



The Effect of Leadership and Culture on Employees Performance: A Case of Telecommunication Sector of Pakistan

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ABSTRACT

The fundamental objective of this study was to examine the impact of leadership and work culture on employee performance in telecommunications sector of Pakistan. For accomplishment of research objective, data was collected from the employees of telecommunication sector of Pakistan. Two elements influence employee performance in general: internal and external forces. Internal elements include company dedication, work culture, loyalty, and other characteristics that come from within personnel. External elements, on the other hand, are those that come from outside the employee, such as leadership, safety and security, and corporate culture. Descriptive statistical approach was deployed to test the hypotheses. The outcomes indicated that leadership and work culture had a positive and significant impact on employee performance on the employees of telecommunication sector of Pakistan.

Key Words: Leadership, work culture, employee performance, telecommunication sector, Pakistan.

1. INTRODUCTION

Human resources serve as a driving force for the company's survival; they are the people who manage and operate the company's current facilities and infrastructure. Quality and

professional human resources are linked to improved performance, hence firm leadership should prioritize activities to improve human resource quality. The question then becomes how to create high-performing employees. The aim of human resource management is to maximize employees' abilities. This shows that hiring individuals who perform at their best is one of the company's priorities for obtaining high performance.

Performance refers to the work that can be seen or an employee's presence at work. Over time, the results of an employee's work, duties, or activities can be utilized to evaluate their performance. Employee productivity is boosted by high employee performance, hence company management should continually try to increase their employees' performance for the company's advantage.

Employee performance refers to how well employees carry out their responsibilities and commitments. Internal and external variables have an impact on employee performance in general (Ismail, 2008). Company dedication, work culture, loyalty, and other internal traits are examples of internal aspects. Leadership, safety and security, and business culture are examples of external components. Good leadership is one of the agencies' initiatives for preserving worker performance. Leadership is described as the ability to lead, motivate, and manage all members of a group or organization in order to achieve a company goal of producing high-quality work with the fewest possible resources.

Raising employee work quality refers to how a person's or an employee's work contributes to the achievement of organizational objectives. The traits and competencies of a leader are crucial in motivating others to attain greater achievement. In this context, a leader's influence on the company's goals is significant, because it is critical to execute a role in leading work that is consistent with the current work environment in order to meet the company's goals. In order for his subordinates to function well, a leader must also make an effort to create and maintain excellent relationships with them. Employee motivation improves as a result of this.

The role of the leader is to direct his subordinates to the goal they want to achieve, motivate them at work, drive the firm forward, develop effective communication, perform frequent monitoring, and direct them to the goal they want to achieve. In this regard, it is every leader's responsibility to ensure that his subordinates are inspired to work harder. Another definition of leadership is the ability of a person to persuade a group of people or subordinates to work together and make intentional attempts to attain predetermined goals.

Leadership's capacity to inspire motivation or employee morale for their duties and responsibilities is crucial to a company's overall performance as well as the performance of individual groups inside a firm. Aside from leadership, work culture is one of the external factors that determines employee performance. Employee performance is thought to improve when a company's culture is present. Work culture refers to the habits that exist in the workplace. These habits outline the behavioral norms that must be followed by employees in order to foster a productive culture. A productive culture aids a company's growth and achievement of its goals. Workplace culture refers to a system of beliefs and values that employees adhere to when conducting business. Work culture is the "spirit" of a company since it incorporates the organization's philosophy, objective, and mission, which will become a competitive advantage for companies

(Newari, 2003). The corporate culture is shaped by the company philosophy and values shared by the firm's human resources, but the position of the leader or top management also has an impact.

The culture of a company will impact how work is done and how employees or members of the organization behave, resulting in a shared perspective among these employees or members when doing job tasks. Employees that follow business rules will have a higher level of job satisfaction, which will lead to better employee performance that matches company goals. Employees who have a good understanding of the company's overarching values will turn these values into the company's personality. Their daily work conduct will reflect these values and beliefs, resulting in a work culture that has an impact on the company's efficiency and effectiveness (Mangkunegara, 2004). Companies, particularly government agencies, should have a work culture that establishes principles, traditions, references, and rules that employees must adhere to. Employees can use workplace culture as a unifier, a source of conflict resolution, and a motivator to carry out their obligations effectively, resulting in better behavior and performance. A corporation with a strong culture will produce positive outcomes in the long run (Mangkunegara, 2004; Ullah, Malik, Zeb, Rehman, 2019). A strong culture suggests that all employees have the same goal in mind when it comes to achieving the company's goals. In addition to the work culture stated above, Robbins (2010) claims that the quality of human resources has a significant impact on employee performance.

Employees with a high level of corporate commitment are more likely to be loyal and work hard for the company's benefit. This condition is ideal for achieving company goals because the organization has the complete support of its members, allowing it to focus entirely on priority objectives. Because the attainment of business goals is the work of all collective members of the company, this commitment can be accomplished if individuals in the company exercise their rights and obligations in line with their particular duties and functions in the firm. Hence the current study is conducted to examine the effect of leadership and culture on employees performance in Telecommunication Sector of Pakistan.

2. Literature Review

Leaders are critical to the company's success. For leaders to be able to run the wheels of their institution, they must have capability, competence, and skills. In the relevant academic literature, the essence of a leader's capacity to manage a company has been extensively addressed. In summary, the authors' opinions on enhancing the professionalism of firm management toward quality performance, in the sense of being effective, efficient, and healthy, are the focus of this study.

A leader, according to Katrine Kartono (2004), is a person with abilities and attributes, especially extraordinary capabilities in one area, who can persuade others to work together to accomplish one or more goals." In order to have the ability and authority to command and guide his subordinates, a leader must have one or more advantages as a predisposition (talent that is born from birth) and is a requirement of a situation/era.

Leaders must be chosen from among personnel who have the necessary experience, knowledge, and skills. According to T. Hani Handbook (2004), leadership is defined as an

attempt to influence rather than compulsion in order to motivate people to attain goals. According to Siagian (2003), leadership is defined as a person's ability to influence the behavior of others, both those in higher and lower positions than him, in thinking and acting in such a way that behavior that was previously individualistic and egocentric is transformed into professional behavior. Leadership is defined by Sahlan Asnawi (2003) as "the activity of influencing others to try to attain group goals freely."

The function of leadership, according to Kartini Kartono (2004), is to guide, guide, give, and motivate work, develop communication, and bring followers to accomplish tasks responsibly and work together to direct the goals they wish to aim for with the provisions of time and planning. Work culture and work are linked to Indonesian culture (Kontjoroningrat, 2002). As a result, culture is described as the full system of human labor's ideas, acts, and outcomes in the context of community life, which is transformed into human property through learning. Meanwhile, culture is defined as "the structure of learned behavior and the results of action, whose constituent pieces are maintained and carried on by members of a specific society" (Rohiman Notowidagdo, 2004; Ullah, Afghan, Afridi, 2019). According to Sarwono (2003), work culture is a set of assumptions and beliefs held by employees as they learn to deal with the challenges of external adaptation and internal integration. "The demonstration of the values, ideas, and principles that support a company management system, as well as management actions and behaviors that reinforce and reinforce these basic concepts," writes Martani Huseini (2000).

According to Kontjoroningrat (2002), work culture and work are intertwined with Indonesian culture. As a result, culture is defined as the entire system of human labor's ideas, behaviors, and outcomes in the context of community life, all of which are changed into human property through learning. However, according to Rohiman Notowidagdo (2004), culture is defined as "the framework of acquired behavior and the effects of action, whose constituent pieces are maintained and carried on by members of a certain society."

Work culture is a set of assumptions and beliefs held by employees as they learn to deal with external adaptation and internal integration issues (Sarwono, 2003). Management actions and behaviors that reinforce and reinforce these essential concepts, as well as the manifestation of the values, ideas, and principles that underpin a company management system (Martani Huseini, 2000). Mangkunegara (2004) defines performance as the result of an employee's quality job in carrying out his duties in accordance with the responsibilities assigned to him. After studying the different definitions of performance supplied by the experts above, the author defines the performance or description or look of job performance and productivity performed by someone, especially the employee or employee is working.

Job performance can be measured by the quantity of products produced, the length of time allotted to the company, and the quality of the work. Furthermore, productivity can be measured using a metric that displays the number of outcomes expected from the expected outcomes. Individual performance, as well as the work of an organization or firm, can be measured. Thus, the main points of thought can be drawn that performance is the overall elements and processes that are integrated in a company, which includes each individual's uniqueness, employee behavior in the company or the overall work

pattern, work processes, and work results, or the achievement of certain goals. According to John Soeprihanto (2001), the performance of employees in the organization is solely the responsibility of the primary management, and managers assist employees in performing far better. Performance evaluations are carried out to inform employees of what is expected of them by management, allowing them to develop a better understanding of one another. Achievement must be recognized, and measures must be made to increase staff performance. The goal of objective performance evaluation is to help people generate their own opinions about themselves, such as what they think about themselves. Employees who are evaluated must understand the need to enhance their work performance and adhere to a performance improvement plan. If no consensus can be reached on the plan's development for future performance evaluations, At the time of plan preparation and implementation, management must continue to monitor employee success throughout the year. According to Omar Hussein (2000), performance evaluations are carried out to inform employees of what is expected of them by management, allowing them to develop a better understanding of one another. Achievement must be recognized, and measures must be made to increase staff performance. The evaluation must allow the employee's job to function correctly in the organization and deliver higher job satisfaction, achievement, and enrichment. Employee performance must be evaluated in performance appraisals. Superior performance is deemed successful if the statement identifies numerous areas of primary responsibility for employees, explains how an activity will be carried out, and draws attention to the quantitative mechanisms that will be used to measure the results of its performance. For example, if 90% of the system's general design is delivered to users on time and they agree to design it, the quality of performance is acceptable.

3. METHODOLOGY

For accomplishment of research objective, quantitative data was analyzed using descriptive statistical approaches. Data validity and reliability was tested through Cronbach Alpha statistical test with the help of SPSS.

Data normality was done through the parameters Komag o rove -Smirnov Test carried out by way of: comparing the value Asymp. Sig with a significance level. The variance of the independent variable is constant for each specific value of the independent variable (Homoscedasticity). Heteroscedasticity does not occur in a good regression model. The Glaser test was used to determine if the independent variable was statistically significant in impacting the dependent variable. If the independent variable was statistically significant in affecting the dependent variable, then heteroscedasticity was present. It can be concluded that the regression model does not cause heteroscedasticity if the significance probability is greater than the 5% confidence level.

Serial Correlation
(autocorrelation)

To see if there's a link between the confounding error in period t and the error in period $t-1$ in a linear regression model. An autocorrelation problem occurs when there is a correlation. A decent regression model, of course, is one that is devoid of autocorrelation.

Multicollinearity (multicollinearity)

This signifies that the variables in the model regression multiple are perfect since they are independent of one another. The size of the Tolerance and VIF (Variance Inflation Factor) values can be assessed through the SPSS program to determine whether there are multicollinearity symptoms.

Analysis

To determine the adequacy of a multiple regression model, the coefficient of determination (R²) was employed to explain the variability of the regression model's dependent variable, particularly the independent variables.

Analysis of regression is a method in which the value of a random variable is forecasted using mathematical equations based on the values of quantitative variables that are unknown. It will be utilized equation regression as follows where the variable -free or leadership and cultural effort in attaining the variable bound performance:

$$\hat{Y} = a + b_1 X_1 + b_2 X_2$$

Where:

a = Constant

b₁ = variable regression coefficient

X₁ b₂ = variable regression
coefficient X₂

Y = Performance

X₁ = Leadership

X₂ = Work Culture

Draft test hypotheses are used to examine whether the statistics generated can be generalized or applied to a population, which is the hypothesis proposed in the study. The t test was used to test the hypothesis or each of the regression coefficients using the following formula:

$$t \text{ count} = \frac{\beta_i - 0}{Se(\beta_i)}$$

Where Se (β_i) is the standard error of the estimate parameter β_i.

Test Criteria:

t count < t table: accept H₀

t count > t table: reject H₀

The tested variable has a significant impact on the dependent variable when the null hypothesis is rejected. The factors tested have no significant effect on the variables if the null hypothesis is accepted. F test count; The test statistics used in the F test are: SSR / k

$$F \text{ count} = \text{-----}$$

$$SSE / nk-1$$

Where:

SSR = Sum of squares
regression SSE = Sum of
remaining squares n =
Number of samples
k = number of independent
variables

DISCUSSION

The outcomes of the present study proved that all of the hypotheses examined are acceptable and significant. The following dialogue documents this: The hypothesis testing findings acquired by value t arithmetic amounted to 2.497, whereas t table with 5% and samples (n = 56) yielded a t table of 2,000. As a result, if t count > t table, Ho is refused whereas H 1 is approved. This indicates that leadership has a good and significant impact on performance of telecommunication sector of Pakistan. The hypothesis testing findings acquired by value t arithmetic amounted to 2.754, whereas t table with 5% and samples (n = 56) yielded a t table of 2,000. As a result, if t count > t table, Ho is refused whereas H 1 is approved. This indicates that workplace culture has a favorable and considerable impact on performance in Pakistan's telecommunications sector. The calculated F value was 16, 783, while the F table with 5% and sample (n = 56) yielded 3, 18. As a result, Ho is rejected while H 1 is approved when F count (16, 783) > F table (3, 18). This indicates that the performance of Pakistan's telecommunications sector is influenced by positive and significant leadership and a collaborative culture.

5. CONCLUSION

The findings of this study revealed that leadership has a positive and significant impact on performance in Pakistan's telecommunications sector. Furthermore, the findings demonstrate that work culture has a favorable impact on performance in Pakistan's telecommunications sector. Furthermore, the data revealed that leadership and work culture have a favorable impact on performance in Pakistan's telecommunications sector.

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