Journal Review: A Review of Leadership in The Workplace Setting

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ABSTRACT

Leadership is important in an organization, and the type of leadership used can also affect employee job satisfaction in an organization, which also affects employee performance. Therefore, applying the right leadership style according to organizational conditions is important to increase employee performance and job satisfaction. This paper aims to review leadership styles in different work settings. The method used in this study is Journal Review.

This study found that in the first journal, the researcher found that Servant Leadership had a positive effect on job satisfaction among academic workers, and in the second journal it was found that there was a positive relationship for leaders who could control their emotions with the method of exchanging roles with employees to increase employee performance.
In the first journal, 5 Dimensions of Servant Leadership has a positive relationship to job satisfaction in the academic workforce, and in the second journal, it was found that there is an influence on leaders who control their emotions with the performance of their employees.

Keywords: *Servant Leadership, Task Performance, Job Satisfaction*

INTRODUCTION

Leadership in general can be described as a field of research and a practical skill encompassing the ability of individuals or organizations to lead, or it can also be defined as the ability to guide others within a team or organization. To gain a deeper understanding of leadership, it is necessary to examine the perspectives of experts on what leadership truly means. According to Robbins et al. (2014), "A leader is someone who can influence others and has managerial authority. Leadership is the process of leading a group to achieve its goals. Leadership is what leaders do." According to Taryaman (2016), it can generally be said that "Leadership is the science and art of influencing others or a group of individuals to collaborate, without undermining each other, to achieve organizational goals." Sutrisno (2014) states that leadership is a process by which an individual moves others by leading, guiding, and influencing them to do something to achieve desired outcomes. According to Vincent Gaspersz, as cited in Mallapiseng (2015), leadership is the process by which an individual or group (team) inspires, motivates, and directs their activities to achieve goals and objectives. Based on these definitions, it can be concluded that leadership is the ability of an individual to guide and influence others, whether in a team or organization, to achieve organizational goals.

In leadership, there are, of course, various methods, often referred to as leadership styles. Leadership style refers to the way a leader influences their followers. According to Thoha (2001), leadership style is a unique pattern of behavior exhibited by a leader when influencing their subordinates. What a leader chooses to do and how they act in influencing group members shapes their leadership style. To understand leadership styles, at least three main approaches can be examined: trait approach, behavioral approach, and situational approach.

Given the wide variety of leadership styles and types that could be applied efficiently across different industrial sectors, the researcher hypothesizes that there is a positive relationship between leadership style or type and employee job satisfaction and performance. Applying the appropriate leadership style within an organization or company can change the culture and create a more efficient environment, which, in turn, affects the overall atmosphere in the organization. A supportive and comfortable workplace will naturally increase employee job satisfaction. When employees are satisfied, the outcomes will also be positive, ultimately benefiting the organization, company, or institution.

According to the findings of Hashim et al. (2020) in the journal titled "Servant Leadership and Job Satisfaction Among Academicians," it is stated that job satisfaction has a positive relationship with the five dimensions of Servant Leadership. These five dimensions include Altruistic Calling, Wisdom, Emotional Healing, Organizational Stewardship, and Persuasive Mapping. As is well known, in a highly competitive industrial environment due to advances in modern times, organizations are becoming more dynamic and competitive. Strong leadership, therefore, becomes critical. Being a leader is not an easy job. If an appointed leader does not perform well, this will impact the job satisfaction of the employees they lead. Low job satisfaction will affect their work results and could be detrimental to the organization. The alignment of leadership type with the organizational culture will have a positive impact on employee performance.

The researchers in the journal on Servant Leadership emphasize the leader's priority to serve others first (Jaramillo et al., 2015). A servant leader focuses on individual development, empowerment, and putting enthusiasm toward others first (Rimes, 2011). According to the authors of this journal, servant leadership, which is based on service values, is a leadership style applied in a university setting that can provide job satisfaction to academicians.

Meanwhile, in the second journal from the study conducted by Moin et al. (2021), titled "Leader Emotion Regulation, Leader-Member Exchange (LMX), and Followers' Task Performance," it is stated that both leaders and their followers mutually build relationships by managing and expressing emotions in line with their relationship (Martinko & Gardner, 1987; Martinko, Harvey & Douglas,

2007). Based on social exchange theory (Blau, 1964; Homans, 1958), the researchers in this journal argue that if a leader's emotions are not effectively managed, the relationship between the leader and their followers may deteriorate, as followers may feel they are not obligated to give their best to the leader. Conversely, leaders who effectively manage their emotions will improve their relationship with their followers, resulting in better follower performance.

METHODOLOGY

The method used in this paper is a review of journals. The journals reviewed are titled "Servant Leadership and Job Satisfaction among Academicians" and "Leader Emotion Regulation, Leader-Member Exchange (LMX), and Followers' Task Performance."

In the journal "Servant Leadership and Job Satisfaction among Academicians," the researchers used a sample selection method known as Simple Random Sampling. The research instrument was a structured questionnaire consisting of two parts: the Personal Details section for each respondent and the Research Variables section. The method employed by the researchers was Quantitative Correlational with a Survey approach. Their target population included all faculty members from the Khyber Pakhtunkhwa State University, totaling approximately 2,000 people. The respondents were academicians from 19 state universities in Khyber Pakhtunkhwa, Pakistan, aged 26-58 years, with a high level of education: 96 with doctoral degrees, 174 with master's in philosophy degrees, and 65 others with master's degrees. A total of 265 respondents were male, and 70 others worked as lecturers, assistant professors, associate professors, and professors. The instrument was a questionnaire with 380 distributed and 88% returned, totaling 335 responses. Validity and reliability were assessed using loading factor and model fit evaluation.

Data analysis used ANOVA and multiple regression, with an R2 of 0.640, meaning that 64% of servant leadership contributed to job satisfaction. A one-unit change in servant leadership accounted for 64% of the variation in job satisfaction. The F-Value for the linear relationship between job satisfaction and servant leadership was 121.675 with P<0.000, indicating that the model is a good fit and significant.

In the journal "Leader Emotion Regulation, Leader-Member Exchange (LMX), and Followers' Task Performance," the researchers distributed questionnaires to 735 employees in the banking sector in eastern China, with a return rate of 41%, totaling 301 questionnaires. The instrument was a questionnaire that had been translated from English to Mandarin by two bilingual Mandarin-English teachers. 51% of the respondents were male, 34% were aged 21-30, 37% were aged 31-40, and 29% were aged 41-50. About 21% of the respondents had work experience of 3 months to less than 1 year, 56% had 1-3 years, 17% had 3-5 years, and 6% had more than 5 years. Descriptive statistics and SPSS 21.0 were used for all correlations, covariance matrices, and initial reliability tests. Surface acting had a negative correlation with LMX (r=-0.15, P<0.01) and also with task performance (r=-0.12, P<0.05). Deep acting had a positive correlation with LMX (r=0.41, P<0.01) and with task performance (r=0.41, P<0.01).

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RESULTS

1.1 Table of Analyzed Characteristics

Author Name	Year	Country	Purpose of the Research	Participant	Design and Collecting data Method	Result	Implication
Muhammad Hashim,Haider Ali Malik,Anam Bhatti,Mahboob Ullah,Ghazalah Haider	2020	Pakistan	Studying the influence of the five dimensions of Servant Leadership: Altruistic Calling, Wisdom, Emotional Healing, Organizational Stewardship, and Persuasive Mapping on job satisfaction in the workplace.	335 Academicians from State Universities in Khyber Pakhtunkhwa, Pakistan .	● Random Sampling ● The research instrument was a structured questionnaire consisting of two parts: Personal Details of each respondent and Research Variables. ● The method used was Quantitative Correlational with a Survey approach. ● The analysis technique employed multiple regression and ANOVA	There is a positive relationship between Altruistic Calling and job satisfaction. There is a positive relationship between Emotional Healing and job satisfaction. There is a positive relationship between Wisdom and job satisfaction. There is a positive relationship between Organizational Stewardship and job satisfaction. There is a positive relationship between Persuasive Mapping and job satisfaction.	As it was found that Servant Leadership has a positive influence on job satisfaction among academicians in State Universities in Khyber Pakhtunkhwa, Pakistan, it would be beneficial for these universities to plan and organize training and learning sessions on Servant Leadership behaviors.
Muhammad Farrukh Moin,Feng Wei,QingXiong (Derek) Weng,Ali Ahmad Bodla	2021	China	Studying the direct relationship between a leader's emotional regulation strategies (Deep Acting and Surface Acting) and	Employees working in the banking sector in the eastern region of China	Quantitative correlational research with a survey approach. Data collection was conducted using questionnaires translated by two Chinese teachers	There is a positive relationship between a leader's Deep Acting and leader-follower relationship exchange. There is a negative	Theoretical: Enriching insights into social exchange theory through the context of leaders' Deep Acting and Surface Acting toward their followers.

			follower performance. Studying the relationship between a leader's emotional regulation strategies and follower performance as mediated by leader-follower relationship exchange.		proficient in both English and Mandarin. The analysis techniques employed correlation, covariance matrix, and initial reliabilities.	relationship between a leader's Surface Acting and leader-follower relationship exchange. There is a positive relationship between a leader's Deep Acting and follower performance. There is no negative relationship between a leader's Surface Acting and follower performance. Leader-follower relationship exchange positively mediates the relationship between a leader's Deep Acting and follower performance. Leader-follower relationship exchange negatively mediates the relationship between a leader's Surface Acting and follower performance.	Enhancing understanding of how leaders' emotional regulation affects follower performance within the context of leader-follower relationship exchange. Practical: Leaders need to be cautious in managing their affective responses when interacting with followers. Providing training for managers can help them manage their emotional expressions. These findings also have implications for strategies related to HR. Comprehensive planning is needed for selection and assessment, including the use of various assessment tools to identify and train leaders in practicing Deep Acting.

DISCUSSION

In the study conducted by Muhammad Hashim, Haider Ali Malik, Anam Bhatti, Mahboob Ullah, and Ghazala Haider in their journal titled "Servant Leadership and Job Satisfaction Among Academicians," it was found that there is a positive relationship between Altruistic Calling and job satisfaction, a positive relationship between Emotional Healing and job satisfaction, a positive relationship between Wisdom and job satisfaction, a positive relationship between Organizational Stewardship and job satisfaction, and a positive relationship between Persuasive Mapping and job satisfaction. The researchers in this journal presented their findings clearly, and the writing was easy to understand due to the use of straightforward language. The hypotheses were also conveyed well and concisely. However, unfortunately, the researchers did not achieve a 100% return rate on their questionnaires, meaning the data collected was based only on the returned questionnaires, which did not meet the researchers' initial expectations.

In contrast, in the study conducted by Muhammad Farrukh Moin, Feng Wei, QingXiong (Derek) Weng, and Ali Ahmad Bodla in their journal titled "Leader Emotion Regulation, Leader-Member Exchange (LMX), and Followers' Task Performance," it was found that there is a positive relationship between a leader's Deep Acting and leader-follower relationship exchange, a negative relationship between a leader's Surface Acting and leader-follower relationship exchange, a positive relationship between a leader's Deep Acting and follower performance, and no negative relationship between a leader's Surface Acting and follower performance. Additionally, leader-follower relationship exchange positively mediates the relationship between a leader's Deep Acting and follower performance, while it negatively mediates the relationship between a leader's Surface Acting and follower performance. The researchers demonstrated a good understanding of the topic, referencing numerous books and journals. Their explanations were detailed and easy to understand. However, the scope of their study was somewhat broad, leading to a slight lack of focus. Nevertheless, the results were presented in a clear and detailed manner, making them easy to comprehend.

CONCLUSION

From the two studies discussed above, it can be concluded that, theoretically, these studies enrich our understanding of social exchange theory in the context of leaders' Deep Acting and Surface Acting toward their followers. They also enhance our understanding of how leaders' emotional regulation affects follower performance within the context of leader-follower relationship exchange. Practically, it is concluded that leaders need to be cautious in managing their affective responses when interacting with followers. Providing training for managers can help them manage their emotional expressions. These findings also have implications for HR-related strategies. Comprehensive planning for selection and assessment is necessary, including the use of various assessment tools to identify and train leaders in practicing Deep Acting. Management support is required to develop effective emotional management strategies so that both leaders and businesses can manage emotions better and achieve the desired outcomes. Leadership styles should also be implemented in accordance with the culture and environment of the organization or workplace. Different work environments will respond differently to the leadership styles applied. Organizations must adopt the most efficient and effective leadership style to ensure smooth operations.

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