

Research Article

THE EMPIRICAL ANALYSIS ON PUBLIC SERVANT EMPLOYEES' LEADERSHIP

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ABSTRACT

This study aims to examine the correlation between professional special knowledge, professional special skills, professional special experiences and professional decision making on leadership. We attempt to evaluate the public servant employees' leadership. We used SMART PLS-3.0 and SPSS-25.0 a qualitative research program, Cronbach's alpha (α coefficient), (T statistic) and (P values) were used to measure the data in this study. We analyzed metrological, correlational, multifactorial and path analysis to agree with the study of other scholars' attention for how factor variables affect graduates' leadership and career impacts. Four independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) on each two dependent variables. The results of our study indicated positive impact of professional decision making on leadership.

Keywords: special knowledge, professional special skills, professional special experiences and professional decision making, leadership.

INTRODUCTION

The study of leaders and the leadership process stems from social psychology, sociology, psychology, and organizational behavior. Leader is a person, who rallies his/her team to achieve those goals after setting goals for them. Leadership is a group of abilities of individuals to influence all members in an organization. Leadership is act and process for leading a group of people, a squad, group, a team, an organization and some organizations. Guadamillas Donate and *etal.*, (2011), argue that the leadership plays an important role in managing knowledge within organizations (Donate MJ, 2011). Mostafa Sayyadi and Pemberton *et al.*, (2007), transformational leaders play a critical role in developing interactions and relationships needed for creating social capital, social networks, and opportunities for employees to explore new ideas and knowledge (Mostafa Sayyadi, 2019).

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Professional special knowledge on leadership:

There are different career and leadership requirements, but professional skills and knowledge are overlapping. Knowledge management is intended to enhance performance through the identification, capture, validation, and transfer of knowledge. The "manager" tends to represent the extremity of the continuum focused on aspects (Landay Daniela Drugus, 2014) such as: analytical, structured, controlled, deliberate, ordered, while the "leader" tends to represent the focus on: visionary, experimental, flexible and creative aspects. Norida Abdullah and others (2018) found that there is a significant relationship between self-knowledge, and occupational exploration, and career decision-making among graduates (Norida Abdullah, 2018).

Professional special skills on leadership:

Shahmandi *et al.*, (2011) urged university leaders to improve their leadership competencies to enable their institutions to survive and continuously develop. These competencies include leadership skills, communication skills, persuasive skills and professional skills (Garwe Evelyn, 2011). In the matter of language communication skills, overall youths have polite skills, but about the confrontation on their office, they just reject and it can implicate many mistakes (Bayasgalan Tsogtsuren, 2021).

Professional special experiences on leadership:

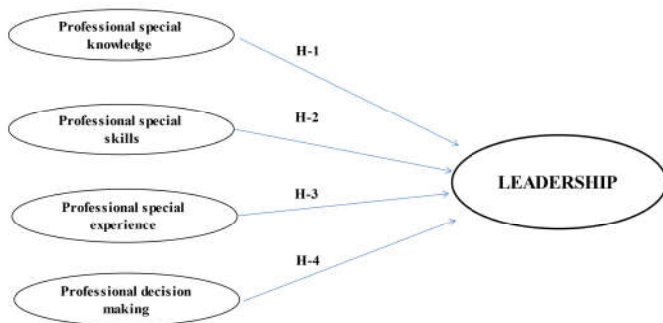
Fred E Fiedler (1972) studied based on the contingency model of leadership effectiveness which suggests why research typically has failed to show that leadership training and experience increase organizational performance (Fiedler, 1972). Argyris (1982; Argyris and Schon, 1996) to what they call "knowledge for action", which is largely generated on the basis of experience. McCall *et al.*, (1988) argue that accumulated experience is the most critical key to the development and functioning of leaders in organizations (Karin Amit, 2009). Micheal A McDaniel and others studied and summarized quantitatively data on the relation between job experience and job performance from a total sample of 16,058 (Michael A. McDaniel Frank, 1988). Work experience is occupational and industry-specific rather than firm-specific and leads to improvements in employees' job-related outcomes. They collected their study decision rules resulted in 947 samples with total sample size of 16,058 (Nishant UppalNeharika, 2014).

Professional decision making on leadership:

Scott and Bruce (1995) defined decision-making style as the habitual, learned response pattern an individual exhibit when tackled with a problem or situation (Abubakar Mohammed, 2018). Vroom V, Jago A (2007), According to Victor contingency model, there is a remarkable clarity that the central issue in contemporary leadership is participation in the process of making decision. Findings shows that the complexities of modern organizations require careful selection of decision-making processes in organization. There may be situations where an autocratic style is most effective and other situation call for

highly participatory methods for greatest effectiveness. The major challenge for leader in schools and business organizations is to analyze the contingencies in each situation and handle it effectively. We make hypotheses such as, special knowledge, professional special skills, professional special experiences and professional decision making on leadership. The conceptual model of factors on leadership is drawn in Figure 1.

Figure-1. The model of factors on leadership



- H1: Professional special knowledge will have a positive impact on leadership.
- H2: Professional special skills will have a positive impact on leadership.
- H3: Professional special experience will have a positive impact on leadership.
- H4: Professional decision making will have a positive impact on leadership.

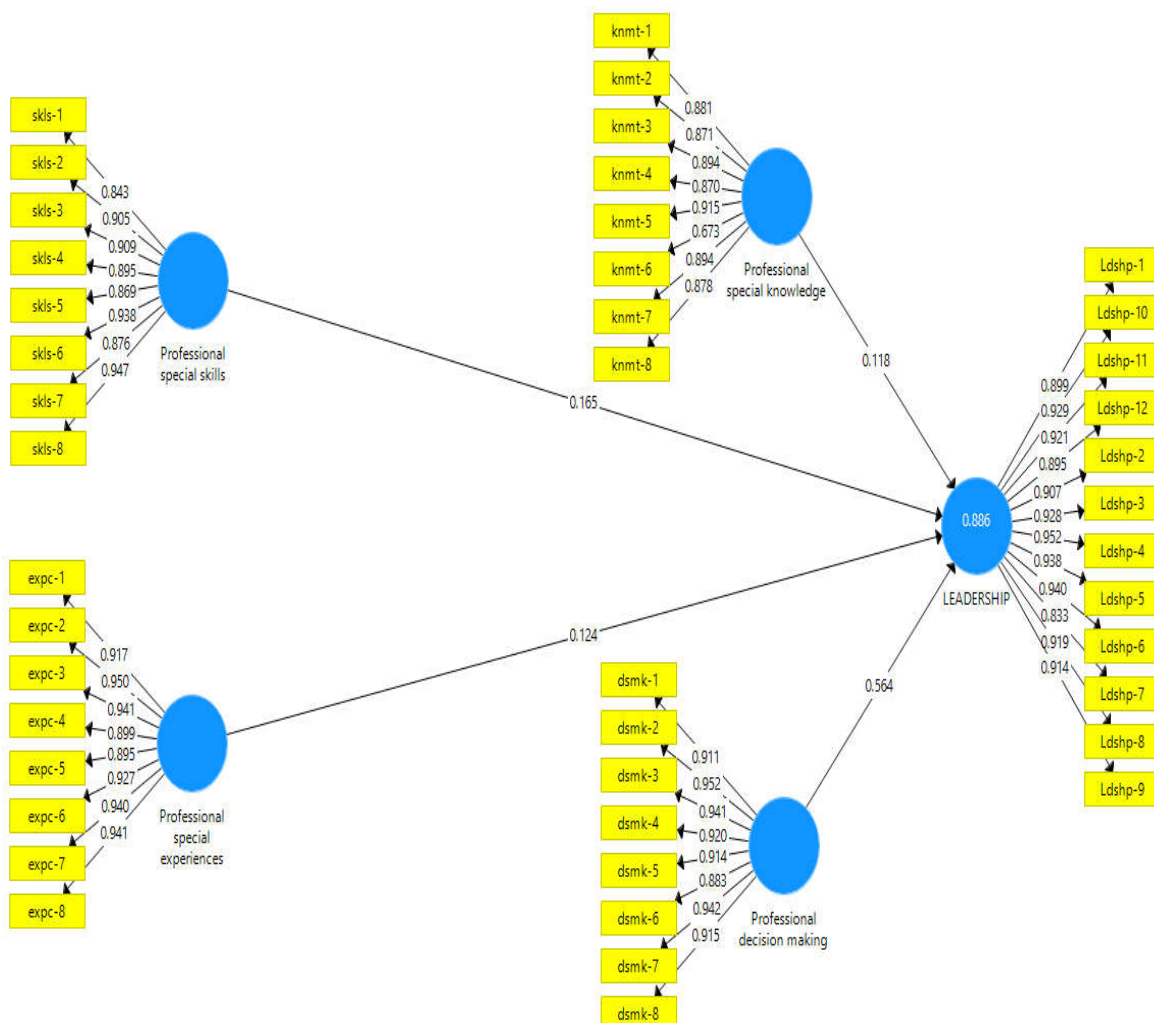
RESEARCH METHODOLOGY

This empirical study finds out the variables that might establish the relationship between the dependent and independent variables. We chose SPSS-25.0, SMART PLS-3.0 software for analyzing simplicity and completeness. This study was based on a descriptive methodology. Our study conducted to analyze all the related factors in the study based on R square, Cronbach's Alpha value, Composite reliability, Average variance extracted and path analysis. First, it is focusing on a qualitative analysis, and the boundaries of multidimensional description and explanation overlap in this study. Second, Cronbach Alpha was used in this study. The Cronbach's alpha (or coefficient alpha) meaning is a measure of reliability, a set of items that are measuring scale reliability of the study as a group. Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha from 0.01 to 1.0, the higher the internal consistency reliability (Cronbach, 1946). Third, The Pearson correlation coefficient is used in this study. Finally, we examined Multiple Regression Analysis which, among the four dimensions in independent variables, was the most important in explaining the relationship with Smart PLS-3.0 software.

RESULTS OF STUDY

We established the validity and the reliability of the measurement model in this study. The next step was to test the hypothesized relationship by running PLS algorithm on SMART PLS 3.0 software.

Figure 2. The result of structure analysis on leadership



Noted: Knmt-Professional special knowledge, skls-Professional special skills, expc-Professional special experience, dsmk-Professional decision making

Table-1. The list of items for each Construct of graduates'

ITEMS	codes	factor analysis	Cronbach's Alpha	Composite reliability	Average variance extracted
Professional special knowledge	knmt-1	0.881	0.950	0.958	0.744
	knmt-2	0.871			
	knmt-3	0.894			
	knmt-4	0.870			
	knmt-5	0.915			
	knmt-6	0.673			
	knmt-7	0.894			
	knmt-8	0.878			
Professional special skills	skls-1	0.843	0.966	0.971	0.807
	skls-2	0.905			
	skls-3	0.909			
	skls-4	0.895			
	skls-5	0.869			
	skls-6	0.938			
	skls-7	0.876			
	skls-8	0.947			
Professional special experience	expc-1	0.917	0.976	0.980	0.858
	expc-2	0.950			
	expc-3	0.941			
	expc-4	0.899			
	expc-5	0.895			
	expc-6	0.927			
	expc-7	0.940			
	expc-8	0.941			
Professional decision making	dsmk-1	0.911	0.976	0.979	0.851
	dsmk-2	0.952			
	dsmk-3	0.941			
	dsmk-4	0.920			
	dsmk-5	0.914			
	dsmk-6	0.883			
	dsmk-7	0.942			
	dsmk-8	0.915			
LEADERSHIP	Ldrshp-1	0.899	0.982	0.984	0.838
	Ldrshp-2	0.929			
	Ldrshp-3	0.921			
	Ldrshp-4	0.895			
	Ldrshp-5	0.907			
	Ldrshp-6	0.928			
	Ldrshp-7	0.952			
	Ldrshp-8	0.938			
	Ldrshp-9	0.940			
	Ldrshp-10	0.833			
	Ldrshp-11	0.919			
	Ldrshp-12	0.814			

Bootstrapping test will be used to examine Path Coefficients significance using Partial Least Square Approach for the Structural Equation modeling (PLS-SEM) depending on (T-statistics) and exert the T-test values. To test the statistical significance of the Path Coefficients by Partial Least Square Approach for the Structural Equation modeling (PLS-SEM), which it doesn't assume the normal distributions for the data, Bootstrapping procedure will be used in order to obtain the (T-statistics) and exert the T-test (Okechukwu Lawrence EmeagwaliMohammad, 2017). Structural models describe relationships of hypothesized model. This research tests the proposed structural model and hypothesized relationships between constructs. The path analysis is the most important part, because the results of structural models describe the significance of the hypothesis examined by our study. It shows the T-statistics for the Path Coefficients using Bootstrapping methods. For instance:

H1: Professional special knowledge negative related on leadership (T statistics 3.717, P value **0.000**). H2: Professional special skills will negative related on leadership (T statistics 3.717, P value **0.000**). H3: Professional special experience negative related on leadership (T statistics 3.717, P value **0.000**). H4: Professional decision making positively related on leadership (T statistics 3.717, P value **0.000**) [Table-2].

Table-2. The path coefficients analysis of impacts on leadership

Hypothesis	Standard deviation	T Statistic	P value	RESULT
H1, Professional special knowledge -> leadership	0.076	1.559	0.120	Unsupported
H2, Professional special skills -> leadership	0.143	1.161	0.246	Unsupported
H3, Professional special experience -> leadership	0.112	1.111	0.267	Unsupported
H4, Professional decision making -> leadership	0.124	4.538	0.000	Supported

CONCLUSION

There are many researchers studied the impacts on leadership in public sectors. Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. Leadership often requires leaders to take on some management tasks, but good leaders understand that their strengths are different than those exhibited by good managers who excel in articulating the steps required to complete tasks and holding people accountable for achieving their share of assigned work. Our study scrutinized eight hypotheses in public servant employees' leadership. We used SMART PLS-3.0 and SPSS-25.0 a qualitative research program, Cronbach's alpha (α coefficient), (T statistic) and (P values) were used to measure the data in this study. We analyzed metrological, correlational, multifactorial and path analysis to agree with the study of other scholars' attention onto how factor variables affect graduates' leadership and career impacts. Four independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) on each two dependent variables. The results of our study indicated positive impact of professional decision making on leadership. In the future we will study again in our empirical study in private sector's employees' leadership.

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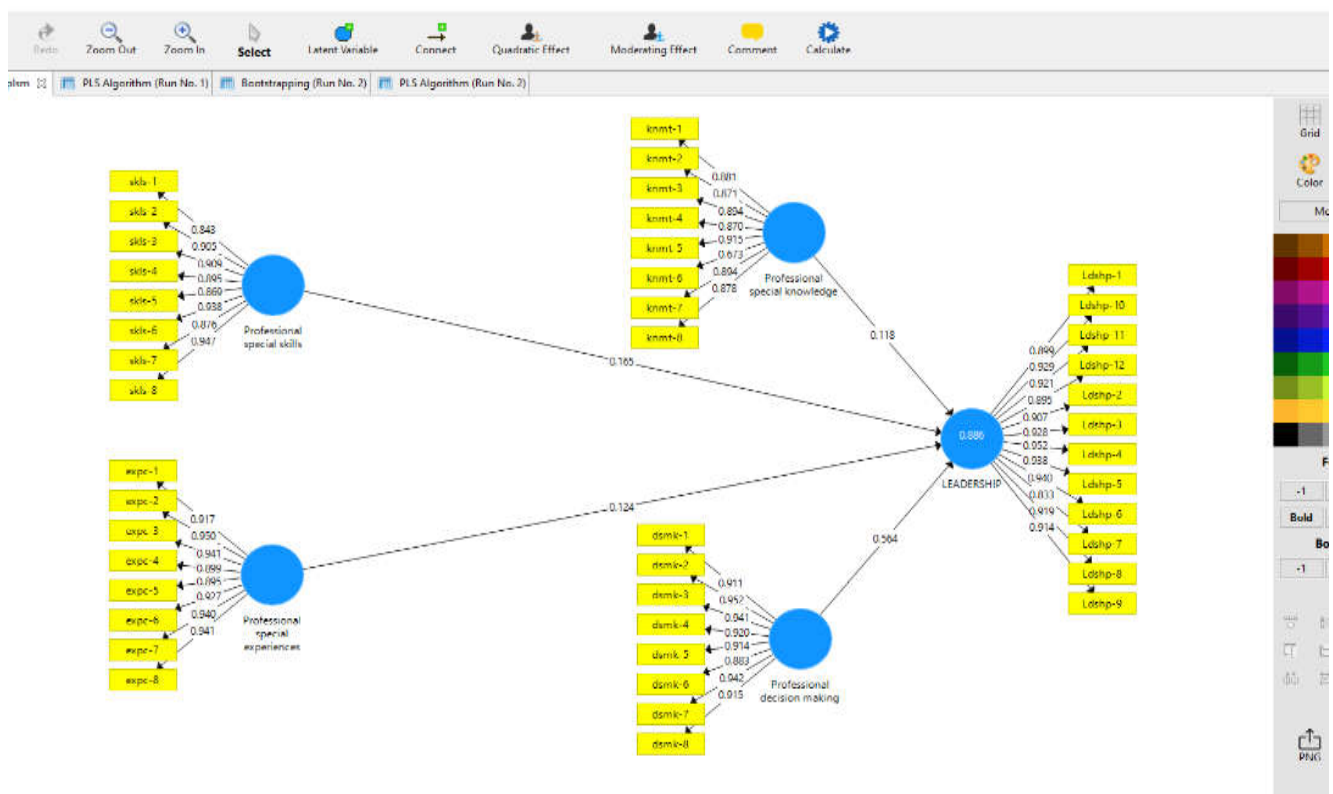
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EVIDENCE OF STUDY:



Language

Model Hide Zero Values Increase Decimals Decrease Decimals Export to Excel Export to Web Export to R

*GOBI zone.splsm PLS Algorithm (Run No. 1) Bootstrapping (Run No. 2) X

Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Professional decision making -> LEADERSHIP	0.564	0.567	0.124	4.538	0.000
Professional special experiences -> LEADERSHIP	0.124	0.110	0.112	1.111	0.267
Professional special knowledge -> LEADERSHIP	0.118	0.120	0.076	1.559	0.120
Professional special skills -> LEADERSHIP	0.165	0.175	0.143	1.161	0.246

*GOBI zone.splsm PLS Algorithm (Run No. 1) X Bootstrapping (Run No. 2) PLS Algorithm (Run No. 2)

Outer Loadings

Matrix	LEADERSHIP	Professional d...	Professional sp...	Professional sp...	Professional sp...
dsmk-8		0.915			
expc-1			0.917		
expc-2			0.950		
expc-3			0.941		
expc-4			0.899		
expc-5			0.895		
expc-6			0.927		
expc-7			0.940		
