

Resilience leadership on performance evaluation toward Key Performance Index (KPIs) of Malaysian public sector management

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Abstract

The purpose of this article explores how organization leaders are faced with growing pressure and expectations to make high accountability organizations of demand and increasingly a priority in achieving performance evaluation toward Key Performance Index (KPIs), and why resilience leadership needs to be adopted by the Malaysian public sector management. This article draws upon the contemporary resilience leadership literature as a design, methodology, and approach. The findings of this article propose the theoretical and practical context that needs to be highlighted for Malaysian public sector management. The current leadership needs to shift organization leaders toward resilience leadership practices and the National Institute of Public Administration (INTAN) needs to provide courses related to local government administration and management to public officials. The originality and value of this article offer a commentary about the changing style of resilience leadership practice in public sector management.

Keywords – Resilience leadership, Performance evaluation, Key Performance Index (KPIs), Public sector management.

Introduction

For an organisation, change is inevitable because it functions in an ever-changing world; thus, the organisation needs to change to adapt to the various changes of nature. Organisational leaders need to be aware that unplanned change is happening faster due to the impact of globalisation and a borderless world. In fact, in some respects, unplanned change is faster than planned change. It also has a great impact on the ability of leadership in leading change in an organisation. Studies of leadership performance and effectiveness have also shown that increasingly complex organisations require a shift in practice and adaptation from a leadership perspective. Organisational leaders need to change the image with the capacity and potential of leadership that is able to collaborate in solving organisational problems. The problems and development of the organisation are on the shoulders of a leader that needs to bear the demand. Therefore, in approaching and balancing various leadership styles, past studies have done a lot of research on leadership, such as entrepreneurial leadership, distributed leadership, and transformational leadership. This leadership style has great potential in the process of change, improvement, and expansion. Nowadays, we want to use that capacity which needs new knowledge, skills, and competencies.

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What is Performance Evaluation?

Job performance evaluation is a process of individual performance appraisal that is done periodically on the achievements of officers. In this case, leaders in the organization will be evaluated annually according to the standards set by the Ministry. Performance evaluation means a system to plan, implement, manage, and evaluate the performance of officers and organizational goals within one year. The purpose of this assessment is to determine the appropriate placement and career field, suitability, and eligibility for promotion, acting, loan or temporary exchange, suitability for salary movement or salary shift, confer of Excellence Service Award (APC), honorary degree, star and medals and letters of appreciation, as well as identify and plan training needs aimed at improving and enhancing the performance and motivation of officers. The assessment is done by an appointed officer. One example of the performance appraisal for public leaders in the Annual Work Target (SKT). Annual work targets are guidelines in the form of activities or projects prepared by the assessed officers to be implemented in the current year in line with the department's strategy and work planning.

The quality of leader performance is an essential element to achieve a high level of productivity in a led organization. We can see the variety of facilities, innovations, and new constructions produced by leaders in improving quality organizational systems. This increase is due to motivation and improvement as a result of competent and responsible leadership, and effective leaders who work hard for the quality of the organization. This proves that an effective leader yields good results. According to Alblooshi et al. (2021), effective leadership has a positive influence on job performance and this contributes to the success of an organization. In this paper, I will discuss the relationship between leadership styles that can influence the performance evaluation of an organizational leader and its impact on key performance indicators today.

What are Key Performance Indicators?

Essentially, Key Performance Indicators or KPIs are measurable values that indicate how an organization can achieve key organizational objectives. In an organization, a leader will direct his target to his followers by mastering a strategic direction, policies, and structure of the organization. Thus, every leader can impact the effectiveness of the organization through their influence on followers, teams, and the organization to achieve the vision and mission.

Direction is a goal-setting to ensure the success of the organization (vision) and plan strategies to achieve those goals (mission). This carries the implicit meaning that organizational leaders can face challenges, resolve today's issues and position themselves in the future. According to Douglas et al. (2021), within one year, excellent leaders need to take into account the competencies and skills available to generate organizational excellence. The question here is, what does an excellent organizational leader mean following the currents of globalization in achieving the direction of the organization and in turn achieving KPIs?

Why resilience leadership?

The qualifications of organizational leaders are becoming a major focus in the era of empowering the vision and mission of the organization. The growing pressure and expectations in an effort to make organizations have high accountability to demand are increasingly a priority. Several issues related to the organizational leadership style that is significant with

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organizational effectiveness have been an issue of debate in developed countries and even in this country.

In the development of organizational leadership strengths, it is undeniable that the training, experience, and qualification of an organization leader are very important. Clearly, the strength and power of resilient leaders are very significant in planning toward influencing and advancing organizations. However, knowledge of the best way to provide truly effective resilient leaders to achieve organizational KPIs has not been emphasized. There are two problems in the theoretical and practical context that need to be highlighted. First, to determine a dimension model of resilience that a leader needs. Second, truly successful leader development programs and training will produce resilient leaders.

Resilience leadership

In the language of psychology, resilience is defined as a trait and most empirical studies to date have measured resilience among leaders using dispositional variables that allow people to bounce back quickly from past events (Howard, 2020). Although the definition of this trait is more of a clinical form of research, it can be translated into application to a management in an organisation (Hartley, 2018). Ma et al. (2018) explained that dynamic resilience traits are distinguished from stable personality traits, such as resilience and mental toughness. They define resilience as a combination of mental and behavioural processes that can protect an individual from the possible negative effects of stress.

Zhou et al. (2020) found resilience leadership to be significantly related to performance. Resilience leadership is partially significant to the relationship of leadership behaviour and intention to stay (Lin and Liao, 2020). Resilience leadership can be seen as the respective cause and effect of insinuating that leaders can influence the empowering experiences of the subordinates' development (Fergusson et al., 2020). The resilience affects the relationship between transformational leadership toward the extent of change and reactions to change (Bayraktar and Jimenez, 2020). Also, the empirical findings demonstrate that organisation performance is more positive when they perceive their leaders to be high on resilience (Karman, 2020).

In the context of organisational leaders, the concept of resilience is defined as the ability to react to an unexpected disruption and restore to a normal stressful situation. Kayikci (2020) pointed out that resilient leaders have the ability of a system to return to its original state or move to a new, more desirable state after being disturbed with the containment of disruption and recovery. Vakilzadeh and Haase (2021) defined resilience leadership as the capacity of an organisation to survive, adapt and grow in the face of turbulent changes. Resilience is an intrinsic ability of an organisation to maintain and regain a stable state, which allows it to continue operations after a major mishap or in the presence of a continuous stress. Karmaker and Ahmed (2020) stated that resilient leaders have the capacity of a system to survive, adapt and grow in the face of unforeseen changes. Thus, it could be highlighted that resilient leaders emphasise the ability to quickly recover from a shock or disaster. In the context of school organisation, resilient leaders also include terms such as elasticity and flexibility, which mean adaptability and anti-disruption.

Related to public sector management, the importance of resilient leaders in organisations is used in sustainable development, where it is implemented as a response to interruption in many cases, although much of resilience remains rooted in preparedness (Karlsen and Berg, 2020). A resilient leader is characterised as positive in coping or adapting to situations with a positive psychology toward organisational effectiveness, whereas in an

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organisation setting, it is defined as the ability to bounce back from hardships (Howard and Irving, 2021). The relationship between bouncing back from adverse events and organisation leaders' formation is at the heart of how organisation leaders sustain their organisation as a high-performance organisation. Lin and Liao (2020) added to the argument by positing that resilience combined with hope assists an individual in bouncing back by building self-efficacy levels to handle future hardships. This ability refers to the organisation leader who overcomes hardships to sacrifice for their employees. These obstacles, which often manifest leaders in difficulty, struggle, and pain, impart a shaping influence on any situation.

Model of resilient leaders.

The contingency theory states that a leader's effectiveness is contingent on how well the leader's style matches a specific setting or situation (Hofer, 1975). If leaders were successful in the roles they played, then it was considered a perfect match. Success in this theory is not determined by the tasks accomplished, but by measuring the success of a leader's relationships and their effectiveness in accomplishing success for the organisation. This theory shifts the focus of the leader from being task-oriented to relationship-oriented (Cancel et al., 1999).

Fiedler (1966) said that the aspect of leadership theory that relates most closely to leadership diversity is contingency theory, which is also called pragmatism, realism, and realpolitik. Contingent leaders are flexible in choosing and adapting to succinct strategies to suit changes in a situation at a particular period in time in the running of the organisation. Fiedler's contingency model is a dynamic model where the personal characteristics and motivation of the leader are said to interact with the current situation that the organisation faces. Thus, the contingency model marks a shift away from the tendency to attribute leadership effectiveness to personality alone. Therefore, based on Fiedler's contingency model, this paper concluded that resilience leadership includes four dimensions, namely self-management, self-satisfaction, self-motivation, and self-esteem, which greatly impact organisational leaders' effectiveness.

Self-management

Self-management is one of the important moments not only in the work of a leader, but also in the daily life of a person striving for success. It is important not only to learn how to manage time, but also to develop an inner desire to work because of certain incentives. We can say that self-management is a constant work on oneself. It is not just about the formation of certain professional skills and the ability to spend time working effectively. This also refers to work on the soul itself. As a result, one must be confident in their own abilities, and also learn to control emotions. Emotions are positive or negative experiences associated with certain patterns of physiological activity. The emotions of a stable leader are critical in producing different physiological, behavioural and cognitive changes (Ślebarska and Flakus, 2021).

Well-being in the workplace can be seen as a desirable condition for the individuals who make up an organisation and those who are responsible in creating various projects or programs aimed at protecting the social rights and interests of employees. Organisational leaders should take into consideration the well-being in the workplace to avoid stress. The latest model of work-related stress is based on 'Job Demand-Resources' (JD-R) by Koroglu and Ozmen (2021). JD-R shows that each job has specific risk factors for occupational stress. Stress in work is categorised into job demand and employment resources. Physical, psychological, social, and organisational aspects are related to the job demand, while physical sustainability

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and psychological effort or skills refer to organisational demands. Therefore, organisational leaders need to demonstrate aspects of physical, psychological, social, and organisational functions in achieving employment objectives, reducing job demand and any physical and psychological costs to stimulate growth, learning and development in the organisation.

Self-satisfaction

Real success in an organisation can be achieved if activities are accompanied by mechanisms such as self-satisfaction. The fastest way to self-satisfaction is to listen to our inner stimuli. Therefore, attention should be paid to the physiological needs of the self where certain action has to be taken to meet most of those needs. Self-satisfaction can be defined as pleasure or positive feelings that result from work values or work experience. This feeling arises from each employee's perception that describes the true value of their job in a work situation (Monroe et al., 2021).

According to Litsardopoulos et al. (2021), good organisational leaders raise the work ethic of subordinates, increase their productivity, and reduce the cost of doing things such as devolving power and responsibility, and do not like to control and monitor the behaviour of subordinates. They also assume that subordinates are important individuals and must be treated as individuals. Besides that, these leaders equally participate in solving the problems of subordinates and have a high quality of performance. This concept of leadership is very important in creating job satisfaction among the leader him/herself and also his subordinates.

Self-motivation

Self-motivation in the workplace is much needed in today's fast-paced and challenging world of work. With increasing challenges and high pressure to achieve set objectives or targets, work stress will definitely cause a decline in self-motivation and this can affect the productivity of an employee. If self-motivation declines and decreases, it can result in a decline in work ethic and can cause work stress, which is feared to cause problems and stress on oneself and in turn, lower work performance. Organisational leaders need to play a role in motivating themselves and their employees or lead and teach them to motivate themselves (Auvinen et al., 2020).

Organisational leaders are the pillars of an organisation that determine whether an organisation succeeds or fails. In addition to defining the vision and mission of the organisation, leaders are also responsible for planning change until the desired goals are achieved. However, the goals of the organisation will not be achieved without the cooperation of its followers. As such, organisational leaders are responsible for increasing the motivation of themselves and the employees under them to an outstanding level to achieve the desired vision. The process of motivation starts when a person begins to have desires or needs. This coveted desire gives rise to the condition that a person will change and become the attraction or motivator that forms the motive or purpose. These motives move a person's behaviour toward the achievement of that goal. When the goal is achieved, one will be satisfied with the result, but if otherwise, will feel frustrated and hopeless (Schyns et al., 2020).

Self-esteem

Gardner (2020) explained that a self-esteem is essentially a form of evaluation that is a positive or negative value towards oneself as an individual. Self-esteem is a personal assessment of ourselves and this concept provides something of value to be associated with self-concept. Self-

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esteem indicates the degree to which an individual feels confident in himself or herself as a valuable, important, and productive individual. In other words, self-esteem is an individual's assessment of himself or herself that is translated through his or her behavior in daily life.

David (2019) stated that self-esteem in the concept of leadership has a great influence on behavior and evaluation of him/herself and the employees below them. This assessment will reflect the extent to which a leader has a level of acceptance and rejection of himself or herself and the extent to which he or she believes that he or she is valuable. The theory of self-esteem is based on Maslow's Hierarchy of Needs, triggered by Maslow (1943) in his book "A Theory of Human Motivation", which focused more on basic human needs, namely needs from a physiological and psychological point of view. In an organizational context, for example, physiologically employees need basic food and psychologically, employees want love from their leaders. Based on this theory, it shows that basic needs that are not met will prevent a leader from being able to meet other needs in the organization he leads. So here clearly shows that self-esteem for a leader is an individual assessment of himself that can provide valuable results to employees under him as well as the performance of individuals and organizations.

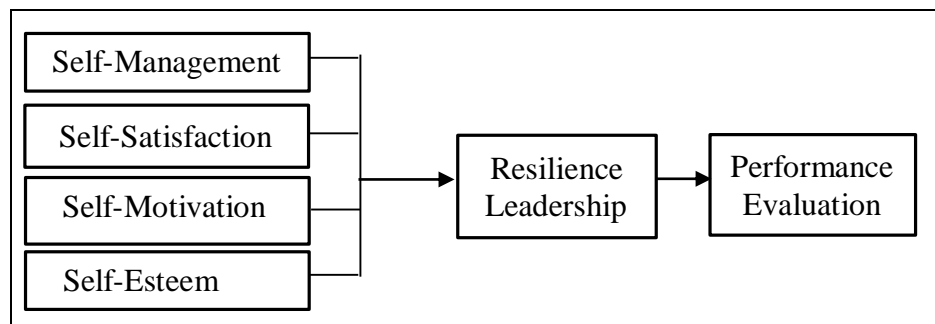


Figure 1 Conceptual Framework

Development programs and training

The National Institute of Public Administration (INTAN) is a training centre located under the Public Service Department, Malaysia. INTAN serves as a centre that provides courses to public officials related to local government administration and management. Among the programs organised by INTAN are leadership clusters. The Leadership and Executive Development Cluster (KKPE) serves as a centre of excellence for various programs aimed at improving the knowledge and skills of civil servants related to leadership and management aspects, and the role and ability to achieve organisational excellence, especially for the public sector management in Malaysia. This is because KKPE understands that the leadership aspect plays an important role in producing competent and competitive civil servants. Programs and courses in this cluster were developed to strengthen leadership as well as equip civil servants with a superior culture to face new challenges in the form of growing demands and expectations from the people and stakeholders. KKPE's vision is to be a centre of excellence for public sector leadership with a mission to develop world-class public sector leaders who are professional, ethical, and people-oriented. Thus, the KKPE program aims to enhance the leadership competencies of civil servants through training, seminars, and also courses organised by KKPE.

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Among the trainings organised by KKPE are transformative leadership and organisational management course 1.0, transformative leadership and organisational management course 2.0, and strategic thinking, planning and management course. Therefore, it is hoped that INTAN can provide a course on leadership resilience in accordance with global trends and organisational demands and how these factors contribute to individuals in organisations.

Conclusion

It is hoped that this article will help organizational leaders to some extent in cultivating a leader style in the form of resilience in achieving the vision and mission of the organization in achieving performance evaluation towards key performance indicators (KPIs). Organizational leaders need to master their resilience by first and foremost striving to be models, mentors, and nurturing the resilience of the employees under them and the community. Creating more resilient organizational leaders is the sole responsibility of these key global leaders. This article has discussed a new model that can be adopted for future researchers. The models presented are the result of past studies and theories. It is hoped that the model can provide guidance in the form of theoretical and practical. Four variables have been introduced in the theoretical form that can be referenced for courses and training at the departmental level such as the National Institute of Public Administration (INTAN).

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