

**A STUDY OF LEADERSHIP AND FOLLOWERSHIP:
THE CASE OF UNIVERSITI MALAYA DENTAL CLINIC**

NORZILA MOHD HAIDZIR

UNIVERSITI UTARA MALAYSIA

2012



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK

(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

Calon untuk Ijazah Sarjana
(Candidate for the degree of) **MASTER OF SCIENCE (MANAGEMENT)**

telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

**A STUDY OF LEADERSHIP AND FOLLOWERSHIP:
THE CASE OF UNIVERSITI MALAYA DENTAL CLINIC**

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **PUAN NOR PUJAWATI BINTI MD. SAID**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **11 DISEMBER 2012**
(Date)

**A STUDY OF LEADERSHIP AND FOLLOWERSHIP:
THE CASE OF UNIVERSITI MALAYA DENTAL CLINIC**

**Master Project Paper submitted to Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia in partial fulfillment of the requirement for the Degree of
Master of Science (Management)**

By

Norzila Mohd Haidzir

© Norzila Mohd Haidzir, 2012. All rights reserved

Permission to Use

In presenting this project paper in partial fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in a part, for scholarly purpose may be granted by my supervisor or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts there for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

Abstract

This study highlights the aspects or forces that are inherent in the subordinate position of Matrons, Receptionists and Dentists that sheds further light on the understanding of followership as it pertains to the Dental Clinic of University Malaya. The purpose of the present study was to determine the transferable or non-transferable between leadership to followership in the area of their expertise in the Dental Clinic of University Malaya environments. This study also sought to answer the following question of the respondent understanding of the terms and the acceptance of the terms of Leadership, Leader, Follower and Followership and how the respondents identify their position to the roles. Using the interview of the qualitative approach, four respondents were selected from the Dental Clinic of University Malaya area as subjects. Therefore, after a comprehensive analysis of the research findings have revealed that effective followers have leadership qualities that are similar or different from those who are placed within positions of leading and the leadership position cannot be transferred to follower as the results.

Abstrak

Kajian ini mengutamakan aspek atau tekanan yang mewarisi kedudukan semua Matron, Penyambut Tetamu, dan doctor gigi yang membayangi selanjutnya pengikutan yang berlaku di kawasan Klinik Gigi Universiti Malaya. Tujuan kajian ini adalah untuk menentukan kebolehan pertukaran atau ketidak bolehan pertukaran diantara ketua dan pengikut di dalam kawasan kepakaran mereka di kawasan persekitaran Klinik Gigi Universiti Malaya. Kajian ini membawa kepada jawapan kepada soalan: 1) Berikan maksud perkataan-perkataan ini: Ketuaan, Ketua, Pengikutan and Pengikut 2) Adakah anda ketua, pengikut atau kedua-duanya? Dengan konsep ini, bagaimanakah anda menentukan peranan anda? Empat penjawab telah dipilih dari Klinik Gigi Universiti Malaya sebagai subjek. Justeru sebagai hasil kajian, setelah dijalankan analisis menyeluruh telah membongkarkan pengikut yang berkualiti sama atau berbeza adalah terdiri daripada subjek yang berada di kedudukan ketua dan kedudukan ketua tidak boleh ditukarkan kepada pengikut.

Acknowledgements

I would like to take this opportunity to thank Mdm Nor Pujawati binti Md Said at UUMKL / UUM College of Business, for her guidance, mentorship and sponsorship throughout the duration of this project. Her professional guidance and insight in are greatly appreciated and have proven to be an integral part of the process.

Furthermore, a special thanks is also given to families, my close friends and as well my maid for their practical thoughts and insight during my initial phase.

Lastly, special thanks are given to the many professionals who were willing to took the survey questions and took part within my study. Their time and effort is greatly appreciated and was instrumental in making this thesis successful.

Table of Contents

Certification of Thesis Work.....	iii
Permission to Use.....	iv
Abstract.....	v
Abstrak.....	vi
Acknowledgements.....	vii
Table of Contents.....	viii
List of Tables.....	xi
List of Figures.....	xi

CHAPTER ONE: INTRODUCTION

1.1 Background of Study.....	12
1.2 Problems Statement.....	13
1.3 Research Question.....	18
1.4 Research Proposition.....	19
1.5 Significance of Study	19
1.6 Scope and Limitations of the Study	20
1.7 Summary.....	21

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction.....	23
2.2 Leadership Studies.....	23
2.2.1 Historical Perspective.....	23

2.2.2	Leading Change.....	29
2.2.3	Critics Of Leadership Theory.....	32
2.3	Followership Studies.....	39
2.3.1	Empowerment.....	40
2.3.2	Followership Styles.....	43
2.3.3	The Interactional Framework Model for Analyzing Leadership.....	44
2.3.4	Followership and Leadership Theory Critique.....	46
2.4	The Six Thinking Hats.....	47
2.5	Summary.....	49

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	Introduction.....	50
3.2	Research Design.....	50
3.3	Data Collection.....	52
3.4	Respondent.....	53
3.5	Data Analysis.....	55
3.6	Summary.....	56

CHAPTER FOUR: FINDINGS

4.1	Introduction.....	57
4.2	Purpose of Statement	57
4.3	Developing Followers Into Leaders	60
4.4	Summary	60

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS		
5.1	Review of Leadership and Followership.....	62
5.2	Critical Remarks.....	63
5.3	Recommendations.....	65
5.4	Recommendations For Followership Development Programs...	67
5.4	Summary.....	72
BIBLIOGRAPHY.....		73
APPENDIX A:	QUESTIONNAIRE.....	79
APPENDIX B:	LEADERS AND FOLLOWERS CHARACTERISTIC SURVEY.....	80

List of Tables

Table 1	Types of Power in Group Dynamics.....	24
Table 2	Leadership Styles of Path Goal Theory	28
Table 3	Transformational Leadership: Idealize Influence – Attributes and Behavior.....	31
Table 4	Followership Paradigm.....	39
Table 5	Followership Styles.....	43
Table 6	The Six Thinking Hats.....	48
Table 7	A Categorical Results of Respondents Typology.....	58

List of Figures

Figure 1	Styles of Followership	41
Figure 2	The Interactional Framework Model	45

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In recent years, the role of "followers" within organizations has become an important theme in theoretical, applied and empirical study within leadership/management studies (Kellerman, 2008; Kelley, 1988; Hughes, Ginnett, and Curphy, 2006). According to Kellerman (2008) that times are changing where nowadays followers are becoming more influential and leaders less.

The primary focus on "the leader" has created a negative connotation in the meaning of being a "follower" and has lead to leader-centrism (Kellerman, 2007). Also, most of the leadership theories have a unidirectional perspective on how a leader should relate to a follower (Howell and Shamir, 2005). As Townsend and Gebhardt (1997) state that no one leads all the time as leaders also do function as followers where everyone spends a portion of their day following and another portion leading. Followership appears to be an integral component to effective leadership (Latour and Rast, 2004). The traditional leader-follower roles appear to be revolutionized having effective followership as a pre-requisite for effective leadership. Within the army, there is an inseparable duality amongst the two concepts (Latour and Rast, 2004).

A leader appears to be nothing without followership and at times even a leader must follow (Latour and Rast, 2004). According to Vugt (2006), leadership can be defined as a social process in which interacting individuals coordinate their actions to achieve shared

The contents of
the thesis is for
internal user
only

Bibliography

- Adair, R. (2008). Developing Great Leaders, One Follower at a Time. In R. E. Riggio, I. Chaleff, & J. Liman-Blumen (Eds.), *The Art of Followership: How great followers create great leaders and organizations* (pp. 137-153). San Francisco, CA, USA: Jossey-Bass.
- Alcock, J., Carment, D., Sadava, S., Collins, J., & Green, J. (1997). *A Textbook of Social Psychology* (3rd Edition ed.). Scarborough, Ontario, Canada: Prentice-Hall Canada.
- Anaconca, D., Kochan, T., Scully, M., Maanen, J., & Westney, D. (2005). *Managing For The Future: Organizational Behavior and Processes*. Thomson South Western.
- Avolio, B., Walumbwa, F., & Weber, T. (2009). Leadership: current theories, research and future directions. *The Annual Review of Psychology*, 60, pp. 421-449.
- Baker, S., & Gerlowski, D. (2007). Team effectiveness and Leader-Follower Agreement: An empirical Study. *Journal of American Academy of Business*, 12 (1).
- Bass, B., & Avolio, B. (2004). Multifactor Leadership Questionnaire. *Multifactor Leadership Questionnaire: Manual and Sampler Set* (3). United states of America: Mind Gardens Inc.
- Bass, B., & Avolio, B. (2003). Multifactor leadership Questionnaire Feedback report. United Staes of America.
- Bennis, W. (2010). Art of Followership. *Leadership Excellence*, 27 (1), 3-4.
- Bennis, W. (2008). *The Art of Followership: how great followers create great leaders and organizations*. (I. C.-B. Ronald E. Riggio, Ed.) San Francisco, CA, USA: Jossey-Bass.
- Blanchard, K., & Hershey, P. (1968). *Situational Leadership (Blanchard-Hershey)*. From 12manage.com:
www.12manage.com/methods_blanchard_situational_leadership.html

Blanchard, K., & Hershey, P. (1968). *The Situational Leadership Model*. From 12Manage : The Executive Fast Track:
www.12manage.com/methods_blanchard_situational_leadership.html

Bono, E. D. (1999). *Six Thinking Hats: Run better meetings make faster decisions*. England: Penguin Books.

Campbell, J., & Kinion, E. (1993). Teaching leadership/followership to RN to MSN. *Journal of Nursing Education* , 32 (3), 138-140.

Carlyle, T. (1840 " 5-May). *On Heroes, Hero-Worship , and the Heroic in history*. (R. Burkey, Ed.) Retrieved 2008 " 26-July from
www.fullbooks.com:www.fullbooks.com/Heroes-and-Hero-Worship1.html

Cavell, D. P. (2007). Leadership or Followership: one or both *Healthcare Financial Management* , 61 (11), 142-144.

Chaleff, I. (2009). *The Courageous Follower: Standing up to and for our leaders* (3rd Edition ed.). San Francisco, CA, USA: Berrett-Koehler Publisher.

Conger, J. (1989). *Charismatic Leadership (Weber)*. Retrieved 2010 "#\$ 28-April from 12 manage: The executive fast track:
www.12manage.com/methods_webers_charismatic_leadership.htm

Cruess, S., Johnston, S., & Cruess, R. (2002). Professionalism for medicine: opprotunities and obligations. *The Medical Journal of Australia* , 177 (4), 208-211.

Deresky, H. (2006). *International Management: Managing across Borders and Cultures* (5th Edition ed.). (J. Shelstad, Ed.) Upper Saddle River, New Jersey, United States of America: Pearson: Prentice Hall.

Dickinson, H., & Ham, C. (2008 " January). Engaging Doctors in Leadership: Review of the Litterature.

Dowton, B. (2004). Leadership in Medicine: where are the leaders *Medical Journal of Australia* , 181 (11), 652-654.

Emerald Group, p. (2010). The changing face of leadership:Different srtyles of leadership facilitate changing needs in heathcare, politics and industry. *Strategic Direction* , 26 (1), pp. 21-23.

Follett, M. P. (1918). *The New State* . (V. Shreibman, Ed.) From

www.sunsite.utke/FINS/Mary_Parker_Follett

Galton, F. (1892). *Hereditary Genius: an inquiry into its law and consequences*. (G. Tredoux, Ed.) From www.galton.org

George, W. (2010 " 22-February). *Tragedy at Toyota: How Not to Lead in Crisis*. Retrieved 2010 " 25-August from Havard Business School: www.hbswk.hbs.edu/item6381.html

Gilmartin, M. J., & D'Aunno, T. A. (2007). Leadership Research in Healthcare: A Review and Roadmap. In R. T. Group (Ed.), *INSEAD Healthcare Management initiative* (Vol. 1, pp. 387-483). The Academy of Managemet Annals.

Goleman, D., Boyatzis, R., & Mckee, A. (2002). *Leadership Styles Theory Goleman-Visionary, Coaching, Pace Setting and commanding: Creating Resonance*. From Value Based Management.net:www.valuebasedmanagement.net/methods_goleman_leadership_styles.html

Guidera, M., & Gilmore, C. (1988). In Defence of Followership. *American Journal of Nursing* , 88 (7), 1017-1018.

Helen Lyndon (2010). *Peninsula Community Health*. From Community Matrons Clinical Supervision and Peer Review Guidance: <http://www.nhscareers.nhs.uk/explore-bycareer/nursing/careers-in-nursing/community-matron/>

House, R., & Mitchell, T. R. (1971). *The Path-Goal Theory*. From 12 manage : The Executive Fast Track: www.12manage.com/methods_path_goal_theory.html

Howell, J. P., & Medez, M. J. (2008). Three Perspectives on Followership. In R. E. Riggio, I. Chaleff, & J. Lipman-Blumen (Eds.), *The Art of Followership* (pp. 25-39). San Francisco, CA, USA: Jossey-Bass.

Howell, J., & Shamir, B. (2005). The Role of Followership in the Charismatic Leadership Process: relationships and their consequences. *Academy of Management Review* , 33 (1), 96-112.

Hughes, R., Ginnett, R., & Curphy, G. (2006). *Leadership: enchancing the lessons of experience*. New York, New York, USA: McGraw-Hill/ Irwin.

Irving, J. (1972). *Group Think (Janis)*. Retrieved 2010 "04-05 from 12 manage: The Executive Fast Track: www.12manage.com/methods_janis_grouthink.htm

Jones, H. R., & Johnson, M. (1972 " June). LPC as a Modifier of Leader-Follower Relationships. *Academy Journal of Management* , 185-196.

Judge, T., Ilies, R., Bono, J., & Gerhardt, M. (2002). Personality and Leadership: A Qualitative and Quantitative Review. *Journal of applied Psychology* , 87 (4), 765-780.

Jung, D. I., & Avolio, B. J. (1999). Effects of Leadership Style and Followers' Cultural Orientation on Performance in Groups and Individual Tasks Conditions. *Academy of Management* , 42 (2), 208-218.

Kellerman, B. (2008). Followership: How Followers are Creating Change and Changing Leaders. 1-5. Harvard Business Publishing.

Kellerman, B. (2007 " December). What Every Leader Needs to know About Followers. *Harvard Business Review* , 1-9.

Kelley, R. (1988 " November-December). In Praise of Followers. *Harvard Business Review* , 142-148.

Kelley, R. (1990). Managing the New Workforce. *Machine Design* , 62 (9), 109-113.

Kelley, R. (2008). Rethinking Followership. In R. E. Riggio, I. Chaleff, & J. Lipman-Blumen (Eds.), *The Art of Followership* (pp. 5-16). Hoboken, New Jersey, USA: Jossey-Bass.

Kirkman, B., Chen, G., Farh, J., Chen, Z. X., & Lowe, K. (2009). Individual Power Distance Orientation and Follower Reactions to Transformational Leaders: A cross-level , cross-cultural examination. *Academy of Management Journal* , 52 (4), 744-764.

Klenke, K. (2008). Qualitative Research As Paradigm. In K. Klenke, *Qualitative Research in The Study of Leadership* (pp. 3-29). Emerald Group Publishing Limited.

Koellner, S. G. (Ed.). (n.d.). The Goose Story. Technical Service Council.

Kotter, J. (1995 " March-April). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review* , 59-67.

Lagace, M. (2008 " 7-July). *Innovation Corrupte: How Managers Can Avoid Another Enron*. Retrieved 2010 " 25-August from Harvard Business School : www.hbswk.hbs.edu/item/5950.html

Latour, S., & Rast, V. (2004). Dynamic Followership: The Prerequisite for Effective Leadership. *Air and Space Power Journal* (Winter), 102-109.

Lega, F., & DePietro, C. (2005). Converging patterns in hospital organizations beyond the professional bureaucracy. *Health Policy*, 74, 261-281.

Leitko, T., & Szczerbacki, D. (1987 " 15). Why traditional OD fails in Professional bureaucracies. *Organizational Dynamics*, 52-65.

Maroosis, J. (2008). Leadership: A Partnership in Reciprocal Following. In R. E. Riggio, I. Chaleff, & J. Lipman-Blumen (Eds.), *The Art of Followership* (pp. 17-24). San Francisco, California, USA: Jossey-Bass.

Mind Tools. (2010). *Mind Tools- Essential Skills For an Excellent Career*. (Mind Tools Ltd) Retrieved 2010 "19-05 from www.mindtools.com/pages/article/newTED_07.htm

Pearce, C., & Conger, J. (2003). *Shared Leadership: reframing the hows and whys of leadership*. Thousand Oaks, California, USA: Sage Publishing.

Rost, J. (1993). *Leadership For the Twenty-First Century*. West port, CT, USA: Praeger.

Serio, C., & Epperly, T. (2006). Physician Leadership: A New Model for a New Generation. *Family Practice Management*, 13 (2), 51-54.

Sommer, B., & Simmer, R. (1991). *A Practical Guide to Behavioral Research: Tools and Techniques* (3rd Edition ed.). New York, New York, United States of America: Oxford University Press.

Spencer, H. (1896). *The Study of Sociology*. From Questia: Trusted Online Research: www.questia.com/read/92677756 title=The Study of Sociology

Townsend, P., & Gebhardt, J. (1997 "December). *Followership: An Essential Element of Leadership*. From Quality Digest: www.qualitydigest.com/dec97/html/townsnd.html

Trochim, W. (2006 "20-10). *Qualitative Measures*. Retrieved 2010 "25-04 from Research Methods Knowledge Base: www.socialresearchmethods.net

Turmel, W. (2007 " 25-June). *Leadership: Big "L"s and Little "l"*. Retrieved 2010 "30-May from Management Issues-The heart of a changing workplace: <http://www.management-issues.com/2007/06/25/opinion/leadership-big-ls-and-littlels.asp>

- Vroom, V., & Yetton, P. W. (1973). *Vroom and Yetton's Normative Model*. From Changing Minds: www.changingminds.org/disciplines/leadership/theories/vroom_yetton.htm
- Vugt, M. .. (2006). Evolutionary Origins of Leadership and Followership. *Personality and Social Psychology Review* , 10 (4), 354-371.
- Weber, M. (1920). *Charismatic Leadership (Weber)*. (1. Manage, Editor) Retrieved 2010 " 28-April from 12 Manage: The executive fast track: www.12manage.com/methods_weber_charismatic_leadership.htm
- Weilacher, R. (2010 "7-May). *AARC-50 Years of Service*. (AARC, Producer) From The History of the AARC: www.aarc.org/member_services/history.html
- Welch, J., & Welch, S. (2006 "30-January). *The Leadership Mindset*. (J. a. Articles, Producer) From The Welch Way: www.welchway.com/About-You/Students/Finding-Success/The-Leadership-Mindset.aspx
- William, B. (2004). *Understanding Behavioralism: Behavior , Culture and Evolution* (2nd Edition ed.). Black Well Publishing.
- Yukl, G. (1999). An Evaluative Essay on Current Conceptions of Effective Leadership. *European Journal of Work and Orgnaizatinal Psychology* , 8 (1), 33-48.
- Zalezink, A. (1965). *Zaleznik's Follower Typology*. From Changing Minds: www.changingminds.org/disciplines/leadership/followership/zaleznik_follower.htm
- Zhang, X., & Bartol, K. (2010). Empowerment, Intrinsic Motivation, and Creative Process Engagement. *Academy of Management Journal* , 53 (1), 107-128.
- Zikmund, W. (2003). *Business Research Methods* (7th Edition ed.). Ohio, United states of America: Thomson South Western.