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MANAGEMENT AND LEADERSHIP IN THE KLANG VALLEY IT SECTOR: CONCEPTUAL APPROACH

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Abstract: *The aim is to conceptualize what makes for effective leadership in the Klang Valley IT sector. All industries need effective leadership; it ought to be brought up in the workplace. Employee motivation and performance could be improved through effective leadership. Additionally, employees are more committed to the organization, while lowers the turnover rate. Under successful leadership, an organization's output and revenue can increase. The unethical behaviour by leaders who lack drive, confidence, foresight, and communication skills affects most industries. Perhaps these traits (ethics, motivation, trustworthiness, vision, and good communication) put things in perspective and provide direction as the author takes this challenging journey through a setting that only gets trickier as the person rises to the leadership level within the firm. This study will be able to improve leadership effectiveness through the issues' goals. About 225 thousand people were working in the Malaysian IT sector. Each hypothesis has been observed and demonstrated. The substantial result was supported for each hypothesis from the previous study. In this instance, the conceptualized study has assessed and carried out fundamental analyses like descriptive, reliability, and validity analysis to determine how dependable the variables are for future research. The findings show that these dimensions (ethics, motivation, trust, vision, and good communication skills) are the essential elements of effective leadership. This study gave organizations and sectors reasons to raise employee levels of effective leadership to meet organizational goals and improve the attitudes and behaviours of leaders. Although there are many opportunities for exciting theoretical advancement and significant policy ramifications in this field of study, strict ethical guidelines must follow to have effective leadership quality in the IT sector. The novel aspect of this study is vision, which is a crucial element of the new leadership strategy. Followers and changes are prepared for their vision and are always necessary for this method.*

Keywords: ethics, good communication skills, motivation, trustworthy, visionary. IT sector.

JEL Classification: L29; J50; M12; M15

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Introduction. Over the last decades of the 20th century, information technology had a transformative effect on people's lives. New communication and computer technologies have been created because of information technology (IT). The information technology sector has consistently displayed the highest growth rate in the last few years, like any other organization (Kumar, 2020). According to Reed (2019), the loss of employees in the information technology sector has resulted in lower organizational effectiveness, increased absenteeism, poor job performance, and a fall in production. One of the main methods to raise employee engagement is salary and benefits, as well as performance management and recognition by IT leaders. It could benefit information technology executives, human resource managers, and hiring managers to build leadership methods to boost output, lower absenteeism, improve organizational performance, and lower staff turnover. However, information technology executives have the potential to increase local economic stability, lower local unemployment, and enhance community volunteerism by improving employee involvement, which is significant for positive social change (Reed, 2019). In the IT sector, effective leadership is a primary determinant of people's, teams', and organizations' capacity for creativity and innovation. It provides a variety of interconnected knowledge, skill, and behavioural sets that apply to follower, manager, and leadership tasks (Till et al., 2020). Due to the wide range of organizations, circumstances, and personnel, there is no one best method for managing a team. Therefore, when it comes to methodical leadership, organizations must avoid using a «cookie-cutter» approach and focus on defining the core characteristics they want leaders to possess (Bake, 2019).

The IT industry plays a vital part in achieving economic development objectives. According to Ko et al. (2017), unethical leaders cannot establish an ethical culture or organizational structure, nor can they create a perfect working environment through other ways, which further degrades the output of followers. It is challenging to persuade followers to adhere to these standards and conventions by dealing with other co-workers and superiors if the leader lacks ethics. The organization has suffered because of a lack of motivation. For instance, in a highly competitive corporate climate, absenteeism, poor performance, low morale, low team commitment, a lack of coordination, and inadequate positioning of organizational goals directly impact the organization and its competitiveness (Varma et al. 2018). Satisfaction of employees is an essential predictor for enhancing employee motivation, organizational effectiveness, and the successful implementation of business strategies (Roman et al., 2017). Roman et al. (2017) also contend that motivation is a crucial component of leadership functions that can influence others to achieve company goals (Bigliardi et al., 2012). Simiyu et al. (2015) highlighted that leadership is the process by which an individual influence, inspires, motivates, and directs others' actions to advance the objectives of the group or organization. The person who creates the direction for a single working group is known as a leader. In this case, a company's everyday operations depend on effective leadership communication in the business world, but it also affects sales and profitability (Verma, 2013).

The idea of successful leadership in the IT sector creates every organization's capacity to succeed depending on its staff members' drive to succeed via tenacity, practice, and hard work. Motivating employees is one of the most crucial responsibilities or roles in leadership, so it makes sense that motivation is an essential topic. This procedure is encouraged by managers or other leaders, motivates brand-new workers, and once more underscores how crucial leadership is to the firm. The strength of the interaction between managers and employees is an essential factor in employee motivation. Employees are more inclined to adopt a similar mindset since it fosters a professional, upbeat, and polite environment (Naile et al., 2014).

Literature Review. In Western and non-Western ideological traditions, virtue ethics is one of the most ancient ethical ideas. Chinese philosophy (Confucius Aristotelian knowledge) and ancient Greek philosophy (Socrates, Plato, Aristotle), particularly for moral people, are their sources (Russell, 2013). A typical agent-based and relationship-based ethics theory is virtue ethics theory (Banks, 2012; Bisman, 2014; Banks & Gallagher, 2009). In contrast to ethical systems based on rules and principles that concentrate on the question «how should I act?» (e.g., utilitarianism and sectarianism), this one does not. According to Kapur et al. (2018), virtue-based theories are rooted in the leaders' character and are concerned with the leaders and who they are. One of the tenets of morality is justice (Papouli, 2018). The highest virtue is because it prioritizes the eudaemonia of others over our own. It establishes equality amongst various state citizens and emphasizes the system of rights protected by legislation. In the workplace, ethical leadership promotes ethical behaviour (Brown et al. 2006; Brown et al. 2005). Fairness is the main factor that ethical leaders consider while working with their staff. As a result, it is essential to set an example for this trait and to communicate openly and honestly with staff members so that they may make fair judgments (Asgari et al., 2008; Carlson et al., 2009; Strom et al., 2014). Since impartiality is recognized as a crucial component of moral leadership, moral leaders

are those who value honesty, fairness, and dependability as aspects of their leadership. Employees are more inclined to believe that justice can be trusted in the organization because of the egalitarian working environment. Employees will therefore adhere to ethics in such a fair atmosphere and have complete faith in practices to remove any confusion in their relationship with their employers.

A meta-theory of human motivation and character formation is self-determination theory (Good et al., 2022; Qian et al., 2022; Tam et al., 2022) that makes up multiple «micro theories» combined to provide a thorough grasp of human power and function. The foundation of self-determination theory is the central humanistic notion that humans naturally and purposefully advance and organize themselves. The natural growth trend should not be assumed, and the self-determination theory protects people's fundamental rights; hence psychological needs are not met due to an inadequate social environment that can be divided from one another and alienated. Six mini theories build the foundation of self-determination theory and work together to describe how people behave throughout their lives. Work (Fernet, 2013), interpersonal connections (La Guardia et al., 2008), education (Reeve et al., 2014), religion (Soenens et al., 2012), health (Russell et al., 2010), and sports are just a few examples of the many different fields (Pelletier et al., 2001) even prejudices and preconceptions (Legault et al., 2007). The idea of fundamental psychological requirements forms the basis of each mini theory. Everyone aspires to growth and success and needs sovereignty, ability, and closeness. In the contemporary leadership model (Gregor, 2022), leaders should inspire colleagues to similar inner and autonomous levels as they do. Leaders should concentrate on raising employees' goals through expressions since motivation cannot be promoted by just exchanging expected material and spiritual rewards from superiors in return for satisfactory services (Bass, 1985). This kind of leadership requires individual consideration for the leader to recognize the different characteristics of their followers, act as a mentor or coach to them, and pay great attention to their needs. According to research (Castro et al., 2016; Garca-Morales et al., 2012; Tims et al., 2011; Zhu et al., 2005), this leadership style encourages workers to feel more ownership over their work. The same principles that apply to self-determination and intrinsic motivation also apply to how leaders set goals and offer feedback.

Sashkin (1986) defined behavioural approaches are unable to resolve the leadership's management issues or account for the company's senior leadership's foresight-filled abilities. Sashkin's successful leadership theory, also known as visionary leadership theory, «takes into account the situation of the leader as well as the leader, their conduct, or their situation». Sashkin (1986) acknowledged that the vision needed to be expressed to the leader's followers and made abundantly clear, understandable, and pertinent. Leaders have pertinently articulated their vision (Nanus, 1992). A visionary leader has the power to develop others' abilities and make followers into leaders. The traits of transformational leaders, such as charisma, consideration of others, intellectual stimulation, and inspiration, are what visionary leaders emphasize (Sasmimi et al., 2020). A visionary leader positively impacts the members' accomplishments, such as the highest level of loyalty to the leader, the highest expectations for member performance, and the highest quality of work for the company. According to Karwan (2021), charismatic and cultural leadership are just two examples of broad leadership in a transaction that contributes to visionary leadership.

The body of theories that make up our comprehension of the communication process is called communication theory (Littlejohn, 1983). Theories represent the different perspectives that observers have on their surroundings. There are at least three ways to look at this process from the standpoint of communication theory: communication is the formation of meaning in a one-way process where the sender seeks to build or rebuild the context created by the receiver. A dialogue happens between two or more people who work together to create a new meaning. The constant evolution of meaning itself is the focus of communication, which is an omnidirectional process of meaning production. The relevance of leadership to organizational performance has always been a focus of several studies and conversations, giving rise to numerous ideas and methodologies (Spector, 2021; Truss et al., 2013; Ruben et al., 2021). In this circumstance, evolving into a capable and effective manager or leader depends on clear and concise communication. For managers to succeed professionally, their communication skills must be strong and compelling. Managers and their teams must have excellent communication skills, which help them complete tasks more quickly and improves their ability to work together. Effective communication enables leaders to lead effectively (Kwiatkowska et al., 2022). Good communication skills encourage people to uphold the ideals and values that leaders must instil and help to establish shared knowledge and views.

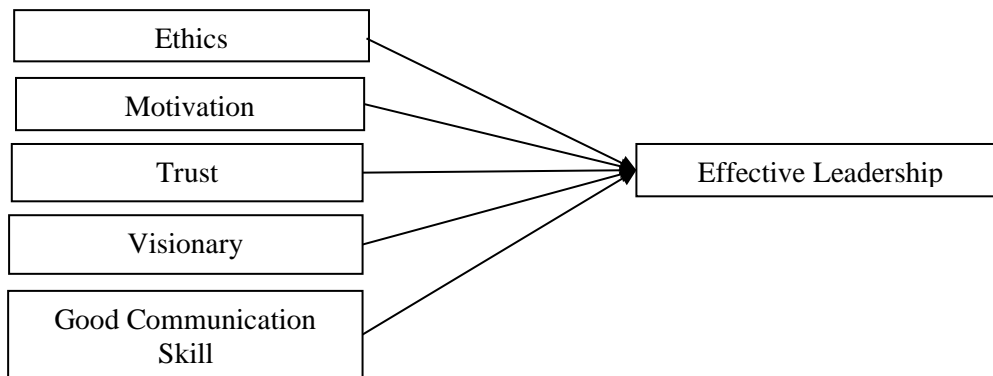


Figure 1. Development of the conceptual framework

Sources: developed by the author.

Analysing fundamental theories and the conceptual structure described how independent and dependent variables relate to one another. Virtue ethics is a normative theory of ethics that emphasizes the qualities of moral education and doing rather than just doing (Banks et al., 2009; Banks, 2012). The character of the leader is developed by virtue-based theories (Kapur et al., 2018) and is concerned with the leaders and who they are. One of the fundamental virtues is justice (Papouli, 2018). In the workplace, ethical leadership promotes ethical behavior (Brown et al., 2005; Brown et al., 2006). Fairness is the main factor that ethical leaders consider when dealing with employees (Asgari et al., 2008; Carlson et al., 2009; Strom et al., 2014). Since impartiality is recognized as an essential characteristic of moral leadership, moral leaders are those who see integrity, impartiality, and trust as components of their leadership. Employees can recognize the level of trust held by various people in various positions. They appear to share a shared understanding of the three components of trustworthiness (Kmieciak, 2020; Ryan, 2020). Additionally, there are numerous levels of object-specific fairness for employees (Liao et al., 2005; Rupp et al., 2002). The novelty of this study is an essential component of the new leadership strategy is vision. This strategy always needs followers, and adjustments are typically planned for their vision (Sasmimi et al., 2020). Perhaps, good communication is also crucial in developing effective leadership by looking into communication theory (Littlejohn, 1983). Leadership communication is the systematic and purposeful sharing of information to inspire and motivate people or organizations (Olutoye et al., 2022). It involves having strong communication skills. Maintaining staff relations, communicating amid changes and crises, forming media associations, and image-building are required characteristics. The biggest problem facing firms today is gaining the confidence of their team members, clients, and business partners. The leader engages and motivates the workforce by persuading, inspiring, and empowering them to contribute to the productivity and success of the company (Gill, 2014). Motivated employees are among the most significant outcomes of good leadership (Naile et al., 2014). According to Abbas et al. (2010), effective managers are also good leaders because they can persuade staff members to contribute to organizational objectives and achievement. Since it can help the organization in many ways, trust is crucial for most companies (Pranitasari et al., 2020). Bakiev (2013) noted that competent managers and leaders oversee fostering a culture of trust inside a business. Employee confidence in co-workers and managers is a prerequisite for employee confidence in the organization. In this circumstance, executives are critical in boosting staff members' faith in the company (Rahayuningsih, 2019). Furthermore, the visionary theory can help leaders forge competitive advantages (Schilling, 2018) that allow them to satisfy the customer's requirements and attract new ones through disruptive innovation (Madhusudan et al., 2022). A key component of becoming a good leader or manager is having clear and effective communication (Cripe et al., 2022). They can share what they possess and want from others by communicating.

The paper aims to conceptualize and investigate how strong leadership affects other determinants in the Klang Valley IT industries. Additionally, the author conducted a small preliminary study that revealed how the independent variables (ethics, motivation, vision, reliability, and good communication) affected effective leadership in conjunction with interpreting the theory's application to all variables.

Methodology and research methods. Validity is the degree to which the data gathered are relevant to the investigation (Erzberger et al. 1997). The validity is an effort to defend the veracity of research findings (Zohrabi, 2013). Validity is evaluated using theoretical and empirical data (Bishop et al. 2019). The preliminary study experiment used purposive sampling. 32.6 million people in Malaysia and 4.312 million individuals work in the service sector, with 5.22% (225 thousand workers) employed in the ICT sector. In this

preliminary study, around 50 questionnaires were sent out to the IT industry in Klang Valley. The data was gathered from 30 workers in the IT sector using a self-administered questionnaire. Cooper and Schindler (2018), a sample size of 10% of the population can use for the pilot study. Based on the analysis, the measurement values of ethics (Cronbach's alpha = 0.617), measurement values for motivation (Cronbach's alpha = 0.696), measurement value for trustworthy (Cronbach's alpha = 0.626), visionary (Cronbach's alpha = 0.551), and good communication skill (Cronbach's alpha = 0.653), and effective leadership (Cronbach's alpha = 0.627). The Cronbach's alphas for all subset scales in this investigation were moderate-high. Table 1 discusses the measurement items.

Table 1. Measurement items

Author / Year	Constructs	No of items	Cronbach's alpha
James et al, 2010	Ethics	3	0.617
Blair, 2004	Motivation	3	0.696
Caldwell et al, 2010	Trustworthy	3	0.626
Steven et al, 2007	Visionary	2	0.551
Birkholz, 2001	Good communication skill	3	0.653
Kampen, 2011	Effective leadership	3	0.627

Sources: developed by the author.

Most experts concur that an internal consistency coefficient of 0.70 is an appropriate starting point, even if there are no hard and fast rules for internal consistency (Robinson, 2009; Whitley et al., 2012). For an exploratory or pilot investigation, reliability must be at least 0.60 and preferably greater (Straub et al., 2004). Hinton et al. (2004) proposed four cut-off values: good reliability (0.70-0.90), moderate reliability (0.50-0.70), excellent reliability (0.90 and beyond), and low reliability (0.50 and below).

Results. The reliability values are better than 0.6, as shown in Table 1's overview of reliability coefficients for constructs. Table 2 provides the mean, mode, median, and standard deviation for each factor in this study (ethics, motivation, trustworthiness, vision, good communication skills, and effective leadership). The findings showed that the mean, with mean scores ranging from 2.70 to 3.20 for all dimensions, suggests the measuring items.

Table 2. Descriptive Statistics

Variables	Dimension	Mean	Median	Mode	Std. Deviation
Ethics	E1	2.79	3	3	1.258
	E2	2.97	3	2	1.175
	E3	3.06	3	4	1.217
Motivation	M1	3.17	3	4	1.344
	M2	3.12	3	4	1.374
	M3	2.98	3	4	1.291
Trustworthy	T1	3.04	3	3	1.196
	T2	3.10	3	3	1.167
	T3	3.06	3	3	1.342
Visionary	V1	3.06	3	3	1.297
	V2	2.98	3	3	1.237
	V3	3.05	3	4	1.255
Good communication skill	GCS1	3.19	3	4	1.321
	GCS2	3.13	3	3	1.311
	GCS3	2.94	3	3	1.305
Effective leadership	EL1	2.92	3	3	1.321
	EL2	2.80	3	2	1.230
	EL3	2.75	3	2	1.245

Note: E=Ethics, M=Motivation, T=Trustworthy, V=Visionary, GCS = Good Communication Skill, EL = Effective leadership

Sources: developed by the author.

The variables that might lead to effective leadership were outlined using the information gathered from respondents in Malaysia's IT sectors. The research questions from the conceptual framework for the study included figuring out how the components related to effective leadership and dictated the hypotheses accordingly. The previous studies (Atthirawong et al., 2021; Caldwell et al., 2007; Christian, 2016; Ciulla, 2020; Galli, 2021) showed the relationship between ethics and effective leadership, motivation and effective

leadership, trustworthy and effective leadership, visionary and effective leadership and good communication skill and effective leadership. Table 3 presents the summary observation.

Table 3. Result findings

Author/Year	Research Objectives	Result
Ciulla (2020)	Influence on how ethics and effective leadership are related.	Acceptable
Christian (2016)	Influence on how motivation and effective leadership are related	Acceptable
Caldwell et al. (2007)	Influence on how trustworthy and effective leadership are related	Acceptable
Atthirawong et al. (2021)	Influence on how visionary and effective leadership are related	Acceptable
Galli (2021)	Influence on how good communication skills and effective leadership are related	Acceptable

Sources: developed by the author.

The observation indicated that ethical values are lacking leads to the conclusion that employee motivation increases by trust in leadership, which reflects in the performance and productivity of the firm. Therefore, in the absence of moral leadership, the shadow side of leadership grows, raising the possibility of a negative impact on privileges, powers, inconsistencies, dishonesty, misdirected loyalty, and irresponsibility (Ellemers et al. 2022). Employees are consequently subjected to these detrimental consequences and frequently suffer from a lack of trust and integrity in their leader. The power to inspire others is an essential leadership talent because motivation impacts the course, duration, and intensity of work-related behaviours, which converts people's skills, abilities, and competencies into effort and performance (Bartsch et al. 2020). Work motivation describes a complex of energetic variables arising within and beyond an individual's existence «that dictates the direction, intensity, and length» of work-related activities.

The level of faith a person has and willingness to act upon the claims, decisions, and choices refer to the trust of another (Seligman, 2021). It's been empirically measured by ability, compassion, honesty, and predictability (Kappmeier et al., 2021). Belief in the leader's actions – more precisely, followers' expectation of a favourable result from the leader's choices – depends on leadership trust (Kleynhans et al. 2021; Vasudevan et al. 2022). For leadership to be trusted, followers must have confidence in the leader's integrity and how they are treated (Engelbrecht et al., 2017). The efficacy is highly dependent on the workers' faith in their leaders because it is seen as vital (Choi et al., 2021; Sharkie, 2009). To attain and maintain exceptional performance, visionary leadership relies on creating and disseminating an inspiring vision among subordinates (Dhammika, 2016). Atthirawong et al. (2021) claimed that visionary leadership directly influences the followers' commitment, trust in the leader, levels of follower performance, and success. A good leader combines a clear future vision with open and honest communication, productive teamwork, and showing that they value their staff.

Conclusion. Since imitation is the sincerest form of flattery, a leader who successfully achieves a good result or achievement gains the trust and admiration of their team and their values, beliefs, and attitudes. Therefore, a strong leader will serve as a good example or role model for their team. The observation has revealed the elements that contribute to effective leadership. The findings of this study give leaders an understanding of the elements of good leadership. Employee enthusiasm for their work may increase if employers behave ethically, for instance, by making them feel valued and treated fairly. Besides inspiring employees and building trust between managers and staff, employee productivity is significantly boosted. Visionary and persuasive communicators influence others to take their lead. Perhaps, future researchers can investigate more in various context, theoretical and body of knowledge. By including ethics as a supporting variable, previous studies (Ciulla, 2020) investigated the importance of the humanities approach for assessing leadership effectiveness. It is because the humanities approach is the type of leadership that connects to the human condition, which includes the values, needs, and aspirations of people to live and work together. Therefore, critical theory has been evaluated on the ethics of leadership by philosophers in the domains of philosophy, social science, psychology, anthropology, political science, and religion (Ciulla, 1995). However, the results are unsatisfactory due to a lack of high-quality contemporary publications; as a result, the philosopher strongly insisted that critical theory is crucial in examining the fields of business and law. There are several potential issues with effective leadership that might be discussed more as a suggestion for the future. This study can be expanded upon in the context to include more industries such as tertiary industrial as well as manufacturing, automotive, hotel, and air travel. It is unquestionably crucial to explore the body of knowledge by identifying pertinent theories to link the variables during the investigation. Even though the

future researcher may look at leadership theories like Yukl's leadership theory, the theory of contingencies that relate to management style in leading the organization, the situational theory, and so on. Thus, theories of leadership explain how and why specific individuals become leaders. They emphasize the personality traits and behaviours of people that might adopt to develop their leadership abilities. Top characteristics listed by executives as necessary for good leadership include (1) strong ethical standards and morals; (2) outstanding organizational skills and (3) competent learners promote staff growth, affiliation, and connection.

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Data Availability Statement: Not applicable.

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Менеджмент та лідерство в ІТ секторі долини Кланг: концептуальний підхід

У статті проаналізовано специфіку управління та ефективного лідерства в компаніях. Автором наголошено на необхідності забезпечення ефективного лідерства у будь-якій галузі для підвищення мотивації та продуктивності співробітників, а також зростання доходу організації. Ефективне лідерство сприяє зростанню лояльності співробітників організації, що своєю чергою знижує рівень плинності кадрів. У статті зазначено, що неетична поведінка керівників, яким бракує драйву, впевненості, передбачливості та навичок спілкування має негативний вплив на результативність діяльності організації. Метою статті є концептуалізація факторів ефективного лідерства в ІТ секторі долини Кланг з метою підвищення ефективності управління компаніями. Зазначено, що до ІТ-сектору Малайзії залучено близько 225 тисяч працівників. У ході дослідження автором сформовано та перевірено низку гіпотез. Автором висунуто припущення, що такі риси як етичність, мотивація, надійність, передбачливість та навички спілкування сприяють формуванню лідерських навичок та сприяють кар'єрному росту. За результатами дослідження підтверджено всі висунуті гіпотези дослідження. Для досягнення поставленої мети проведено фундаментальний аналіз, в основі якого лежать описовий аналіз, аналіз надійності та валідності, які було застосовано для визначення надійності досліджуваних параметрів. За результатами дослідження встановлено, що етика, мотивація, довіра, передбачливість та навички спілкування є головними елементами ефективного лідерства. Результати дослідження мають практичне значення для організацій та галузей економіки. Враховуючи отримані результати, автором визначено низку рекомендацій щодо підвищення рівня ефективного лідерства співробітників з метою досягнення цілей організації, а також покращення відношення та поведінки менеджменту компанії. У роботі наголошено на необхідності дотримання чітких етичних принципів для забезпечення ефективності лідерства в ІТ-секторі. Встановлено, що передбачливість є ключовим елементом нової стратегії лідерства, що дозволить підвищити ефективність управління компанією.

Ключові слова: етика, комунікативні навички, мотивація, надійність, передбачливість, ІТ сектор.