



INTI
International University

MASTER OF BUSINESS ADMINISTRATION

MBA PROJECT

RESEARCH TITLE:

**ANALYSIS OF LEADERSHIP STYLE IN CREATION OF TEAMWORK IN
THE MEDIA INDUSTRY OF MALAYSIA**

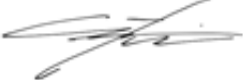
Name	Chong Yen Ning
Student ID	I16010414
Programme	MGT7998
Supervisor	Dr. Alex Ng Hou Hong

Declaration

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

Name : Chong Yen Ning

Student ID : I16010414

Signature : 

Date : 20 August 2021

Acknowledgement

Throughout the writing of this project, I have received a lot of encouragement and assistance from people around me.

Firstly, I would like to express my gratitude to my supervisor, Dr. Alex Ng Hou Hong, for his guidance and encouragement. The goal of this project would never be met without his insightful feedback which also brought my project to a higher level.

Next, I would also like to extend my appreciation to my parents who continuously provide support and wise counsel. To my friends, thank you for providing academically and emotionally support, and happy distractions for me to relax my mind during the research.

Finally, I would like to thank all the respondents that have spent their time participating in the survey, which contributed to the data reporting.

Thank you.

TABLE OF CONTENTS

ABSTRACT	1
CHAPTER 1. INTRODUCTION	
1.0 Overview	2
1.1 Background of the Study	2
1.2 Problem Statement	4
1.3 Research Objectives	6
1.4 Research Questions	6
1.5 Significance to Study	7
1.5.1 Significance to Academia	7
1.5.2 Significance to Industry	7
1.6 Scope of Study	7
1.7 Limitations of Study and Future Directions	8
1.8 Operational Definitions	8
1.9 Organisation of Chapters	9
CHAPTER 2. LITERATURE REVIEW	
2.0 Overview	10
2.1 Teamwork	10
2.1.1 Global Perspective on Teamwork	12
2.1.2 Malaysia's Perspective on Teamwork	13
2.2.1 Servant Leadership Style	14
2.2.2 Ethical Leadership Style	16
2.2.3 Authentic Leadership Style	18
2.3 Gaps in the Literature	20
2.4 Fundamental Theories	21
2.4.1 Tuckman's Stages of Group Development	21

2.4.2 Contingency Theory	23
2.5 Conceptual Framework	24
2.6 Hypotheses	24
2.7 Chapter Conclusion	24

CHAPTER 3. RESEARCH METHODOLOGY

3.0 Overview	25
3.1 Research Design Diagram	25
3.2 Unit of Analysis and Time Horizon	26
3.3 Sampling Design	27
3.3.1 Sampling Plan	27
3.3.2 Sample Size	27
3.4 Questionnaire Design Table	28
3.5 Measurement Instrument	30
3.5.1 Pilot and Preliminary Test	30
3.5.2 Correlational Analysis	31
3.5.3 Hypotheses Testing (Multiple Regression)	31
3.5.4 Analysis of Variance (Regression ANOVA)	32
3.5.5 Beta Coefficient	32
3.5.6 Multicollinearity	32
3.6 Chapter Conclusion	33

CHAPTER 4. RESEARCH FINDINGS

4.0 Overview	34
4.1 Data Collection	34
4.2 Pilot Test	35
4.2.1 Factor Analysis	35

4.2.1.1 Teamwork (Dependent Variable)	35
4.2.1.2 Leadership Styles (Independent Variables)	36
4.1.2 Reliability Test	38
4.3 Descriptive Analysis	39
4.3.1 Demographic Profile	40
4.4 Preliminary Test	41
4.4.1 Factor Analysis	41
4.4.1.1 Teamwork (Dependent Variable)	42
4.4.1.2 Leadership Styles (Independent Variables)	43
4.4.2 Reliability Test	44
4.5 Correlational Analysis	45
4.6 Multiple Regression Analysis	46
4.7 Key Findings	48
4.8 Chapter Conclusion	48
CHAPTER 5. CONCLUSION AND RECOMMENDATIONS	
5.0 Overview	49
5.1 Summary of Findings	49
5.2 Discussion of Findings	50
5.3 Limitation of Research	52
5.4 Recommendations	53
5.5 Chapter Conclusion	54
Personal Reflection	55
REFERENCES	56
APPENDICES	62

ABSTRACT

Organizations are emphasizing on adopting different leadership styles to influence the collaboration among the employees, whereas teamwork acts as a key role in boosting up the organization's effectiveness and producing quality results to strengthen or sustain the company core value. The main purpose of this study is to ascertain whether or not the leadership styles have the potential in influencing teamwork in the context of the media industry in Malaysia. In the independent variable which is leadership style, three types of contemporary leadership styles will be focused which are servant leadership, ethical leadership, and authentic leadership. In this quantitative based descriptive study, a descriptive correlation design by issuing questionnaires will be adopted as a methodology of research. The study area will cover the employees that are working in several large-scale media industries in Malaysia with a population of approximately 10,508 as of 2019. Hence, according to the Krejcie and Morgan (1970) sample size table, at least 370 questionnaires will be collected to conduct the study. The final outcome for this study presented that the hypotheses were all accepted as each leadership style has influences on the creation of teamwork in the media industry of Malaysia.

Keywords: Teamwork, Leadership Styles, Malaysia

CHAPTER 1. INTRODUCTION

1.0 Overview

Introduction section will be demonstrated in this chapter. The purpose of this quantitative research is to explore contemporary leadership styles (authentic leadership, servant leadership, and ethical leadership) and teamwork in Malaysia. The dependent variable which teamwork will be interpreted in the background of the study. The importance and characteristics of teamwork that are discussed by other researchers will be demonstrated. Then followed by problem statements, research objectives, research questions, and operational definition will be included in this chapter.

1.1 Background of the Study

Teamwork is defined as a process that demonstrates how members in the team work together to solve challenges by pooling the resources such as providing clear directions and command (Schmutz, Meier, and Manser, 2019). Yap, Leong, and Skitmore (2020) however defined teamwork as individuals working in a cooperative atmosphere by exchanging knowledge or skills and being versatile enough to fulfill different positions with the same sets of goals. This was echoed by Otache (2019) that teamwork relates to a process of a team in creating a circumstance that values collaboration among the team members by paying attention to the tasks procedures and working together. However, according to Schmutz et. al. (2019) teamwork differs from taskwork. The differences are due to teamwork indicating the meaning of the ways of a team in completing the tasks with each other; whereas, the taskwork refers to what the team is doing (McEwan, Ruissen, Eys, et. al., 2017).

According to Ahmad and Manzoor (2017) it is significant to analyze teamwork because it affirmed that teamwork is able to boost up the productivity and morale of employees. This was supported by Oso, Bejide, and Uwadia (2018) that stated that teamwork helps in minimizing overall project costs, completing the task efficiently by preventing redo, simplifying the scope of definition issues, reducing rates of variation orders, and enhancing the awareness of project goals. In addition, Ekmekcioglu, Aydintan, and Celebi, (2018) opined that research on teamwork is important because teamwork not only relies on union of people, but also on the intrinsic value of team members to work together to accomplish a shared objective which is an significant problems in this phase.

Although Oso, Bejide, and Uwadia (2018) mentioned that research on teamwork has been focusing on the perspective of the characteristics of teamwork and types of team members. However, Choi,

Kim, and Kang (2017) stated that it is still viable to continue to carry out academic research related to teamwork because it has been broadly studied on organization in Western and lack of promotion in Asian countries.

New concepts of leadership style such as authentic leadership are critical in leading the teams to adapt to the fast changing demands of the media industry (Zubair and Khan, 2018). Media acts as a watchdog on local and global issues, the public are expecting the media industry to be responsive, transparent, and honest, based on ethical values and accurate reporting. In addition, leadership style is important in conveying a clear organizational vision and inspiring the teams to strive toward that vision through support and guidance, thus allowing media industry leaders and teams to develop effective media strategies in the rapid change of circumstances (Weaver, 2016). Especially in the context of Malaysia, with high multiculturalism, teamwork has been a critical element for all ethnicities to collaborate in the media industry (Salman and Hassan, 2016).

Therefore, as seen above from the multiple literature (Schmutz, et. al., 2019; Otache, 2019; McEwan et. al., 2019) that teamwork has been extensively studied, within the context of Malaysia, Mohd and Arshad (2019) found that academic studies that attempt to ascertain the relationship between leadership styles and teamwork are still lacking as the various studies had not fully included all the different contexts and the leadership styles differ too. Hence, there is still a need to study further on teamwork, specifically from a leadership perspective, hence, the need for the current study.

1.2 Problem Statement

Teamwork is still a critical academic research phenomenon because it is a significant element to sustain an organization's competitive advantage and has been studied in various different research findings such as military (Meslec, Duel, and Soeters, 2020); health care (Khademian, Mohebi, and Khademian, 2020), and education (Casper, 2017). Another reason is that the factors influencing teamwork are not aligned as the research result of training programs does not have positive influences towards teamwork (Kolander, 2019).

According to O'Neill and Salas (2017) in order to obtain and maintain high performance of teamwork there are still a lot of challenges, stating that a total of 42% of leadership teams are underperforming, while only 21% of teams are able to perform extremely well. Higher education level does not lead to high teamwork skills as there are a total of 36% of high education graduates do not meet the expectation of teamwork skills that is expected by the managers (Casper, 2017). Therefore, in order to achieve the high teamwork performance, the challenges are still existing and there is a need for researchers to explore this topic (O'Neill and Salas, 2017).

According to Ozigbo, Idegbesor, and Ngige (2020), team building has not proved effective. This was affirmed by Priyotomo, Setyowati, and Suharnomo (2019) that team building training is not supported by the researcher as the training does not influence the team cohorts. However, a study by Meslec et. al. (2020) discovered that it is the nature of the team's circumstances, extreme and non-extreme environments, that influences teamwork. This was further confirmed by Ozigbo et. al. (2020) that teamwork should be backed up by other factors including the efficiency of the leadership system, proper delegation of authority, and sufficient utilization of technology and knowledge.

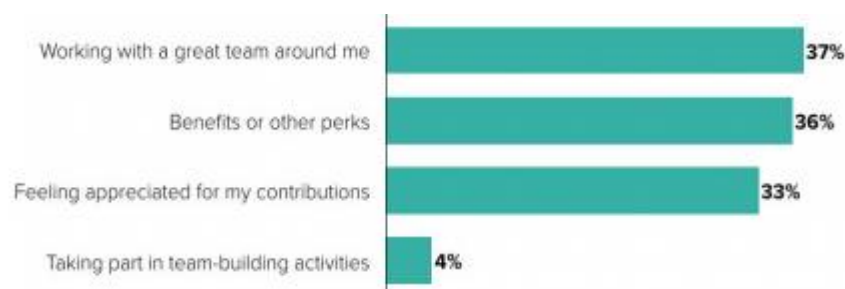


Figure 1.2 Most important reason for employees staying at current company

Source: Basuthkar (2019)

In referring to figure 1.2, 'taking part in the team-building activities' and 'working with a great team around them' are not the important factors that can let them stay and serve the current company; hence, the problem is although the team building activities were provided by the

company, there is still a very high percentage of the employees who think that it is not the major reason for them to stay in this company as they do not value teamwork, in the other word, the consciousness of teamwork among the employees is still low (Basuthkar, 2019). Therefore, team building activities are not the major factor that is able to intrinsically influence one's teamwork spirit; hence, further study should be carried out to explore the relationship between leadership styles and teamwork.

On the other hand, team building training has been studied extensively by the researchers, however, challenges on enhancing teamwork still exist as the outcomes of each study are not the same (Kolander, 2019; O'Neill and Salas, 2017; Priyotomo et. al., 2019). McEwan et. al. (2017) also discovered that the team building training for intact teams was less effective than new teams in terms of improving teamwork performance. Hence, it is worthwhile to conduct an in-depth study to better identify the factors that influence teamwork by distributing questionnaires to have additional understanding especially from a leadership perspective (O'Neill and Salas, 2017).

1.3 Research Objectives

RO1: To examine whether servant leadership style has a significant influence on teamwork in the media industry of Malaysia.

RO2: To examine whether ethical leadership style has a significant influence on teamwork in the media industry of Malaysia.

RO3: To examine whether authentic leadership style has a significant influence on teamwork in the media industry of Malaysia.

1.4 Research Questions

RQ1: Does servant leadership style has a significant influence on teamwork in the media industry of Malaysia?

RQ2: Does ethical leadership style has a significant influence on teamwork in the media industry of Malaysia?

RQ3: Does authentic leadership style has a significant influence on teamwork in the media industry of Malaysia?

1.5 Significance to Study

1.5.1 Significance to Academia

The purpose of conducting this study is to provide a deeper understanding and knowledge of leadership styles towards teamwork in the context of Malaysia's media industries. From an academic point of view, there were many researchers who studied leadership styles but in different contexts, and the influences on teamwork are lacking. This study included three contemporary leadership styles which are servant, ethical, and authentic leadership styles; it will be studied in Malaysia, and how these leadership styles have abilities to intrinsically influence employee's teamwork spirit in the company. Hence, this study will bring certain contributions in filling the gaps and provide knowledge that pertain to both of the independent and dependent variables.

1.5.2 Significance to Industry

From the view of industry, the findings of this study could provide an in-depth knowledge for the industry on evaluating the employees teamwork by knowing which kind of leadership styles are appropriate to intrinsically motivate employee's teamwork consciousness. On the other hand, the study also provides understanding on the characteristics of different leadership styles on motivating the employees, which is able to let the company recognize the leaders' behaviours and have deeper understanding on the company's value of teamwork. Thus, the company can take this advantage to boost up the teamwork spirit by selecting appropriate leaders or adopting a new leadership style to strengthen the company's competitive advantages.

1.6 Scope of Study

The scope of this study will be focused on the media industries that operate in Malaysia and the targeted respondents are the Malaysian employees who are currently working in this field. Issuing questionnaires will be the tool that is used by the researcher in data collection, and the population such as non-Malaysians and employees who are not working or worked in a media industry are not eligible to participate in the survey or responses will be excluded from the study. On the other hand, the questionnaire will be distributed to approximately 370 targeted respondents to collect sufficient data.

1.7 Limitations of Study and Future Directions

Although this study has contributions for both academic and industry, there are still limitations in this study and future research needs to be done to close these gaps. First, due to the limitation of time, this study is carried out by issuing questionnaires to respondents which are also quantitative methodology; hence, future study may concentrate on longitudinal data to seek for a more robust result. In addition, there are only three independent variables which are servant leadership style, ethical leadership style, and authentic leadership style were selected to examine the influences on teamwork. Therefore, it is recommended that future researchers consider other contemporary leadership styles.

1.8 Operational Definitions

	Constructs/Factors	Definitions
1.	Teamwork	An interdependent relationship among the team members that transform inputs to outcomes in obtaining a common goal by having cognition, verbal and behavioral processes (McEwan et. al., 2017).
2.	Leadership style	A pattern of attitude (verbally and physically) of a leader to interact with the followers and subordinates (Dewi and Wibow, 2020)
3.	Servant leadership style	Leaders who lead the organization focus primarily on the followers and organizational issues as a secondary concern (Dutta and Khatri, 2017).
4.	Ethical leadership style	The modelling of normatively appropriate behavior through personal actions and interpersonal relationships, as well as the promotion of such behavior to followers via two-way communication, reinforcement and decision-making (Freire and Bettencourt, 2020).

5.	Authentic leadership style	A pattern of behavior of a leader that rely and encourage both positive and psychological capacities and a positive ethical environment, to cultivate higher self-awareness, an internalised moral outlook, balanced information processing, and relational openness on the part of leaders interacting with followers, promoting positive self-development (Miao, Humphrey, and Qian, 2018).
----	----------------------------	---

1.9 Organisation of Chapters

This study will be divided into five chapters, and each chapter consists of different objectives which will be listed below.

Chapter 1: Introduction

In this chapter, a general introduction of the study will be provided. This included the background of the study, problem statement, research objectives and research questions, significance of study, scope of study, limitations and future directions, and operational definition will be all discussed in this chapter.

Chapter 2: Literature Review

This chapter covers the recent literature review on the teamworks and leadership styles fields, most of the review will be selected within five years which is from 2017 to 2020. This chapter also includes gaps in the literature, fundamental theories, and conceptual framework

Chapter 3: Research Methodology

This chapter will go over the research design, the approaches on data collection, as well as the data analysis tools used in data gathering.

Chapter 4: Data Analysis and Findings

Data analysis and interpretation will be involved in this chapter, and the results of research findings will be presented.

Chapter 5: Conclusion and Recommendations

The final chapter of this research will summarise the entire data analysis of the study, including a discussion of the results and key discoveries, as well as recommendations for future research.

CHAPTER 2. LITERATURE REVIEW

2.0 Overview

An overview of the literature review on the study and the phenomenon of the study will be discussed in this chapter. The teamwork will be defined then followed by the global and Malaysia's perspective on the teamwork will be involved in the subtopic. This chapter also indicates the leadership style theories that are influencing teamwork, analyzing the theoretical gap between leadership styles and teamwork, and with a fundamental theory. A theoretical framework will be demonstrated to guide the direction for this study. Finally, the literature review will be concluded after the hypotheses.

2.1 Teamwork

Based on the study, teamwork is defined as ordinary individuals working together in obtaining extraordinary outcomes through cooperative processes (Oso et. al., 2018). The organizational According to Schmutz et. al. (2019) that teamwork can be translated as a process that demonstrates the ways of members interacting with each other on the resources collection and integration to meet the task demand. In addition, the teams are usually involved in activities that work towards a common objective, where the members possess advanced experiences and specialised knowledge on the particular tasks (Yap et. al., 2020). Oso et. al. (2018) also defined that the occurrence of teamwork is when a group of individuals work together to accomplish a shared goal in a structured and coordinated manner, adaptability and flexibility are required to handle another team member's tasks when any other team members are free and have ability to take charge the task in order to keep the progress moving on.

However, McEwan et. al. (2017) stated there is a difference between teamwork and taskwork, teamwork indicates the frequency of interaction and interdependence processes between the team members that turn team inputs such as member behavioral, organizational support, and team structure into results. This is also supported by Schmutz et. al. (2019) as there is a discrepancy between both teamwork and taskwork, the taskwork refers to team's member experiences with the tools, resources, machineries and system, and tasks; whereas, teamwork is the process of interaction among the team members in doing the tasks.

Study shows that commitment to work is the most significant characteristic an effective teamwork should possess; subsequently, ability to initiate valuable and constructive communication, and

working towards the same goal are the important characteristics leading towards an effective teamwork (Oso et. al., 2018). However, Soboleva and Karavaev (2020) found that the key influencer of effective teamwork is the capability to set and design new tasks and being able to figure out the common goals which differ totally. On the other hand, Ekmekcioglu et. al. (2018) mentioned that team members are required to have high flexibility to fit into the cooperative circumstances where objectives are accomplished through cooperation and socialization instead of completing the task solely and with competitive objectives, which is another view on teamwork characteristics.

There is a significant value for the researcher to conduct teamwork as a significant skill in the working circumstances because individuals who lack of team spirit or are unable to work in a team to resolve problems and complete multiple tasks are not likely to be employed by the majority of successful organizations (Sanyal and Hisham, 2018). On the other hand, Oso et. al. (2018) mentioned that the concept of teamwork defined by each person is different, hence, there is a need to conduct research in clarifying the phenomenon as the meaning conveyed by others is in different perspectives. Schmutz et. al. (2019) also echoed that the comprehension of the ways to work together, consciousness and interpretation of the environment can be different due to team members coming from various backgrounds, thus, researching an explicit teamwork able to contribute to the research as strong teamwork spirit is critical for each teams especially the interprofessional teams.

According to O'Neill and Salas (2017) the research is able to focus on the current special issue and contribute significant opportunities for future in obtaining and sustaining high performance of teamwork, hence, the importance of teamwork should be identified the challenges on achieving effective teams in organizations. Therefore, based on the discrepancy of the findings by researchers (Oso et. al., 2018; Sanyal and Hisham, 2018; Schmutz et. al., 2019), teamwork is still an academic value to further carry out a study on teamwork to ascertain the constructs influencing teamwork.

2.1.1 Global Perspective on Teamwork

According to Yap et. al. (2020) stated that the findings and research on teamwork were studied extensively by the researchers in different contexts and factors influencing the effectiveness of teamwork. The recent research studied by Ibrahim, Costello, and Wilkinson (2018) stated that improving collaborative relationships between diverse organizations requires a team centric approach which includes the four main factors of task which is people-oriented behaviors, interactive learning circumstances, fostering cross-border connectivity among the teams, and collaborative management to provide an in-depth insights on team integration. Based on the empirical study, the factors of trust and coherence, clear and accurate goals, and enthusiasm and interdependency are highly associated with teamwork (Mohd and Arshad, 2019).

According to Yap et. al. (2020), a total of three key elements are influencing an efficient team on a building design team in Norway, including the collaboration leadership across all fields, identifying and allocating the unique tasks for each member, and establishing trust and reputation within the team. Findings also revealed that the behavioral dimensions of a leadership also plays a vital role in influencing teamwork as well as the collaboration behavior are positively influenced by sensitivity of the working environments specifically the inter-organizational have relationships with public, private, third-sector entities will influence the team become more environmentally conscious (Ekmekcioglu et. al., 2018). Thus, leadership factors are influencing and contributing to the dynamic of effective teamwork (Yap et. al., 2020).

The measurement for teamwork differs too, Gao, Huang, Su, et. al. (2019) revealed that to measure the effectiveness of teamwork, communication, cooperation, mutual trust, balance of participant commitment among the team were used to measure the effectiveness. In addition, Oso et. al. (2019) stated that to measure teamwork especially in healthcare industry was being measured by a multidimensional self-assessment teamwork tool to determine the teamwork cohesion, social intercourse, and knowledge exchange which are the key factors that influence team effectiveness, however, in hospitality sector, the behavioral dimension was excluded and only evaluated by looking at the satisfaction of team members and team outcome. On the other hand, Delice, Rousseau, and Feitosa (2019) also recognized that utilizing behaviorally anchored rating scales (BARS) in evaluating the team productivity is critical by looking into several factors which are coordination, collaboration, and communication during the grouping session, a process in which communication is essential in terms of interchange of roles and behavioral routine development. Therefore, to measure the team effectiveness, there is no common basis for calculating the scale as

the team output can be measured in various contexts due to a variety of measurement forms in different cultures and different kinds of individual's behavior (Oso et. al., 2019).

2.1.2 Malaysia's Perspective on Teamwork

Study carried out by Yap and Asokan (2020) mentioned that the factors influence teamwork in the context of Malaysia, the goals and objectives of a team are the key elements in influencing the effectiveness of teamwork. In addition, Kenayathulla, Ahmad, and Idris (2019) revealed that, although the team members acknowledge the importance of teamwork while completing the tasks together with the teammates, the members may not have capability to work with each other due to lack of training or knowledge to perform the teamwork skills. Therefore, the common values and team's interaction and independence are able to forecast the effectiveness of teamwork, hence, relationships among the team members was found as a critical element in influencing the effectiveness and teamwork (Yap and Asokan, 2020).

In a different research project, Kerdpitak and Jermstiparsert (2020) stated that poor teamwork is influenced by improperly designed and unstructured education which also causes lack of awareness in constructing information and poor motivation and enthusiasm. According to Yap et. al. (2020) the teamwork environment in Malaysia is strongly dependent on traditional practices such as face-to-face discussion sessions and communicating information through telephone. On the other hand, this was echoed by Yap and Lock (2017) as similar techniques were recognized, as in the context of Malaysia, the conventional communication methods are adopted extensively to convey and exchange the information and knowledge among the team members.

Based on the study, Yap et. al. (2020) mentioned that another finding in Malaysia revealed that the mind-set and way of thinking, construction of communication, dedication to a shared goal, mutual accountability, utilisation of resources and skills, self-awareness, and leadership styles are all characteristics of an effective teamwork. Malaysia is a multicultural country, therefore, Yap and Lock (2017) mentioned that to increase the team performance towards success, collaborative culture and environment is required to support teamwork, especially interacting and communicating and developing a cross-functional team.

Although there are many studies (Kenayathulla et. al., 2019; Kerpitak and Jermstiparsert 2020; Yap and Asokan, 2020; Yap and Lock, 2017; and Yap et. al., 2020) on teamwork where different influencing factors were researched upon, there is still a need to research on teamwork. This is because according to Mohd and Arshad (2019), the constructs from different researches have

provided different outcomes or findings based on differing circumstances. Therefore, there is still a need to contribute to the academic body of knowledge related to the phenomenon of teamwork.

2.2 Influences of Teamwork

According to Dai (2020), leadership has been recognized as a crucial success factor in the management process, and found that leadership styles are strongly associated with teamwork in terms of team interaction, engagement and cohesion. On the other hand, a leader is able to promote collaboration with subordinates throughout the completions of projects by adopting a good leadership style, because the style of leadership will enhance the team productivity, job performance, quality outcomes, team's growth and ability to respond rapidly to all circumstances that occur around the team (Setiyanto and Pamuji, 2020). According to Lemoine, Hartnell, and Leroy (2019), ethical, authentic, and servant leadership are commonly grouped together as a moral form of leadership. Therefore, a total of three contemporary leadership styles namely servant, ethical, and authentic leadership will be discussed on how each leadership style influences the team collaboration.

2.2.1 Servant Leadership Style

According to the recent study, Eva, Robin, Sendjaya et. al. (2019) defined servant leadership as a different-oriented method to leadership; by showing one-on-one prioritisation of the follower's individual desires and interests; and outwardly reorganizing follower's consideration towards the concern of those within the organisation and the broader society. However, according to Greenleaf (2002) which initially introduced this leadership style, defined servant leadership is a leadership style in which the leader is considered as a first among equals, concentrating on follower growth and motivates the team by mentoring. The servant leadership is also translated as a holistic leadership approach that engages followers on different perspectives, which allow the members to develop into the best version (Franco and Antunes, 2020).

One of the characteristics stated by Yiğit and Bozkurt (2017) is that the servant-leader prioritises serving his followers, which stems from his natural desire to help others. Newman, Neesham, Manville, et. al. (2017) stresses that there are a total of seven behaviors that manifested by the servant leaders including placing subordinate in front row, establishing strong connections with subordinates, assisting subordinates on development and success, providing conceptual abilities, constantly motivating subordinates, having ethical behaviors, and generating value for others outside the organisation. This was echoed by Franco and Antunes (2020) as the seven characteristics

of servant leadership can be assembled together to form a global measure of this leadership. On the other hand, although servant leaders are able to see things in a larger picture, the leaders are still having down-to-earth manners to stay linked with the daily realities by listening to followers closely (Lumpkin. and Achen, 2018).

The servant leadership is significant for a company to adopt in a workplace because this leadership style assists in cultivating the team spirit among the members and collaborating together to input the new ideas into practise (Newman et. al., 2017). In addition, Eva et. al. (2019) mentioned the subordinates' constructive behaviors in the workplace, such as corporate citizenship, creativity and showing supporting behaviors, as well as speak up behaviors that are stimulated by servant leadership. Based on the study researched by Newman et. al. (2017) stated that social companies are seen as a fertile environment for the practise of servant leadership, because the social companies are a place wherein entrepreneurs pay more attention to concentrate on the advancement of employees and employees are more likely to have a greater outcome on the society through the jobs. Cai, Lysova, Khapova, et. al. (2018) also mentioned that servant leadership is positively influenced on creativity and encourages productive work when autonomy is strong. In addition, servant leadership is essential as the focal point of servant leadership style is to concentrate on the followers becoming servants in order to meet a variety of critical corporate and social objectives which lead towards success (Franco and Antunes, 2020). Therefore, servant leadership was concluded as a stimulator on the growth and well-being of subordinates which leads to accomplishment of organizational common goals, especially the long-term goals (Andersen, 2018).

According to Lumpkin and Achen (2018), servant leadership plays a key role in building an atmosphere that encourages team involvement specifically in difficult projects, the leadership style also concentrating on group's development and evaluation which improves the team effectiveness during the tasks. On the other hand, team building could be fostered as leaders that adopted servant leadership style able to build confidence and trust which had a positive influence on organizational engagement and performance; and servant leaders have capabilities in maintaining a people-centred approach based on moral values and promote an ethical environment in organizations (Burton, Welty-Peachey, & Wells, 2017). Hence, through the encouragement that is given by servant leaders, the team is able to work together towards a shared objective, the relationships between the leader and team members will be getting closer as servant leaders possess modesty which also facilitates teamwork for higher achievement (Lumpkin and Achen, 2018).

2.2.2 Ethical Leadership Style

Based on the study, Zappalà and Toscano (2020) stated that a variety of leadership styles including servant leadership, authentic leadership, transformational leadership, and spiritual leadership contain similar factors of ethical behavior in conception and explanation. However, this literature gap was filled by Freire and Bettencourt (2020) and specified ethical leadership as a leader's potential in influencing the subordinates' ethical behaviors; and the ethical leadership has been defined as the manifestation of normatively proper behavior through personal acts and interpersonal relation, and fostering such behavior to subordinates via two way flow of communication, encouragement and strategic decision making. Zappalà and Toscano (2020) also translated this definition as an ethical leader is conceptualized as a moral leader, because of a leader's personal attributes, morality and altruistic motivation, and a leader who positively influences the subordinates' ethical behavior.

Freire and Bettencourt (2020) mentioned that characteristics of ethical leaders are real and kind, credible, attentive and able to make equitable decisions based on a set of principles that allow a healthy and balanced working circumstance for all relevant parties. In addition, Oh, Lee, and Zo (2019) stated that ethical leaders are ethical leaders who esteem the followers or subordinates' views and ideals, as well as their integrity and rights. However, Zappalà and Toscano (2020) categorized the ethical leader's behaviors into seven aspects which are justice and fairness, sharing responsibility, tasks clarification, cordial, being transparent, providing and practising ethical framework, and making sure the framework is sustainable. This was also echoed by Lumpkin and Achen (2018) as ethical leadership necessitates a driving vision, enthusiasm and integrity, integrity is the cornerstone of trust, hence, when ethical leader make decisions in a morally and rationally, a values-based culture will be built and fostered whereby the followers are able to grow and thrive.

The importance of ethical leaders in the organizations has been recognized as this leadership style is highly transforming organizations to become far more ethical orientation in the workplace (Zappalà and Toscano, 2020). According to Lumpkin and Achen (2018) ethical leadership is going beyond compliance with legislation, regulations and standards of procedures and legal enforcement; the leaders are truthful and trustable people who are able to make better decisions in a balanced and fair manner by conveying ethical values, set consistent ethical principles, and enforcing incentives and penalties to ensure the subordinates compliance and to maintain organizational harmony circumstances. Therefore, leaders who act ethically contribute in establishing and sustaining a

common perception, which allows the company to deliver effective services to the customers (Zappalà and Toscano, 2020).

Based on the study researched by Lumpkin and Achen (2018), ethical leaders who demonstrate truthfulness and equality contribute to desirable ethical practises and results, whereas ethical leadership is well aligned with strong team effectiveness. Recently, this was also discussed by Bhatti, Kiyani, Dust, et. al. (2021) that organizations that specifically wide used of project teams to complete the task, having ethical leadership allow the team members to have further understanding on how tasks will be completed in a well manner and boost the success rate when transparency behavior is practices among the team members, sharing thoughts actively on member's objectives and difficulties, and then collaborate together to make sure the members are moving towards the right track which also able to strengthen the teamwork. This was also supported by Lin, Liu, Chiu, et. al. (2019) as ethical leadership is directly influencing and transforming the quality of teamwork as well as reinforcing the competitive advantages. Therefore, Zappalà and Toscano (2020) had concluded that ethical leadership has positive influences on team member's collaboration as this leadership style ensures employees to have positive consciousness, increase their working commitment and prevent the employees from being isolated or being excluded by the team.

2.2.3 Authentic Leadership Style

According to George, Sims, McLean, et. al. (2007) the author who initiated authentic leadership defined authentic leaders as an individual who centralized the followers together around a common goal and ideals and inspired the followers to provide services to the customers while at the same time, it also provided value for every stakeholder. On the other hand, Miao et. al. (2018) translated the authentic leadership as a pattern of leadership action that builds on and encourages both positive psychological capacities and a positive ethical environment in order to encourage greater self-awareness, an internalised ethical viewpoint, balanced of gathering information, and interpersonal transparency on the part of leaders engaging with followers, promoting better self-development. However, lately, George (2015) defined authentic leader as a real, ethical, and character based leaders; individuals who possess highest credibility, dedicated to creating sustaining organizations, have strong sense of purpose and stick to the core principles who have confidence to develop the organizations to fulfill the demands of every stakeholders, and who understand the significance of services that provided to the society.

As stated by Elrehail, Emeagwali, Alsaad, et. al. (2018), the behavioral aspects of leaders that adopted authentic leadership style are divided into four categories, which includes of self-awareness, where the leader is aware of the weaknesses and abilities and how the personality can influence the followers; followed by relational transparency, which refer to the leader's capability on convey the ideas and feelings in a sincere manner; aspects and balanced of processing information, which means leaders who are open to different feedbacks and opinions from the followers during decision making; lastly, internalization of moral perspective, which refers to the leader's standard serve as a filter in shaping the decisions and behaviors. On the other hand, Hashmawi, Rahman, and Wahab (2020) demonstrated that there are five characteristics of authentic leadership by respecting to Bill George Leadership model, the traits are similar with the four characteristics that mentioned above, however, there is a characteristic was added which is authentic leader is characterised by leaders who are attentive to the interests of the followers and exhibit compassion as the leaders are leading by heart.

Study found that authentic leadership has the potential to transform employees' perspectives on seeing things by inspiring them to come up with new strategies and concepts (Elrehail et. al., 2018). On the other hand, Corriveau (2020) stresses that authentic leadership is aiming to re-establish stakeholders' interest in organizations. Based on the study, Lee, Chiang, and Kuo. (2019) mentioned that authentic leadership stimulates the leaders to establish constructive and inclusive

working environments that enhance the followers' job performance and better organizational results. However, although authentic leadership is important to the organization, Elrehail et. al. (2018) highlighted that there are still many leaders who are unaware of powerful and authentic leaders that are valuing and establishing trust in important factors in cultivating a trust culture in organization. Therefore, according to Lee et. al. (2019) stated that employee retention can be aided because authentic leadership fosters trustworthy and sincere relationships among the team members in the working group, hence, authentic leadership style is significant to organizations.

As mentioned above, authentic leaders lead with heart, through this behavior leaders are able to boost the team performance and lead to better outcomes in a long period of time even when the team is facing challenging working environments (Elrehail et. al., 2018). Furthermore, study showed that authentic leadership style is effective in reinforcing the loyalty of team members and, simultaneously, lessening the team's burden and eliminating the intention of quitting the job position (Ayoko, 2020). In short, a few researchers have found that authentic leadership styles do positively influence teamwork and team performance, team trust, and group authenticity (Elrehail et. al., 2018; Lee et. al., 2019; Lemoine, Hartnell, and Leroy, 2019).

2.3 Gaps in the Literature

According to Schmutz et. al. (2019) there are many factors that influence and sustain outstanding teamwork in organizations. Organizations are facing a series of challenges in obtaining and sustaining high performance of teamwork, thus, O'Neill and Salas (2017) had stated that there are still a lot of gaps that need to be bridged by identifying the factors and obstacles influencing teamwork based on the type of team. The leadership styles are one of the factors that identified by the researchers on influencing teamwork and had been studied extensively by the researchers in different contexts, however, many researchers specifically focus on transformational leadership styles in influencing the development of teamwork among the group members in organizations (Andersen, 2018; Elrehail et. al., 2018; Newman et. al., 2017; Sanyal and Hisham, 2018) which causes limited study on servant, ethical, and authentic leadership styles in influencing teamwork. There are still many rooms that need to fill on influencing factors on teamwork, hence, future research needs to be done to close the gaps (Schmutz et. al., 2019).

In addition, Choi et. al. (2017) mentioned that bulk of recent research on leadership and team effectiveness has been focusing on Western-based companies and the leadership style that is adopted by Asian countries is mostly vertical leadership style where teamwork is not widely included or promoted in the organization. This was also supported by Yiğit and Bozkurt (2017) as even though servant leadership was broadly explored and analyzed, the discussions on servant leadership are mainly in respect to the context of Western society. Therefore, there is a literature gap on leadership styles and teamwork in the perspective of Asian's culture, especially within the context of Malaysia (Mohd and Arshad, 2019).

The latest study also questioned on the way of measuring teamwork and the effectiveness of authentic leadership in influencing the employee's collaboration in virtual working circumstances due to the pandemic outbreak of Covid-19 (Hashmawi et. al., 2020). This was also echoed by Caligiuri, De Cieri, Minbaeva et. al. (2020) as during this challenging situation, the styles of leadership and leader's behaviors might need to change in order to ensure the virtual teams are highly collaborated. Hence, in-depth knowledge should be studied in the way of leadership styles on driving and motivating the virtual team is needed to fill the research gap (Hashmawi et. al., 2020).

2.4 Fundamental Theories

2.4.1 Tuckman's Stages of Group Development

In organisational literature, the Tuckman theory is the most commonly used and recognised model of team building as Tuckman's theory is providing a concise strategy to stimulate the adoption of effective teamwork theory (Casper, 2017). According to Tuckman (1965) the stages of group development included four stages which are forming, storming, norming, and performing; however, over a decade later, Tuckman and Jensen (1977) had added the fifth stage which is adjourning stage, hence, Tuckman's theory included a total of five stages of group development. According to Casper (2017), the theory assists the team members to have further understanding on the flow of team interactions and what kind of interactions are anticipated during each phase; and the importance of this theory is the Tuckman's model able to strengthen and scale positive collaboration outcomes among the teams by forming the foundation for conversation.

The first stage of group development is 'forming stage', for the first time, the team members are being gathered in order to familiarize with each other, share and explore the goals among the team members (Ozigbo, Idegbesor, Ngige, et. al., 2020). Members get to identify the key role functions, however, the relationship between each other is still lacking trust and conflict management, therefore, the ideas that members might be concealed (Casper, 2017). Therefore, Tripathy (2018) concluded this is an initial stage and is focusing on individuals as well as acquaintances with each other for team development. Followed by a 'storming', in which conflicts will occur among the team members, tolerance and endurance are required to understand the conflicts in order to avoid deceleration of working pace and failure in this stage (Casper, 2017). In addition, Ozigbo et. al. (2020) added that the occurrence of conflict is considered normal, and leaders play a key role in this stage to manage and resolve the negative perspectives of disputes and take advantage to tap out the creative ideas.

The third stage of Tuckman's group development theory is 'norming', in which each team members' roles have been clarified and the relationships between each other are getting closer (Casper, 2017). Furthermore, Ozigbo et. al. (2020) stated that the team members are motivated in the norming stage and willing to work towards a common goal by accepting each other's differences, even if the team faces problems the team has capability to resolve the problems by following team's norms. The next stage is 'performing', where the team members are concentrating working towards the goals that had been set in earlier stages and complete the tasks with the skills

that each member possessed; however, the team might return to the previous stages even though the team has reached this stage (Casper, 2017). According to Tripathy (2019), the reason for returning to previous stages is because there are still a few of the members unable to jump out from storming stages which lead to low productivity, thus, the members are losing effectiveness on achieving the goals. The last stage of teamwork theory is 'adjourning', Tuckman and Jensen (1977) indicated as a separation stage where the squads are nearly completing the task and disband after the task is completed. Even though the group development stages are fundamentally sequential, the team including the elite teams, might need to start all over from the first stage if the leadership style or team membership had changed (Shirey, White-Williams, and Hites, 2019).

Hence, this underlying theory could support the current research on how each leadership style influence the groups development during each stage by referring to the measurement of every stage such as willingness of employees to join the group and work towards a common goal, the productivity of a group, the relationships between the team members, capability of a team to overcome a problem, and other characteristics.

2.4.2 Contingency Theory

According to Kovach (2018), the researcher stated that those theories contend that the optimal form of leadership is contingent on situational circumstances, and that no specific leadership style applies to or should be practiced in all working scenarios. As a result, good leaders may change their leadership style depending on the nature of the group, the situation, and the goals to be met. Vidal, Campdesuñer, Rodríguez, et. al. (2017) also echoed the similar concept of the contingency theories of leadership, as this theory is highlighting the requirement for the leader to shift the behaviour by depending on a rational understanding of the circumstance and undertake a leadership style that is fit for the situation.

In respect to the Fiedler contingency model, the group's performance is based on the connection between the leader's manner of engagement with the followers and the level to which the situation grants the leader power and influence (Deshwal and Ali, 2020). According to the empirical study that was developed by Fiedler and Chemers (1974), the leadership styles can be categorized into three contingency aspects, namely, leader-member relations, task structure, and position power. Once the attributes of the situation have been determined, the fit between the style of the leader and the situation can be assessed on which leadership style is most appropriate to be employed for the current context (Deshwal and Ali, 2020).

Authentic leaders lead with a sense of purpose and values, however, this style of leader is not always inspirational while leading the followers; whereas, servant leaders are inspirational when leading the followers through a project (Stewart Wherry, 2012). On the other hand, the ethical leadership style leads through instilling positive consciousness to the team members and followers through setting up regulations (Zappalà and Toscano, 2020). Therefore, it is important to apply the contingency theory of leadership for the purpose of determining the appropriate leadership style based on the team's current situation in the industry. In such a way, this study will provide significant insights into how the influences of each leadership style spill over to teamwork among the followers.

2.5 Conceptual Framework

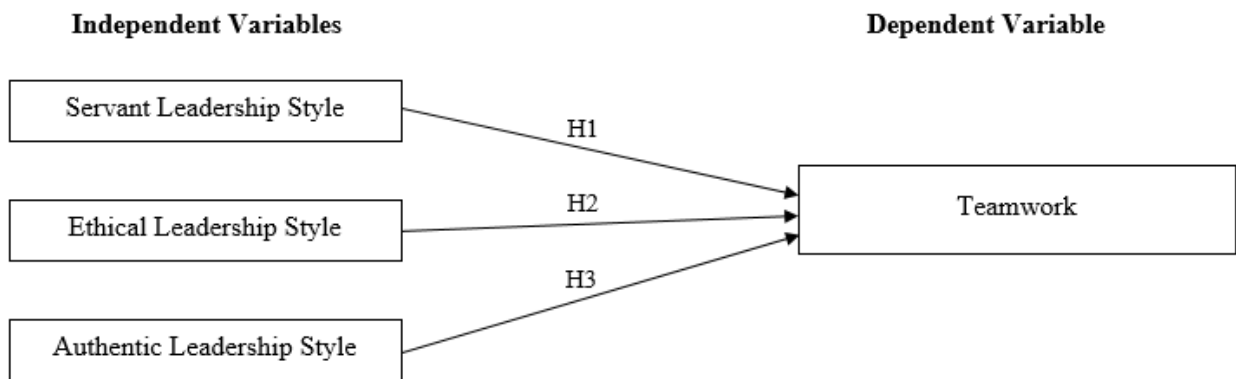


Figure 2.5. Conceptual Framework

2.6 Hypotheses

H1: Servant leadership style has a significant influence on teamwork in the media industry of Malaysia.

H2: Ethical leadership style has a significant influence on teamwork in the media industry of Malaysia.

H3: Authentic leadership style has a significant influence on teamwork in the media industry of Malaysia.

2.7 Chapter Conclusion

This chapter had reviewed the literature of teamwork as well as in the perspective of global and Malaysia had been discussed. On the other hand, the leadership styles including servant leadership, ethical leadership, and authentic leadership have been reviewed on how these leadership styles influence teamwork and with the support of the theoretical framework demonstrated in section 2.5. In addition, gaps in the literature had been pointed out and followed by the discussion of fundamental theory which is Tuckman's stages of group development. This chapter also included the hypotheses that need to be investigated for this study by referring to the theoretical framework. Hence, the literature review in this chapter would help in guiding the following chapter which is research methodology and further information will be included.

CHAPTER 3. RESEARCH METHODOLOGY

3.0 Overview

This chapter focuses on the overview of research methodology, in here, research design will be demonstrated, questionnaire design table will be included for future survey purpose, and measurement table is provided in section 3.3. The research design will be related to the theoretical framework in the previous chapter. In addition, the questionnaire design consists of the basic demographic information of the respondents, independent variables which are servant leadership, ethical leadership, and authentic leadership as well as the dependent variable which is teamwork.

3.1 Research Design Diagram

Table 3.1 Research Design Diagram

		DETAILS OF STUDY			MEASUREMENT	
Problem Statement	1. Purpose of Study <u>Descriptive</u> This is a quantitative based descriptive study, the purpose of this research is to describe the phenomenon of teamwork.	2. Types of Investigation <u>Correlations</u> The investigation for the current study is using a descriptive correlation design to ascertain whether relationship exists between the leadership style and teamwork. The leadership styles of the purpose study are servant leadership, ethical leadership, and authentic leadership. The focus of the study is teamwork.	3. Extent of Researcher Interference <u>Minimal</u> Minimal interference in collecting data from respondents and distributing questionnaire to respondents in the natural work environment. Studying events as they normally occur respondents can fill up questionnaire or survey at any moment.	4. Study Setting <u>Non-contrived</u> The study setting is non-contrived as the research will not create any artificial and contrive setting which influenced the environment factors (Sekaran and Bougie, 2019). Therefore, it does not manipulating the environment and variables to suit the research.	5. Time Horizon <u>One-shot</u> The time horizon for this study is one-shot as the respondents are expected to answer the survey only a single time. The time length may be set a period of days, weeks or months.	10. Data Analysis <u>Analytic methods</u> Data analysis will be carried out during the project, hence, data analysis will be done in the project after collecting data.
	6. Unit of Analysis <u>Individual</u> Individual is the unit of analysis as the research is concentrating on employees' teamwork in the Media industry, and the respondent are representing the individuals.	7. Sampling Design <u>Non-probability</u> As the respondents are chose by the researcher and questionnaires are issued to targeted media industry, therefore, the sampling design is non-probability sampling. The sampling size in this study will be determined by following with Krejcie and Morgan (1970) sample size determinant table. As per MCMC (2019), there were 10,508 of employees working in main media industries such as Flyfm, NTV7, News Straits Times, AstroGo, GoXuan, TheStar, 988 radio station, and more in Malaysia, thus, according to Krejcie and Morgan (1970) the sampling size will be 370. In this research, with the consideration of non-respond or inaccurate and omission of answers, 400 questionnaires will be issued among the targeted media industry in Malaysia to assure at least 370 responses for statistical analysis.	8. Data Collection Method <u>Questionnaire</u> This research is going to collect data by distributing questionnaire through sending online survey platform's link for the respondents that work in media industry in Malaysia. In Table 3.1: Questionnaire Design Table will be included the number of adapted items and sources.	9. Measurement and Measures <u>Scaling</u> For the comparison of rating scales and ranking scales among the variables, scaling technique will be adopted. Further information will be indicated in Table 3.2: Measurement Table.		

The above diagram provides an overview of the research methodology structure, the data for this study will be collected by using a quantitative approach. This is a quantitative based descriptive study, the purpose of this research is to describe the phenomenon of teamwork. A descriptive study is a method for highlighting and describing the features of a variable in a particular circumstance (Sekaran and Bougie, 2019). To obtain the primary data, distributing questionnaires through an

online survey platform to the targeted respondents will be the tool of data collection. The purpose of this study is to examine the relationships between the three independent variables and a dependent variable. Hence, in order to measure the relationship between independent variables, namely that servant leadership style, ethical leadership style, and authentic leadership style; and dependent variable, which is teamwork, the most suitable design to adopt is correlation design for ascertaining the relationship between each leadership styles and teamwork.

The extent of interference for researcher of this study is minimal interference. There will be nearly zero interference when collecting the data from respondents as the survey is done by distributing questionnaires to the respondents in the natural work environment, respondents can fill up the questionnaires at any moment. When the interference is minimum, the study setting will turn out to be non-contrived as the research will not create any artificial and contrived setting which influenced the environment factors (Rahi, 2017). Therefore, this does not manipulate the environment and variables to suit the research specifically when there is no or minimal interference of circumstances during the research (Sekaran and Bougie, 2019).

3.2 Unit of Analysis and Time Horizon

According to Sekaran and Bougie (2019), a unit of analysis was categorized in five main types of unit, including organization, culture, individuals, dyads, or groups. When the researcher focuses on employees, individuals are used as the unit of analysis (Shehab, 2020). Hence, individuals will be focused in this study. To elaborate, the researcher is focusing on the teamwork of employees that are working in the media industry of Malaysia.

The research time horizon for this study is one-shot, also known as cross-sectional study. The cross-sectional study can only be used once throughout the span of days, weeks, or months (Sekaran and Bougie, 2019). Thus, based on the research objectives of this study, one-shot study type is more appropriate for the respondents to answer the questionnaire; and the period of data collection for this study will start from 12 of July until 30 of July 2021.

3.3 Sampling Design

3.3.1 Sampling Plan

Sampling is the process of collecting a sufficient number of appropriate components from a targeted population; and the sampling techniques are separated into two types, the techniques may either be ‘non-probability’ or ‘probability’ sampling techniques (Sekaran and Bougie, 2019). If the researcher knows the exact number of individuals in the population, probability sampling techniques are used; non-probability sampling techniques are used when the researcher is unable to determine the exact number of people in the population (Shehab, 2020). Thus, the technique chosen by the researcher will be non-probability sampling as the number of individuals working in the media industry of Malaysia were approximately 10,508 of employees in the year of 2019 (MCMC, 2019).

3.3.2 Sample Size

The sampling size in this study will be determined by following with Krejcie and Morgan (1970) sample size determination table. As per MCMC (2019), there were approximately 10,508 of employees working in large-scale media industries such as Flyfm, NTV7, News Straits Times, AstroGo, GoXuan, TheStar, 988 radio station, and other media companies in Malaysia. Hence, according to Krejcie and Morgan (1970) the sampling size will be determined as 370. In this research, with the consideration of non-respond or inaccurate and omission of answers, 400 questionnaires will be issued among the targeted respondents working in the media industry of Malaysia to assure there are at least 370 responses and are sufficient data for the purpose of statistical analysis.

3.4 Questionnaire Design Table

Table 3.2 Questionnaire Design Table

Section	Variable	Items	Source	Adoption/ Adaptation
A	Demographic Profile	4	Demographic profile is required in order to have further comprehension on the respondents' basic background including: 1. Age 2. Gender 3. Educational Background 4. Years of Working Experience	-
B (Dependent Variable)	Teamwork	5	Marsicano, da Silva, Seaman, et. al. (2020)	Adaptation
C (Independent Variable)	Servant Leadership	4	Ilkhanizadeh and Karatepe (2018)	Adaptation
	Ethical Leadership	4	Yukl, Mahsud, Hassan, et. al. (2013)	Adaptation
	Authentic Leadership	4	Walumbwa, Avolio, Gardner, et. al. (2008)	Adaptation

The above table is a framework of questionnaire and the items on the questionnaire have been revised in light of various recommendations made in each literature and research. The following is the format of the questionnaire (as shown in the above table 3.2): the first section entails the demographic background of the respondents; and the following sections comprise the measurement of each dependent variable and independent variables that are included in this study.

The second section (section B) consists of five items that relate to 'teamwork' knowledge. The items have been adapted from a research work which is Marsicano, da Silva, Seaman, and Adaid-Castro (2020). The following section will consist of four items for each independent variable, namely 'servant leadership style', items will be modified from Ilkhanizadeh and Karatepe (2018); 'ethical leadership style', where the knowledge has been adapted from Yukl, Mahsud, Hassan, et. al. (2013); and the items of 'authentic leadership style' are adapted from Walumbwa, Avolio, Gardner, et. al. (2008).

In this study, likert scale approach is being employed for the measurement of all items except section A's demographic items. This scale was created to scientifically measure and assess respondents' level of agreement with the items and efficiently assist researchers on analyzing the survey and aid researchers in revising key questions in the questionnaire (Shehab, 2020). Hence, the five-point likert scale is applied in the questionnaire, which the respondents will require to evaluate the items on a five-point scale. The ranges are from 'strongly disagree' to 'strongly agree' in accordance with the listed values: 1= Strongly Disagree; 2= Disagree; 3= Slightly Agree; 4= Agree; and 5= Strongly Agree.

3.5 Measurement Instrument

3.5.1 Pilot and Preliminary Test

There is a necessity for both pilot test and preliminary test in using factor analysis (Sekaran and Bougie, 2019). Factor analysis has to be conducted before a reliability test. The pilot test factor analysis is significant and necessary in order to determine the independent variables and dependent variable; and all items in the independent variable and dependent variable are the accurate items to be included in the questionnaire. If the pilot statistical result showed a factor did not satisfy the rule of thumb then the specific factor had to be eliminated from the questionnaire and changed to another question before proceeding to full data collection. Factor analysis also needs to be conducted during a preliminary test to make sure the constructs or factors are correct before conducting hypothesis testing (Cooper and Schindler, 2018).

There are a total of three tests that need to be run in factor analysis including, Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity is used to determine the sampling adequacy; factor loading, the purpose of this test is to assess the acceptability of every item, higher loading equals better items; and eigenvalue, which is for the measurement of the relevance of variables to the study and construct and dimensions are appropriate and related (Tabachnick and Fidell, 1996).

Sphericity acceptable value for KMO Bartlett's test must be more than 0.6 for the pilot test. More data should be collected for the pilot test if the value is lower than 0.6, this is to ensure an adequate sample for significant data validation. On the other hand, factor loading is required to have a value more than 0.6 as well. However, due to the smaller sample size of 10% during the pilot test, a value between 0.5 to 0.6 is still acceptable. Relevant items should be removed when the factor loading is lower than 0.5. For eigenvalue, it is recommended that only the value reach higher 1 is worth analyzing for statistical significance. In order for eigenvalue to be valid, it is necessary for the eigenvalue to reach higher than 1 and must be the same as the number of independent variables in the research, which is a total of 3 in this research. The results of the findings may be skewed when eigenvalue is lower than 1 which means the variability of the construct is low too (Cooper and Schindler, 2018).

The phase on measure reliability will be conducted when the factor analysis has been fully completed, independent variables have been all confirmed, the dependent variable and relevant items have fully met the rule of thumb. Internal consistency test will be carried out in this test for

the purpose of checking the internal consistency and reliability of the collected data in order to apply for further analysis. In addition, the pilot reliability test is to test whether the pilot test data is reliable based on the internal consistency test to identify the reliability of data collected in the pilot test. After data collection, conduct of pilot and preliminary tests are required (Anderson, Babin, Black, et. al., 2019).

According to the rule of thumb in an internal consistency test, the Cronbach alpha value is required to be more than 0.7 (Heale and Twycross, 2015). Items should be removed if the value is below 0.7. However, for the pilot test, it is acceptable for the value that reached between 0.6 and lower than 0.7 due to the respondent being only 10% of the sample size.

3.5.2 Correlational Analysis

Correlation is a bivariate analysis that determines the intensity of connection and the direction of the relationship between the independent and dependent variables. Where a strong relationship possesses a strong correlation, whereas a weak relationship has a weak correlation (Franzese and Luliano, 2019). Pearson product-moment correlation coefficient (Pearson r) is the most widely used coefficient in correlational analysis. The value can fall between negative 1 to perfect positive 1; if the value shown is 0.00, it signifies that there is no correlation at all. The rule of thumb for Pearson r value will be: strong correlation is higher 0.8; higher than the value of 0.5 and equal to 0.8 denotes a moderate to strong correlation; between value 0.3 and 0.5 is a weak to moderate correlation; and weak correlation will be the value that below 0.3. The value must include the positive or negative sign to identify whether there is a high, moderate, or low positive or negative correlation.

3.5.3 Hypotheses Testing (Multiple Regression)

The major purpose of conducting hypotheses testing is to determine the extent of the model fit into the study by focusing on the framework. The value of the model fit, namely R^2 , is required to be more than 0.5 in order the constructs fit into the phenomenon of the study. However, when the value of R^2 is lower than the value of 0.5, this actively demonstrates that the theoretical framework does not fit. The construct has weak or low influence on the study or there is no predicting power (Anderson, et. al., 2019).

3.5.4 Analysis of Variance (Regression ANOVA)

According to Sekaran and Bougie (2019), in order to statistically determine the existence of the level of the significance variance, conducting the regression ANOVA is significant to evaluate the relationship between the independent variables and dependent variables, as well as to verify the variance extend within a respondent and among various respondents. In respect to the rule of thumb, the p-value is required to have a value that is less than 0.05, where the confidence level is 95%. This is to show a statistically significant relationship of independent variables and dependent variable for the entire framework.

3.5.5 Beta Coefficient

In beta coefficient, the status of the influences on the phenomenon under study will be ascertained and will focus on standardized data coefficient. According to the rules of thumb, the Beta coefficient value that is close to 1, has higher statistical influence towards the phenomenon under the study. If the value is negative, the dependent variable will decrease by the same level of unit when every unit in the IV variances increased, provided the influence is significant ($p\text{-value} < 0.05$). However, if $p\text{-value} > 0.05$ and Beta coefficient value is negative, which means that there is no significant influence of the independent variables on the dependent variable (Cooper and Schindler, 2018). Hence, treatment should be conducted when the conditions are not met. The Durbin-Watson should be carried out due to the skewness in variances to determine the potential residual effect (Sekaran and Bougie, 2019).

3.5.6 Multicollinearity

The function of multicollinearity is to determine the extent of data skewness. The multicollinearity will be presented in the format of Variance inflation factor (VIF). Based on the rule of thumb, the value of VIF should be lower than 10 is acceptable and there may be potential of multicollinearity, however, there will be no major inter-construct correlation so that the data will not be skewed (Sekaran and Bougie, 2019). Hence, the possibility of Type 1 error is low. Type 1 error will be presented in alpha level, this error will occur when the researcher has rejected the true null hypothesis incorrectly.

3.6 Chapter Conclusion

The concept of quantitative analysis and details of study on the research methodology had been discussed in this chapter. The process of the research had been presented and guidelines on designing the questionnaire had been demonstrated. Overall, this chapter provides an overview and advanced knowledge and insights of the measurements. The research findings will be further carried out in the following chapter.

CHAPTER 4. RESEARCH FINDINGS

4.0 Overview

This chapter will indicate the interpretation and data analysis that has been collected by the researchers, and the results will be presented in the session below. The collected data will be analyzed by adopting IBM SPSS Statistic version 26 software. Two major parts are categorized in this chapter which is the pilot test and preliminary test. Reliability test and factor loading test will be presented in both pilot and preliminary tests. Subsequently, the descriptive analysis which included the frequencies of all demographic profile items. Lastly, the multiple regression analysis will be presented as to show the relationships between each independent variable and dependent variable in the study.

4.1 Data Collection

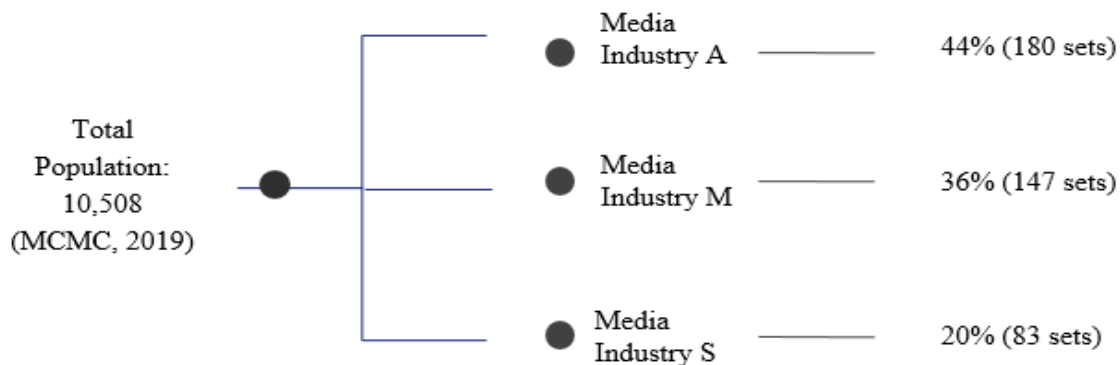


Figure 4.1 Hierarchy for survey distribution

As mentioned in the previous chapter, three large-scale media industries had been selected for questionnaire distribution. The reason for selecting large-scale media industries is that these 3 media industries are the leading integrated media groups in Malaysia. On the other hand, newspapers and media printed companies, TV stations, out of home advertising, and broadcasts are all under these media industries' umbrella (MCMC, 2019). Therefore, in order to meet the sample size of 370, a total of 410 sets of the questionnaires have been distributed according to the total number of employees that worked in each media industry namely Media Industry A (180 sets), Media Industry M (147 sets), and Media Industry S (83 sets).

4.2 Pilot Test

As mentioned in the previous chapter, it is necessary to conduct a pilot test for the purpose of ensuring all the items included in the questionnaire are eligible. A pilot test will be taken 10% of the total distributed questionnaire. In this research, the sample size will be 370, however, in order to cover the inaccurate and omission of answers in the questionnaire a total of 410 questionnaires have been distributed. Hence, 40 sets of fully completed questionnaires will be selected to conduct the pilot test (Sekaran and Bougie, 2019).

4.2.1 Factor Analysis

According to Sekaran and Bougie (2019), for factor analysis to be deemed as valid, the sphericity number of KMO Barlett's Test must be more than 0.5. However, due to the smaller size of numbers taken to conduct in the pilot test, at least 0.4 to 0.6 is still acceptable for the factor loading value (Anderson, 2019). In addition, it is recommended to remove the items with a shared variance (communality) with the value that is lower than 0.2 (Samuels, 2017). As for EigenValue, the rule of thumb should be higher than 1 is valid (Cooper and Schindler, 2018).

4.2.1.1 Teamwork (Dependent Variable)

Table 4.2(a) KMO and Barlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.667
Bartlett's Test of Sphericity	Approx. Chi-Square	24.355
	df	10
	Sig.	.007

There are five (5) factors that have been analyzed in the factor analysis, the value of the KMO measure of sample adequacy has met the rule of thumb which is 0.667 and the Barlett's test of sphericity significant value also less than 0.05 which is 0.007. Hence, in Table 4.2(a) all the items or dimensions in the dependent variable are valid and eligible for further analyses.

Table 4.2(b) Communalities (Dependent Variable)

Communalities		
	Initial	Extraction
Teamwork - The team can comprehend the problems and provide a solution that is suited for the project.	1.000	.695
Teamwork - The team members have the liberty and openness to have personal communications among themselves.	1.000	.670
Teamwork - The team can form relationships of respect and trust among the members.	1.000	.596
Teamwork - The team's goals are shared and accepted by all the members.	1.000	.578
Teamwork - The team can keep visibility on the status of the task to all stakeholders (Example: Supervisor, team members, clients, etc.).	1.000	.599

Extraction Method: Principal Component Analysis.

According to Samuels (2017), the communality value should be at least 0.2 in order to meet the rule of thumb. Based on the above Table 4.2(b), the extraction value of every dependent variable item has exceeded the minimum targeted value. Hence, the five items are eligible to be used for further analyses.

Table 4.2(c) Total Variance Explained (Dependent Variable)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.043	40.867	40.867	2.043	40.867	40.867
2	1.095	21.890	62.757	1.095	21.890	62.757
3	.715	14.301	77.058			
4	.663	13.270	90.328			
5	.484	9.672	100.000			

Extraction Method: Principal Component Analysis.

As shown in above, the Eigenvalues of the components have exceeded 1.0 (Table 4.2c). Therefore, the dependent variable is appropriate to be conducted for future analysis.

4.2.1.2 Leadership Styles (Independent Variables)

Table 4.2(d) KMO and Bartlett's Test (Independent Variables)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.717
Bartlett's Test of Sphericity	Approx. Chi-Square	179.466
	df	66
	Sig.	.000

The KMO value for independent variables in the pilot test (Table 4.2d) has reached 0.717 which has met the rule of thumb (>0.5) and the significant value of Bartlett's test of sphericity is 0.000 (<0.05).

Table 4.2(e) Communalities (Independent Variable)

Communalities		
	Initial	Extraction
Servant Leadership Style - My leader is willing to listen to team member's personal problems.	1.000	.409
Servant Leadership Style - My leader gives full authority for the members to handle difficult situations when the team is ready.	1.000	.410
Servant Leadership Style - My leader is open and upfront with the team members.	1.000	.722
Servant Leadership Style - My leader will notify the team when the work-related task went wrong.	1.000	.739
Ethical Leadership Style - My leader communicates clear ethical standards to members.	1.000	.763
Ethical Leadership Style - My leader sets an example of ethical behaviour in his/her decisions and actions.	1.000	.722
Ethical Leadership Style - My leader keeps his/her actions consistent with the stated values ('walks the talk').	1.000	.658
Ethical Leadership Style - My leader is fair and unbiased when assigning tasks to members.	1.000	.794
Authentic Leadership Style - My leader is open to admitting mistakes when problems occur.	1.000	.746
Authentic Leadership Style - My leader seeks feedback consistently from the members.	1.000	.785
Authentic Leadership Style - My leader listens carefully to different points of view before coming to conclusions.	1.000	.820
Authentic Leadership Style - My leader makes decisions based on his/her core beliefs.	1.000	.723
Extraction Method: Principal Component Analysis.		

As shown in Table 4.2(e), the result of the pilot test for the items in independent variables has reached the minimum target value which is at least 0.2 (Samuels, 2017). The range of values of all the items are from 0.409 to 0.820, hence, these values indicate the items are all valid and suitable for further analyses, the correlations are significant, and no items will be eliminated in this phase as the communality scores are more than 0.2.

Table 4.2(f) Total Variance Explained (Independent Variable)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.957	41.309	41.309	4.957	41.309	41.309
2	1.212	10.101	51.410	1.212	10.101	51.410
3	1.115	9.289	60.699	1.115	9.289	60.699
4	1.007	8.394	69.093	1.007	8.394	69.093
5	.760	6.335	75.428			
6	.744	6.202	81.630			
7	.584	4.868	86.498			
8	.477	3.973	90.471			
9	.377	3.142	93.613			
10	.362	3.018	96.630			
11	.272	2.263	98.893			
12	.133	1.107	100.000			

Extraction Method: Principal Component Analysis.

In respect to Fidell and Tabachnick (1996), in order to proceed to a further stage, it is significant that the Eigenvalues for the determination of the variance in a correlation matrix and the value should be equal and greater than 1. In Table 4.2(f), the Eigenvalue has met the rule of thumb which is more than 1, and the cumulative percentage is over 60% which is 69.093%. This denotes that the items for each construct are suitable for final data collection as the extracted factors reflected in the above table had reached the specified value of variance.

4.2.2 Reliability Test

The reliability test is performed to evaluate if the items in the questionnaire are adequate for obtaining a significant outcome. Based on Sekaran and Bougie (2019), the rule of thumb for Cronbach alpha must be higher than 0.7 to 1.0, however, in the pilot test the value can be lower than 0.7 but not less than 0.6 in order to prove the correlation of items are related to one another and to determine the reliability of internal consistency of the data.

Table 4.2(g) Reliability Test

Reliability Statistic		
Variables	Cronbach's Alpha	Number of Items
Teamwork	0.620	5
Servant Leadership Style	0.623	4
Ethical Leadership Style	0.742	4
Authentic Leadership Style	0.672	4

As shown in Table 4.2(g), the value of Cronbach Alpha for both dependent and independent variables has reached more than 0.6, ensuring that the questionnaire is solid and reliable at an appropriate level. The value of Cronbach Alpha from 0.620 to 0.742 denote that the reliability of the items in each variable or construct is dependable; higher values possess a higher reliability and vice versa. Hence, the items in the questionnaire are all reliable.

4.3 Descriptive Analysis

After the pilot test, in order to collect the sufficient and accurate questionnaire for the preliminary test, a total of 410 sets of questionnaires have been dispatched to the three large-scale media industries in Malaysia through e-mail and online text chatting platforms such as Whatsapp, Instagram, and Facebook Messenger. According to Anderson et. al. (2019), to prove the research is statistical significance, the researcher needed at least 250 sets of data. The total response was 99.2%. As shown in the table below, there are a total of 407 respondents who have filled up the questionnaire, however, 2 sets of questionnaires were excluded due to incomplete and unfinished questionnaires (Table 4.3a). Therefore, 405 sets of questionnaires will be used to conduct the preliminary test and the amount of data is sufficient as the sample size for this research requires at least 370.

Table 4.3(a) Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	405	99.5
	Excluded ^a	2	.5
	Total	407	100.0

a. Listwise deletion based on all variables in the procedure.

4.3.1 Demographic Profile

The below table shows the overall data collected, the demographic profile included 4 constructs, namely respondent's gender, age, educational background, and current working years in the media industry (Table 4.3b). The result shows that half of the respondents were female (50.4%) and the rest of the respondents were male (49.6%).

Furthermore, the researcher also discovered that the respondents that participated in this survey came from the age group of 22-30 years old (38.3%), followed by the age group 31-40 years old and 41-50 years old which accounted for 25.9% and 23%, respectively. The age group of 61 years old and above contained the fewest individuals, accounting for only 1.5% of the total. All the respondents were eligible to take the survey as none of them were below 18 years old.

In addition, the vast majority of the respondents held a degree level education (61.5%), followed by postgraduate and high school which were 21.2% and 14.6% respectively. A very small portion of the respondents possessed a doctorate education level (2.5%) and only 1 respondent selected no formal education (0.2%).

Lastly, the majority of the respondents that have worked in the media industry possess more than 5 years experience (44.9%). Subsequently, the respondents with 2-5 years working experience in the media industry (35.6), and respondents with less than a year working experience were the least (19.5%). As a whole, all the respondents are Malaysian and are currently working in the media industry.

Table 4.3(b) Demographic Profile Responses (n=405)

Items	Options	Frequencies	Percent	Cumulative Percent
Gender	Male	201	49.6	49.6
	Female	204	50.4	100.0
	Total	405	100.0	
Age	18 - 21 years old	27	6.7	6.7
	22 – 30 years old	155	38.3	44.9

	31 – 40 years old	105	25.9	70.9
	41 – 50 years old	93	23.0	93.8
	51 – 60 years old	19	4.7	98.5
	61 years old and above	6	1.5	100.0
	Total	405	100.0	
Educational Background	No formal education	1	0.2	0.2
	High School	59	14.6	14.8
	Undergraduate	249	61.5	76.3
	Postgraduate	86	21.2	97.5
	Doctorate/ PHD	10	2.5	100.0
	Total	405	100.0	
Current Working Years in Media Industry	Less than 1 year	79	19.5	19.5
	2-5 years	144	35.6	55.1
	More than 5 years	182	44.9	100.0
	Total	405	100.0	

4.4 Preliminary Test

4.4.1 Factor Analysis

According to Anderson, et. al. (2019), with a sample size of 200 and more, the values of factor loadings in the range of 0.5 and 0.7 are recommended, and satisfactory item reliability is attained if the factor loadings values are equal or more than 0.4. This statement has been echoed by Samuels (2017) as each item with a score of at least 0.4 is considered reliable and acceptable, and factor loadings values with less than 0.3 are recommended to remove the particular items. As mentioned previously in the pilot test, the communality score higher than 0.2 is also considered acceptable.

4.4.1.1 Teamwork (Dependent Variable)

In Table 4.3(a), the factor loading for the dependent variable namely teamwork in the preliminary test is 0.755. According to the rule of thumb that mentioned by Samuels (2017), the extracted values of the dependent variable items in communalities (Table 4.4b), all 5 items had reached the satisfactory level. Therefore, the results obtained from below tables are deemed satisfactory. In addition, by referring to Table 4.4(b) the Eigenvalue for dependent variable is beyond the satisfactory level ($2.178 > 1.0$) indicates that the 'teamwork' is appropriate for the study.

Table 4.4(a) KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.755
Bartlett's Test of Sphericity	Approx. Chi-Square	264.460
	df	10
	Sig.	.000

Table 4.4(b) Communalities

Communalities		
	Initial	Extraction
Teamwork - The team can comprehend the problems and provide a solution that is suited for the project.	1.000	.510
Teamwork - The team members have the liberty and openness to have personal communications among themselves.	1.000	.427
Teamwork - The team can form relationships of respect and trust among the members.	1.000	.319
Teamwork - The team's goals are shared and accepted by all the members.	1.000	.429
Teamwork - The team can keep visibility on the status of the task to all stakeholders (Example: Supervisor, team members, clients, etc).	1.000	.494

Extraction Method: Principal Component Analysis.

Table 4.4(c) Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.178	43.569	43.569	2.178	43.569	43.569
2	.877	17.533	61.102			
3	.704	14.081	75.183			
4	.623	12.461	87.644			
5	.618	12.356	100.000			

Extraction Method: Principal Component Analysis.

4.4.1.2 Leadership Styles (Independent Variables)

In Table 4.3(d), the factor loading for the independent variable namely servant, ethical, and leadership style in the preliminary test is 0.915, denoting that the variables are acceptable as the value is higher than 0.5 but lower than 1.0. Based on the rule of thumb that mentioned by Samuels (2017), the extracted values of the items in communalities (Table 4.4e), 11 items had reached the satisfactory level. Therefore, the results obtained from below tables are deemed satisfactory. However, the last items for authentic leadership did not meet the rule of thumb which is 0.188 indicates that this item has very low influence on dependent variable. In addition, by referring to Table 4.4(f) the Eigenvalue for dependent variable is beyond the satisfactory level ($4.926 > 1.0$) indicates that the independent variables are appropriate for the study.

Table 4.4(d) KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.915
Bartlett's Test of Sphericity	Approx. Chi-Square	1477.307
	df	66
	Sig.	.000

Table 4.4(e) Communalities

Communalities		
	Initial	Extraction
Servant Leadership Style - My leader is willing to listen to team member's personal problems.	1.000	.469
Servant Leadership Style - My leader gives full authority for the members to handle difficult situations when the team is ready.	1.000	.412
Servant Leadership Style - My leader is open and upfront with the team members.	1.000	.521
Servant Leadership Style - My leader will notify the team when the work-related task went wrong.	1.000	.276
Ethical Leadership Style - My leader communicates clear ethical standards to members.	1.000	.391
Ethical Leadership Style - My leader sets an example of ethical behavior in his/her decisions and actions.	1.000	.507
Ethical Leadership Style - My leader keeps his/her actions consistent with the stated values ('walks the talk').	1.000	.390
Ethical Leadership Style - My leader is fair and unbiased when assigning tasks to members.	1.000	.427
Authentic Leadership Style - My leader is open to admitting mistakes when problems occur.	1.000	.462
Authentic Leadership Style - My leader seeks feedback consistently from the members.	1.000	.474
Authentic Leadership Style - My leader listens carefully to different points of view before coming to conclusions.	1.000	.408
Authentic Leadership Style - My leader makes decisions based on his/her core beliefs.	1.000	.188
Extraction Method: Principal Component Analysis.		

Table 4.4(f) Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.926	41.053	41.053	4.926	41.053	41.053
2	.983	8.192	49.244			
3	.874	7.286	56.530			
4	.852	7.097	63.627			
5	.699	5.827	69.453			
6	.673	5.606	75.060			
7	.590	4.921	79.980			
8	.572	4.769	84.749			
9	.501	4.172	88.921			
10	.475	3.958	92.879			
11	.463	3.861	96.740			
12	.391	3.260	100.000			

Extraction Method: Principal Component Analysis.

4.4.2 Reliability Test

By comparing the both pilot test (Table 4.2g) and preliminary test (Table 4.4g), the reliability test value for dependent variable and 3 independent variables had all improved. According to Heale and Twycross (2015), the satisfactory level for Cronbach’s Alpha is more than 0.6. Therefore, all the variables had reached the rule of thumb, especially the independent variables with the range between 0.706 to 0.751, indicating that the questionnaire has an adequate level of reliability.

Table 4.4 (g) Reliability Statistic

Reliability Statistic		
Variables	Cronbach’s Alpha	Number of Items
Teamwork	0.674	5
Servant Leadership Style	0.722	4
Ethical Leadership Style	0.751	4
Authentic Leadership Style	0.706	4

4.5 Correlational Analysis

As shown in the table (Table 4.5), the variables are all correlated with each other positively, and the p-value for each variable was lower than 0.05 which denotes that it is statistically significant. Although each pair of non-identical variables does not reach the strongest strength of correlation (>0.8), the variables were all positive and the value for each pair of variables ranged from 0.444 to 0.488. Hence, all non-identical variables fall under the weak to moderate category which is 0.3-0.5 (Patten and Newhart, 2018).

Table 4.5 Correlations between Variables

Correlations					
		TWTotal	SLTotal	ELTotal	ALTotal
Pearson Correlation	TWTotal	1.000	.487	.488	.444
	SLTotal	.487	1.000	.635	.620
	ELTotal	.488	.635	1.000	.579
	ALTotal	.444	.620	.579	1.000
Sig. (1-tailed)	TWTotal	.	.000	.000	.000
	SLTotal	.000	.	.000	.000
	ELTotal	.000	.000	.	.000
	ALTotal	.000	.000	.000	.
N	TWTotal	405	405	405	405
	SLTotal	405	405	405	405
	ELTotal	405	405	405	405
	ALTotal	405	405	405	405

4.6 Multiple Regression Analysis

In multiple regression analysis, there will be 3 outputs which are model summary (Table 4.6a), ANOVA (Table 4.6b), and coefficients (Table 4.6c). As shown in the model summary, the value of R-squared for the multiple regression model is 0.304. According to Sekaran and Bougie (2019), in order to fit the model, the value of R-square requires a value of more than 0.4. The previous result in correlation has shown that the strength of correlation is weak to moderate category, hence, the r-square value that shows in below table consider a weak linear relationship between the ‘teamwork’ (dependent variable) and the leadership styles (independent variable). This indicates that only 30.4% of the variance in teamwork is accountable by the 3 leadership styles in the multiple regression model. The reason for low R-squared value consists of different factors such as the teams are working virtually now (virtual team) due to the pandemic. Therefore, the model is slightly unsuited when the types of team are different.

Table 4.6(a) Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.551 ^a	.304	.299	1.74855	2.062
a. Predictors: (Constant), ALTotal, ELTotal, SLTotal					
b. Dependent Variable: TWTtotal					

The significance value for F-test is below 0.05, which is 0.000 (Table 4.6b). According to Field (2017), when p-value is lower than 0.05, indicates that the data is significantly fit to the model. This means that the 3 independent variables in the multiple regression model, are significantly in predicting the dependent variable and the multiple regression model is valid.

Table 4.6(b) ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	535.187	3	178.396	58.348	.000 ^b
	Residual	1226.033	401	3.057		
	Total	1761.220	404			
a. Dependent Variable: TWTtotal						
b. Predictors: (Constant), ALTotal, ELTotal, SLTotal						

In the coefficients table (Table 4.6c), all the independent variables have a p-value of less than 0.05, indicating that the variables are supported in this model as the significant values have met the rule of thumbs (Sekaran and Bougie, 2019). The significant value for servant leadership and ethical leadership were 0.000, whereas, significant value for authentic leadership was 0.006 (Table 4.6c). Therefore, in the multiple regression model, the 3 independent variables have a positive significant relationship on the dependent variable. On the other hand, the beta coefficient for these 3 independent variables namely servant leadership, ethical leadership, and authentic leadership were 0.230, 0.251, and 0.156 respectively. In addition, the VIF value for each independent variable was less than 10 which also met the satisfactory level, confirming that the multicollinearity is low and does not overlap one another (Anderson, et. al., 2018). Hence, ensuring that the results were all statistically valid. Based on the extracted result, the ethical leadership had the highest influences on teamwork with 0.251 beta coefficient. Subsequently, the servant leadership and authentic leadership, 0.230 and 0.156, respectively. Conforming that when the independent variables increase by a unit, the teamwork (dependent variable) is expected to increase according to the values which are 0.230 (Servant Leadership), 0.251 (Ethical Leadership), and 0.156 (Authentic Leadership) on average.

The following equation is a summary of the multiple linear regression model:

$$\text{Teamwork} = 0.230 (\text{Servant Leadership}) + 0.251 (\text{Ethical Leadership}) + 0.156 (\text{Authentic Leadership})$$

Table 4.6(c) Coefficients

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	10.735	.853		12.592	.000		
	SLTotal	.230	.059	.231	3.917	.000	.501	1.997
	ELTotal	.251	.056	.252	4.448	.000	.541	1.849
	ALTotal	.156	.056	.155	2.772	.006	.557	1.794

a. Dependent Variable: TWTtotal

4.7 Key Findings

The below figure is the research model for Analysis of Leadership style in Creation of Teamwork in the Media Industry of Malaysia (Figure 4.7), and all the hypotheses were accepted.

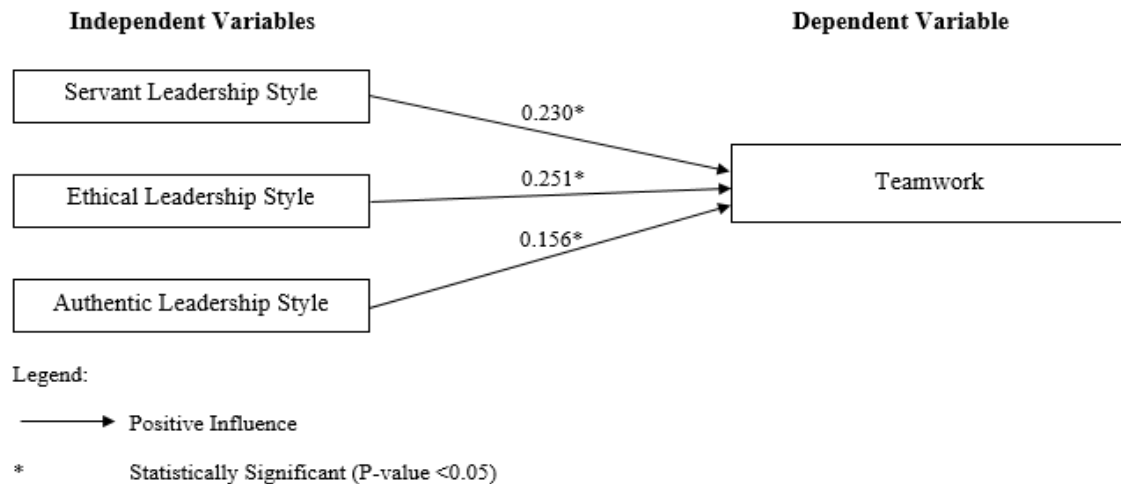


Figure 4.7 Research model for Analysis of Leadership style in Creation of Teamwork in the Media Industry of Malaysia

4.8 Chapter Conclusion

The sample size for this study was determined to be 405, which was considered adequate. The extracted results for factor analysis and reliability analysis both met the rule of thumb. Although the strength of correlation for the three variables were categorized under weak to moderate section and the R-squared was slightly below the satisfactory level, the hypotheses were still accepted as the beta coefficient presented as positive values with significant levels below 0.05. Hence, the servant, ethical, and authentic leadership styles have a positive relationship with teamwork in the media industry of Malaysia.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This chapter will discuss the key findings and summarize the outcomes in Chapter 4, the relationship between dependent variable and independent will be interpreted, followed by the limitations of study. Subsequently, the recommendations and future directions will be included for future research. Finally, the whole project will be wrapped up with a personal reflection.

5.1 Summary of Findings

The findings were collected from the three main media industries in Malaysia, 410 sets of questionnaires were distributed to the targeted media industries via email and text messaging platform. From the 410 sets of questionnaires, 405 sets were applicable for the study. The questionnaire has been categorized into part A, B, and C. Part A of the questionnaire will be focusing on the demographic profile of the Malaysian respondents which included gender, age, educational background, and number of years working in the media industry. Subsequently, part B and C of the questionnaire is focusing on the dependent variable which is 'teamwork' and independent variables, namely 'servant leadership', 'ethical leadership' and 'authentic leadership'; by using 5 point likert scale to rate each item.

In Chapter 4, the hypothesis testing will be the major analysis in order to conclude the relationship among the leadership styles in creation of teamwork in the media industry of Malaysia. Surprisingly, all the independent variables, namely servant leadership, ethical leadership, and authentic leadership, which also stated in the researcher's hypotheses possess a statistically significant relationship to the dependent variable with positive value. Therefore, no hypothesis will be rejected in this study.

5.2 Discussion of Findings

The primary objective of this research is to examine whether the leadership styles, namely servant leadership, ethical leadership, and authentic leadership have influences on creating teamwork in the media industry of Malaysia. Therefore, the below section will be discussing each of the research hypotheses:

Table 5.2 Hypotheses

Hypothesis	Beta Coefficient	Sig	Result
H1: Servant leadership style has a significant influence on teamwork in the media industry of Malaysia.	0.230	0.000	Positive, Accepted
H2: Ethical leadership style has a significant influence on teamwork in the media industry of Malaysia.	0.251	0.000	Positive, Accepted
H3: Authentic leadership style has a significant influence on teamwork in the media industry of Malaysia.	0.156	0.006	Positive, Accepted

Based on the extracted result, the Pearson r value of 0.487 for the correlation between servant leadership in creation of teamwork in the media industry of Malaysia, meaning that the strength of correlation for this hypothesis is weak to moderate (Patten and Newhart, 2018). In addition, the significant value of t-statistic for servant leadership is less than 0.05 and with a positive beta coefficient value of 0.230 (Field, 2017). Confirming that the servant leadership is significantly positive in the creation of teamwork in the media industry of Malaysia.

This study's findings supported the same viewpoint as previous researchers that mentioned in Chapter 2 as servant leadership is playing a role in influencing teamwork in the media industry (Andersen, 2018; Eva et. al., 2019; Weaver, 2016). Furthermore, this study is also similar to the prior study examined by Burton et. al. (2017) and Lumpkin and Achen (2018) as the researchers found that teamwork will be cultivated when leaders encourage teams to involve in high complexity of projects and focus on the well-being of followers.

The second hypothesis was also accepted with p-value 0.00 and a positive beta value 0.251 (Field, 2017). Hence, the second hypothesis has a higher significant influence of ethical leadership in the creation of teamwork compared to other leadership styles. This finding is similar to the recent researches that were studied by Bhatti et. al. (2021), Lin et. al. (2019), and Zappalà and Toscano (2020) as they explored that ethical leadership has positive influences on teamwork by ensuring the team member's positive consciousness and establishing a common perception.

Although the last hypothesis was accepted with a low positive beta value of 0.156 and 0.006 of p-value, it still has an influence on teamwork (Field, 2017). Therefore, the authentic leadership in this study still possesses an influencing power on the creation of teamwork. The finding is also similar with many researches as they showed that authentic leadership does positively influence teamwork by establishing trust to cultivate subordinates' teamwork spirit (Elrehail et. al., 2018; Lee et. al., 2019; Lemoine, Hartnell, and Leroy, 2019). Overall, the research findings supported all 3 hypotheses.

5.3 Limitation of Research

There were a few limitations that have been identified in this research. The first limitation is regarding the questionnaire distribution and items included. According to PwC (2019), the entertainment and media industry in Malaysia is predicted to grow at a faster rate than the global average. The bulk of the respondents that participated in this study were from the 3 targeted large-scale media industries, and does not completely represent the entire employees in the media industries including the small and medium size of media industries. Furthermore, the sampling method is non-probability as respondents can voluntarily respond to the questionnaire. Therefore, the subsets of employees working in the media industry were not completely captured in this study.

In addition, the result shown in the previous chapter presented that the relationship between each independent variable and dependent was not strong enough. This might be the items in the demographic section as employees that work below a year in the media industry had been considered part of the eligible respondent in the study which will affect the end result. A total of 19.5% of the respondents have less than 1 year of working experience in the media industry. This could be the reason that leads to weak correlation strength and hypotheses as the fresh employees, working below a year may not possess enough experiences and have a lower sense of belonging in the team compared to employees that worked 2 years and above. Furthermore, this study also lack of consideration on the types of teams such as virtual teams, cross-functional teams, and functional teams as well as the duration of teams that have formed which could ultimately influence the analysis. Especially in the pandemic situation, bulk of employees might be forced to work from home and virtual teams have been formed which is also one of the reasons that influence the end result of this study.

Lastly, the limitation of this study is the absence of thought towards factors that influence teamwork in the media industry of Malaysia. This study only included 3 contemporary leadership styles as independent variables namely servant leadership, ethical leadership, and authentic leadership, there are still some contemporary leadership styles that are adopted by today's organization and are valuable to be discussed. These leadership styles that were discussed in the study are mainly focusing on the low to middle level management employees' perspective on their leaders. Therefore, this study lacks the consideration of the perspective on managerial level employees from top management.

5.4 Recommendations

There are a few recommendations that can be considered for future research to address the limitations of this study. The suggestions that are discussed below will help in improving the reliability of the future research by providing a more specific dimension or perspective as well as a deeper insight.

First and foremost, in order to conduct a strong statistical inference, probability sampling method can be adopted for future research. A cluster sampling method could be adopted in the future study by splitting the total population into smaller subgroups with similar characteristics (Berndt, 2020). This sampling could help future researchers to get a more in-depth point of view by dividing the subgroup according to the types of team or specific media industry in Malaysia that may be selected to conduct the study. Furthermore, the cluster sampling is able to avoid the low variation and is more feasible when tackling large populations (Elfil and Negida, 2017).

To overcome the limitations in the questionnaire, the additional items in the demographic profile section can be added, such as races, positions, and marital status, this allows the future research to have a better analysis based on the demographic profile. In addition, it is suggested to only consider the employees with at least 2 years working experience and included as a filter question. This helps in confirming that the employees are more eligible to participate in the survey with relevant experiences.

Lastly, the research may be tailored to the managers, or respondents should have a managerial position in the media industry, and the questionnaire could be altered to a self-rating questionnaire regarding to leaders themselves instead of just employees assessing their leaders' leadership skills. Therefore, future research can focus on another two contemporary leadership styles namely transformational and transactional leadership styles as both of these leadership styles are normally looking at top level management executive's perspectives (Megheirkouni, Amaugo, and Jallo, 2018).

5.5 Chapter Conclusion

This chapter is the final chapter of the study, the extracted results have been summarized in this chapter. The relationship between leadership styles and teamwork in this study are similar with the other studies that had been discussed earlier in Chapter 2. In addition, although the hypotheses were all supported, the relationship between the leadership styles and teamwork were still lacking strong correlation strength. Some limitations of this study have been presented such as sampling method, loopholes of the questionnaire items, and lack of consideration of other contemporary leadership styles. Recommendations were presented according to the limitations for the purpose of future research.

Personal Reflection

The initial intention of this research was to look into the variables that influence the creation of teamwork in the media industry of Malaysia. At the beginning of this research, it was first thought that the 3 contemporary leadership styles were highly adopted by the current leaders or industries that possess a strong relationship towards teamwork. Surprisingly, the final outcome of the study shows that the 3 leadership styles were positively and significantly linked with teamwork, but the extracted analysis showed that the factors were not strongly relatable. This is very significant research for the media industry as it shows the dire needs of these leadership styles in leading the team with strong teamwork spirit by focusing and adopting suitable leadership that can fit the current situation the most.

Besides gaining insightful theoretical knowledge, this research let me learn to schedule the project process from the beginning through to the completion of work under a limited timeframe. The research also provides an opportunity for me to understand the application of theoretical principles into the practical workplace context, and the manner of different leadership styles influencing teamwork. Lastly, I have learnt to appreciate the scholars' works and efforts on interpreting the business management with real-life cases in an impartial and systematic manner. This has assisted me in executing my literature reviews by applying evidence based on previous experiences in the workplace.

REFERENCES

- Ahmad, I. and Manzoor, S.R. (2017) 'Effect of teamwork, employee empowerment and training on employee performance'. *International Journal of Academic Research in Business and Social Sciences*, Vol. 7 No. 11, pp. 380-394.
- Anderson, R. E., Babin, B. J., Black, W. C., and Hair, J. F. (2019) '*Multivariate Data Analysis*'. 8th edition. Hampshire: UK Cengage Learning, EMEA.
- Andersen, J. A. (2018) 'Servant leadership and transformational leadership: from comparisons to farewells'. *Leadership & Organization Development Journal*, Vol. 39 No. 6, pp. 762-774.
- Ayoko, O.B. (2020) 'Teamwork, Leadership and Gender in Organizations'. *Journal of Management & Organization*, Vol. 26 No. 5, pp. 653-656.
- Berber, N., Slavić, A., and Aleksić, M. (2020) 'Relationship between Perceived Teamwork Effectiveness and Team Performance in Banking Sector of Serbia'. *Sustainability*, Vol. 12, No. 20, pp. 8753.
- Berndt, A.E. (2020) 'Sampling methods'. *Journal of Human Lactation*, Vol.36, No.2, pp.224-226.
- Bhatti, S.H., Kiyani, S.K., Dust, S.B., and Zakariya, R. (2021) 'The impact of ethical leadership on project success: the mediating role of trust and knowledge sharing'. *International Journal of Managing Projects in Business*.
- Burton, L. J., Welty-Peachey, J., and Wells, J. E. (2017) 'The role of servant leadership in developing an ethical climate in sport organizations'. *Journal of Sport Management*, Vol. 31, pp. 229–240.
- Cai, W., Lysova, E.I., Khapova, S.N., and Bossink, B.A.G. (2018) 'Servant leadership and innovative work behavior in Chinese high-tech firms: a moderated mediation model of meaningful work and job autonomy'. *Frontiers in Psychology*, Vol. 9, pp. 1-13.
- Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., and Zimmermann, A. (2020) 'International HRM insights for navigating the COVID-19 pandemic: Implications for

future research and practice'. *Journal of International Business Studies*, Vol. 51, pp. 697-713.

Casper, W.C. (2017) 'Teaching beyond the topic teaching teamwork skills in higher education. *Journal of Higher Education Theory and Practice*, Vol. 17 No. 6, pp. 53-63.

Choi, S.B., Kim, K., and Kang, S.W. (2017) 'Effects of transformational and shared leadership styles on employees' perception of team effectiveness'. *Social Behavior and Personality: an international journal*, Vol. 45 No. 3, pp. 377-386.

Cooper, D. R. and Schindler, P. S. (2018) '*Business Research Methods*'. 13th edition. Irwin: McGraw-Hill Education.

Corriveau, A.M. (2020) 'Developing authentic leadership as a starting point to responsible management: A Canadian university case study'. *The International Journal of Management Education*, Vol. 18 No.1, pp. 1-10.

Dai, L., (2020) 'Project Manager Leadership Style, Teamwork, Project Characteristics and Performance of Water Projects in China'. *International Journal of Social Science and Education Research*, Vol. 3 No. 2, pp. 35-46.

Delice, F., Rousseau, M., and Feitosa, J. (2019) 'Advancing teams research: What, when, and how to measure team dynamics over time'. *Frontiers in psychology*, Vol. 10, pp. 1324.

Dewi, N. and Wibow, R. (2020) 'The effect of leadership style, organizational culture and motivation on employee performance'. *Management Science Letters*, Vol. 10 No. 9, pp. 20372044.

Dutta, S. and Khatri, P. (2017) 'Servant leadership and positive organizational behaviour: The road ahead to reduce employees' turnover intentions'. *On the Horizon*, Vol. 25 No. 1, pp. 60-82.

Ekmekcioglu, E.B., Aydintan, B., and Celebi, M. (2018) 'The effect of charismatic leadership on coordinated teamwork: a study in Turkey'. *Leadership & Organization Development Journal*, Vol. 39 No. 8, pp. 1051-1070.

Elfil, M., and Negida, A. (2017) 'Sampling methods in clinical research: An educational review'. *Emergency*, Vol.5 No.8, pp.1-3.

Elrehail, H., Emeagwali, O.L., Alsaad, A., and Alzghoul, A. (2018) 'The impact of transformational and authentic leadership on innovation in higher education: the contingent role of knowledge sharing'. *Telematics and Informatics*, Vol. 35 No. 1, pp. 55-67.

Eva, N., Robin, M., Sendjaya, S., Dierendonck, D., and Liden, R. (2019) 'Servant leadership: a systematic review and call for future research'. *The Leadership Quarterly*, Vol. 30 No. 1, pp. 111-132.

Faris, H., Gaterell, M., and Hutchinson, D. (2019) 'Investigating underlying factors of collaboration for construction projects in emerging economies using exploratory factor analysis'. *International Journal of Construction Management*, pp.1-13.

Fidell, L. and Tabachnick, B (1996) '*Using Multivariate Statistics*,' 3rd edition. New York: HarperCollins College Publishers.

Field, A. (2017) '*Discovering Statistics Using IBM SPSS Statistics*,' 5th edition. London: SAGE Publications.

Franco, M. and Antunes, A. (2020) 'Understanding servant leadership dimensions: Theoretical and empirical extensions in the Portuguese context'. *Nankai Business Review International*, Vol. 11 No. 3, pp. 345-369.

Franzese, M. and Luliano, A. (2019) 'Correlational Analysis'. *Encyclopedia of Bioinformatics and Computational Biology*, Vol. 1, pp. 706-721.

Freire, C. and Bettencourt, C. (2020) 'Impact of ethical leadership on job satisfaction: the mediating effect of work–family conflict'. *Leadership & Organization Development Journal*, Vol. 41 No. 2, pp. 319-330.

Gao, J., Huang, C., Su, J., Xie, Q. (2019) 'Examining the Factors Behind the Success and Sustainability of China's Creative Research Group: An Extension of the Teamwork Quality Model'. *Sustainability*, Vol. 11, pp. 1195.

George, B. (2015) 'Authentic leadership rediscovered'. *Working Knowledge*.

George, B., Sims, P., McLean, A.N., and Mayer, D. (2007) 'Discovering your authentic leadership'. *Harvard business review*, Vol. 85 No.2, pp.129.

Greenleaf, R.K. (2002) 'Servant leadership: A journey into the nature of legitimate power and greatness'. *Paulist Press*.

Hashmawi, N., Rahman, A.M.A, and Wahab, S. (2020) 'Covid 19-How To Drive Teams to Sustain Performance In Virtual Working Environment Through Authentic Leadership in Tenaga Nasional Berhad: Literature Survey'. *Nomor*, pp. 18-25.

Heale, R. and Twycross, A. (2015) 'Validity and reliability in quantitative studies'. *Evidence Based Nursing*, Vol. 18 No. 3, pp. 66-67.

Ibrahim, C.K.I., Costello, S.B., and Wilkinson, S. (2018) 'Making sense of team integration practice through the 'lived experience' of alliance project teams'. *Engineering, Construction and Architectural Management*, Vol. 25 No. 5, pp. 598-622.

Ilkhanizadeh, S. and Karatepe, O.M. (2018) 'Does trust in organization mediate the influence of servant leadership on satisfaction outcomes among flight attendants?'. *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 12, pp. 3555-3573.

Indrasari, M., Momin, M.M., Syamsudin, N., Newcombe, P., and Permana, S. (2018) 'Influence of Motivation and Quality of Work Life on The Performance of Employees'. *Jurnal Terapan Manajemen dan Bisnis*, Vol. 4 No. 1, pp. 42-48.

Kenayathulla, H.B., Ahmad, N.A. and Idris, A.R. (2019) 'Gaps between competence and importance of employability skills: evidence from Malaysia'. *Higher Education Evaluation and Development*, Vol. 13 No. 2, pp. 97-112.

Kerdpitak, C. and Jermstittiparsert, K. (2020) 'Bridging engineering education with lean manufacturing through teamwork, awareness of lean information and employee involvement'. *Test Engineering and Management*, Vol. 82 No.1, pp.3464-3475.

Khademian, Z., Mohebi, N., and Khademian, M.H. (2020) 'Effects of training on knowledge and attitudes of coronary care unit nurses in relation to teamwork: A quasi-experimental study'. *Journal of Vascular Nursing*, Vol. 38 No. 3, pp.132-136.

Kolander, C.K. (2019) 'Flight and cabin crew teamwork: improving safety in aviation'. *In Crew Resource Management*, pp. 407-420.

Lee, H.F., Chiang, H.Y., and Kuo, H.T. (2019) 'Relationship between authentic leadership and nurses' intent to leave: The mediating role of work environment and burnout'. *Journal of Nursing Management*, Vol. 27 No.1, pp. 52-65.

Lemoine, G.J., Hartnell, C.A., and Leroy, H. (2019) 'Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership'. *Academy of Management Annals*, Vol. 13 No. 1, pp.148-187.

Lin, C.-P., Liu, N.-T., Chiu, C.-K., Chen, K.-J., and Lin, N.-C. (2019) 'Modeling team performance from the perspective of politics and ethical leadership'. *Personnel Review*, Vol. 48 No. 5, pp. 1357-1380.

Lumpkin, A. and Achen, R.M. (2018) 'Explicating the synergies of self-determination theory, ethical leadership, servant leadership, and emotional intelligence'. *Journal of Leadership Studies*, Vol. 12 No. 1, pp.6-20.

Marsicano, G., da Silva, F.Q., Seaman, C.B., and Adaid-Castro, B.G. (2020) 'The Teamwork Process Antecedents (TPA) questionnaire: developing and validating a comprehensive measure for assessing antecedents of teamwork process quality'. *Empirical Software Engineering*, Vol. 25 No. 5, pp. 3928-3976.

McEwan, D., Ruissen, G.R., Eys, M.A., Zumbo, B.D., and Beauchamp, M.R. (2017) 'The effectiveness of teamwork training on teamwork behaviors and team performance: a systematic review and meta-analysis of controlled interventions'. *PloS one*, Vol. 12 No. 1, pp. 1-23.

MCMC. (2019) 'Chapter 4: Content Services'. *Malaysia Communication and Multimedia Commission*, pp. 66-89. [Online] Available at: https://www.mcmc.gov.my/ipr2019/downloads/MCMC_IPR_2019-Chapter_4.pdf [Accessed: 15 March 2021].

Megheirkouni, M., Amaugo, A. and Jallo, S. (2018) 'Transformational and transactional leadership and skills approach: Insights on stadium management'. *International Journal of Public Leadership*, Vol. 14 No. 4, pp. 245-259.

Meslec, N., Duel, J., and Soeters, J. (2020) 'The role of teamwork on team performance in extreme military environments: an empirical study'. *Team Performance Management: An International Journal*, Vol. 26 No. 5/6, pp. 325-339.

Miao, C., Humphrey, R.H., and Qian, S. (2018) 'Emotional intelligence and authentic leadership: a meta-analysis'. *Leadership & Organization Development Journal*, Vol. 39 No. 5, pp. 679-690.

Mohd, A.H. and Arshad, K.N.M. (2019) 'The Implications of Transformational Leadership Styles, Organizational Commitments and Teamwork Performance among Law Enforcement in Malaysia'. *KnE Social Sciences*, pp. 1130-1149.

Newman, A., Neesham, C., Manville, G., and Tse, H.H., (2017) 'Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises'. *The International Journal of Human Resource Management*, Vol. 29 No. 20, pp. 2905-2926.

Oh, J., Lee, H., and Zo, H. (2019) 'The effect of leadership and teamwork on ISD project success'. *Journal of Computer Information Systems*, pp. 87-97.

O'Neill, T.A. and Salas, E. (2018) 'Creating high performance teamwork in organizations'. *Human Resource Management Review*, Vol. 28 No. 4. pp. 325-331.

Oso, B.S., Bejide, I.O., and Uwadia, E.F. (2018) 'Impact of Teamwork Among Construction Professionals on Site Productivity in Ondo and Ekiti States'. *Journal of Arts, Management, Science & Technology*, Vol. 5 No. 3, pp. 44-53.

Ozigbo, A.M., Idegbesor, M., Ngige, C.D., and Nwakoby, N.P. (2020) 'Team Building and Performance in Organizations: An Exploration of Issues'. *International Journal of Management and Entrepreneurship*, Vol. 2 No. 1, pp. 184-199.

Patten, M.L. and Newhart, M. (2018) 'Understanding Research Methods: An Overview of the Essentials'. 10th ed. New York: Routledge.

Priyotomo, P., Setyowati, R., and Suharnomo, S. (2019) 'The Role of Team Building Training on Team Cohesiveness and Organizational Commitment in an International Manufacturer in Central Java'. *Calitatea*, Vol. 20 No. 172, pp. 56-61.

PwC. (2019) 'Malaysia entertainment and media outlook 2015-2019'. *pwc*, pp. 1-20. [Online] Available at: <https://www.pwc.com/my/en/assets/publications/entertainment-media-outlook-2015.pdf> [Accessed: 14 August 2021].

Salman, W. and Hassan, Z. (2016) 'Impact of effective teamwork on employee performance'. *International Journal of Accounting & Business Management*, Vol.4, No.1, pp.76-85.

Samuels, P. (2017) 'Advice on exploratory factor analysis'. *Centre for Academic Success, Birmingham City University*, pp. 1-7.

Sanyal, S., & Hisam, M. W. (2018) 'The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University'. *IOSR Journal of Business and Management*, Vol. 20 No.3, pp. 15-22.

Sekaran, U. and Bougie, R. (2019) '*Research Methods for Business: A Skill Building Approach*'. Jhon Wiley and Sons Ltd: United Kingdom.

Setiyanto, A. and Pamuji, E. (2020). 'The Influence of Leadership Style, Team Cooperation, Communication, and Compensations towards Working Motivation of The Harbourmaster Employees In Tanjung Perak Head Office'. *Sinergi: Jurnal Ilmiah Ilmu Manajemen*, Vol. 10 No.1, pp. 1-12.

Schmutz, J.B., Meier, L.L., and Manser, T. (2019) 'How effective is teamwork really? The relationship between teamwork and performance in healthcare teams: a systematic review and meta-analysis'. *BMJ open*, Vol. 9 No.9, pp. 1-16.

Shehab, S.J.A.A.F. (2020) 'Knowledge Sharing Behaviour Among Nursing Supervisors In Online Healthcare Communities in Jordan'. *Doctoral dissertation*, pp. 1-157.

Shirey, M.R., White-Williams, C., and Hites, L. (2019) 'Integration of authentic leadership lens for building high performing interprofessional collaborative practice teams'. *Nursing administration quarterly*, Vol. 43, No. 2, pp. 101–112.

Soboleva, E.V. and Karavaev, N.L. (2020) 'Characteristics of the Project-Based Teamwork in the Case of Developing a Smart Application in a Digital Educational Environment'. *European Journal of Contemporary Education*, Vol. 9 No. 2, pp.417-433.

Tripathy, M. (2018) 'Building quality teamwork to achieve excellence in business organizations'. *International Research Journal of Management, IT and Social Sciences*, Vol. 5 No. 3, pp. 1-7.

Walumbwa, F.O., Avolio, B.J., Gardner, W.L., Wernsing, T.S., and Peterson, S.J. (2008) 'Authentic leadership: Development and validation of a theory-based measure'. *Journal of management*, Vol. 34 No. 1, pp. 89-126.

Weaver, M. (2016) 'Transformational leadership among producers in the entertainment industry'. *ProQuest*, pp.1-78.

Yap, W.P. and Asokan, V.B. (2020) 'Factors Affecting Teamwork Effectiveness in Malaysian SMEs: Construction Industry'. *Inti Journal*, Vol. 2020 No. 60, pp 1-7.

Yap, J.B.H., Leong, W.J., and Skitmore, M. (2020) 'Capitalising teamwork for enhancing project delivery and management in construction: Empirical study in Malaysia'. *Engineering, Construction and Architectural Management*, Vol. 27 No. 7, pp. 1479-1503.

Yap, J.B.H. and Lock, A. (2017) 'Analysing the benefits, techniques, tools and challenges of knowledge management practices in the Malaysian construction SMEs'. *Journal of Engineering, Design and Technology*, Vol. 15 No. 6, pp. 803-825.

Yiğit, B. and Bozkurt, S. (2017) 'A content analysis of servant leadership studies'. *International Journal of Organizational Leadership*, Vol. 6, pp. 190-196.

Yukl, G., Mahsud, R., Hassan, S., and Prussia, G.E. (2013) 'An improved measure of ethical leadership'. *Journal of Leadership & Organizational Studies*, Vol. 20 No.1, pp. 38-48.

Zappalà, S. and Toscano, F. (2020) 'The Ethical Leadership Scale (ELS): Italian adaptation and exploration of the nomological network in a health care setting'. *Journal of nursing management*, Vol. 28 No. 3, pp. 634-642.

Zubair, D.S.S. and Khan, M. (2018) 'Authentic leadership and organization citizenship behavior: A case of Pakistani electronic news media industry'. *Sukkur IBA Journal of Management and Business-SIJMB*, Vol.5, No.1, pp.16-32.

Appendices

Appendix 1

Questionnaire

Consent Letter

A Questionnaire Survey on Research Project

ANALYSIS OF LEADERSHIP STYLES IN CREATION OF TEAMWORK IN THE MEDIA INDUSTRY OF MALAYSIA

You are being invited to complete an online survey as part of a Master's course being undertaken by Chong Yen Ning, a Master in Business Administration student at INTI International University, Malaysia; and University of Hertfordshire, UK.

Please read the following information carefully before deciding whether to take part. Please ask if there is anything that is not clear or if you would like more information.

You are eligible to take part in this study if you are 18 or over and are from Malaysia.

The Study

The main purpose of this study is to determine the influences of leadership styles in forming teamwork in the selected industry of Malaysia.

What does taking part involve?

If you agree to take part in this study, you will be asked to complete an online survey/questionnaire. This survey/questionnaire will ask about teamwork and three contemporary leadership styles, namely servant leadership style, ethical leadership style, and authentic leadership style; and it will take you approximately 8-10 minutes to complete.

Do I have to take part?

No. It is up to you to decide whether or not to take part. You are free to withdraw from the study at any time and without giving a reason. If you choose not to take part, you do not need to do anything further.

Are there any benefits or risks for me if I take part?

You may not directly benefit from this research; however, we hope that your participation in the study may provide you with insights of every leadership style influencing teamwork.

There are no expected risks for participants. Any data that you provide will be **treated as confidential** and the questionnaire is **anonymous**.

All data from the study will be stored securely on my university One Drive cloud storage system which only I have access to and will be deleted.

What will happen to the findings of this study?

The findings will be used to produce data to answer my research questions on Chapter 4 and Chapter 5.

Has this study received ethical approval?

This study has been approved by the University of Hertfordshire Social Sciences, Arts and Humanities, Ethics Committee with Delegated Authority (SSAH ECDA). The Ethics Protocol number for this study is cBUS/PGT/UH/05207.

If you would like to receive more information and for any other queries about this project you can contact me by email: i16010414@student.mewinti.edu.my

If you do not wish to participate in this survey, just close your browser.

If you are interested in taking part, please read the statements below and then click 'yes' to record your consent to participate.

- I confirm that I have read the study information. I have had the opportunity to consider the information and ask questions. Any questions have been answered satisfactorily
- I understand that my participation is voluntary, and I am free to withdraw from the study at any time without giving a reason
- I am 18 or over

-yes button

SECTION A: Demographic Profile

*Please mark **only one** choice.*

1. Gender:

Male

Female

2. Age:

18 - 21 years old

22 – 30 years old

31 – 40 years old

41 – 50 years old

51 – 60 years old

61 years old and above

4. Educational Background

No formal education

High School

College

Undergraduate

Postgraduate

Doctorate/ PHD

5. Current working years in media industry:

Less than 1 year

2-5 years

More than 5 years

SECTION B: Teamwork

*Please mark only **one number** as your degree of agreement for each statement.*

1. Teamwork (5 items)		
1.1	The team can comprehend the problems and provide a solution that is suited for the project.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree

1.2	The team members have the liberty and openness to have personal communications among themselves.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
1.3	The team can form relationships of respect and trust among the members.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
1.4	The team's goals are shared and accepted by all the members.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
1.5	The team can keep visibility on the status of the task to all stakeholders (Example: Supervisor, team members, clients, etc).	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree

Section C: Leadership Styles

2. Servant leadership (4 items)		
2.1	My leader is willing to listen to team member's personal problems.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree

2.2	My leader gives full authority for the members to handle difficult situations when the team is ready.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
2.3	My leader is open and upfront with the team members.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
2.4	My leader will notify the team when the work-related task went wrong.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
3. Ethical leadership (4 items)		
3.1	My leader communicates clear ethical standards to members.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
3.2	My leader sets an example of ethical behavior in his/her decisions and actions.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree

3.3	My leader keeps his/her actions consistent with the stated values ('walks the talk').	<ul style="list-style-type: none"> 1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
3.4	My leader is fair and unbiased when assigning tasks to members.	<ul style="list-style-type: none"> 1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
4. Authentic leadership (4 items)		
4.1	My leader is open to admitting mistakes when problems occur.	<ul style="list-style-type: none"> 1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
4.2	My leader seeks feedback consistently from the members.	<ul style="list-style-type: none"> 1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
4.3	My leader listens carefully to different points of view before coming to conclusions.	<ul style="list-style-type: none"> 1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree

4.4	My leader makes decisions based on his/her core beliefs.	1. Strongly Disagree 2. Moderately Disagree 3. Slightly Agree 4. Moderately Agree 5. Strongly Agree
-----	--	---

End of the questionnaire.

Thank you for your participation

Appendix 2

UH Ethics Approval Form



SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA

ETHICS APPROVAL NOTIFICATION

TO Chong Yen Ning
CC Dr. Ng Hou Hong
FROM Dr Ian Willcock, Social Sciences, Arts and Humanities ECDA
DATE 20/07/2021

Protocol number: cBUS/PGT/UH/05207
Title of study: Analysis of Leadership Style in Creation of Teamwork in the Media Industry of Malaysia

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

no additional workers named

Conditions of approval specific to your study:

Ethics approval has been granted subject to the supervisor checking the following points before the study starts:

- Providing information to participants and the recordings of explicit consent must be handled within the survey (i.e. the EC3 and EC6 should not be used). There should be an information section at the start of the survey which duplicates the content of the EC6 and then a checkbox or button to record explicit consent (implicit consent is no longer considered best practice). The template below (on pages 3 & 4) may be edited and used.
- Research may be conducted up to and including the 13th August under this approval.

General conditions of approval:

Ethics approval has been granted subject to the standard conditions below:

Permissions: Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

Appendix 3

PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

Student Name:	Chong Yen Ning
Supervisor's Name:	Dr. Alex Ng Hou Hong
Dissertation Topic:	
ANALYSIS OF LEADERSHIP STYLE IN CREATION OF TEAMWORK IN THE MEDIA INDUSTRY OF MALAYSIA	

SECTION A. MONITORING STUDENT DISSERTATION PROCESS

Activity	Milestone/Deliverable Date (Week)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Preparation and Topic Selection	✓														
Chapter 1: Introduction write-up	✓	✓													
Chapter 2: Literature Review			✓	✓	✓										
Chapter 3: Research Methodology						✓	✓								
Preparation for Proposal Defense								✓							
Proposal Defense									✓						
Improvement for project & Draft Questionnaire									✓	✓					

Data Collection, Analysis, & Write-up process											✓	✓			
Project Presentation (VIVA)													✓		
Amendment of research writing Chapter 4 & 5													✓	✓	
Project Submission															✓

SECTION B. ETHICS



Ethics form protocol number:-

cBUS/PGT/UH/05207

SECTION C. RECORD OF MEETINGS

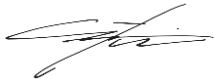

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

Meeting 1



Date of Meeting	27 May 2021
Progress Made	<ul style="list-style-type: none"> - Ethics application form inquiry - Briefing session on project's topic
Agreed Action	<ul style="list-style-type: none"> - Filled up the ethics form with appropriate wording and with additional clarifications. - Email the ethics form to supervisor.
Student Signature	
Supervisor's Signature	

Meeting 2



Date of Meeting	14 June 2021
Progress Made	<ul style="list-style-type: none"> - Completed Chapter 1 to 3, and sent for review - Discussion on the Chapter 2 underlying theories

Agreed Action	<ul style="list-style-type: none"> - For Chapter 2: Amendment and improvement on fundamental theories
Student Signature	
Supervisor's Signature	



Meeting 3

Date of Meeting	21 June 2021
Progress Made	<ul style="list-style-type: none"> - Discussion on Chapter 2: the conceptual framework - Review questionnaire design table
Agreed Action	<ul style="list-style-type: none"> - For Chapter 2: Modification on conceptual framework - Sent relevant thesis that included three leaderships as an independent variable for clarification purpose
Student Signature	
Supervisor's Signature	



Meeting 4

Date of Meeting	28 June 2021
Progress Made	<ul style="list-style-type: none"> - Completed Chapter 2 fundamental theories - Discussion on Chapter 3 and the interpretation on sampling techniques
Agreed Action	<ul style="list-style-type: none"> - For Chapter 3: change the unit of analysis accordingly
Student Signature	
Supervisor's Signature	

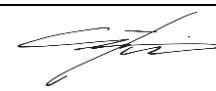

Meeting 5

Date of Meeting	12 July 2021
Progress Made	<ul style="list-style-type: none">- Update the changes that have made after the proposal defense- Questionnaire had been prepared
Agreed Action	<ul style="list-style-type: none">- Items in questionnaire should make improvement on grammatical structure
Student Signature	
Supervisor's Signature	

Meeting 6

Date of Meeting	19 July 2021
Progress Made	<ul style="list-style-type: none">- Amended the questionnaire items and sent for review by supervisor- Awaiting for the 'Qualtrics' account and protocol number for data collection
Agreed Action	<ul style="list-style-type: none">- Send follow-up email for supervisor to receive the survey account and protocol number- Distribute questionnaires after setting-up the survey account
Student Signature	
Supervisor's Signature	

Meeting 7

Date of Meeting	03 August 2021
Progress Made	<ul style="list-style-type: none">- Conducted pilot and preliminary tests after the data collection phase has completed- Data results reviewed by supervisor
Agreed Action	<ul style="list-style-type: none">- Proceed in writing Chapter 4 and Chapter 5
Student Signature	
Supervisor's Signature	

Section D. Comments on Management of Project

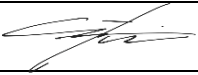

Student Comments

I am very thankful to have Dr. Alex Ng Hou Hong as my supervisor in this MBA project. He is very patient in guiding and helping me on executing the project. His method of guidance allows me to do double loop thinking in writing the project so I can have better understanding on the write-up sections. In addition, Dr. Alex also replies to me promptly and conducts meetings once a week in guiding and checking my project as well as providing suggestions.

Supervisor Comments

The candidate demonstrated the ability to understand her area of research and clearly identify some of the problems in that area. She then went on to develop some solutions to those problems. The candidate did display sufficient knowledge of the area and a capacity for clear thinking. She was also able to demonstrate a high ability for analysis and design. The thesis is well written and the formatting is properly done as well. Indeed, the thesis does contain material suitable for publication.

Good job done!

Signature of Student		Date 20 August 2021
Signature of Supervisor		Date 20 August 2021
Ethics Confirmed		Date 21 July 2021


Appendix 4

SafeAssign Report

Blackboard

SafeAssign Originality Report

MBA PROJECT • Plagiarism Check [View Originality Report - Old Design](#)





CHONG Yen Ning - Total Score:  Low risk 10 %

Submission UUID: 81a19174-9108-b0c7-e27f-d0314854b95b

Total Number of Reports	Highest Match	Average Match	Submitted on	Average Word Count
1	10 % MBA Project CYN.pdf	10 %	08/19/21 02:13 PM GMT+8	14,167 Highest: MBA Project CYN.pdf

 Attachment 1 10 % Word Count: 14,167
MBA Project CYN.pdf

Institutional database (4) 9 %

 Student paper	 Student paper	 Student paper
 Student paper		