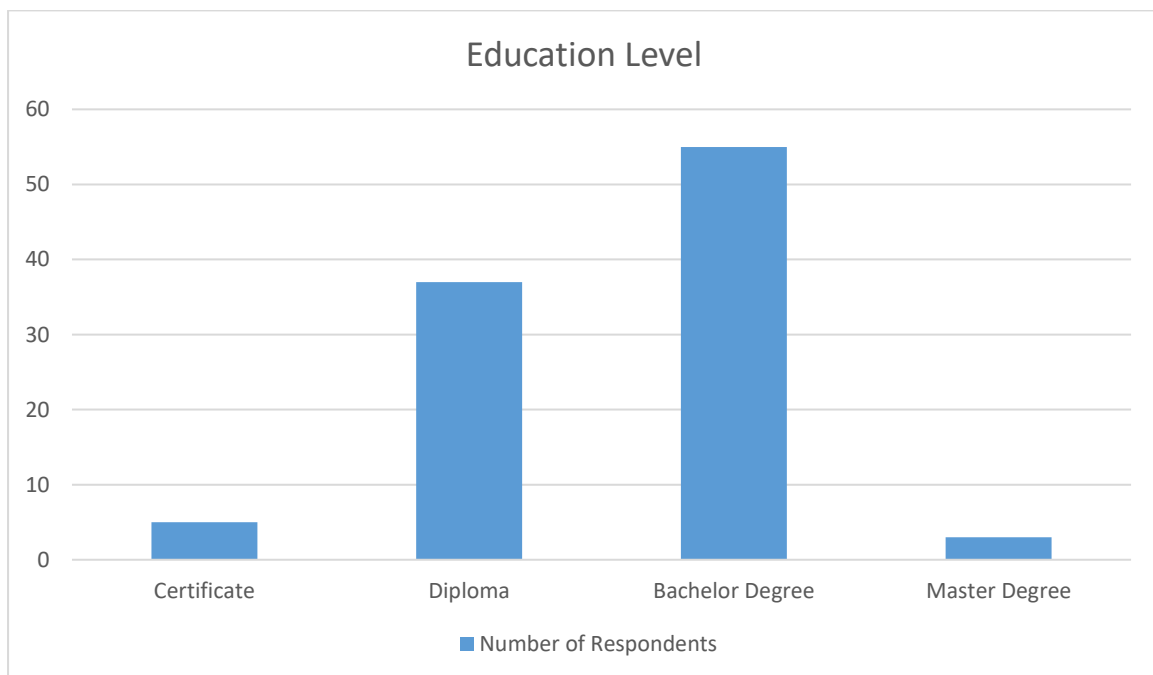
*Figure 5: Age distribution of respondents*

### 4.2.3 Education Level Distribution of Respondents

The education level of each respondent was asked in the survey questionnaire. From the overall data collected, record shows that bachelor degree holders represent the highest number and percentage with total 54 respondents which is equivalent to (54.5%). Second highest group is diploma holders with 37 respondents (37.0%) and followed by certificate holders with 5 respondents constituted with (5.0%) and the last one is the master degree holders with 3 respondents (3.0%). Table 9 tabulates the results of education level distribution of respondents.

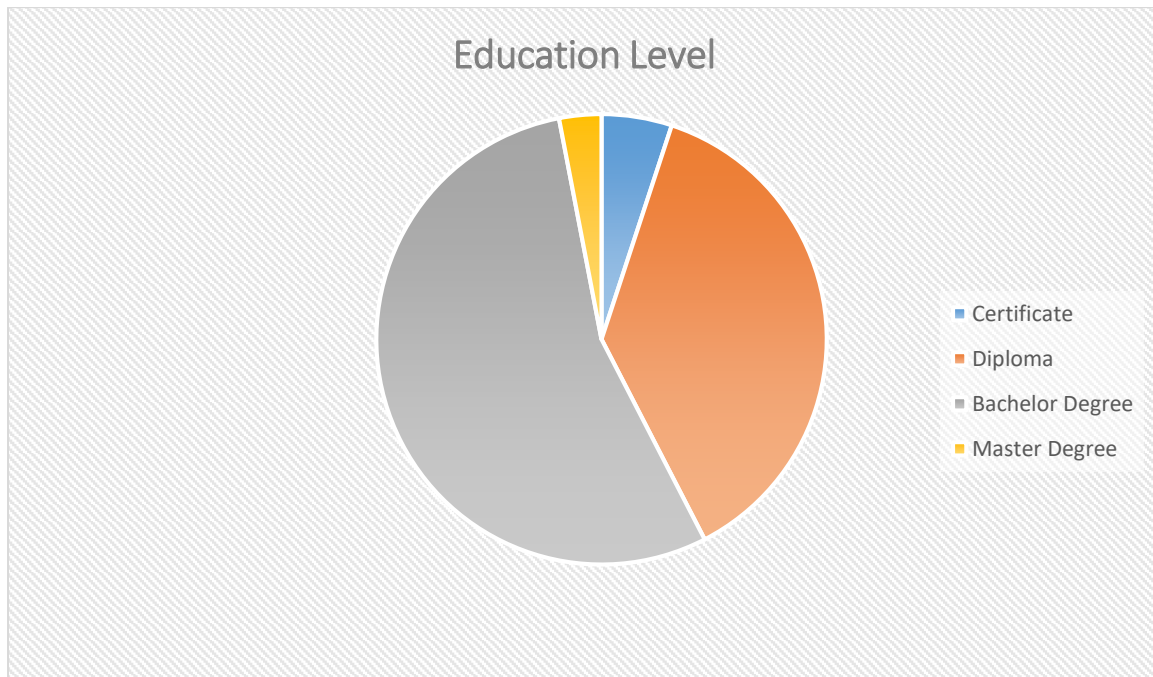
	Number of respondents	Percentage
Certificate	5	5.0
Diploma	37	37.0
Bachelor Degree	54	54.5
Master Degree	3	3.0

*Table 9: Education level distribution of respondents*



*Figure 6: Education level distribution of respondents*





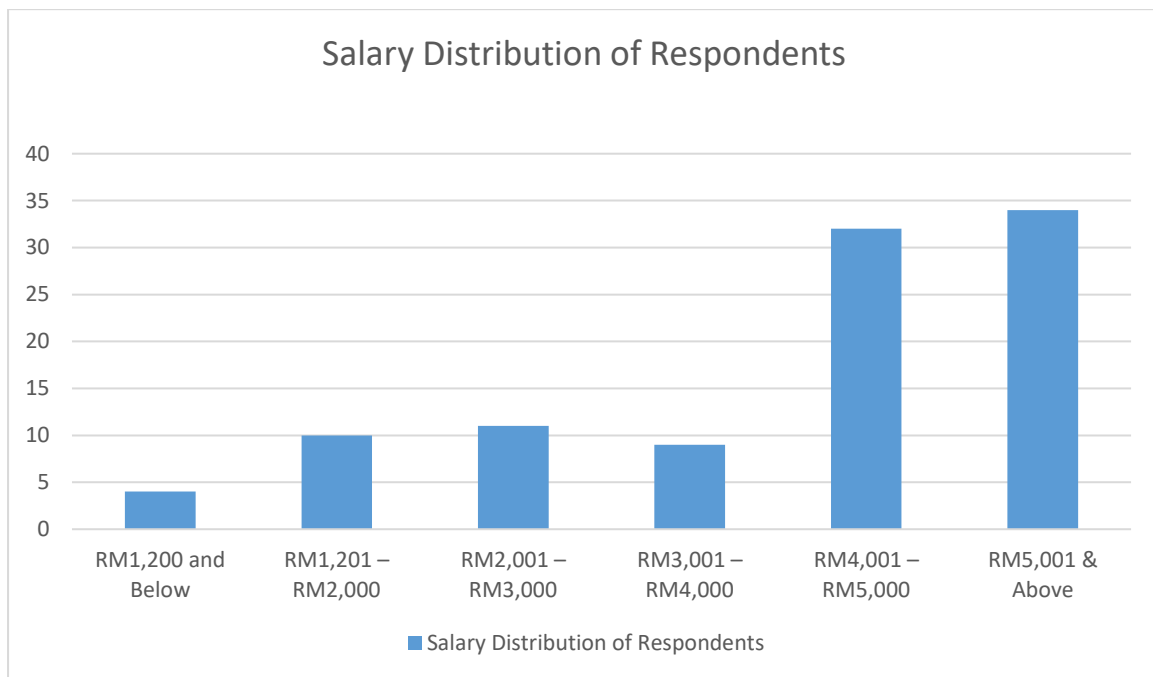
*Figure 7: Percentage of Education Level Distribution*

#### **4.2.4 Salary Distribution of Respondent**

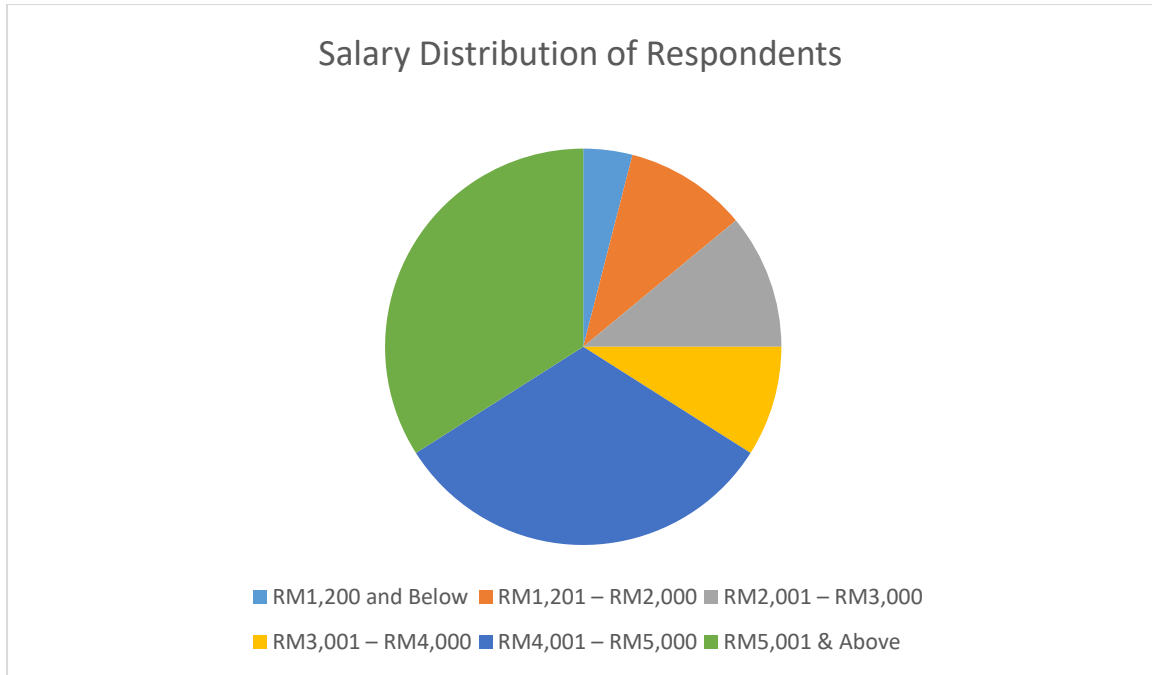
Majority of the respondents receive monthly salary of RM5,000 and above. This group of respondents represent total number of 34 respondents (34.0%). Data recorded also shows 32 of the respondents receive monthly salary of RM4,001 to RM5,000. While for the group that receive monthly salary in the range of RM3,001 to RM4,000, it is only represents by 9 respondents. Other than that, the respondents with salary RM2,001 to RM3,000 and RM1,201 to RM2,000 is 11 and 10 person respectively. While the least salary group is RM1,200 and below group. Table 10 summarizes the result.

	Number of respondents	Percentage
RM1,200 and Below	4	4.0
RM1,201 – RM2,000	10	10.0
RM2,001 – RM3,000	11	11.0
RM3,001 – RM4,000	9	9.0
RM4,001 – RM5,000	32	32.0
RM5,001 & Above	34	34.0

*Table 10: Salary distribution of respondents*



*Figure 8: Salary distribution of respondents*



*Figure 9: Percentage of Salary Distribution of Respondents*

#### 4.2.5 Descriptive Analysis of Autocratic Leadership

##### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Question1	99	1	5	2.48	1.281
Question2	99	1	5	2.68	1.219
Question3	99	1	5	2.39	1.219
Question4	99	1	5	2.56	1.231
Question5	99	1	5	2.63	1.166
Question6	99	1	5	2.30	.984
Question7	99	1	5	3.39	1.150
Question8	99	1	5	3.67	1.143
Question9	99	1	5	3.59	1.010
Question10	99	1	5	2.83	1.170
Question11	99	1	5	3.95	.994
Question12	99	1	5	4.08	.933
Question13	99	1	5	3.39	1.369
Question14	99	1	5	2.93	1.264
Question15	99	1	5	3.20	1.195
Valid N (listwise)	99				

*Table 11: Descriptive analysis of autocratic leadership*

	N	Minimum	Maximum	Mean	SD
<b>Q1.</b> My clinic's leader believes the staff need to be supervised closely, if not, they will not working	99	1	5	2.48	1.281
<b>Q2.</b> My clinic's leader is the sole evaluator of the achievements of the employees	99	1	5	2.68	1.219
<b>Q3.</b> My clinic's leader believes that to motivate the staffs, he or she must rewards or punish to achieve organizational objectives	99	1	5	2.39	1.219
<b>Q4.</b> My clinic's leader always give instructions and order on tasks	99	1	5	2.56	1.231
<b>Q5.</b> My clinic's leader believes his or her employees are not proactive in general	99	1	5	2.63	1.166
<b>Q6.</b> I am not feeling guided in workplace and insecure of my current job	99	1	5	2.30	.984
Autocratic	99	1.00	5.00	2.5067	.95711
Valid N (listwise)	99				

The first survey question in this section, 'My clinic's leader believes the staff need to be supervised closely, if not, they will not working' has mean of 2.48 with standard deviation 1.281. The second survey questions 'My clinic's leader is the sole evaluator of the achievements of the employees' with mean of 2.68 and standard deviation of 1.219. The third question, 'my clinic's leader believes that to motivate the staffs, he or she must rewards or punish to achieve organizational objectives', has mean of 2.39 and standard deviation of 1.219. The fourth question, 'My clinic's leader always give instructions and order on tasks', has mean of 2.56 and standard deviation of 1.231. The fifth question, 'My clinic's leader believes his or her employees are not proactive in general' has meant of 2.63 and standard deviation of 1.166. Meanwhile the last question, 'I am not feeling guided in workplace and insecure of my current job' has meant of 2.30 and standard deviation of 0.984.

The last survey question recorded lowest mean. The evaluation of autocratic leadership through six survey questions shows the value of mean at 2.5067 and standard deviation of 0.95711. From these results we can observe that autocratic leadership lesser popular leadership style by the leaders in dental clinics.

#### 4.2.6 Descriptive Analysis of Democratic Leadership

	N	Minimum	Maximum	Mean	SD
<b>Q7.</b> My clinic's leader always ready to give guidance to the employees	99	1	5	3.39	1.150
<b>Q8.</b> My clinic's leader always involve us in decision making	99	1	5	3.67	1.143
<b>Q9.</b> My clinic's leader apply open door policy and encourage discussion	99	1	5	3.59	1.010
<b>Q10.</b> My clinic's leader always responsible towards the employees	99	1	5	2.83	1.170
Democratic	99	1.00	5.00	3.3687	.94784
Valid N (listwise)	99				

*Table 12: Descriptive analysis of democratic leadership*

The survey question 'My clinic's leader always involve us in decision making' shows the highest mean with value of 3.67 and standard deviation of 1.110. Then, second highest displays by question of 'My clinic's leader apply open door policy and encourage discussion' with mean of 3.59 and standard deviation of 1.010.

The lowest mean of 2.83 recorded through question 'My clinic's leader always responsible towards the employees' actions, good or bad' with standard deviation of 1.170. Other than that, 'My clinic's leader always ready to give guidance to the employees' has

mean of 3.39 with standard deviation 1.150. We can conclude from this survey, the overall democratic leadership shows the total mean value of 3.3687 with standard deviation of 0.93168 where this recommends that leaders in start-up companies demonstrate this type of leadership significantly at workplace.

#### 4.2.7 Descriptive Analysis of Employee Performance

	N	Minimum	Maximum	Mean	SD
<b>Q11.</b> I struggled hard to achieve my daily clinical or administration target	99	1	5	3.95	.994
<b>Q12.</b> I compromise quality to deliver the best service	99	1	5	4.08	.933
<b>Q13.</b> I have received several informal or formal commendations from colleagues or patients for doing my job effectively	99	1	5	3.39	1.369
<b>Q14.</b> I have received several formal or written commendations from my clinic management for doing my job effectively	99	1	5	2.93	1.264
<b>Q15.</b> I was rewarded for my achievement at work	99	1	5	3.20	1.195
Employee Performance	99	1.00	5.00	3.5111	.86625
Valid N (listwise)	99				

*Table 13: Descriptive analysis of employee performance*

Job performance of employee at workplace, 5 questions were asked and included in the survey questionnaire. Survey question ‘I compromise quality to deliver the best service’ displays the highest mean of 4.08 and standard deviation 0.933.

Otherwise, the lowest mean of all the survey question ‘I was rewarded for my achievement at work’ recorded lowest mean of 2.93 and standard deviation 1.264. Overall, the performance of employee at workplace can be concluded as high because the total means value of 3.5111 and standard deviation of 0.86625.

#### 4.2.8 Descriptive Analysis of Leadership Styles and Job Performance

	N	Minimum	Maximum	Mean	SD
Autocratic	99	1.00	5.00	2.5067	.95711
Democratic	99	1.00	5.00	3.3687	.94784
Job Performance	99	1.00	5.00	3.5111	.86625
Valid N (listwise)	99				

Table 14: Descriptive analysis of leadership styles and employee performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Autocratic	99	1.17	5.00	2.5067	.95711
Democratic	99	1.00	5.00	3.3687	.94784
Job Performance	99	1.60	5.00	3.5111	.86625
Valid N (listwise)	99				

Table 14 shows the overall descriptive statistics of autocratic and democratic leadership style together with the performance of employee. From the results, we can conclude that leaders of start-up companies in Malaysia demonstrated democratic leadership greatly and significantly since it has the highest mean value of 3.3687.

While for autocratic leadership, is less popular practiced leadership style in the dental clinic setting where the mean value recorded is 2.5067. Results also show that employee performance recorded is high with value of mean 3.5470.

From these results, we can suggest that democratic leadership produce high performance of employee, whilst the autocratic style of leadership produce low performance of employee. However, this will be further discussed in the correlation and regression analysis.

### 4.3 Pearson's Correlation Analysis

	Autocratic	Democratic	Employee Performance
Autocratic	1		
Democratic	-.748**	1	
Job Performance	-.789**	.816**	1

		Autocratic	Democratic
Autocratic	Pearson Correlation	1	-.748**
	Sig. (2-tailed)		.000
	N	99	99
Democratic	Pearson Correlation	-.748**	1
	Sig. (2-tailed)	.000	
	N	99	99
Job Performance	Pearson Correlation	-.789**	.816**
	Sig. (2-tailed)	.000	.000
	N	99	99

		Autocratic	Democratic	Employee Performance
Autocratic	Pearson Correlation	1	-.748**	-.789**
	Sig. (2-tailed)		.000	.000
	N	99	99	99
Democratic	Pearson Correlation	-.748**	1	.816**
	Sig. (2-tailed)	.000		.000
	N	99	99	99
Employee Performance	Pearson Correlation	-.789**	.816**	1
	Sig. (2-tailed)	.000	.000	
	N	99	99	99

Table 15 & 16 Pearson's Correlation Analysis



Both of the Table 15 and Table 16 show the Pearson's correlation analysis between variables in this research study. From the result tabulate in both tables, we can clearly observe and justify on the relationship between leadership style and performance of employee. Autocratic leadership has a negative significant impact on the employee performance where the value of Pearson's correlation,  $r$  is  $-0.789$  and significant value,  $p$  is below  $0.01$ . While for democratic leadership, exhibit positive significant impact towards employee performance. Between democratic leadership and employee performance, the  $r$  value recorded is  $0.816$  with  $p$  value less than  $0.01$ .

#### 4.4 Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 <sup>a</sup>	.738	.733	.44787

Table 17: Model summary of multiple regression analysis

##### Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 <sup>a</sup>	.738	.733	.44787

a. Predictors: (Constant), Democratic, Autocratic

According to the book 'Multivariate Analysis' by Hair et al (2012), the acceptable variance explained in factor analysis for a construct to be valid is 60 percent, and can be relied as a good fit research model. For instance, the Adjusted R Square value of a study has to be more than 60 percent. In the case of this research study, results clearly show the value of Adjusted R Square is  $0.733$  which equivalent to 73.3 percent. Thus, model from this research study can be concluded as good fit model. On top of that, the value of R Square from

this study is 0.738. This value point out how well can dependent variables is predicted by independent variables. Thus, 73.8 percent of the employee performance can be predicted by leadership styles.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.855	.397		7.199	.000
	Autocratic	-.367	.071	-.406	-5.158	.000
	Democratic	.468	.072	.512	6.510	.000

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.855	.397		7.199	.000
	Autocratic	-.367	.071	-.406	-5.158	.000
	Democratic	.468	.072	.512	6.510	.000

a. Dependent Variable: Job Performance

Table 18: Coefficients of multiple regression analysis

### Dependent Variable: Job Performance

Table 18 shows the result of beta coefficient value and significant value for each leadership style. Autocratic leadership has a beta coefficient value of -0.367 and significant value which is lower than 0.01. Hence, this result concludes that the practice of autocratic leadership has a significant negative impact towards the performance of employee. Similar outcome of research study has been achieved by (D NawoseIng'ollan, 2017) where from both research studies, they suggested that autocratic leadership has negative impact towards employee performance.

On the other hand, democratic leadership has beta coefficient value of 0.468 and significant value less than 0.01. Therefore, the finding from this research study concludes that democratic leadership has a significant positive impact towards performance of employee. The similar result has been published by (Coyle-Shapiro, 2013) where the democratic leadership proven has given positive impact to the subordinates.

#### **4.5 Discussion of Results**

The result of this research paper concludes that autocratic leadership has a negative impact towards job employee performance of the dental clinics in Malaysia. There are some similar researches on impact of leadership style on employee performance that produced the same results such as study done by (RI Vosloban, 2012). Based on this study, it was found out that autocratic leaders disrupt the positive behaviour of the employees in the organization. This is mainly because the leader solely makes decision and tends to micromanage the lower subordinates, lesser opportunity for internal discussion cease the company improvement. Authority of the top leader and showing their power to the employees reduce the employee innovation and creativity in the clinic. The result from this is the low job performance outcome from the employees.

#### **H1: Are workers under democratic style of leadership will have positive impact on their job performance? - Accepted**

On the other hand, the result of this research study shows that democratic leadership has a significant positive impact on the performance of employee. Similar results were achieved in the study done by (Coyle Shapiro, 2013) where under the democratic leadership, opinions and views of employees were appreciated by the leaders. Other than that, the supervisor

incorporating the opinions of subordinates during the process of decision-making. Given this, it requires a leader to allow his or her subordinates to take a certain degree of responsibility in the workplace. Eventually, this result in high performance of the employee.

**H2: Are workers under autocratic style of leadership will have positive impact on their job performance? - Rejected**

The performance of the employee is also verified to be negatively impacted by the autocratic approach of leadership. Under this type of leadership, employees normally will not be given a chance to discuss or give out ideas, as all of the decisions were made by the leader. A study done by (H Wang, 2018) shown the same results and outcomes where the performance of employee was proven to have a negative significant impact with autocratic leadership. When the leaders close a freedom to the employee in distributing power and making decision, the performance of the employee will be low.

**H3: Is leadership style of the top management become modifier of the dental employee job performance? - Accepted**

It is proven that the top management style of leadership is the modifier to the outcome, in this case, the employee performance. The performance will be negatively or positively impacted by the top management style, as the behaviour of the employees can be improved or can be measured as low.

Hypothesis	Beta Value	Sig	Result
H1: Are workers under democratic style of leadership will have positive impact on their job performance?	0.468	0.000	Accepted
H2: Are workers under autocratic style of leadership will have positive impact on their job performance?	-0.367	0.000	Rejected
H3: Is leadership style of the top management become modifier of the dental employees' job performance?		0.000	Accepted

*Table 19: Summary of hypothesis*

## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusion**

This research study was conducted to find out the impact of autocratic and democratic leadership style towards employee job performance specifically for the private dental clinic in Malaysia. Every data collected from respondents were entered into SPSS version 26 in order to compute the total analysis of the study. With 99 respondents participated in this survey, the results shown that democratic leadership have a positive impact on the performance of employee. This is supported by the Pearson's correlation and regression analysis from SPSS. Democratic leadership will invoke the innovation and satisfaction of the employees, they have the chance to contribute their ideas for the clinic benefits. The employee satisfaction will affect the services quality to the patients, this process results in improvement of the employees performance.

Oppositely, this research study also establishes a conclusion which autocratic leadership has a significant negative impact on the performance of employee. Majority of the respondents find that autocratic leadership would cease their performance. The autocratic approach commonly push the employee to achieve the target without guiding them, insecurity within the working environment might turn out to reduce the employee performance. Autocratic leadership might be beneficial in several field or industry (H Wang -2018). However, for private dental clinics in Malaysia, it is proven to be less accepted by the employees, and the style will cause job performance to deteriorate.

#### **5.2 Recommendation**

Based on the result of this study, we can conclude that democratic leadership is suitable to be used in the private dental setting. Open door policy will reduce the power

distance between the subordinates from the various positions to the top management. Good communication between the employee and the higher management produce positive environment and avoid misinformation or misunderstanding. Democratic approach in making decision in the dental clinic will encourage the employees to share their ideas and opinion to the company. Since, dental clinic is service based business, every improvement and idea from the employee will affect the customer experience, thus improve the quality of the service. Large dental clinic brands will be benefited with democratic leadership from the multi-level leadership. Huge numbers of clinic branches need good leadership to manage the clinics. Improved employee job performance help the company to serve high quality of dentistry to the patients and elevate the brand name. Through this approach, employees will feel that they have to carry higher responsibilities thus encourage them to perform better at the workplace. The retention rate will be high as the employee will prefer to stay with the company as they feel satisfied.

Human resources of the dental clinic either small or large practice will need to find suitable candidates to the company culture. Democratic leadership style can be assess during the interview or pre hiring questionnaire. The value from the good candidate can be groomed, however the human resources unit must aware of the negative impact of the autocratic leader in working environment such as the dental clinic, as it will give bad impression to the development of human capital and towards the organization performance.

The style of leadership need to be taught in dental school, or in any of the institution providing dental science courses. Knowledge on this research will help the future dentistry managers or entrepreneur to manage the dental clinic based on the best leadership approach. Lack of knowledge in business leadership in the dental clinic had caused a lot of underperforming dental clinic with multiple management problem and negative environment.

### **5.3 Limitations and Future Research Direction**

The main limitation of the study was regarding the sampling which can lead to limited conclusions and generalization. There were 99 respondents from more than 30 dental clinics that participated in this survey which most of them located in the Klang valley area. It is impossible to conduct the study on whole population due to the big size of population. Hence, if this study was conducted to samples from different region part of Malaysia, it will provide different result. Therefore, study from different region in Malaysia should be conducted in the future research.

This survey study focuses on the employee performance based on the leadership style applied by the leaders in dental clinics. However, there are more factors that can actually affect the performance of employee such as office environment, salary offered, career growth and leader psychology. Other than that, this study only focused on the autocratic and democratic leadership style, meanwhile there are several other leadership style that can be tested for future research.



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## **APPROVAL PAGE**

**TITLE OF PROJECT PAPER: THE IMPACT OF AUTOCRATIC AND DEMOCRATIC LEADERSHIP ON EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF PRIVATE DENTAL CLINIC INDUSTRY IN MALAYSIA**

**NAME OF AUTHOR : MUHAMMAD FURQON BIN ABD RAHIM**

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The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration (Leadership).

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