

Effective Leadership Model: Needs Analysis Study of Leaders in Higher Educational Institutions of Majlis Amanah Rakyat ('MARA')

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This study aims to identify the views of leaders in advanced higher educational institutions. The value of the Leadership Model and the importance of leaders having effective leadership qualities in higher educational institutions of Majlis Amanah Rakyat ('MARA') will also be discussed. For the purpose of achieving the objectives of this study, structured interviews were done on ten leaders in higher educational institutions of MARA. The results of the interviews conducted were supported by the results of previous studies and a set of questionnaires were developed as instruments for the first round of the Delphi method. In addition, advancing leaders in higher educational institutions must implement the characteristics of effective leadership to form an excellent institution.

Key words: *Higher Educational Institutions, Effective Leadership, Majlis Amanah Rakyat, Delphi Technique.*

Introduction

Leadership and education cannot be separated. Our education system is constantly experiencing transformation and improvement with time. The current education system is in dire need of an effective leader and talented members in achieving the national vision. Previously, Peterson, Smith, Martorana, and Owens (2003) pointed out that the role of leadership is very important to achieve performance in an organisation. Subsequently, Silva (2016) mentions leadership is a developing concept that is very complex to define but it can be explained as a process of interactive control from the authority to the followers in achieving a common goal. Carter (2007) agreed that leadership is one of the determinants of the success of

an institution. There is a current future emphasis on education to be comprehensive, balanced and integrated with the spiritual and physical needs of students and in line with the concept of human development priority. This focus has become the main task of institutional leader's education (Wan Mohd Zahid 1993). Different leadership approaches are needed in a new working environment. In other words, the main features of effective leadership are the cornerstone of the success of the educational institution (Wang, 2011).

Problem Statement

Leadership is the ability to influence followers and involves the use of power by leaders and followers of the level of acceptance. Ability to influence followers relates to the ability to meet the desire to the satisfaction of followers (Daft, 2004). Currently, leaders cannot be labelled as a leader who is good or bad, but we can say that a leader is effective or ineffective in one particular situation, but ineffective/effective in other situations. Effective leadership can be achieved by modifying responses to situations or changing leadership style. Cheng (2016) emphasised, leader characteristics would give significant motivation to the individual and create positivity in leader identity to lead through the self-concept construction processes of leadership self-efficacy. Agreeing with that, Jamilah Man (2016) stresses leaders should pay attention to each follower including always giving good advice to each follower and to assess followers based on their privileges. The followers will feel appreciated and this will give rise to a sense of responsibility for the organisation.

In response to this challenge, MARA is now under the Ministry of Rural Development and Regional Development through the Higher Education Division, as part of the education sector. The division is responsible for controlling, efficient planning and supervising activities conducted at the institutions of higher learning of MARA. The Higher Education Division is also responsible for the success of and advancing the goal of:

To meet its obligations towards increased professional and semi-professional education in accountancy, Commerce and business management and engineering technology through education institutions under its control.

(MARA, 2014)

In such context, Mariam Md Salleh, Mohammed Sani & Siti Rahayah Ariffin (2009) expressed the view that advancing educational institutions should have a paradigm shift through management and leadership. The core of this statement is the same as the efforts of the government in the intention to create excellent educational institutions through effective leadership (MARA transformation leader race, 2011). In other words, higher educational institutions are in dire need of an effective leadership model to develop leaders to become



effective leaders, thus making higher education institutions higher educational institution of excellence.

Research Questions

This study aimed to achieve the following research goals:

- (a) Evaluate effective leadership model qualities for leaders in higher education institutions of Majlis Amanah Rakyat (MARA), and
- (b) Evaluate the key features of effective leadership for leaders of higher education institutions Majlis Amanah Rakyat (MARA).

Research on Previous Study

Effective Leadership

In an organisation or educational institution, effective leadership is the basis for success or the collapse of an institution. Thus, effective leadership in higher education institutions MARA is a necessity for excellence in leadership and the institutions themselves. In other words, an effective leader will assist the organisation to achieve its objectives (Baharom Mohamad Mohamed, Johdi Salleh & Che Noraini Hashim, 2009). Earlier Wasim and Imran (2010) stated, the characteristics of an effective leader is to provide direction to their subordinates, allowing employees to do their jobs and to work as a group to achieve organisational goals and objectives of the organization. Supported by Madanchain (2017), effective leadership is as an outcome when individuals are in a position to influence a team to fulfil their roles with organisational results. When he/she is capable and competent, the leader as a person in charge or as a change agent can handle an organisation or organisational change more efficiently and successfully (Abbas, 2010).

Needs Analysis

Needs analysis provides information that is important in determining the design and development of instructional materials for the next phase (Gagne et al., 2005). In other words, needs analysis is used to identify the reason for the likelihood of a problem (Branch, 2009; Gagne, Wager, Golas, & Keller, 2005) and to take appropriate steps for solving problems that occur (Reinbold, 2013). The model design in this article can be used as a guideline for the leaders and institutions of higher education, in particular MARA to meet the needs of leadership and to be effective leaders.



Needs Leadership towards Effective Leadership

Effectiveness in leadership is always discussed in the world of education. The importance of having effective leadership cannot be denied in the world of education and leadership. In fact, leadership has always been associated with the administration of leaders, where leaders must be able to change and how leadership must be in specific situations to be more effective. Further, leaders must acknowledge the support of their followers with the aim of becoming a trusted and respected leader (Aric Hall, 2007). Durie and Beshir (2016) add that effective leadership is the success of organisations; therefore, it is important to develop leaders in the field of education who can promote and improve the education of students.

Methods of Study

Research Design

For the purposes of achieving the objectives of this study, qualitative methods were applied by using structured interviews with the top ten (10) leaders in universities for MARA. As a result of interviews, which were also supported by previous findings, a set of questionnaires were developed as the instrument for the first round of the Delphi method.

Research Sample

Research participants in this study agreed to be involved and permission from the participants was requested before the study commenced. Fraenkel and Wallen (2008) agreed that the main condition of selecting the study participants is voluntary involvement. The selected participants are the experts in their respective field of study. The interviews were carried out on ten (10) leaders consisting of the Head of Department, specialist lecturers and senior lecturers. All ten (10) leaders have served in a position of leadership for at least seven years or more.

An Instrument

The instrument to be used at the first stage of this study is an interview. Hence, the pilot study on the requirements of the essential instruments should be carried out in advance, with the aim of ensuring high reliability and validity and to resolve problems that may occur during the actual study in the event of David, Azizah Salleh, a minute of Md Yasin, Mohd Kidin Shahrar, Alias Mohd Yatim and Abdul Razak Habib (2010). As such, the number of pilot study



participants for this instrument were two leaders in the institution under the MARA, who were elected based on a period of leadership over seven years or more. The interview session for this instrument has lasted for between 30 minutes and 45 minutes.

Seven main themes of effective leadership have been identified from the review highlights and are also included in the interview protocol. Findings at this stage can be use as guidance for future studies. Therefore, a protocol was produced based on past research interviews and was used as an instrument in this round. The format of this instrument has been modified from the study of Muhammad Faizal A. Ghani (2008) for the needs of this study. The form of the instrument is shown below.

Questions of identity. Introductory level questions about the tasks and background. They were off the record, but in the form of a formal interview by researchers. These questions were asked with the aim to build relationships and comfort between researchers and participants.

The opening question. At this stage, the goals and methodology of the study were described by researchers to the participants. Researchers provide assurance of the confidentiality of all information.

Key questions. Key questions of interviews focused on the objectives of the study about the main themes and characteristics of effective leadership in advancing higher educational institutions.

Sample Size

Through the determination of the total sample size, Satzinger, Jackson and Burd (2007) explained that a small number of samples is sufficient if the objective of the design is limited and clear. Thus, this study has selected ten (10) survey participants and were selected based on knowledge and experience in their stewardship of more than 7 years in the institution concerned. They consist of the Heads of Departments, senior lecturers and lecturers' expert. List of participants of the study based on their posts as shown in table 3.2.

Table 3.2: The Selection of Participants Based on The Needs Analysis Phase based on Position

Position	Total
Head of Department	2
Senior Lecturers	6
Expert Lecturers	2
Total	10 persons

Study Findings

Effective Leadership Model Design Requirements

The findings for this section obtained through interviews with ten (10) leaders who have expertise in leadership in higher education institutions of MARA. The result of interviews carried out indicates that participants believe that one design model for leaders must be applied in order to ensure excellence in an education institution.

Leadership is also a support model for leaders in governing institutions and personal excellence. Participants P1 and P2 clearly describe through their statement shown as below.

The agreement disclosed by participant P1 review needs analysis a design model are as follows:
"(Should have) (.) (Very necessary) (.) When there is a guide he can used as a guide to all ..."(FIP1:3-4)

Participants P2 fully supported model of effective leadership. This importance of effective leadership model according to participant P2 are necessary needed. This can be proved through statement below.

"In my view this should guide (hhh) there is a reason he is like supporting ok (.) so when there is a guide we have flow we need to follow. ... "(F1P2:5-6)

Participant P3 and P4 are also complying with the respondent to the needs of a particular leadership model for leaders in governing institutions. Statements given by participants proved that effective leaders need to improve and have continuous learning opportunities to become more effective leaders in the leadership process. This necessity of effective leadership is clearly illustrated through their views below.

"(Yes) (necessary) reasons why (.) skill to be a leader they may have by nature and some maybe he will learn from one time to the time (.) sometimes if we don't have guidelines we will not see "(F1P3:7-9)

An effective leadership model is important, necessary and a priority for leaders. Thus, an effective leadership model can be guidelines to improve leaders and subordinates in order to

achieve success and effectiveness in organisations. This is reflected through the views from participant of P4 below.

"Ok guideline at my view is indeed very necessary (.) There should be special guidelines for leader ... "(F1P4:10-11).

Conclusively, having a model or guideline of effective leadership is of importance in organisations, especially models that focus on leaders. These characteristics of effective leadership can enhance leaders as well as organisation or institutions to achieve a successful organization in the future.

The Importance of Possessing the Characteristics of Effective Leadership.

The findings for the division obtained through the interviews will now be discussed.. The answers to the question regarding the importance of having characteristics of effective leadership model for leaders, participants P1 had clearly agreed, as stated below.

"(()) (.) Important because the characteristics of effective leaders he would produce employees that this very important reason leaders will shows good achievements..." (F1P1:8-10)

Majority of the participants of the study expressed their views regarding effective characteristics that should be possessed by a leader to become effective leaders. These characteristics included the leader being empathic, caring, responsible, and as having a mission and a vision. An effective leader is also one who presents a clear message and is considered as a Role Model. These characteristics of effective leadership that were expressed by participants are very important and as a results it will lead to the successful of organization. Evidence and statement from participant clearly illustrated as follow:

"Characteristics of effective leadership according to my opinions are empathy, the attitude of note, caring, responsible and very concern with the environment." (F1P1:12-13)

Participants P2 also agreed on the characteristics of effective leadership. ,Effective leaders also must be a responsible leader on and off the field to carry out joint activities together with subordinates. This can be proved through the statement from participant itself stated below.

"So for me the characteristics necessary for a leader he should be sensitive to the environment and with staff (.) So (.) other than that he must be responsible and when there is an activity and that particular leader needs to get off the field once. " (F1P2:14-16)

P3 participants also expressed this view and agreed effective leaders lead by example. This is clearly illustrated through his opinion, namely:



"Ok, I think important feature because like I say just now leads by example (.) When we are aware, we will get past to beliefs in. ...so this very important "(F1P3:18-20)

Humans will make mistakes. Therefore, an example of the best leader we need to follow as the Muslims, is making the Messenger as the best example or role model especially for a leader. The importance of having a role model as a leader in organisations is illustrated from P4 participant below.

"(hhh) Rasulullah SAW indeed good example (.) So we as ordinary human, I feel a lot of examples from the Prophet PEACE BE UPON HIM to be followed "(F1P4:22-23)

While participants P5 also share the same opinion as follows:

"Honestly we have their *Role Model* i.e. the Prophet PEACE BE UPON HIM (.) If everyone followed, whatever was order in the Guide provided by the Prophet Muhammad (PBUH) a person should be advanced and competitive "(F1P6:24-26).

Participants P6 agreed that effective characteristics of effective leaders is a leader in charge, leaders who knows the goal and leaders clearly who know what is right and wrong for organizations and subordinates. Participant P6 illustrated this through the statement shown below.

"I'd rather say leaders responsible for (.) Leaders who know the goal and clear for a specific object is good reason what each work we want to do we must know what the end of or the requirements of a situation. "(F1P6:1-3).

The next participants of P7, P8, P9 and P10 also voiced their views on effective leadership qualities that should be possessed by leaders.

"Ok (.) I believe, to be effective leaders must have at least a combination of responsible leaders, leaders who are sensitive and caring. OK (.) must be a leader sensitive to the welfare of its people Ok so is second nature, i.e. There should be concern ... more and habits must be responsible. "(F1P7:4-8).

"(()) Vision, mission and he had a commitment and integrity for the principles of leadership and the responsivity (.) sensitive and caring is very interesting (.) This is our word management by working (d) remember ex dean or provost, Tuan Haji Megat Sulaiman Megat Hussin his always caring, sensitive and responsible, humble and always taking care of subordinates (hhh) now this properties missing.... ". (F1P8:10-14).



Efficient leaders of excellent institutions are sensitive towards achievements of the organisation, are caring and responsible, and also provide guidance to their subordinates. Participants of P9 and P10 had voiced the above out through their statement as stated.

"Effective leaders trust (.) I agree the leader feature sensitive, caring and responsible is the essential features necessary to effective leader. " (F1P9:16-18)

"Ooo, a lot of (.) trust, caring, responsible and more even..... " (F1P10:19)

In conclusion, leaders in higher educational institutions of MARA gave their consent and views characteristics of effective leadership that should be possessed and practiced by leaders. Thus, becoming an effective leader is the responsibility of leaders to ensure the success of the organisation or institution and to take advantage of shaping leaders to become effective leaders.

Discussion

Effective leadership qualities influencing the success of educational institutions cannot be contradicted. This opinion is voiced by Sizer (2014) and supports the finding that it is a priority for leaders to educate the school community through their routine duties, curriculum decision making.

These findings are supported through the views of Aric Hall (2007), in that a leader must be able to change and their leadership must be in accordance with the specific situation to be more effective and they must have a focus on supporting their followers with the aim of being a trusted and respected leader. Hence, to carry out the duties of leadership at institutions, leaders must have the characteristics of effective leadership so that subordinates feel confident and recognise their leaders as the best leader. Durie and Beshir (2016) added effective leadership is the success of an organization; therefore, a leader in the field of education must be more competent and effective to ensure that subordinates satisfied with the leadership implemented.

Farrell (2011) also comply with the finding that effective leaders are good leaders who have a direction, know their goals and have a sense of mission. They will also lead others and clarify where they stand.

Myatt (2012) supports the finding in terms of the factors that should be highlighted, as the best leader liaison is "reconciliation, improve and improve themselves" against a range of personality and character including a rare individual contribute to a collective engagement. Finding a lump sum in the form of support from Myatt spur factors that ability in interpersonal skills is a key factor when working in a team.



A good leader is a leader who is honest, trustworthy, responsible, caring and cooperative with subordinates. Green (2012), supports the findings of the study that the best leaders are honest and be trusted. The main success factor for a leader is to be able to persuade and work together with people in pursuit of a common mission.

It is clear from the discussion above that the effective leadership model embraces appropriate and effective leadership qualities should be possessed by each leader. The findings that have been produce and illustrated through interviews of the expert leaders who agree with the importance of possessing the characteristics of effective leadership. In addition, model effective leadership in higher educational institutions MARA to form leaders into effective leaders will trigger excellence of the organisation.

Conclusion

Excellence and effectiveness of an institution of higher learning depends entirely on the capacity and capability of leaders to achieve the goals and objectives of the organisation. Therefore, developing effective leadership by using characteristics of effective leadership at all levels can return the most positive results. This article in turn generates input models needed for effective leadership and designs appropriate leadership models in practice for leaders in higher educational institutions for excellence leaders and educational institutions.



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