Leadership Style Head of Polytechnic Department and Regard with to Work Culture

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Abstract
This study aims to look at the leadership style of the heads of departments in technical education and its relationship to the work culture among lecturers Polytechnic Sultan Abdul Halim Mu'adzam Shah in Jitra, Kedah. This research is very important to the head of polytechnic and lecture to work in the good condition with the good leadership. This study specifically for identifying leadership style of department heads and identifying cultural favourite work by guest lecturers by lecturers own. In addition, this study also aims to identify whether there is a significant relationship between leadership style and work culture based on the view lecturers in polytechnics. This study used a survey method through questionnaires investigator. Measuring tool -LEADER Behaviour Description Questionnaire‖ (LBDQ) used to measure the leadership style of the heads of departments and task-oriented dimension oriented human relations. Measuring tools work culture lecturers used to measure the kind of work culture in polytechnics favoured by both the dimensions of leadership style. Respondents were lecturer's population a total of 290 people in four departments in polytechnic master. Data processing involves statistics a descriptive measurement frequency, mean, standard deviation and also percentage. Data processed using inferential statistics, including Pearson correlation coefficient, ANOVA and t-Test. The study found that leadership style department heads on evaluation lecturers are high on both dimensions of the oriented dimension task-oriented and dimension of human relationships. But leadership style human relations-oriented leadership style is the key department heads polytechnics. The study also found that corporate culture is a culture of bureaucratic work favoured by lecturers in polytechnics.
Keywords: Leadership style, Task-Oriented leadership, Leadership oriented relationships and work culture.

1.1 Introduction

At the end of the 1940s and 1950s the focus has been given to the pattern of behaviour or manner of leaders and not to the character of being owned by an individual if you want to be an effective leader. Leadership style is different from the approach or personality style. More focused approach to personality traits of a leader, while leadership style is geared to the behaviour of a leader (Marican,2005).

According Fleshman (1973), changes suggestive of thinking about the characteristics of a leader to someone who has a concept of leadership as a activity. A style of leadership is more focused on what they do and how a leader should act. Leadership style was developed to study leadership that contains a leader's actions on subordinates.

According to Fiedler Model, there are theories stated, the effect of a group depends on the correct match between the style of interacting with subordinates leader and tier one situation gives control and influence of the leader. Variables to leadership style can be divided into two, namely, based on work or task-oriented and relationship (Fiedler, 1993).

According to Deal and Kennedy, work culture is the core values held by an institution, second, heros, referring to the models of leadership, third, rites and rituals, which refers to the working methods contained in

the organization, and the fourth is cultural framework which refers to a system of informal communication within the organization (Wan Rafaei, Habibah Elias and Malini Ratnasingam, 1993).

Some models work culture has been shown by several studies, such as culture authoritarian, bureaucratic culture, cultural tasks (functional), individualistic culture, the culture of bargaining and cultural collectively (Murray and Siew Peng Yong, 1992). Each culture model, will link a particular leadership style that will be practiced in an organization. Authoritarian workplace culture is a culture of work that focuses on the "command and control". Power and authority in the organization are typically concentrated their leaders often praised as a "hero". Bureaucratic work culture based on the concept that the organization can be managed efficiently through management methods impersonal, rational, authority and formality. Functional work culture or "project- based" often practiced by successful organizations which work in the organization is divided and assigned to a specific individual or team. In individualistic work culture, the individual becomes the main focus, such as consultants or lawyers particular is popular for attracting customers. In certain organizations, trade unions recognized as a key part of the organization. The union serves to protect the interests of employees and assist management to achieve organizational goals. Consultation and bargaining takes place by legislation and procedures are recognized by both parties. There collectivity work culture are keys to success in organizations such as Japan, which gave employees an opportunity to submit proposals and their creativity to improve work processes, systems and procedures. This study is important to investigate about the head of polytechnic department will affect the work culture of the lectures at the department. We must do the research because it is very important to know style head of polytechnics will help the lecture not stress in their work.

1.1 Background

A leader needs to adopt different leadership styles to handle every situation is different. This is important because they face many different situations every situation. Perform the task correctly is a responsibility that should be borne by the leader.

They also need to understand the needs of employees and try to solve the problem and provide proper support when needed. They also need to have a variety of skills to solve problems and to be mindful of the needs of persons under their control. Leadership style and approach to be in accordance with the conditions and problems to be solved by the leaders.

In certain instances, task-oriented leadership style can help the leader or leaders achieve goals and meet their needs. General shall act by authoritarian which is employees know what is expected by the chief of them. General will inform employees about the motion of the work or works. Some of the specific directions given by the chief and no employee involvement in making decision. In this situation some subordinates may feel depressed with such a task form and its relationship to the head is a very remote or low. In addition, employees have not been committed to the tasks given for dissatisfaction with such a working relationship.

Chief of staff concerned would prefer to give consideration to the behaviour of the leadership of the workers mingle and create a pleasant working environment for employees. Such force can only be used if the principal or chief executives lack confidence knowing. This style is appropriate when employees feel depressed, bored, and risky. However, sometimes this management style may invite problems such employees are not performing as required and try to give various reasons for feeling any tolerance which may be granted by the principal or chief. Achievement of this organization will face constraints and can create a very relaxed working atmosphere without giving positive results.

Most leaders are also less aware of the value that exists and develop within their organizations as a result of their leadership. The same values and beliefs amongst staff that there is a culture within an organization. Driven organization without a healthy culture will face some crisis-related attitudes, behaviours, actions, practices and beliefs of human labour in it. If appropriate work culture failed to be created, cultivated and strengthened in each employee, the organization will be faced with the danger of collapse. Practice and appreciation of the positive values of the organization will be able to encourage human workers perform their duties with full commitment and collective. Through the good work culture, negative practices such as office politics can be avoided. Therefore, the leaders also establishes a culture of strong or weak in their organization.

How excellent work culture can be measured? It can be done by assessing performance. Performance of a group is highly dependent on individual performance and contribution. Individual performance also reflects the attitudes, practices and other factors that affect their motivation to serve better.

1.2 Objectives

Generally the study focused on the task-oriented leadership style and relationship-oriented leadership style and its relationship with the working culture of excellence. In particular:
1. Identify a major leadership style based on the assessment by the head of department polytechnic lecturers.
2. Identify the preferred work culture in polytechnics.
3. Identify the significant differences based on gender, age, marital status and length of service in valuing

leadership of the head department in polytechnic.
4. Identify the relationship (correlation) between leadership style key department heads with popular culture in polytechnics.

1.3   Hypotheses
In selecting hypotheses researchers chose as follows:
H1   There was no significant relationship between task-oriented leadership style and work culture
H2   There was no significant relationship between human relations-oriented leadership style and work culture.

2.0   Literature Review
The studies were conducted by researchers played on leadership styles associated with task oriented leadership and relationship-oriented leadership. The aim of this study is to see leadership style chairman of the organization and the way they carry out their leadership either only task oriented, relationship-oriented style or both may be. In this study, the leadership style that is preferred by workers will also be seen and make a comparison of the similarities and differences in the results obtained by previous studies.

2.1   Traditional Leadership Style
At a time ago, traditional leadership theories describe leadership styles into four categories only, autocratic leaders, democratic leaders, labor leaders and commanders. At present the theory and practice of leadership has significantly expanded. With things such leaders, leaders and managers can choose many models of leadership according to the needs of the situation. While four of the theory say it does not mean that traditional theories are no longer useful.
In scientific discussions, leadership and management thinkers prefer to classify four leadership styles in managing the given definition of the various approaches that managers lead their followers. The four styles are autocratic, democratic, laissez-faire and the Islamic. Autocratic, democratic and laissez-faire was produced by Lewin, Lippit and White (1939) in Aminudin (1990).

2.1.1   Autocratic approach
An autocratic leader will not involve members of the group in making any decisions. He will do it himself. The results obtained will be notified to come to his followers. The suitability of such management is dependent on the time, place, and person who is a leader and a follower. In areas that require immediate decisions, like soldiers on the battlefield, the platoon leader, unit, or commander of the government did not have time to talk, any direction is autocratic. Similarly, the manager of a factory where the workers are unskilled labourers who do not have the skills and ability to think that one cannot negotiate or get ideas. They need directions to do the work. Autocratic style of management and leadership is needed here.

2.1.2   Democratic approach
Democratic approach puts the group members directly involved in decision-making. They will discuss among themselves and the results are by consensus. However, managers should be strictly as a leader with the decision taken because he will answer to all the questions that will be asked by top management.

2.1.3   Laissez-Faire approach
Laissez-Faire is a management style that gives the freedom to do skilled workers and make their own decisions. For this type of leader, what is needed is a result that would be obtained. This leadership style perfectly suited to the management of professional bodies such as lawyers, doctors, engineers, architects, etc.

2.1.4   The Islamic Approach
Islamic leadership style requires mesyuarah and decisions made are in agreement as requested by the chairman. While the chief was a man who had been informed public as a person who is not of the type to betray others, especially his followers, be fair, considerate and intelligent thinking. Substrate decision is based on Quran and Hadith. However, elements of autocratic, democratic and laissez-faire remains in Islamic management. Just 'everything is in moderate condition and not excessive.

2.2   Model of Work Culture
The studies carried out on the organization's work culture has been showing some particular model of cultural authoritarian, bureaucratic culture, the culture of duty, individualistic culture, the culture of bargaining and cultural collectivity (Sivalingam and Siew Peng Yong,1992). However, the only studies conducted on four work culture model, namely:

a) Authoritarian work culture
This type of work culture focused on "command and control". Power and authority in the organization are typically concentrated their leaders often praised as a "hero". Employees will be expected to show high fidelity to the leader. Instructions and rules transmitted from the top to the bottom of the organization. This form of

culture is often practiced effectively in small-sized organizations such as family businesses, small and medium firms. To safeguard the interests of workers tend to be "yes man" and "play safe" from giving a critical view of maintaining position and interests of each.

b) Bureaucratic work culture

This bureaucratic work culture based on the concept that the organization can be managed efficiently through management methods impersonal, rational, authority and formality. Impersonal means each employee subject to the same rules and procedures and should receive the same treatment. Rules and procedures are implemented formally to remind employees that ethics and requirements expected of them. Position in the organization is prepared according to the hierarchy so that responsibility, supervision, authority and accountability are clear and easy to follow. Whereas to ensure the smooth and efficient work, specialization of tasks performed by breaking work to be more specific so that employees easily and efficiently capture do. At the same time, the organization of meritocracy in hiring, promotion and rewards given by their abilities and their work performance.

c) Functional Work Culture

Organizations working successfully in the West often work culture functional or "project-based" is. In a functional concept, working in an organization divided and assigned to a specific individual or team. The most important project will be submitted to the employee or group of employees most capable. The project is completed, the individual or group tasks to be completed and the new group will be formed to carry out other projects. Therefore, the structure of the group is flexible and is based interaction skills and respect. Results will be available after the discussion, negotiation and approval of the members of the project. Thus the success of the project is assessed based capabilities that enhance customer satisfaction. Work together for the success of a project forming solidarity between workers and encourage adjustment of different personalities because they are equally responsible for the success of the organization.

d) Collective Work Culture

It is said that the key to the success of Japanese organizations is their ability to use ideas and suggestions subordinates. This is because employees are "working process owners" and they know more about the systems and procedures perform compared to others. With that employees are given the opportunity to submit proposals and creativity to improve work processes, systems and procedures. The basic unit for Japanese organizations are working group comprising all levels of employment as experts, professionals, managers, technicians and support personnel. Awards and granted a non-profit working group instead of individuals. Characteristics such as loyalty, diligence, commitment, respect superior, can work together and achieve work objectives are among the criteria for promotion consideration. Management is a good example, take the initiative and prioritize the welfare of subordinates through properties sincere, fair and honest.

3.   Research Methodology

Survey questionnaires were used for this study, which is to determine the behavior of leaders (heads of departments), measured using a questionnaire "Leader Behavior Description Questionnaire" (LBDQ), which identify behavioral task-oriented and relationship-oriented. Another questionnaire cultural characteristics of the work, which will identify the type of corporate, culture that exists and is practiced within the organization.

A pilot study is made up of 30 lecturers outside the study area, at Politeknik Ungku Omar, Ipoh. Pilot test made was to determine the suitability questionnaire used. This study involves the lecturers at the Polytechnic Sultan Abdul Halim Mu'adzam Shah in Jitra, Kedah. A total of 290 faculty members will be involved in this study. The sampling method is the entire population. According to (Blum and Foos, 1986; Cohen and Manion, 1989; Kerlinger, 1986 and Black, 1993, in Mohamad Najib, 1999), there are three methods of sampling of the entire population, sampling is random and non-random sampling.

The instrument is divided into three parts, part A (demographics), part B (leader leadership style questionnaire, LBDQ) and C (Questionnaire cultural characteristics of the work).

4.0   Findings

Head of department leadership style was based on the views of lecturers in the department of respondents. Lecturers assess whether the head of department to adopt service-oriented leadership style or human relations-oriented leadership style. This analysis is to identify key leadership style based on the assessment by the head of department lecturers.

4.1   Leadership Style Based Evaluation Department Head Lecturer

To describe the overall level of perception of lecturers on leadership style department heads for the task oriented leadership and human relations-oriented leadership, the total mean is calculated and divided by the number of items to produce an overall mean. Min interpretation used is shown in Table 4.1.

Table 4.1: Mean and standard deviation against leadership style perception lecturer department head

Leadership style head of department	Mean	Standard deviation
1.Dimensions Task Oriented	3.9564	0.69463
2.Dimensions Oriented Human Relations	4.1312	0.50498
Total	3.933	0.8009

The mean score for overall leadership style scale is at a satisfactory level, ie min = 3.933 (SD = .8009). Min of human relations-oriented dimension is min = 4.1312 (SD = 5.0498), whereas for task-oriented dimension is min = 3.9564 (SD = .69463). The overall mean score for these two dimensions of leadership style is 3,933 (SD = .8009). Although the mean difference is slight, but this shows that the leadership style oriented department head of human relationships is more dominant in Sultan Azlan Shah Polytechnic perception or guest lecturers. Dimension of human relations-oriented leadership style were very satisfactory while task-oriented leadership style dimensions are at a satisfactory level.

The findings of the task-oriented leadership dimensions found that the highest mean 4.32 (SD = .460) in the item -Head of the department makes recommendations to solve the problem. Min while the lowest was on item - setting the standards for the performance of group members with mean = 3.48 (SD = 1.022). The overall mean was 3.956 (SD = .69463). Based on the analysis of the item, it appears that department heads often give recommendations to its staff to solve a problem, while the head of the department less setting the standard for performance of its staff.

4.2   Analysis Work Culture Based on Feedback Lecturers

Work culture is analyzed by the cultural dimensions of work autocratic, bureaucratic work culture, functional work culture and work culture collective. Analysis to know for sure this is the most desirable work culture based assessment-lecturers lecturers. Analysis upward-lecturers lecturers work culture is like Table 4.2 below:

Table 4.2: Mean score by dimensions work culture

Leadership style and head of department		
Dimensions Of Culture	Mean score	Standard Deviation
Autocratic	3.099	0.72158
Bureaucratic	4.151	0.41435
Functional	4.112	0.41237
Collective	3.886	0.54637

Based on Table 4.2, the average mean of the highest dimensional work culture is a culture of bureaucratic work, mean = 4,151 (SD = .41435), followed by functional work culture with a mean score of 4.112 (SD = .41237), collective work culture with min = 3.886 (SD = .54637) and lastly autocratic work culture with min = 3.099 (SD = .72158). This table shows that the bureaucratic work culture is the culture of the most sought after among lecturers at the Polytechnic Sultan Abdul Halim Mu'adzam Shah.

In the cultural dimensions of autocratic employment, the highest mean score was on the item - only the top has the power in the making result mean = 3.50 (SD = 1.073) and the mean lowest on item - work shall be performed only when told mean = 1.70 (SD = .460), while the highest mean score for the cultural dimension of bureaucratic work is min = 4.40 (SD = .616), while the lowest mean score was 3.66 (SD = .954) for the item - the decision-making takes a long time as necessary through various levels of decision making. For functional work culture, the highest mean score was on the item - teamwork is crucial in producing quality services ie = 4.48 min (SD = .662), while the lowest mean score of 3.83 (SD = .833) is the item - works the organization is divided and assigned to individuals or teams with the most fortunate. For collective work culture also mean centipede is 4.20 (SD = .716) on the item - empowerment and trust of his superiors responsible for making subordinates produce excellent services, while the lowest mean score was on the item - workers are often considered intelligent, diligent, share knowledge and ambitious by employer with a mean score of 3.63 (SD = .876).

4.3   Relations Leadership Style With Work Culture

Pearson correlation test was used to measure the strength of the relationship and the power level of the relationship between two variables, namely task-oriented leadership style and work culture and human relations-oriented leadership style and work culture. The strength of the relationship is either positive or negative, while the power level of the relationship is either high or low. Analysis of correlation between leadership style and work culture are shown in Table 4.3.

Table 4.3: Analysis of the relationship between leadership styles with work culture

Work culture	Leadership style			
	Task-oriented		Oriented human relations	
	Correlation coefficient, r	Sig. P	Correlation coefficient, r	Sig. P
Autocratic	-0.014	0.423	-0.116	0.049
Bureaucratic	0.258	0.00	0.385	0.00
Functional	0.264	0.00	0.412	0.00
Collective	0.223	0.00	0.297	0.00

Based on Table 4.3, the correlation coefficient, r obtained will be used to identify that there is no significant relationship between leadership style and work culture. This relationship statement show that there was a significant positive correlation between task-oriented leadership style and work culture except working relationships with autocratic culture, ie r = 0.258, for the relationship with the bureaucratic work culture, r = 0.264, for a functional working relationship with culture and r = 0.223, for the relationship with the culture of collective work, p <0.01.

H1 hypothesis that there is no significant relationship between task-oriented leadership style and work culture declined except for the relationship between task-oriented leadership style and work culture autocratic accept the hypothesis H1.

4.4 Analysis of Leadership Style Assessment Based Demographic Factors Lecturer

Analysis of leadership style which is evaluated by lecturers according to demographic factors lecturers according to gender, age, marital status and length of service. The findings showed that there was no significant difference in votes between lecturers of different gender, age, marital status and length of service of the head of department leadership style task-oriented and relationship-oriented people.

Table 4.4: Perceived differences lecturers based lecturer demographic factors against task-oriented leadership style

Demographics lecturer	SS	DF	MS	F	P
Age:					
-Among the groups	1.864	3	0.621	1.293	0.278
-In the group	69.569	201	0.480		
Total	98.433	204			
Marital status:					
-Among the groups	1.541	2	0.771	1.607	0.203
-In the group	98.892	202	0.480		
Total	98.433	204			
Length of Service					
-Among the groups	0.358	3	0.119	0.244	0.866
-In the group	97.957	200	0.490		
Total	98.315	203			

Referring to Table 4.4, one way ANOVA test results show that the value of F = 1.293 and p = 0.278 for guest lecturers for task-oriented leadership style based on the age factor exceeds the value of p > 0.05. This means that there are no significant differences in ratings between different age lecturer on leadership style task-oriented department heads.

Similarly, one way ANOVA test results show that the value of F = 1.207 and p = 0.308 for guest lecturers on human relations-oriented leadership style based on the age factor is exceeding the value of p > 0.05. This means that there are no significant differences in ratings between different age lecturer on leadership style oriented human relations department head.

Clear from these results that the guest lecturer on leadership style department heads either task-oriented or relationship-oriented human beings are equal though different in terms of age, marital status and tenure lecturer.

Table 4.5: Differences perception lecturers against gender based on task-oriented leadership style and oriented human relations

Leadership style	Gender	Mean	Standard deviation	T-test	Significantly, p
Oriented Tasks	Man	4.023	0.9076	0.897	0.371
	Woman	3.928	0.5802	0.758	0.450
Oriented human relations	Man	4.140	0.5367	0.170	0.866
	Woman	4.127	0.4925	0.164	0.870

Of both the decision, clearly shows that there are significant differences between different sex lecturer

on both task-oriented leadership style dimensions and dimension oriented human relations.

5.   Discussion

Based on available research leadership style department heads in the two dimensions of task-oriented and relationship-oriented people is high on guest lecturers. Most items in both of these dimensions has a mean value greater than 3.00. This shows the heads of departments in polytechnic practicing high in both dimensions of these styles. The mean for the relationship-oriented leadership style human dimension is 4.131 while the mean value for service-oriented dimension is 3.965. Based on the mean values for both of these dimensions, it is found that the human relationship-oriented leadership style is more dominant or major at the university. This means that the study supports the results of a study by Ohio University and the University of Michigan who stated that either characteristics or dimensions can be viewed as two separate continuum Kahn (1958). This means that when two behavioural orientation is regarded as a separate, visible leaders can orient both the orientation relationship (employees) and service (production) at the same time. Researchers also discovered the value of both of these dimensions is high, as Misumi (1985) found that past studies showing the leadership of both dimensions is high. According to Blake and Mouton's style of leadership is leadership behaviors that can most effectively address the problem of performance and behavior of employees who fail to build.

The study also found that the most desirable workplace culture is the culture of the bureaucratic dimension with min = 4.151, followed by functional dimension with min = 4.112, collectively, min =3.886 and autocratic min = 3.099. Based on these studies, it was found that all the dimensions of the work culture practiced by lecturers based on their own perceptions. This means that the head of the department uses both leadership styles studied to influence workplace culture practicing lecturers. The findings can be concluded that the work culture adopted by the lecturers are terms (based on the highest mean value of items in the cultural dimensions studied work)

i) Systems and processes that work well.

ii) Teamwork

iii) Reduction of power and belief from the top

The findings showed that lecturers have systems and processes that work well in polytechnic lecturers have systematic work procedures and implement a quality management system.

Teamwork is also a practice of lecturers in polytechnics based on findings that show this item is a high mean value of 4.112. The work culture is a functional work culture in which each activity will be accountable to all members and not to a specific individual (Murray and Siew Peng Yong, 1992). The team spirit is also a traditional cultural characteristics of a good time working and able to foster a culture of excellent work which continues to be practiced until now as mutual cooperation and consultation that took place in the daily tasks of employees, which was found to enhance the quality of work and solve problems in time.Culture time job as implemented through the establishment teamwork.

The top of the head of department and the management also have a good faith belief the lecturers to create empowerment. Based on the collective work culture, employees are "working process owners" and they know more about the systems and procedures perform compared to others. With that employees are given the opportunity to submit proposals and creativity to improve work processes, systems and procedures. According to the findings Jainabee and in primary (2005) only in this way, they feel satisfied working and management practices based on trust and empowerment (empowerment) nurtured. The study found that respondents collective work culture with high mean value for the item - empowerment and trust of his superiors responsible for making subordinates producing excellent services.

The study also found that the autocratic work culture is also practiced as a relatively high mean value for the item - only the supervisor has the power in the making decision. But it is not a work culture that favored by the lecturers as to safeguard the interests of workers tend to be "yes man" and "play safe" from giving a critical view of maintaining the position and interests of each, especially in terms of promotion. (Sivalingan and SiewPeng Yong, 1992). According to Nik Ismail Rashid A., (1993), a work culture that is still practiced autocratic attitude found prioritize the top. This is a cultural autocratic attitude of the traditional work culture that is very typical. Most of the respondents, more than 83.4 percent of respondents under the age of 35 years. They are groups of workers in the post-independence era. Therefore, based on spiritual studies, Mustapah and Muhammad Ali (2001) this group has taken the initiative attitudes, customer oriented, innovative, honest, cooperative, providing planning and timely. Most respondents believe that the work culture of traditional ink may cause significant autocratic attitude less initiative among workers.

6.   Summary

Based on data analysis, it was found that human relations-oriented leadership style is more dominant than task-oriented leadership style. However, this leadership style is high on both dimensions of the heads of departments of polytechnics by guest lecturers. While the bureaucratic work culture is more popular in polytechnics. To

explain the hypothesis, the study found that (i) there is a significant relationship between task-oriented leadership style dimensions with cultures autocratic work unless the work culture. But the relationship is weak, (ii) there is a significant relationship between leadership style oriented dimension of human relationships with cultures autocratic work unless the work culture. But the relationship is also weak. (iii) There was no significant difference in leadership style when associated with factors such as gender, age, marital status, and length of service of the respondents.

7.   Future research

In future studies, researchers can study at university and taking a sample by dividing the students between engineering and non-engineering students to study the perception of students in the leadership of the head of each department.

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