

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

**Hemaloshinee Vasudevan**,  <https://orcid.org/0000-0002-2767-8044>

UniRazak, Malaysia

**Corresponding author:** [hemaloshinee@unirazak.edu.my](mailto:hemaloshinee@unirazak.edu.my)

**Type of manuscript:** research paper

**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

**Received:** 30 August 2022

**Accepted:** 20 September 2022

**Published:** 30 September 2022

**Funding:** This research received no external funding.

**Publisher:** Sumy State University

**Cite as:** Vasudevan, H. (2022). Management and Leadership in the Klang Valley IT Sector: Conceptual Approach. *Marketing and Management of Innovations*, 3, 56-65.  
<https://doi.org/10.21272/mmi.2022.3-05>



Copyright: © 2022 by the author. Licensee Sumy State University, Ukraine. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

**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).

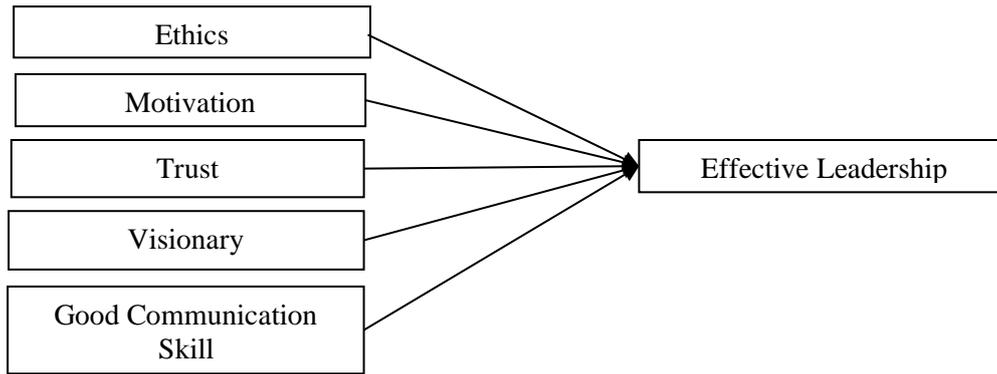
**Literature Review.** In Western and non-Western ideological traditions, virtue ethics is one of the most ancient ethical ideas. Chinese philosophy (Confucius Aristotelian knowledge) and ancient Greek philosophy (Socrates, Plato, Aristotle), particularly for moral people, are their sources (Russell, 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**

<b>Author/Year</b>	<b>Research Objectives</b>	<b>Result</b>
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 (Dharmika, 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.

**Conflicts of Interest:** Authors declare no conflict of interest.

**Data Availability Statement:** Not applicable.

**Informed Consent Statement:** Not applicable.

## References

Atthirawong, W., Bunnoiko, K., & Panprung, W. (2021). Identifying factors influencing visionary leadership: An empirical evidence from Thai Manufacturing Industry. *International Journal of Organizational Leadership*, 10(1), 39-53. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Asgari, A., Silong, A. D., Ahmad, A., & Samah, B. A. (2008). The relationship between transformational leadership behaviors, organizational justice, leader-member exchange, perceived organizational support, trust in management and organizational citizenship behaviors. *European Journal of Scientific Research*, 23(2), 227–242. [\[Google Scholar\]](#)

Bake, M. (2019). The importance of leadership and employee retention. *Radiologic Technology*, 90(3), 279-281. [\[Google Scholar\]](#)

Bakiev, E. (2013). The influence of interpersonal trust and organizational commitment on perceived organizational performance. *Journal of Applied Economics and Business Research*, 3(3), 166-180. [\[Google Scholar\]](#)

Banks, S. (2012). *Ethics and values in social work* (4th ed.). Basingstoke: Palgrave Macmillan. [\[Google Scholar\]](#)

Banks, S., & Gallagher, A. (2009). *Ethics in professional life: Virtues for health and social care*. Basingstoke: Palgrave Macmillan [\[Google Scholar\]](#)

Bartsch, S., Weber, E., Büttgen, M., & Huber, A. (2020). Leadership matters in crisis-induced digital transformation: how to lead service employees effectively during the COVID-19 pandemic. *Journal of Service Management*, 32(1), 71-85. [\[Google Scholar\]](#)

Bass, B. M. (1985). Leadership: Good, better, best. *Organizational dynamics*, 13(3), 26-40. [\[Google Scholar\]](#)

Bigliardi, B., Dormio, A. I., Galati, F., & Schiuma, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *Vine*, 42(1), 36-51. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Bishop, R. C., & Boyle, K. J. (2019). Reliability and validity in nonmarket valuation. *Environmental and Resource Economics*, 72(2), 559-582. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Bisman, C. (2014). *Social work: Value-guided practice for a global society*. New York: Columbia University press. [\[Google Scholar\]](#)

Brown, M. E., & Trevino, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17, 595-616. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Brown, M. E., Trevino, L. K. & Harrison, D. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organisational Behaviour and Human Decision Processes*, 97, 117-134. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Caldwell, C. & Hayes, L. A. (2007). Leadership, trustworthiness, and the mediating lens. *Journal of Management Development*, 26(3), 261-281. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Ciulla, J. B. (1995). Leadership ethics: Mapping the territory. *Business ethics quarterly*, 5(1), 5-28. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Ciulla, J. B. (2020). Ethics and effectiveness: The nature of good leadership. In *The search for ethics in leadership, business, and beyond* (pp. 3-32). Springer, Cham. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Galli, B. J. (2021). The Relationship and Impact of Communication on Leadership: A Research Note. *International Journal of Applied Management Sciences and Engineering*, 8(1), 1-11. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Castro, M. C. B., Periñán, M. D. M. V., & Bueno, J. C. C. (2016). How boards' internal and external social capital interact to affect firm performance. *Strategic Organization*, 14(1), 6-31. [\[Google Scholar\]](#) [\[CrossRef\]](#)

- Choi, W. S., Kang, S. W., & Choi, S. B. (2021). Innovative behavior in the workplace: An empirical study of moderated mediation model of self-efficacy, perceived organizational support, and leader-member exchange. *Behavioral Sciences*, 11(12), 182. [[Google Scholar](#)] [[CrossRef](#)]
- Cripe, K. M., & Burleigh, C. (2022). Examining leadership skills, behaviors, and effective communication for virtual IT project managers. *Team Performance Management: An International Journal*, 28(3/4), 223-237. [[Google Scholar](#)] [[CrossRef](#)]
- Cooper, D. R. & Schindler, P. S. (2018). *Business Research Methods*. 13<sup>th</sup> ed. Irwin: McGraw Hill Education. [[Google Scholar](#)]
- Dhammika, K. A. S. (2016). Visionary leadership and organizational commitment: the mediating effect of leader member exchange (LMX). *Wayamba Journal of Management*, 4(1), 1-10. [[Google Scholar](#)]
- Ellemers, N., & de Gilder, D. (2022). The power of ethical climates. In *The Moral Organization* (pp. 285-327). Springer, Cham. [[Google Scholar](#)] [[CrossRef](#)]
- Engelbrecht, A. S., Heine, G., & Mahembe, B. (2017). Integrity, ethical leadership, trust and work engagement. *Leadership & Organization Development Journal*, 38(3), 368-379. [[Google Scholar](#)] [[CrossRef](#)]
- Erzberger, C., & Prein, G. (1997). Triangulation: Validity and empirically-based hypothesis construction. *Quality and quantity*, 31(2), 141-154. [[Google Scholar](#)] [[CrossRef](#)]
- Fernet, C. (2013). The role of work motivation in psychological health. *Canadian Psychology/Psychologie Canadienne*, 54(1), 72. [[Google Scholar](#)]
- García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of business research*, 65(7), 1040-1050. [[Google Scholar](#)] [[CrossRef](#)]
- Gill, R. (2014). Spirituality at work and the leadership challenge (Keynote 3). *Journal for the Study of Spirituality*, 4(2), 136-148. [[Google Scholar](#)] [[CrossRef](#)]
- Grego-Planer, D. (2022). The relationship between benevolent leadership and affective commitment from an employee perspective. *Plos one*, 17(3), e0264142. [[Google Scholar](#)] [[CrossRef](#)]
- Good, V., Hughes, D. E., Kirca, A. H., & McGrath, S. (2022). A self-determination theory-based meta-analysis on the differential effects of intrinsic and extrinsic motivation on salesperson performance. *Journal of the Academy of Marketing Science*, 50(3), 586-614. [[Google Scholar](#)] [[CrossRef](#)]
- Hinton, P. R., Brownlow, C., McMurray, I., & Cozens, B. (2004). *SPSS explained*, East Sussex, England, Routledge Inc. [[Google Scholar](#)] [[CrossRef](#)]
- Kappmeier, M., Guenoun, B., & Fahey, K. H. (2021). Conceptualizing trust between groups: An empirical validation of the five-dimensional intergroup trust model. *Peace and Conflict: Journal of Peace Psychology*, 27(1), 90. [[Google Scholar](#)]
- Kapur, R. (2018). Study of Organizational Behaviour in Education. [[Google Scholar](#)]
- Kwiotkowska, A., Wolniak, R., Gajdzik, B., & Gębczyńska, M. (2022). Configurational Paths of Leadership Competency Shortages and 4.0 Leadership Effectiveness: An fs/QCA Study. *Sustainability*, 14(5), 2795. [[Google Scholar](#)] [[CrossRef](#)]
- Kleynhans, D. J., Heyns, M. M., & Stander, M. W. (2021). Authentic leadership and follower trust in the leader: The effect of precariousness. *SA Journal of Industrial Psychology*, 47(1), 1-10. [[Google Scholar](#)] [[CrossRef](#)]
- Kmieciak, R. (2020). Trust, knowledge sharing, and innovative work behavior: Empirical evidence from Poland. *European Journal of Innovation Management*, 24(5), 1832-1859. [[Google Scholar](#)] [[CrossRef](#)]
- Ko, C., Ma, J., Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical leadership: An integrative review and future research agenda. *Ethics & Behavior*, 28(2), 104-132. [[Google Scholar](#)] [[CrossRef](#)]
- Kumar, A. (2020). Information technology industry. *Journal of Management Science, Operations & Strategies*, 1(1), 12-15. [[Google Scholar](#)]
- La Guardia, J. G., & Patrick, H. (2008). Self-determination theory as a fundamental theory of close relationships. *Canadian Psychology/Psychologie canadienne*, 49(3), 201. [[Google Scholar](#)]
- Legault, L., Green-Demers, I., Grant, P., & Chung, J. (2007). On the self-regulation of implicit and explicit prejudice: A self-determination theory perspective. *Personality and Social Psychology Bulletin*, 33(5), 732-749. [[Google Scholar](#)] [[CrossRef](#)]
- Liao, H., & Rupp, D. E. (2005). The impact of justice climate and justice orientation on work outcomes: a cross-level multifoci framework. *Journal of Applied psychology*, 90(2), 242. [[Google Scholar](#)]
- Littlejohn, R. G. (1983). Variational principles of guiding centre motion. *Journal of Plasma Physics*, 29(1), 111-125. *Mediterranean Journal of Social Sciences*. 5. 175-182. [[Google Scholar](#)] [[CrossRef](#)]

- Madhusudan, C., & Panneerselvam, R. (2022). Can the Theory of Disruptive Innovation Be Considered Complete? *IEEE Engineering Management Review*, 50(1), 155-167. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Naile, I., & Selesho, J. M. (2014). The role of leadership in employee motivation. *Mediterranean Journal of Social Sciences*, 5(3), 175. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Nanus, B. (1992). *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*. Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104-1310. [\[Google Scholar\]](#)
- Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. *Journal of Business Ethics*, 90, 157–170. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Olutoye, A. A., & Asikhia, O. (2022). The effect of leadership and organisational behaviour on performance—A systematic literature review. *International Academic Journal of Human Resource and Business Administration*, 4(1), 165-183. [\[Google Scholar\]](#)
- Papouli, E. (2019). Aristotle's virtue ethics as a conceptual framework for the study and practice of social work in modern times. *European Journal of Social Work*, 22(6), 921-934. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Pelletier, L. G., Fortier, M. S., Vallerand, R. J., & Briere, N. M. (2001). Associations among perceived autonomy support, forms of self-regulation, and persistence: A prospective study. *Motivation and emotion*, 25(4), 279-306. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Rahayuningsih, I. (2019). The positive impact of organizational trust: A systematic review. *Journal of Educational, Health, Community Psychology*, 2088-3129. [\[Google Scholar\]](#)
- Reed, G. L. (2019). *Leadership Strategies for Improving Employee Engagement in the Information Technology Industry* (Doctoral dissertation, Walden University). [\[Google Scholar\]](#)
- Reeve, J., & Lee, W. (2014). Students' classroom engagement produces longitudinal changes in classroom motivation. *Journal of educational psychology*, 106(2), 527. [\[Google Scholar\]](#)
- Robinson, J. (2009). Triandis theory of interpersonal behaviour in understanding software privacy behaviour in the South African context. Masters degree, University of the Witwatersrand. [\[Google Scholar\]](#)
- Roman, T. E., Cleary, S., & McIntyre, D. (2017). Exploring the functioning of decision space: a review of the available health systems literature. *International Journal of Health Policy and Management*, 6(7), 365. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Concepts, competencies, and tools*. Stylus Publishing, LLC. [\[Google Scholar\]](#)
- Rupp, D. E., & Cropanzano, R. (2002). The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice. *Organizational behavior and human decision processes*, 89(1), 925-946. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Russell, B. (2013). *History of western philosophy: Collectors edition*. Routledge. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Russell, K. L., & Bray, S. R. (2010). Promoting self-determined motivation for exercise in cardiac rehabilitation: the role of autonomy support. *Rehabilitation Psychology*, 55(1), 74. [\[Google Scholar\]](#)
- Ryan, M. (2020). In AI we trust: ethics, artificial intelligence, and reliability. *Science and Engineering Ethics*, 26(5), 2749-2767. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2020). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 101353. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Sashkin, M. (1986). True vision in leadership. *Training & Development Journal*. [\[Google Scholar\]](#)
- Schilling, M. A. (2018). The cognitive foundations of visionary strategy. *Strategy Science*, 3(1), 335-342. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Seligman, A. B. (2021). The problem of trust. In *The Problem of Trust*. Princeton University Press. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Sharkie, R. (2009). Trust in leadership is vital for employee performance. *Management research news*, 32(5), 491-498. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Soenens, B., Neyrinck, B., Vansteenkiste, M., Dezzutter, J., Hutsebaut, D., & Duriez, B. (2012). How do perceptions of God as autonomy supportive or controlling relate to individuals' social-cognitive processing of religious contents? The role of motives for religious behavior. *International Journal for the Psychology of Religion*, 22(1), 10-30. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Spector, P. E. (2021). *Industrial and organizational psychology: Research and practice*. John Wiley & Sons. [\[Google Scholar\]](#)

Straub, D., Boudreau, M.-C., & Gefen, D. (2004). Validation guidelines for IS positivist research. *Communications of the Association for Information Systems*, 13, 380-427. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement: The roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership and Organizational Studies*, 21(1), 71–82. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Tam, N. V., Watanabe, T., & Hai, N. L. (2022). Importance of Autonomous Motivation in Construction Labor Productivity Improvement in Vietnam: A Self-Determination Theory Perspective. *Buildings*, 12(6), 763. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Till, A., McKimm, J., & Swanwick, T. (2020). The importance of leadership development in medical curricula: a UK perspective (stars are aligning). *Journal of healthcare leadership*, 12, 19. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement?. *The leadership quarterly*, 22(1), 121-131. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The international journal of human resource management*, 24(14), 2657-2669. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Qian, T. Y., Wang, J. J., Zhang, J. J., & Hulland, J. (2022). Fulfilling the basic psychological needs of esports fans: A self-determination theory approach. *Communication & sport*, 10(2), 216-240. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Varma, C. (2018). Importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research*, 6(2), 1-11. [\[Google Scholar\]](#)

Vasudevan, H., & Liang, HN. (2022). Authentic leadership and company performance in Catering Industry. *Journal of Positive School Psychology*, 6(5), 6692-6706. [\[Google Scholar\]](#)

Verma, D. (2013). Communication: A necessary leadership skill. *Management Guru: Journal of Management Research*, 2, 95-101. [\[Google Scholar\]](#)

Whitley Jr, B. E., & Kite, M. E. (2012). *Principles of research in behavioral science*. Routledge. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Zhu, W., Chew, I. K., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human–capital-enhancing human resource management. *The leadership quarterly*, 16(1), 39-52. [\[Google Scholar\]](#) [\[CrossRef\]](#)

Zohrabi, M. (2013). Mixed method research: Instruments, validity, reliability and reporting findings. *Theory and practice in language studies*, 3(2), 254. [\[Google Scholar\]](#)

**Хемалошині Васудеван**, Університет Тун Абдул Разак, Малайзія

### **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 сформувано 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 організації 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.