



An Empirical Investigation of Difference Between Leadership and Managerial Competency as Related on Job Performance

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Abstract

Three main purposes of this empirical study are: a) to examine whether transactional, transformational and servant leadership affect job performance; b) to investigate whether there are differences among higher and lower transactional, transformational, and servant leadership scores; c) to investigate whether there are differences among leader types as related on job performance. Respondents of this research are leaders – at least they are as a team leader/supervisor level – across various organizations and industries in West Java, Jakarta, and Banten, Indonesia. Five hundred and sixty three of 566 data can be used. Five of seven hypotheses were supported, in which three hypotheses were examined by multiple regression analysis and four hypotheses were examined by analysis of variance (ANOVA). There are some findings of this research. First, transformational and servant leadership positively affect job performance, but transactional leadership do not affect it. Second, higher transformational and servant leadership scores is always associated with higher job performance scores, and vice versa. But higher and lower transactional leadership scores are not associated with higher and lower job performance scores. Finally, there are differences among potential, transactional, transformational leaders, and leader-managers, except between potential and transactional leaders, and between transformational leaders and leader-managers as related on job performance. The implications of these findings were discussed and suggestions for the future research were advanced.

Keywords: *transactional leadership; transformational leadership; servant leadership; potential leaders; leader-managers; job performance; multifactor leadership questionnaire (MLQ).*

INTRODUCTION

An individual performance always affects group and organizational performance (Cummings & Worley, 2005). Without a great individual performance, a great group and organizational performance are never attained. People must have comparable skills and abilities to perform effectively (Cummings & Worley). For these reason, why hired the right people are important issue in an organization.

Consider the case of Wells Fargo – one of eleven good-to-great companies – that they hired outstanding people whenever and wherever they found them, often without any specific job in mind (Collins, 2001). Collins described that all good-to-great companies understood the simple and clear idea that *first “who” then “what”*. In the empirical finding, all the good-to-great companies had Level 5 leaders or executives at the time of transition (Collins, 2001). Collins said that Level 5 leader builds en-



during greatness through a paradoxical blend of personal humility and professional will. Leadership and management are vital to organizational success (Hughes, Ginnett, & Curphy, 2002; Kotter, 1990). Leadership and management were becoming two of the most topics that taught, trained, discussed and debated in the academic and business world. For these reasons, this study focuses on the impact of leadership and managerial competency on job performance.

The focus of leader competencies is to understand what appeals to customers and acts decisively – this leader is labeled as “talent master” (Conaty & Charan). On the other side, managerial competency also needed to succeed for an organization. The Allen Management Wheel described that the functions of management competencies as planning, organizing, leading, and controlling (Louis Allen Worldwide, 2006, p. 3).

Both managerial and leadership competencies are needed to perform efficiency and effectiveness to attain sustainable competitive advantage. Leadership and management are two distinctive and complementary systems of action; each has its own function and characteristic activities; both are necessary for success in an increasingly complex and volatile business environment (Kotter, 1990). Of course, management and leadership complement each other, and both are vital to organizational success (Hughes et al., 2002; Sunjoyo, 2012). There are some purposes of this study. *First*, to examine whether transactional, transformational and servant leadership affect job performance. *Second*, to investigate whether there is difference between higher and lower transactional, transformational and servant leadership scores as related on job performance. *Finally*, to investigate whether there are differences among leader types – potential, transactional, transformational leaders, and leader-managers – as related on job performance.

LITERATURE REVIEW

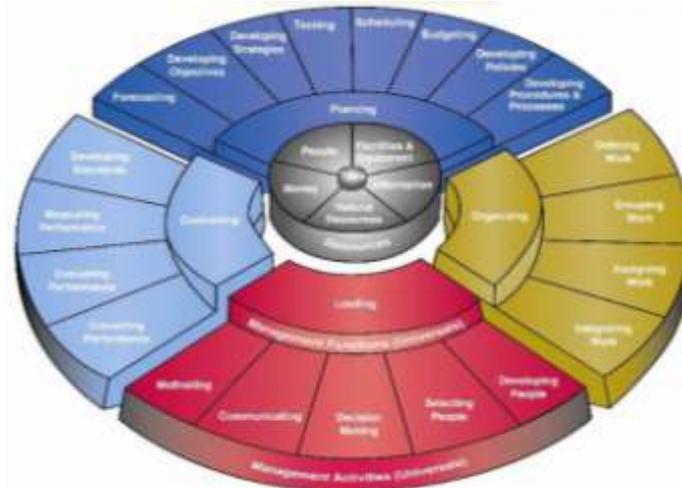
Managerial Competency

Competency reveals a mixture of personality traits, experiences, knowledge, and skills presumed to lead to effective practice (Cummings & Worley, 2005). Managerial competency is the ability of leaders to perform management functions that categorized into four functions as a process of planning, organizing, leading and controlling (Louis Allen Worldwide, 2006). Louis Allen Worldwide described the four functions of management into 21 management activities (Figure 1).



Figure 1

The Allen Management Wheel



Source: Louis Allen Worldwide (2006, p. 3).

Leadership Competency

Maxwell (1993) said that leadership is influence, nothing more nothing less, and everything rises and falls on leadership. Leadership is everyone business (Kouzes & Posner, 2004, p. 1). Influence is the heart of leadership (Wardock & Kelly-Rawat, 2004, p. 22).

In the other word, the representative statements on management and leadership are said by Bennis (as cited in Covey, 2005, p. 360) and Bennis and Nanus (2006, p. 23) that a) management is getting people to do what needs to be done, or is about doing the thing right; b) leadership is getting people to want to do what needs to be done, or is about doing the right thing.

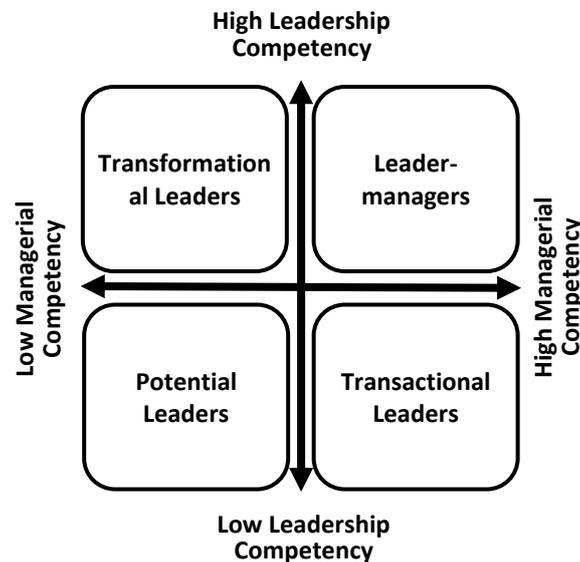
Types of Leaders

Sunjoyo (2011; 2012) figured out the Leadership and Managerial Competency Windows (Figure 2) to which there are potential, transactional, transformational leaders, and leader-managers. In this study, managerial and leadership competency focus on five types of leaders – potential, transactional, transformational, servant leaders, and leader-managers.



Figure 2

Leadership and Managerial Competency Windows



Source: Sunjoyo (2011; 2012).

Potential leaders

Potential leaders are people who had low managerial and low leadership competencies (Sunjoyo, 2011; 2012). Everyone born as a potential leader, but not all of them develop his or her leadership potential. Potential leaders are only can developed when they take a responsibility to improve their leadership potential to become the real performance all the time (Sunjoyo, 2012, p. 3). When the potential leaders developed, transactional, transformational, servant leaders, and leader-managers are raised.

Transactional leaders

Transactional leaders are people who had high managerial and low leadership competencies (Sunjoyo, 2011; 2012). Transactional leaders use power and influence to achieve organizational goals through the effort of others that labeled as *manager* (Sashkin & Sashkin, 2003, p. 68). Transactional leaders guide their followers in the direction of established goals by clarifying role and task requirements (Afaim, 2002, p. 13). Simply stated, transactional leaders give followers something they want in exchange for something the leaders want (Kuhnert & Lewis, 1987). Bass and Avolio (1995) described that some sub-dimensions of transformational leadership are contingent reward, laissez faire, management-by-exception passive and active.



Transformational leaders

Transformational leaders are people who had low managerial and high leadership competencies (Sunjoyo, 2011; 2012). A transformational leader is one who brings about positive, major changes in an organization (DuBrin, 2010, p. 72). Transformational leaders strive to inspire and “transform” their employees in order to improve their performance (Hamilton, 2007). Transformational leaders empower their followers, organizational performance, and develop an innovative climate (Alarifi & Althonayan, 2013). Bass and Avolio (1995) described that there are some sub-dimensions of transformational leadership – idealized attributes and behaviors, inspirational motivation, individual consideration, and intellectual stimulation.

Servant leaders

Greenleaf (1977) explained that

The servant-leader is servant first... servant-leaders are functionally superior because they are closer to the ground – they hear things, see things, know things, and their intuitive insight is exceptional. Because of this they are dependable and trusted, they know the meaning of that line from Shakespeare’s sonnet: “They that have power to hurt and will do more. ...” (Greenleaf, 1977, pp. 6, 24)

Russell and Stone (2002) reviewed the existing literatures and listed servant leadership attributes as functional and accompanying attributes. *First*, functional attributes consist of vision, honest, integrity, trust, service, modeling, and pioneering. *Second*, accompanying attributes consist of communication, credibility, competence, stewardship, visibility, and influence.

Leader-managers

Leader-managers are people who had high managerial and high leadership competencies (Sunjoyo, 2011; 2012). The top people of great organizations are leader-managers – a paradoxical blend of transformational and transactional leadership (Kotter, 1990). Gardner, as cited in Maxwell (1993, p. x) pinpointed five characteristics that set “leader-managers” apart from “run-of-the-mill managers”:

long-term thinkers, do not stop with the units they head, want to know how all of the company’s departments affect one another and constantly reaching beyond their specific areas of influence, put heavy emphasis on vision, values and motivation have strong political skills to cope with conflicting requirements of multiple constituents, and Don’t accept the status quo.

Job Performance



Performance is the end result of an activity (Robbins & Coulter, 2007, p. 564). Four elements of performance are understanding people and situations, decision-making, skillful action, and monitoring (Eraut & Hirsh, c. 2008). Job performance defined as of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, as cited in Cook, 2008, p. 3).

Relationship between Transactional Leadership and Job Performance

Transactional contingent reward leadership ratings of platoon leaders and sergeants positively predicted unit performance (Bass, Avolio, Jung, & Berson, 2003). MacKenzie, Podsakoff, & Rich (2001) found that transactional leadership positively affects sales force's performance. There were significantly relationship between transactional leadership and working success (Riaz & Haider, 2010). Previous studies found that transactional leadership positively affects organizational effectiveness (Bass & Avolio, 1995; Gellis, 2001). Based on previous research findings above (Bass & Avolio, 1995; Bass et al., 2003; MacKenzie et al., 2001; Riaz & Haider, 2010), thus the researcher proposed the following hypothesis:

Hypothesis 1. Transactional leadership positively affects job performance

Relationship between Transformational Leadership and Job Performance

Paarlberg and Lavigna (2010) said that transformational leadership drive individual and organizational performance. Transformational leadership ratings of platoon leaders and sergeants positively predicted unit performance (Bass, Avolio, Jung, & Berson, 2003). All dimensions of transactional leadership – Idealized attributes idealized behaviors, inspirational motivation, individualized consideration, and intellectual stimulation – significantly correlated to job performance (Bass & Avolio, 1995; Gellis, 2001; Li & Hung, 2009). Based on previous research findings above (Bass & Avolio, 1995; Bass et al., 2003; Gellis, 2001; Li & Hung, 2009; Paarlberg & Lavigna, 2010), thus the researcher proposed the following hypothesis:

Hypothesis 2. Transformational leadership positively affects job performance

Relationship between Servant Leadership and Job Performance

According to of Hays' (2008) experience that

Servant teacher produces outcomes that transcend: a) greater appreciation for and sensitivity to diversity and more inclusiveness; b) more meaningful and relevant lessons, having greater and more enduring impact: learning beyond the classroom and examination; c) students who feel empowered and capable and demonstrably increased confidence; d) reduction in competitiveness with a corresponding increase in collaborative behaviours; e) richer relationships between students and teachers; f) more expressive students and greater acceptance of emotionality; g) more mature and inclusive views on leaders and



leadership and increasing realization that everyone is or could be a leader. (Hays, 2008, p. 131)

Covey (n.d.) said that the top people of great organizations are servant-leaders. Elevated levels of servant leader spiritual intelligence (SLWI) were associated with higher levels of motivation to improve performance and higher performance levels (Roberts, 2013, p. 63). Hence, Zehir, Akyukz, Eren, and Turhan (2013) found that servant leadership behavior has not a positive effect on job performance.

Based on some literatures above (Covey, n.d.; Hays, 2008), thus the researcher proposed the following hypothesis:

Hypothesis 3. Servant leadership positively affects job performance

Difference between Higher and Lower Transactional Leadership Scores, as Related on Job Performance

The executive subordinates rated the CEOs of sustainable firms significantly higher in transactional leadership compared to CEOs of non-sustainable organizations (Harter, as cited in Sashkin & Sashkin, 2003). The researcher proposed following hypothesis:

Hypothesis 4. Higher transactional leadership scores are always related to higher job performance scores, and vice versa.

Differences among Higher and Lower Transformational Leadership Scores, as Related on Job Performance

Sashkin and Sashkin (2003) found that higher transformational leadership scores were always associated with higher performance ratings. Dixon, as cited in Sashkin and Sashkin (2003) found that hospitals with CEOs who scored higher on transformational leadership also had larger operating margins, a clear economic performance indicator. Higgins, as cited in Sashkin and Sashkin (2003) found that

The more transformational leaders (those who score higher on The Leadership Profile, TLP) report that they pay attention to a larger number of performance criteria, compared to leaders who score lower on transformational leadership. This relationship was strong and statistically significant. (Sashkin and Sashkin, 2003, p. 147)

Based on some research findings above (Dixon, as cited in Sashkin and Sashkin, 2003; Higgins, as cited in Sashkin and Sashkin, 2003; Sashkin & Sashkin, 2003), thus the researcher proposed following hypothesis:

Hypothesis 5. Higher transformational leadership scores are always related to higher job performance scores, and vice versa.



Difference between Higher and Lower Servant Leadership Scores, as Related on Job Performance

Melchar and Bosco (2010, p. 74) found that the success servant leaders have achieved in a for-profit. They also found that the servant-leader model offers a positive alternative to other leadership theories, especially in three high-performing automotive dealerships whose employees are expected to perform their duties at a high level. Thompson (2010) found that project managers who had higher servant leadership score more successful in leading followers and projects, compared with project managers who had lower servant leadership score.

Thus, Melchar and Bosco (2010) said

That clearly, servant leaders can be successful in a competitive, for-profit, service organization. Their sustained the review of servant-leader practices of other for-profit and non-profit organizations may continue to increase our understanding of servant-leader behaviors and the degree to which they promote positive work cultures and enhanced organizational performance. (Melchar & Bosco, 2010, p. 85)

Roberts (2013) found that respondents who scored higher on servant leadership had greater motivation to improve performance and higher overall performance level. According to findings above (Melchar & Bosco, 2010; Roberts, 2013; Thompson, 2010), thus the researcher proposed following hypothesis:

Hypothesis 6. Higher servant leadership scores are always related to higher job performance scores, and vice versa.

Difference between Leaders' Types and Job Performance

In prior discussion, management tends to transactional leadership, and leadership tends to transformational concept. So, what does distinguish between leadership and management? Peter Drucker as the management guru have said that

On leadership – there is no substitute for leadership. But management cannot create leaders. It can only create the conditions under which potential leadership qualities become effective; or it can stifle potential leadership. On management – the function which distinguishes the manager above all others is his education one. The one contribution he is uniquely expected to make is to give others vision and ability to perform. It is vision and moral responsibility that, in the last analysis, define the manager. (Drucker, as cited in A & C Black, 2006, p. 1228)

Conclusion of Drucker's (2006) statements above is there are distinguishes among potential, transactional, and transformational leaders. Sunjoyo (2012) found



that there are differences among leaders' types – potential, transactional, transformational leaders, and leader-managers, except differences between potential and transactional leaders, and between transformational leaders and leader-managers.

According to statements and findings above (Sunjoyo, 2012; Drucker, 2006; Zehir et al., 2013), thus the researcher proposed following hypothesis:

Hypothesis 7. There are differences among leaders' types – potential, transactional, transformational leaders, and leader-managers, as related on job performance.

METHODS

Subject

The subjects of this study are the leaders of various organizations and industries in West Java, Jakarta, and Banten, Indonesia – at least they are as a team leader/supervisor level, worked one year in the organization, and had subordinate(s) who they lead formally. Five hundred and sixty three of 566 data can be used, three data are missing.

The subjects were dominated by male (65.9 percent). The various subjects' age was 18 to 24 year (13.8 percent), 25 to 34 year (50.2 percent), 35 to 44 year (14.7 percent), and more than 44 year (0.2 percent). Education level of subjects was below junior high school (0.9 percent), junior high school (10.1 percent), senior high school (19.6 percent), strata-1 (60.4 percent), and strata-2 and strata-3 (8.5 percent). The tenure in organization was 1 to below 2 year (33.9 percent), 2 to below 5 year (24.7 percent), 5 to below 10 year (24.7 percent), 10 to below 20 year (8.5 percent), and 20 year or more (8 percent). The mix of occupational positions was team leader/supervisor (27.9 percent), assistant manager (29.7 percent), manager/general manager (23.5 percent), director/president director/commissioner (11.8 percent), and other professions (7.1 percent).

Measures

Transactional leadership and transformational leadership. This study used 36 items to assess transactional (16-items) and transformational (20-items) leadership that originally developed by Bass and Avolio (1995) that they labeled as Multifactor Leadership Questionnaire or "MLQ (Form 5X)". A scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Cronbach's alpha of Bass et al. (2003) study was .84 and .86 for transactional leadership, and .96 for transformational leadership.



Servant leadership. This study used 22 items to assess the servant leadership. The 23 items were originally developed by Dannhauser (2007), but one item eliminated because the item is reversed that very similar to another one. A scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Cronbach’s alpha of Dannhauser (2007) study was .98.

Job performance. This study used 7 items to assess the job performance. The items were originally developed by Babin and Boles (1998). A scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Cronbach’s alpha of Babin and Boles (1998) study was .89.

Control variables. This study included in some control variables. They were gender, age, education level, tenure in the organization, and occupational position.

RESULTS

Data Analyses

In this study, outliers, validity, and reliability tests were conducted in this study. *First*, outliers test showed that all data (563) can be used. Outliers are observations with a unique combination of characteristics identifiable as distinctly different from the other observations (Hair, Anderson, Tahtam, & Black, 1998, p. 64). Hair et al. (1998) continued that square Mahalanobis distance (MD^2) measure can be used for this purpose in a very conservative level, such as .001, be used as the threshold value for designation as an outlier. In this study, outliers test for multivariate analysis used with comparing $MD^2/\text{degree of freedom (df)}$ and t_{table} value, and they should be significant at $p < .001$. So, $MD^2/df_p < .001$ is approximately distributed as a t value, 22.326 (Hair et al., 1998, p. 69). If MD^2 value larger than 22,326, the data are *outliers*.

Second, validity test conducted on all constructs of this study – transactional, transformational, servant leadership, and job performance. The validity test used confirmatory factor analysis (CFA) with factor loadings more than .30 (for a sample size is 350 or more like this study) (Hair et al., 1998, p. 112). The results showed that dimensions of transformational, servant leadership and job performance were valid. But four dimensions of transactional leadership were only divided into two factors. In generally, all constructs and dimensions had factor loadings more than .30.



Statistics Descriptive and Correlations

Table 1 Statistics Descriptive and Correlations

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. GD	1.66	.47									
2. AG	2.37	.90	.06								
3. ED	3.66	.81	.03	.00							
4. TN	2.32	1.24	-.02	.44**	.02						
5. OP	2.40	1.21	-.02	.55**	-.06	.20**					
6. TAL	3.03	.50	.11*	-.04	-.01	-.01	-.11**	.79			
7. TFL	3.83	.49	.09*	.08*	.13**	.05	.01	.24**	.88		
8. SL	3.75	.51	.03	.10*	.08*	.11**	.02	.27**	.69**	.91	
9. JP	3.81	.60	.04	.07	.15**	.03	.02	.09*	.48**	.45**	.81

SD = standard deviation; GD = gender; AG = age; ED = education level; TN = tenure in organization; OP = occupational position; TAL = transactional leadership; TFL = transformational leadership; SL = servant leadership; JP = job performance; diagonal values are Cronbach's alpha (α).

** $p < 0.01$; * $p < 0.05$.

Third, reliability test used Cronbach's alpha coefficient (α). Table 1 showed that all constructs were reliable – transactional ($\alpha = .79$), transformational ($\alpha = .88$), servant leadership ($\alpha = .91$), and job performance ($\alpha = .81$). That the means for transactional leadership ($M = 3.03$; $SD = 0.50$), transformational leadership ($M = 3.83$; $SD = 0.49$), servant leadership ($M = 3.75$; $SD = 0.51$), and job performance ($M = 3.81$; $SD = 0.60$). In generally, the results show that all main variables of this study had values above the arithmetic mean, 2.5, ranging from a low of 3.03 to a high of 3.83.

There was significant correlation between job performance and transactional leadership ($r = .09$; $p < .05$), job performance and transformational leadership ($r = .48$; $p < .01$), job performance and servant leadership ($r = .45$; $p < .01$), and job performance and education level ($r = .15$; $p < .01$). There was significant correlation between servant and transactional leadership ($r = .23$; $p < .01$), servant and transformational leadership ($r = .69$; $p < .01$), servant leadership and age ($r = .10$; $p < .05$), servant leadership and education level ($r = .08$; $p < .05$), and servant leadership and tenure in organization ($r = .11$; $p < .01$). There was significant correlation between transformational and transactional leadership ($r = .24$; $p < .01$), transformational leadership and gender ($r = .09$; $p < .05$), transformational leadership and age ($r = .08$; $p < .05$), and transformational leadership and education level ($r = .13$; $p < .01$). There was also significant correlation between transactional leadership and occupational position ($r = -.11$; $p < .01$) and transactional leadership and gender ($r = .11$; $p < .05$).

Hypotheses Testing

ANOVA analysis to examine fitness model between theoretical and empirical model began before testing to hypotheses. The result shows that both of the models



are “good fit.” In other word, transactional, transformational, and servant leadership are used as predictors of job performance.

Table 2 Coefficients of Regression^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.421	.200		7.118	.000
	Transactional Leadership	-.064	.045	-.054	-1.428	.154
	Transformational Leadership	.404	.061	.333	6.613	.000
	Servant Leadership	.277	.060	.236	4.640	.000

a. Dependent Variable: Job Performance.

Table 2 shows that *Hypothesis 1 is not supported*, and *Hypothesis 2 is supported* ($\beta = .40$; $p < .01$) and *Hypothesis 3 is supported* ($\beta = .27$; $p < .01$). In other word, transactional leadership was not statistically a predictor of job performance. In contrast, transformational (40 percent) and servant leadership (27.7 percent) affect job performance positively.

Hypothesis 4, Hypothesis 5, and Hypothesis 6 were tested with analysis of variance (ANOVA). But before using ANOVA, the researcher was ensured that ANOVA assumptions are required (Anderson, Sweeney, & Williams, 2008, p. 493). *First*, for each population, the response variable is normally distributed. *Second*, the variance of the response variable is the same for all of the populations. *Finally*, the observations must be independent. The results showed that all Levene’s tests of equality error variances are not significant at $p < .05$. The results indicated that assumptions of ANOVA are required and this empirical study is robust.

Tests of between-subjects effects and multiple comparisons (Bonferroni’s procedure) were showed that *Hypothesis 4 was not supported*, but *Hypothesis 5* ($\Delta R^2 = .209$; $p < .01$) and *Hypothesis 6 were supported* ($\Delta R^2 = .196$; $p < .01$). These findings indicated that there was no difference between higher and lower transactional leadership scores as related on job performance (Table 3). In other hand, there was difference between higher and lower transformational and servant leadership scores as related on job performance (Table 3).



Table 3 Multiple Comparisons for Hypothesis 4, 5, and 6 (Bonferroni's Procedure)

Dependent Variable: Job Performance

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
DTAL^a						
Very Low TAL	Low TAL	-.2652	.15131	.802	-.6916	.1612
	Moderate TAL	-.3428	.14936	.221	-.7637	.0781
	High TAL	-.3278	.15715	.374	-.7707	.1151
	Very High TAL	-.4965	.18198	.066	-1.0093	.0164
Low TAL	Moderate TAL	-.0776	.05872	1.000	-.2431	.0879
	High TAL	-.0626	.07638	1.000	-.2779	.1526
	Very High TAL	-.2313	.11940	.532	-.5678	.1052
Moderate TAL	High TAL	.0150	.07244	1.000	-.1892	.2191
High TAL	Very High TAL	-.1537	.11692	1.000	-.4832	.1758
	Very High TAL	-.1687	.12671	1.000	-.5258	.1884
DFTL^b						
Very low TFL	Low TFL	-.2261	.13004	.826	-.5926	.1404
	Moderate TFL	-.5297*	.12406	.000	-.8794	-.1801
	High TFL	-.8265*	.12644	.000	-1.1828	-.4702
	Very High TFL	-1.0799*	.13896	.000	-1.4715	-.6882
Low TFL	Moderate TFL	-.3036*	.06310	.000	-.4814	-.1258
	High TFL	-.6004*	.06765	.000	-.7911	-.4097
	Very High TFL	-.8538*	.08888	.000	-1.1042	-.6033
Moderate TFL	High TFL	-.2968*	.05530	.000	-.4526	-.1409
	Very High TFL	-.5502*	.07988	.000	-.7753	-.3250
High TFL	Very High TFL	-.2534*	.08353	.025	-.4888	-.0180
DSL^c						
Very Low SL	Low SL	-.2394	.11319	.349	-.5584	.0796
	Moderate SL	-.5105*	.10617	.000	-.8097	-.2113
	High SL	-.7771*	.10806	.000	-1.0816	-.4725
	Very High SL	-1.0500*	.12355	.000	-1.3982	-.7018
Low SL	Moderate SL	-.2711*	.06496	.000	-.4542	-.0880
	High SL	-.5377*	.06801	.000	-.7293	-.3460
	Very High SL	-.8106*	.09063	.000	-1.0660	-.5552
Moderate SL	High SL	-.2666*	.05555	.000	-.4231	-.1100
	Very High SL	-.5395*	.08169	.000	-.7697	-.3093
High SL	High SL	.2729*	.08414	.013	.0358	.5100

^aBased on observed means & the error term is Mean Square (Error) = .355; ^bBased on observed means & the error term is Mean Square (Error) = .283; ^cBased on observed means & the error term is Mean Square (Error) = .283.

DTAL = differences among transactional leadership scores; DFTL = differences among transformational leadership scores; DSL = differences among servant leadership scores; *The mean difference is significant at the .05 level. The last hypothesis also examined by ANOVA and the result showed that *Hypothesis 7 was partially supported* ($\Delta R^2 = .180$; $p < .01$). This finding showed that there were differences among types of leaders – potential, transactional, transformational leaders, and leader-managers as



related on job performance, except between potential and transactional leaders and between transformational leaders and leader-managers.

DISCUSSION AND IMPLICATIONS

This research finding was similarly with Drucker's statement that management (that represents transactional leadership) can stifle potential leadership. However, transactional leadership was not affected job performance, this research found that between transactional leadership and job performance were weakly and significantly correlated (Table 1).

Table 4 Multiple Comparisons for Hypothesis 7 (Bonferroni's Procedure)

(I) LT	(J) LT	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Potential Leaders	Transactional Leaders	-.0245	.06645	1.000	-.2004	.1514
	Transformational Leaders	-.5519*	.06205	.000	-.7162	-.3876
	Leader-managers	-.4909*	.06025	.000	-.6505	-.3314
Transactional Leaders	Transformational Leaders	-.5274*	.07133	.000	-.7162	-.3385
	Leader-managers	-.4664*	.06977	.000	-.6511	-.2817
Transformational Leaders	Leader-managers	.0610	.06559	1.000	-.1127	.2346

Dependent Variable: Job Performance; Based on observed means and the error term is Mean Square (Error) = .294; LT = Leaders' Types.

*The mean difference is significant at the .05 level. Some studies (Bass & Avolio, 1995; Bass et al., 2003; Gellis, 2001; Li & Hung, 2009; Paarlberg & Lavigna, 2010) also found that there were associated between transformational leadership and job performance, and transformational leadership affects job performance positively. This study also confirmed to other findings (Blanchard & Hodges, 2005; Covey, n.d.; Hays, 2008) that servant leadership affects job performance positively.

These research findings give insights for researchers or scholars and practitioners to aware and develop their leaders with transactional, transformational, servant leaders, and leader-managers competencies. In the practical world, organizations need transactional leaders for maintaining and controlling things and ensuring many activities done well. In contrast, transformational and servant leadership strongly affect job performance. These indicate that organizations should find and develop transformational and servant leaders in every level of organization. Both of them can achieve high organizational performance and sustain competitive advantage.

This study also found that there was no difference statistically between higher and lower transactional leadership scores as related on job performance (Table 3). It



means, between higher and lower transactional leadership scores almost were not distinctly affected job performance. Because of the difference between higher and lower transformational and servant leadership scores was significant as related on job performance, thus leaders in an organization should regularly develop transformational and servant leadership competencies.

Furthermore, this study found that there were differences among potential, transactional, transformational leaders, and leader-managers as related on job performance. Meanwhile, there was no difference between potential and transactional leaders and between transformational leaders and leader-managers as related on job performance. Top managements in an organization should focus to find and develop transformational leaders' and leader-managers' types.

Based on this research, the researcher reflects and builds a model to help scholars and practitioners for understanding how to develop leaders in an organization. The model is labeled "Love-centered Leadership Diamond" (Figure 3). There are some meanings of this model. *First*, diamond is a symbol of precious or valuable asset and diamond creation process is needed a long time – thousands or millions years. Although diamond is colorless stone of pure carbon, it shines rice colors when shined by ultraviolet light, especially by sunshine. Diamond's shapes must cut rightly for ensuring the quality of the diamond. *Second*, heart is a symbol of love. People need love to live and to live together. Without love, everyone is egocentric or selfish. With love, especially genuine or unconditional love, people can create great things. With love, leaders of an organization work with a strong feeling of deep affection for organization or community. With love, leaders give the strong feeling of enjoyment to what they do. Like Steve Job stated that "do what you love, and love what you do." *Third*, four colors of arrow are symbols of the impacts of leaders' types – potential, transactional, transformational leaders, and leader-managers.

Figure 3 Love-centered Leadership Diamond





CONCLUSION

There were some findings of this study. *First*, transactional leadership was not affected job performance, but transformational and servant leadership were positively affected job performance. *Second*, there was no difference between higher and lower transactional leadership scores, but there was difference between higher and lower transformational and servant leadership scores as related on job performance. *Third*, there were difference among leaders' types – potential, transactional, transformational leaders, and leader-managers, except between potential and transactional leaders and between transformational leaders and leader-managers as related on job performance.

Limitations and Suggestions

One of the main limitations of this study was in the convenience sampling approach to collect data. However, because the participating leaders serve communities and work in various organizations and industries, the researcher believe this study have a good representation of elected leaders. Another limitation, the questionnaire of this study was designed by self-assessment. The purpose of this designation is to collect large sample size and is not much consumes time.

There are some suggestions for the future research. *First*, this research sampling should be classified as a probability sampling. *Second*, research questionnaire more objective if not only designed by self-assessment but also assessed by subordinates, peers, and supervisors. *Third*, the future researchers can consider trust and organizational affective commitment as antecedents of job performance and use three facets of job performance – task performance, citizenship behavior, and counterproductive behavior – to measure comprehensive job performance (Eraut & Hirsh, c. 2008). *Fourth*, the future study can use model of positive work role behaviors in uncertain and interdependence. Contexts that labeled as work role performance to replace job performance construct (Griffin et al., 2007).

Finally, the researcher suggests using The Leadership Profile (TLP) to measure transactional and transformational leadership that designed by Rosenbach and Sashkin (2007). The TLP is more comprehensive than others because in transformational leadership construct consists in behaviors and characteristics dimensions.

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