



## Cultivating Positive Leadership Enhancing Organizational Health: A Study Of Malaysian Information Technology Industry in Selangor

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### KEYWORDS

*Information Technology  
Organizational Health  
Leadership Dynamics  
Positive Leadership Practices  
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### ABSTRACT

The paper evaluates the impact of positive leadership on organizational health. Focusing on Transformational Leadership and Empowerment, the study links these leadership styles with increased productivity and innovation. It highlights the importance of Trustful Communication and Adaptive Conflict-Management in boosting employee motivation and fostering a healthy organizational culture. Findings suggest that diverse leadership approaches significantly contribute to the IT industry's growth. However, the study notes limitations such as its regional focus, time constraints, budgetary restrictions, and reliance on quantitative methods, which may limit its wider applicability. Recommendations for future research include broadening the geographic scope and employing mixed research methods to more accurately reflect the dynamic nature of leadership in the IT industry. This study offers valuable insights for leaders striving to create a positive and thriving organizational environment.

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## 1. INTRODUCTION

In exploring the IT industry, this study highlights the industry's pivotal role in Malaysia's economic development through innovation and growth. Insights from (Awang Kechil et al., 2022) and (Yin Xia et al., 2021) emphasize the industry's agility and diverse business ecosystem as crucial for enhancing firm performance and adapting to market demands. Challenges such as talent management and technological innovation underscore the critical need for adept leadership (A. Moore, 2017; Yin Xia et al., 2021).

This research focuses on the role of positive leadership in enhancing organizational health within Selangor's IT industry, with attention up to 2023. It adopts a quantitative approach to assess leadership styles like transformational leadership, excluding general management practices for an industry-specific analysis.

The problem statement, drawing inspiration from (J. R. Moore & Hanson, 2022), identifies a gap in the application and understanding of positive leadership in the IT industry. It

underscores the importance of leadership that supports employee development and organizational health. The objectives are to thoroughly analyze positive leadership styles and their impact on organizational health, informed by studies by (Hidayat et al., 2023; Patrick & Kareem, 2022; Ramdas, 2023).

The research questions delve into identifying effective leadership styles, how they are developed within IT organizations, and their direct impacts on organizational health, utilizing insights from (Yan et al., 2023) and (Ramdas & Patrick, 2019c). These questions are vital for grasping leadership dynamics and their effect on the IT industry's health.

Aiming to bridge the knowledge gap, this study seeks to identify leadership strategies that resonate with the IT industry's unique challenges. Incorporating frameworks like Transformational Leadership and the JD-R Model, it endeavors to provide practical insights that could positively influence Selangor's IT industry. The research systematically

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examines the impact of positive leadership, highlighting its academic and practical significance.

## 2. LITERATURE REVIEW

The literature review investigates into the principle of positive leadership within Selangor's IT industry, focusing on its pivotal role in organizational behavior and leadership studies. By examining leadership styles like Transformational Empowerment and Trustful Communication, the review aims to understand their influence on organizational dynamics and employee engagement. (Yan et al., 2023) and (Ramdas & Patrick, 2019) emphasize the significance of positive leadership in fostering employee engagement and the beneficial effects it brings to organizations, underscoring the need for a deeper exploration of leadership's impact on Organizational Health.

### 2.1 Theoretical Foundation.

Central to the theoretical exploration are frameworks like Transformational Leadership, which, as (James MacGregor Burns, 2007) initially posited and (Ellen, 2016) further elucidated, underscore the transformative power of leaders in enhancing employee motivation and performance. Transformational leaders, by inspiring and intellectually stimulating their followers, significantly contribute to achieving ambitious organizational goals. (Zhao et al., 2021) and (Meiryani et al., 2022) validate the positive correlation between such leadership and project success, highlighting the crucial role of aligning organizational objectives with employees' aspirations.

Social Exchange Theory (SET), detailed by (Cook et al., 2013), complements this by exploring the reciprocal nature of leader-follower interactions, where trust and mutual respect form the basis for positive workplace relationships. (Aman-Ullah et al., 2022) apply SET to demonstrate how workplace conditions affect employee attitudes, reinforcing the importance of extrinsic rewards and the formation of positive social structures through leadership.

The Job Demands-Resources (JD-R) Model offers a lens to balance workplace demands with available resources, illustrating leadership's critical role in mitigating job stress. Studies by (Chen et al., 2023; Lu et al., 2023; Shipton et al., 2023; Wang et al., 2023), delve into how leadership within the IT industry can leverage this model to foster a supportive work environment, conducive to employee well-being and organizational health.

Self-Determination Theory (SDT), as (Ryan & Deci, 2000) propose, focuses on fulfilling employees' psychological needs for competence, autonomy, and relatedness, pivotal for nurturing motivation and satisfaction within the workplace. (Kinowska & Sienkiewicz, 2020) reinforce SDT's relevance, illustrating how leadership practices aligned with SDT principles can significantly enhance organizational health, particularly in the context of Malaysia's IT industry.

Lastly, Leader-Member Exchange (LMX) Theory, initiated by (Graen et al., 1982), emphasizes the unique relationships between leaders and their team members. High-quality exchanges, as suggested by (Zhang et al., 2023), foster trust, respect, and loyalty, leading to enhanced job satisfaction and organizational commitment.

The exploration of positive leadership's impact on organizational health within Selangor's IT industry hinges on a nuanced understanding of both the Independent Variables (IVs) and the Dependent Variable (DV) as laid out in the study.

### 2.2 Independent Variables (IVs)

The Independent Variables (IVs) are fundamental leadership practices identified for their potential to shape organizational dynamics positively. These include Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance.

Transformational Empowerment encapsulates leadership styles that not only inspire but also empower employees to achieve their fullest potential, with the studies by (Tanuwijaya & Jakaria, 2022) providing insights into its significance in enhancing job satisfaction and employee retention.

Trustful Communication underscores the importance of trust and open communication lines between leaders and employees as fundamental for effective leadership, as highlighted in the research by , which delves into how trust influences employee retention and well-being. This is foundational in positive leadership, as identified by (Cook et al., 2013), seconded in the studies where trust and respect enhance employee satisfaction and loyalty (Aman-Ullah et al., 2022).

Mentoring Recognition focuses on the role of mentorship and acknowledgment in fostering a supportive work environment where employees feel valued, which in turn, contributes to enhanced organizational health, as discussed by (Ramdas, 2023).

Adaptive Conflict-Management points to the ability of leaders to navigate and resolve conflicts adaptively, ensuring the maintenance of a positive workplace atmosphere, an aspect reinforced by (Kinowska & Sienkiewicz, 2020).

Innovative Balance relates to the leaders' capacity to promote a balance between work demands and innovation, ensuring that the drive for technological advancement does not compromise employee well-being, as illustrated in the works by (Ellen, 2016) and (Zhao et al., 2021).

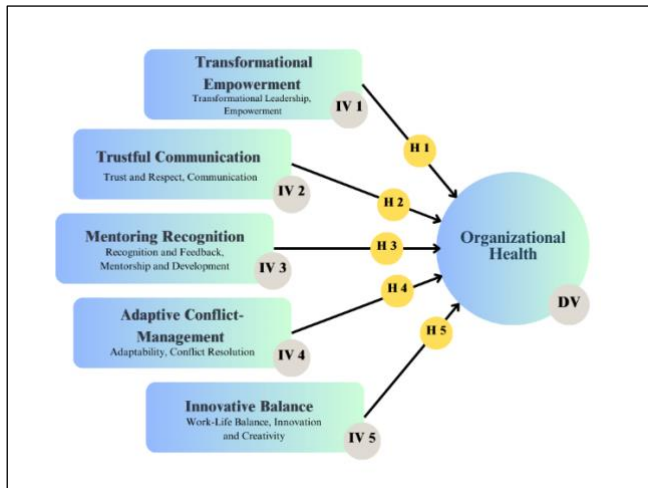
### 2.3 Dependent Variable (DV)

Organizational Health, the study's DV, encompasses critical aspects such as employee well-being, job satisfaction, and the overall performance of the organization. This study adopts a broad perspective on organizational health, recognizing it as a multifaceted construct influenced by leadership practices. For instance, (Yan et al., 2023) underscore the positive impact of leadership on employee engagement, while (Ramdas & Patrick, 2019b) explore how trust in leadership can lead to better retention and employee well-being.

### 2.4 Empirical Research

In exploring the impact of leadership practices on Organizational Health within the IT industry in Selangor, this quantitative study identifies significant correlations and offers strategic recommendations for enhancing workplace environments (Abdelwahed et al., 2023).

## 2.5 Conceptual Framework



**Fig. 1.** Conceptual Framework

The Conceptual Framework of this study as in Figure 1, serves as a critical bridge between the theoretical underpinnings in the literature review and the empirical investigation that follows. It meticulously maps out the hypothesized relationships between the identified leadership practices — Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance — and the pivotal concept of Organizational Health within the context of Selangor's IT industry.

This framework is visually depicted to elucidate the expected direct and indirect effects of these leadership practices on Organizational Health, thereby providing a structured guide for the research's empirical phase. The underlying assumption is that these specific leadership styles and practices contribute synergistically to enhancing the facets of Organizational Health, including employee well-being, job satisfaction, and overall organizational performance.

Transformational Empowerment is hypothesized to foster an environment where employees are not only motivated but also feel a strong sense of belonging and purpose, which, in turn, enhances their overall perception of organizational health.

Trustful Communication emphasizes the significance of open and honest dialogues between leaders and employees, fostering a culture of transparency and trust that is vital for maintaining a healthy organizational climate.

Mentoring Recognition underscores the importance of acknowledging employees' efforts and achievements, which directly impacts their engagement levels and satisfaction, contributing positively to the organizational health metrics.

Adaptive Conflict-Management recognizes the inevitable nature of workplace conflicts and the importance of handling them in a manner that preserves team cohesion and maintains a positive work environment.

Innovative Balance highlights the critical balance between driving innovation and ensuring employees' work-life balance, which is essential for sustaining a healthy organizational culture that supports creativity while also caring for employee well-being.

The Conceptual Framework not only illustrates these relationships but also encapsulates the dynamic interplay between the leadership practices (IVs) and Organizational Health (DV). It suggests that a holistic approach to leadership, which combines these varied yet interconnected practices, is crucial for fostering a resilient, engaged, and satisfied workforce in the IT industry.

## 2.6 Hypotheses Development

Following the conceptual framework in Figure 1, defines the hypotheses designed to test the relationships between the identified leadership practices — Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance — and Organizational Health in Selangor's IT industry. These hypotheses, grounded in the literature review, aim to validate the proposed effects of these leadership practices on Organizational Health, guiding the research methodology and analysis.

The hypotheses are as follows:

H1: Transformational Leadership and Empowerment positively correlate with Organizational Health, supported by empirical evidence suggesting empowered employees exhibit higher job satisfaction and motivation (Adhi & Havidz Aima, 2021)

H2: Trustful Communication is significantly related to Organizational Health, with effective communication enhancing employee loyalty and satisfaction (Babu et al., 2023).

H3: Mentoring Recognition practices are positively correlated with Organizational Health, indicating regular recognition boosts employee engagement and satisfaction (Aljumah, 2023).

H4: Adaptive Conflict-Management strategies are significantly related to Organizational Health, essential for a positive workplace environment (Kinowska & Sienkiewicz, 2020).

H5: Promoting an Innovative Balance significantly correlates with Organizational Health, suggesting a balanced approach to innovation and work-life contributes to organizational well-being (Zhao et al., 2021).

## 3. RESEARCH METHODOLOGY

Our Research Methodology is a transition from theoretical exploration to empirical investigation, detailing the methodology for examining the impact of positive leadership on organizational health in Selangor's IT industry. Building upon the contextual framework and theoretical insights, it adopts a quantitative framework to ensure both theoretical consistency and practical applicability to the local IT industry context.

The study utilizes a quantitative research framework to rigorously examine the impact of positive leadership on organizational health within Selangor's IT industry, chosen for its ability to empirically assess and quantify relationships among variables. This approach is supported by (Taherdoost, 2022), emphasizing its effectiveness in hypothesis testing and empirical generalization.

Focusing on 211 employees within Selangor's IT industry, the study employs random sampling to ensure a broad and representative understanding of leadership dynamics. This strategy enhances the study's relevance and applicability to the region's vibrant tech industry, informed by the work of (Taherdoost, 2022) and (Sarker & Al-Muaalemi, 2022), which underscore the importance of methodological rigor.

Data were collected using a survey questionnaire, designed and refined based on theoretical constructs and expert feedback. The analysis employs descriptive statistics, regression analysis, correlation analysis, and ANOVA, utilizing SPSS for its analytical capabilities. This approach, aligned with (Rahman & Muktadir, 2021), ensures a robust examination of the effects of leadership styles on organizational health.

Ethical standards were rigorously upheld, with informed consent, confidentiality, and data integrity being paramount, following the guidelines of the Research Programme.

Acknowledging limitations such as time constraints, geographical focus, sampling methodology, budgetary limitations, potential survey biases, exclusion of mediating variables, and reliance on quantitative data is crucial for understanding the study's scope and its applicability within the Selangor IT industry context.

The methodology provides a comprehensive framework for exploring the influence of positive leadership on organizational health in Selangor's IT industry, combining empirical analysis, ethical research practices, and an awareness of limitations to lay the groundwork for understanding leadership dynamics within this key industry of Malaysia's economy.

#### 4. ANALYSIS AND FINDINGS

The data were analysed carefully from 211 IT industry professionals in Malaysia, assessing the effects of positive leadership on Organizational Health. The findings validate research hypotheses, bridging theoretical constructs with empirical evidence to illuminate leadership dynamics and their implications for Organizational Health.

##### 4.1 Participant Demographic

**Table 1.** Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	113	53.6	53.6	53.6
Valid Male	98	46.4	46.4	100
Total	211	100	100	

Table 1 display the gender composition of the study's participants, with females representing 53.6% and males 46.4% of the sample. This near-equal distribution allows for a balanced exploration of gender perspectives in leadership roles and their influence on organizational health within the IT industry. The data underscores the importance of considering gender dynamics when analysing leadership efficacy and its outcomes on the workforce in Selangor.

##### 4.2 Reliability Test

The reliability test evaluates the consistency of a measurement, utilizing Cronbach's alpha to ascertain internal consistency across repeated tests or divided item sets, demonstrating values ranging from excellent to unacceptable as detailed by (Hassan et al., 2022) in Table 2.

**Table 2.** Cronbach's Alpha Internal Consistency

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

**Table 3.** Reliability Test

Variables	Cronbach's Alpha	Number of Items
Transformational Empowerment (TE)	0.932	5
Trustful Communication (TC)	0.9	5
Mentoring Recognition (MR)	0.93	5
Adaptive Conflict-Management (ACM)	0.986	5
Innovative Balance (IB)	0.942	5
Organizational Health (OH)	0.974	5

Table 3 displays the Cronbach's Alpha values for various organizational constructs measured in the study, demonstrating high internal consistency across all variables. The variables—Transformational Empowerment (TE), Trustful Communication (TC), Mentoring Recognition (MR), Adaptive Conflict-Management (ACM), Innovative Balance (IB), and Organizational Health (OH)—describe Alpha values ranging from 0.9 to 0.986. These scores significantly surpass the threshold of 0.7, typically used to indicate reliable measurement in organizational research. This strong consistency ensures that the survey tools effectively and dependably capture the dimensions of the constructs they are designed to measure, supporting robust organizational analysis.

##### 4.3 Normality Test

This study employs the Shapiro-Wilk test to confirm whether data on organizational health and related constructs conform to a normal distribution, essential for the application of standard statistical analyses. The selection of statistical methods, guided by findings from El Bouch et al. (2022) and Kim & Park (2019), is crucial for accurate data interpretation within the organizational context of Malaysia's IT industry.

**Table 4.** Normality Test : Shapiro-Wilk

	Statistic	df	Sig.
Organizational Health	0.699	211	0
Transformational Empowerment	0.913	211	0
Trustful Communication	0.894	211	0
Mentoring Recognition	0.88	211	0
Adaptive Conflict-Management	0.831	211	0
Innovative Balance	0.862	211	0

a. Lilliefors Significance Correction

Table 4 presents the results of the Shapiro-Wilk normality tests conducted to assess the distribution of data across various constructs within the study. The tests were applied to variables such as Organizational Health, Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance, each with a sample size of 211. Notably, all constructs demonstrated significant deviations from normality, indicated by a significance level of 0 ( $p < 0.05$ ), suggesting that the data does not follow a normal distribution. This finding necessitates the consideration of non-parametric methods for subsequent analyses due to the non-normality of the data. Such measures ensure the robustness of the statistical conclusions drawn from this dataset.

#### 4.4 Descriptive Test

The Descriptive Tests in this study provided key statistics such as averages, variability, and response distribution, crucial for understanding the foundational patterns of organizational health within Selangor's IT industry. These insights facilitated more advanced analyses.

**Table 5.** Descriptive Tests of Transformational Empowerment

	Descriptive Statistics				Std. Deviation
	N	Min	Max	Mean	
My leader motivates me to achieve challenging goals.	211	2	5	4.13	0.809
I feel empowered to make decisions in my job.	211	2	5	4.16	0.751
My leader encourages creative thinking and innovation.	211	2	5	3.9	0.813

I am inspired by my leader to exceed standard expectations.	211	2	5	4.07	0.737
My leader supports my professional development and growth.	211	2	5	4.07	0.854
Valid N (listwise)	211				

Table 5 defines the descriptive statistics for Transformational Empowerment among 211 participants, indicating strong leadership influence in several key areas. Mean scores between 3.90 and 4.16 demonstrate that leaders effectively motivate employees to achieve challenging goals and support their professional development. Furthermore, the data reveal a high level of autonomy in decision-making, with a mean score of 4.16. Encouragement for creative thinking and exceeding standard expectations also stands out, suggesting leaders play a crucial role in fostering an innovative and proactive work culture. This highlights the significant impact of leadership on motivating the workforce and promoting continuous advancement within the organization.

**Table 6.** Descriptive Tests of Trustful Communication

	Descriptive Statistics				
	N	Min	Max	Mean	Std. Deviation
I trust the information provided by my leader.	211	2	5	4.09	0.775
My leader communicates clearly and effectively.	211	2	5	4.2	0.769
I feel comfortable sharing my ideas and concerns with my leader.	211	2	5	4.13	0.779
My leader listens and responds constructively to feedback.	211	2	5	4.07	0.749
Communication in my team is open and honest.	211	1	5	3.75	0.965
Valid N (listwise)	211				

Table 6 presents descriptive statistics for Trustful Communication among participants, highlighting strong trust in leader-provided information with a mean score of 4.09, reflecting leadership credibility. Communication clarity and effectiveness score highest at 4.20, emphasizing the organization's commitment to transparency. Participants also rate their comfort in open dialogue with leaders at 4.13, and

responsiveness to feedback at 4.07, indicating a positive environment for expressing ideas and receiving constructive feedback. However, the lower score of 3.75 for team communication openness suggests a need for enhancing honest and candid exchanges among team members.

**Table 7.** Descriptive Tests of Mentoring Recognition

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
My leader recognizes and appreciates my contributions.	211	1	5	3.94	0.86
I receive valuable mentorship and guidance from my leader.	211	1	5	3.96	0.821
My achievements are acknowledged and celebrated by my leader.	211	2	5	4.12	0.765
I feel supported and developed through my leader's feedback.	211	1	5	3.97	0.864
My leader invests time in my professional development.	211	2	5	4.02	0.768
Valid N (listwise)	211				

Table 7 focuses on Mentoring Recognition, showcasing the pivotal role of leadership in fostering professional growth and appreciation within the organization. Descriptive statistics indicate that recognition of employee contributions and achievements is highly valued, with mean scores of 3.94 and 4.12, respectively. Leadership also excels in providing mentorship and guidance, rated at 3.96, and investing time in employee development, scoring 4.02. These elements underscore the emphasis on supportive leadership that not only acknowledges but actively promotes employee success and professional advancement. Furthermore, the provision of constructive feedback, with a mean score of 3.97, is identified as essential for fostering a nurturing professional environment.

**Table 8.** Descriptive Tests of Adaptive Conflict-Management

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
My leader adapts their approach to conflict based on individual team members' needs.	211	3	5	4.01	0.802

In conflict situations, my leader considers both the demands of the task and the well-being of team members.	211	3	5	3.85	0.678
My leader builds trustful relationships that help in resolving conflicts more effectively.	211	3	5	3.85	0.678
I feel that conflict resolution strategies used by my leader take into account both job demands and resources available.	211	3	5	3.88	0.7
My leader's approach to conflict strengthens our team's ability to work together.	211	3	5	3.85	0.678
Valid N (listwise)	211				

Table 8 explores Adaptive Conflict-Management, highlighting how leaders tailor conflict resolution strategies to individual team needs, with a notable mean score of 4.01. This personalized approach facilitates a balanced resolution of workplace disputes, as reflected by mean scores around 3.85. These scores represent the leaders' effective consideration of task demands and team well-being. Additionally, the positive perception of leaders' abilities to build trust and utilize available resources in conflict situations, scoring 3.85 and 3.88 respectively, underscores their role in promoting effective and constructive conflict management. Such strategies not only resolve conflicts but also enhance team collaboration and cohesion, reinforcing a productive work environment.

**Table 9.** Descriptive Tests of Innovative Balance

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
My leader supports a balance between innovation and maintaining work-life harmony.	211	3	5	3.85	0.678
I am encouraged to be creative while managing my workload effectively.	211	3	5	4.17	0.432

Innovation is valued in my organization without compromising personal well-being.	211	3	5	3.98	0.593
My leader encourages new ideas while respecting personal time.	211	3	5	3.8	0.705
There is a focus on innovative thinking and employee wellness in my organization.	211	3	5	3.82	0.694
Valid N (listwise)	211				

Table 9 addresses the balance between innovation and work-life balance, highlighting leadership's supportive role in both areas. Participants appreciate the emphasis on innovative practices alongside personal well-being, evidenced by a mean score of 3.85. A higher score of 4.17 for creativity within work tasks shows that employees feel empowered to be inventive. The overall commitment to fostering a culture that values responsible innovation without compromising personal well-being is reflected by a mean score of 3.98. Moreover, the scores of 3.80 and 3.82 for respecting personal time and promoting employee wellness respectively, underscore the organization's dedication to maintaining a healthy balance between work demands and personal life.

**Table 10.** Descriptive Tests of Organizational Health

	Descriptive Statistics				
	N	Min	Max	Mean	Std. Deviation
I am satisfied with my work environment.	211	2	5	4.12	0.498
I feel a sense of well-being in my job.	211	2	5	4.3	0.596
Our organization supports employee growth and development.	211	2	5	4.3	0.596
I am motivated and engaged in my work.	211	3	5	4.33	0.518
I plan to continue working in this organization due to its positive culture.	211	2	5	4.28	0.588

Valid N (listwise) 211

Table 10 reveals participants' strong satisfaction with their work environment, scoring a mean of 4.12, which highlights a supportive and fulfilling setting. Work-related well-being is also highly rated at 4.30, reflecting the positive impact of job roles on employees' life satisfaction and health. This is matched by the same score for employee growth and development, emphasizing appreciation for professional advancement opportunities. Motivation and engagement are particularly notable, reaching the highest mean score of 4.33, indicating deep employee involvement and drive. Additionally, a mean score of 4.28 for the intention to remain with the organization underscores the significant influence of its positive culture on employee loyalty and long-term commitment.

The descriptive analyses from this study provide a comprehensive overview of various facets of organizational health within the Malaysian IT industry. These tests revealed high ratings in areas such as transformational empowerment, trustful communication, mentoring recognition, adaptive conflict management, innovative balance, and overall organizational health. The consistent positive feedback across these domains highlights a strong alignment between leadership practices and employee satisfaction, emphasizing the critical role of effective leadership in fostering an empowering and supportive work environment.

4.5 Correlation Test

Correlation tests assessed the relationship strength and direction among variables impacting organizational health in Malaysia's IT industry. Despite non-normal data distribution, both Pearson's and Spearman's correlations were utilized, enhancing analysis reliability by accommodating different data distributions as highlighted in (Alsaqr, 2021).

4.5.1 Pearson Correlation Test

**Table 11.** Pearson Correlation Test

Correlations		Organizational Health
Organizational Health	Pearson Correlation	1
	Sig. (1-tailed)	
	N	211
Transformational Empowerment	Pearson Correlation	.354**
	Sig. (1-tailed)	0
	N	211
Trustful Communication	Pearson Correlation	.412**
	Sig. (1-tailed)	0
	N	211
Mentoring Recognition	Pearson Correlation	.223**
	Sig. (1-tailed)	0.001
	N	211
Adaptive Conflict-Management	Pearson Correlation	.706**
	Sig. (1-tailed)	0

	N	211
	Pearson Correlation	.402**
Innovative Balance	Sig. (1-tailed)	0
	N	211

\*\* . Correlation is significant at the 0.01 level (1-tailed).  
\* . Correlation is significant at the 0.05 level (1-tailed).

Table 11 – Pearson Correlation Test from this study reveals significant positive correlations between key variables affecting organizational health. Specifically, a positive correlation between Transformational Empowerment and Organizational Health ( $r = .354, p < .000$ ) suggests that higher empowerment enhances organizational health perceptions. Similarly, Trustful Communication correlates positively with Organizational Health ( $r = .412, p < .000$ ), indicating that effective communication is linked to better organizational health. These findings are statistically significant at the 0.01 level, reinforcing the strong associations between positive leadership traits and organizational well-being. However, given the non-normal data distribution, these results should be interpreted cautiously, and a Spearman's rank correlation test is advised to validate these relationships under non-parametric conditions.

#### 4.5.2 Spearman's Correlation Test

**Table 11.** Spearman's Correlation Test

Correlations		Organizational Health
Organizational Health	Correlation Coefficient	1
	Sig. (1-tailed)	
	N	211
Transformational Empowerment	Correlation Coefficient	.238**
	Sig. (1-tailed)	0
	N	211
Trustful Communication	Correlation Coefficient	.287**
	Sig. (1-tailed)	0
	N	211
Mentoring Recognition	Correlation Coefficient	.181**
	Sig. (1-tailed)	0.004
	N	211
Adaptive Conflict-Management	Correlation Coefficient	.866**
	Sig. (1-tailed)	0
	N	211
Innovative Balance	Correlation Coefficient	.274**
	Sig. (1-tailed)	0
	N	211

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Acknowledging the data's non-normal distribution, as indicated by the normality tests from Table 4 (Shapiro-Wilk test), the Spearman's rho correlation analysis was employed, as shown in Table 12 – Spearman's Correlation Test. This

non-parametric measure does not assume normality of data distribution, making it a suitable choice for this study. The Spearman's rho results revealed significant positive correlations between Organizational Health and several key variables. Specifically, Organizational Health correlates with Transformational Empowerment ( $\rho = .238, p < .000$ ), indicating that increases in empowerment are associated with improved perceptions of organizational health. Similarly, Trustful Communication shows a significant positive correlation ( $\rho = .287, p < .000$ ), suggesting that higher levels of trust within communication are linked to better organizational health. Mentoring Recognition ( $\rho = .181, p = .004$ ) and Adaptive Conflict-Management ( $\rho = .866, p < .000$ ) also demonstrate positive correlations with Organizational Health, highlighting the importance of these facets in fostering a healthy organizational environment. Furthermore, a positive relationship between Innovative Balance and Organizational Health ( $\rho = .274, p < .000$ ) suggests that innovation is a vital component of organizational well-being. These relationships underscore the interplay between leadership qualities and organizational health, and are instrumental for developing strategies to enhance organizational performance.

The application of both Pearson and Spearman correlation tests in this study revealed strong positive associations between leadership practices and organizational health, particularly with transformational empowerment, trustful communication, and mentoring recognition. Despite methodological differences, the consistency of findings supports the importance of positive leadership practices in improving organizational health within the IT industry in Selangor, Malaysia. This empirical evidence provides a solid foundation for recommending leadership development as a strategic focus for organizational improvement.

#### 4.6 Multiple Regression Test

The multiple regression analysis presented in Table 13 provides a comprehensive statistical overview of the relationship between various leadership practices and Organizational Health. This analysis is crucial for understanding how leadership behaviors impact organizational well-being.

**Table 12.** Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 <sup>a</sup>	0.577	0.566	0.35138

a. Predictors: (Constant), Transformational Empowerment IV, Trustful Communication IV, Mentoring Recognition IV, Adaptive Conflict - Management IV, Innovative Balance IV

b. Dependant Variable : Organizational Health

The table 13 reveals a multiple correlation coefficient (R) of .759, indicating a strong and positive relationship between the combined independent variables (Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance) and Organizational Health. This high R value suggests that the model has a strong predictive capability.



The coefficient of determination (R Square) is .577, meaning that 57.7% of the variability in Organizational Health is explained by the leadership practices under study. This substantial percentage underscores the importance of these leadership factors in shaping Organizational Health.

The Adjusted R Square, which accounts for the number of predictors in the model, is .566. This adjusted value confirms that a significant proportion of the variance in Organizational Health can be attributed to the leadership practices, even after adjusting for the number of variables included in the model.

The standard error of the estimate, .35138, indicates the average distance that the observed values fall from the regression line. A lower standard error signifies a better fit of the model.

The analysis confirms that Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance are significant predictors of Organizational Health. This model provides a strong framework for understanding the impact of these leadership practices on organizational well-being in Selangor's IT industry.

The ANOVA table as shown in Table 14 is a crucial component of the regression analysis, assessing the variance explained by the independent variables in relation to the total variance in the dependent variable, Organizational Health.

**Table 13. ANOVA<sup>a</sup>**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.48	5	6.896	55.852	.000 <sup>b</sup>
	Residual	25.311	205	0.123		
	Total	59.791	210			

a. Dependant Variable : Organizational Health

b. Predictors: (Constant), Transformational Empowerment IV, Trustful Communication IV, Mentoring Recognition IV, Adaptive Conflict - Management IV, Innovative Balance IV

In this model, the sum of squares for regression is 34.480, indicating the portion of variance in Organizational Health attributed to the independent variables — Transformational Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance. The degrees of freedom (df) associated with this is 5, reflecting one for each independent variable included.

The residual sum of squares is 25.311 with 205 degrees of freedom, representing the variance in Organizational Health not explained by the model, attributed to other factors not included.

The mean square for regression, obtained by dividing the sum of squares for regression by its degrees of freedom, is 6.896. This is compared against the mean square for residuals, which is 0.123, to determine the F statistic.

The F statistic is 55.852, indicating the overall significance of the regression model. It compares the variance explained by the model with the unexplained variance,

assessing whether the independent variables collectively predict Organizational Health significantly. A higher F value signifies a stronger explanatory power of the model.

The significance (Sig.) level is .000, well below the common alpha level of .05, indicating a very low probability that the model's predictive capability is due to chance. Thus, the null hypothesis, stating that the model does not explain the variability in Organizational Health, can be confidently rejected.

This analysis confirms the statistical significance of the regression model, demonstrating that the selected leadership practices collectively offer a substantial and significant explanation for the variation in Organizational Health, validating their predictive relevance within the study.

The regression coefficients in Table 15 provide a quantitative assessment of how each independent variable (IV) affects the dependent variable (DV), Organizational Health (OH), in the study.

**Table 14. Coefficients<sup>a</sup>**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta		
1	(Constant)	1.767	0.214		8.252	0
	Transformational Empowerment	0.039	0.051	0.051	0.768	0.443
	Trustful Communication	0.315	0.064	0.405	4.888	0
	Mentoring Recognition	-0.183	0.058	-0.247	-3.166	0.002
	Adaptive Conflict-Management	0.513	0.048	0.664	10.768	0
	Innovative Balance	-0.051	0.056	-0.054	-0.907	0.365

a. Dependent Variable: Organizational Health

Adaptive Conflict-Management (ACM) has a positive unstandardized coefficient (B = 0.513) and the highest standardized coefficient (Beta = 0.664) among the predictors. The associated t-value is 10.768, and the significance level (Sig.) is 0.000, well below the conventional alpha level of 0.05. This indicates that ACM is a highly significant and positive predictor of OH. As ACM increases, OH is likely to increase correspondingly, suggesting that effective conflict management is crucial for maintaining a positive organizational environment.

Trustful Communication (TC) also positively affects OH, with an unstandardized coefficient (B = 0.315) and a significant Beta value (0.405). The t-value of 4.888 and a significance level of 0.000 confirm its positive influence. This

indicates that as the quality of trustful communication increases, so does the perception of OH. Trust in communication is a key factor that can lead to a healthier organizational atmosphere.

Mentoring Recognition (MR) is indicated by the coefficients to have a negative effect on OH, given the negative B value (-0.183) and a Beta of -0.247. The significance level is 0.002, which is statistically significant, and the negative t-value (-3.166) suggests that an increase in mentoring and oversight is associated with a decrease in perceived OH. This could mean that while some level of mentoring is necessary, excessive mentoring may be perceived as micromanagement, leading to negative sentiments about the organization's health.

Transformational Empowerment (TE) and Innovative Balance (IB), despite being included as predictors, do not show statistically significant effects on OH in this model, as indicated by their significance levels of 0.443 and 0.365, respectively. This lack of statistical significance suggests that within the context of this study and its sample, these variables do not have a discernible impact on OH. It doesn't necessarily mean these factors are unimportant; they may still have indirect effects or interact with other variables in complex ways that are not captured by the direct effects in this regression model.

According to this model, ACM and TC are substantial and significant factors that positively influence OH. In contrast, MR has a significant but negative impact. TE and IB were not found to significantly affect OH in this specific analysis. These findings suggest that to improve Organizational Health, an organization might focus on enhancing conflict management skills and trustful communication, while being cautious about the extent and nature of mentoring to avoid negative impacts on employee perceptions of the organizational environment.

## 5. DISCUSSIONS

### 5.1 Interpretation of Correlation Findings

We chose Spearman's rho correlation coefficients for our analysis due to the non-normal distribution of our data, a key consideration that dictated the use of this non-parametric method over Pearson's correlation. Spearman's correlation captures monotonic relationships, making it more suitable for our data characteristics. This choice ensures a more accurate reflection of the relationships between leadership practices and Organizational Health in Malaysia's IT industry.

The analysis of Spearman's rho correlation coefficients provides strong empirical support for our hypotheses:

1. **Hypothesis 1 (H1):** Transformational Leadership and Empowerment are significantly correlated with Organizational Health in the IT industry of Malaysia. **Supported** – The null hypothesis is rejected.
2. **Hypothesis 2 (H2):** Trustful Communication significantly correlates with Organizational Health in the IT industry of Malaysia. **Supported** – The null hypothesis is rejected.
3. **Hypothesis 3 (H3):** Mentoring Recognition practices significantly correlate with Organizational Health in the

IT industry of Malaysia. **Supported** – The null hypothesis is rejected.

4. **Hypothesis 4 (H4):** Adaptive Conflict-Management strategies are significantly correlated with Organizational Health in the IT industry of Malaysia. **Supported** – The null hypothesis is rejected.
5. **Hypothesis 5 (H5):** Promoting an Innovative Balance is significantly correlated with Organizational Health within the IT industry of Malaysia. **Supported** – The null hypothesis is rejected.

The Spearman's rho correlation tests support all five hypotheses, confirming that transformational empowerment, trustful communication, mentoring recognition, adaptive conflict-management, and innovative balance are significantly associated with enhanced Organizational Health in Malaysia's IT industry.

### 5.2 Interpretation of Regression Findings

Interpreting regression results is crucial for accurately understanding the impact of leadership practices on Organizational Health. This analysis quantifies the influence of each leadership behavior on Organizational Health, revealing both its nature and magnitude. The systematic statistical approach ensures that the conclusions about various leadership strategies are based on solid, evidence-backed insights, which are essential for understanding their real-world implications.

Adaptive Conflict Management (ACM) shows a positive correlation with Organizational Health, underscoring its critical role in fostering a healthy workplace culture. Effective conflict management not only maintains harmony but also prevents productivity disruptions, proving pivotal for organizational well-being.

Trustful Communication (TC) significantly impacts Organizational Health positively, highlighting the importance of clear and open communication. This aspect of leadership is vital in building an environment of trust and cooperation, which is essential for effective teamwork and collaboration within the organization.

Conversely, Mentoring Recognition (MR) has a negative relationship with Organizational Health. This finding suggests that while mentoring is necessary for management, overemphasis on this aspect might lead to distrust and a perception of micromanagement among employees, ultimately negatively affecting the organizational atmosphere.

Transformational Empowerment (TE) and Innovative Balance (IB) do not show a significant direct effect on Organizational Health. This outcome indicates that their influence on Organizational Health may be more complex, possibly mediated by other variables or relying on a combination of factors not directly captured in this analysis.

Each variable's contribution to Organizational Health demonstrates the multifaceted nature of leadership practices and their diverse effects on the organizational environment.

### 5.3 Addressing the Study's Problem Statement and Objectives

This study addresses the gap in research on leadership styles in the IT industry, finding through Spearman's correlation that specific styles significantly correlate with Organizational Health. These findings suggest a need for

further exploration of effective leadership to strengthen industry practices. The positive correlations, particularly in trustful communication, highlight the importance of developing leadership skills within the IT industry to enhance Organizational Health.

The study clarifies the mechanisms of leadership by demonstrating through regression analysis how adaptive conflict-management strategies positively influence Organizational Health. This provides valuable insights into effective leadership practices and addresses the research gap in understanding leadership's direct influence on organizational outcomes.

The research reveals that certain leadership styles have a significant positive effect on Organizational Health, thus beginning to decode the relationship between leadership interventions and improvements in Organizational Health. It underscores the importance of leadership in promoting employee engagement by showing a clear correlation between leadership practices and Organizational Health.

In terms of objectives, the study successfully achieves all of its aims. The first objective is met by correlating leadership styles with Organizational Health, providing a comprehensive analysis of effective leadership in the IT industry. For the second objective, the research highlights the potential for cultivating positive leadership skills that correlate with improved Organizational Health, suggesting a path for leadership development programs. The third objective is achieved by demonstrating the direct influence of specific leadership practices on Organizational Health through regression analysis. Lastly, the fourth objective is met by assessing the immediate impact of leadership on Organizational Health, with significant associations indicating the effectiveness of leadership practices.

The results from Spearman's rho correlation and multiple regression analyses support the study's objectives and address the problem statements. This provides a detailed and empirically backed understanding that reinforces the study's contributions to the field.

#### 5.4 Addressing the Research Questions.

Addressing the Research Questions, examines how each research question has been comprehensively answered, illuminating the dynamics of leadership and its impact on Organizational Health.

*Research Question 1: "What specific positive leadership styles are prevalent in the IT industry in Selangor, and how effective are they?"*

The study reveals that Transformational Leadership and Empowerment are prevalent and effective in Selangor's IT industry. This is supported by Hypothesis 1, which finds a positive correlation with Organizational Health. In practical scenarios, such leadership fosters innovation and employee motivation, which are vital for the dynamic IT industry.

*Research Question 2: "How are positive leadership skills developed within IT organizations in Selangor, and what is their immediate impact?"*

The findings align with Hypothesis 2, demonstrating the importance of Trustful Communication in leadership development and its positive impact on Organizational Health.

This mirrors the real-world necessity for transparent communication in fast-paced IT environments.

*Research Question 3: "What mechanisms link positive leadership to immediate organizational health in the IT industry?"*

Addressing this question, the study confirms through Hypothesis 4 that Adaptive Conflict-Management strategies have an immediate positive effect on Organizational Health. This reflects industry practices where effective conflict resolution is crucial for a healthy work environment.

*Research Question 4: "What are the short-term effects of positive leadership on organizational health in the IT industry in Selangor?"*

The immediate impacts of leadership practices such as Mentoring Recognition and Innovative Balance on Organizational Health are established, corresponding with Hypotheses 3 and 5. This finding aligns with industry trends that emphasize a balanced approach to innovation and recognition for a positive organizational culture.

The study provides a detailed and practical understanding of leadership dynamics in the IT industry, ensuring the research is academically robust and applicable to real-world challenges.

#### 5.5 Interpretation of Findings Within Theoretical Framework

The strength of the theoretical framework is evidenced by the consistency between the theoretical underpinnings and the empirical findings of this research. Empirical research has shown the beneficial effects of Transformational Leadership and Empowerment, Trustful Communication, Mentoring Recognition, Adaptive Conflict-Management, and Innovative Balance on Organizational Health. These findings reflect the theoretical frameworks in the literature, such as Leader-Member Exchange Theory, Social Exchange Theory, and Transformational Leadership Theory.

The positive correlations identified between leadership practices and Organizational Health outcomes are consistent with the theoretical discourse on the importance of effective leadership in the IT industry. These linkages also align with the predicted relationships, demonstrating that good leadership practices are crucial for enhancing Organizational Health. This consistency reinforces the validity of the theoretical frameworks applied in this study and underscores the importance of leadership in fostering a healthy organizational environment.

## 6. CONCLUSION

This concludes the study on "Cultivating Positive Leadership: Enhancing Organizational Health in the Malaysian IT Industry in Selangor" where the significance were highlighted and implications were discussed and recommendations derived from the findings.

#### Significance of the Study

The study is significant for its academic contributions, practical implications, and relevance to the IT industry.

#### Academic Contribution

Academically, this study enriches the existing literature on leadership within the IT industry by empirically validating the impact of positive leadership styles, such as

Transformational Leadership and Empowerment, on Organizational Health. It contributes new insights to organizational behavior and leadership theory by examining the connection between leadership practices and employee outcomes in the IT industry.

#### *Practical Implications for the IT Industry*

The study's practical significance is particularly notable in the IT industry. The findings demonstrate the effectiveness of positive leadership practices in promoting innovation, motivation, and a healthy organizational environment—elements that are crucial in the fast-moving and constantly-changing IT industry. The research offers actionable recommendations, including the enhancement of leadership development programs and the implementation of policies that promote transformational leadership, aimed at improving leadership efficacy and organizational health in the IT industry.

#### *Guidance for Industry Practitioners and Policymakers*

For industry practitioners and policymakers, the study serves as a valuable resource, offering evidence-based strategies for leadership development and organizational improvement. The insights gained from this research can inform decision-making processes, leadership training programs, and policy formulation within IT organizations, leading to more resilient and adaptive business practices in the IT industry.

#### *Foundation for Future Research and Industry Development*

This study sets the stage for future research by highlighting areas for further investigation, such as exploring additional leadership styles and their impacts in different geographical contexts. The recommendations for future research address key gaps, such as the need for a more extensive geographical scope and the inclusion of qualitative methodologies. This paves the way for future studies to build upon these findings, contributing to a more comprehensive understanding of leadership dynamics in various settings within the IT industry.

#### *Recommendations*

The study provides practical recommendations for practitioners, policymakers, and researchers in the IT industry:

1. *Enhanced Leadership Development Programs:* Focus on Trustful Communication and Adaptive Conflict-Management in leadership training.
2. *Policy Adjustments for Transformational Leadership:* Encourage transformational leadership styles to foster a dynamic, innovative, and adaptive organizational culture.
3. *Expanded Research Scope:* Explore the indirect effects of leadership styles and extend the study to different geographic locations or industries.
4. *Re-evaluation of Mentoring Recognition Methods:* Refine mentoring practices to avoid negative perceptions and enhance Organizational Health.
5. *Demographic Balance and Data Analysis Methods:* Ensure demographic representation and use appropriate statistical methods.

6. *Incorporate Technology in Leadership Training:* Utilize advanced technological tools to enhance leadership training.
7. *Promote Diversity and Inclusion:* Encourage diversity and inclusivity to foster creativity and innovation.
8. *Regular Employee Feedback Mechanisms:* Implement systematic feedback mechanisms to facilitate continuous improvement in leadership practices.
9. *Focus on Mental Health and Well-being:* Prioritize mental health and work-life balance in leadership strategies.
10. *Longitudinal Studies on Leadership Impact:* Conduct longitudinal studies to understand the long-term effects of various leadership styles.

#### *Limitations*

The study acknowledges several limitations:

- *Time Constraints:* Limited timeframe restricted extensive data collection and in-depth analysis.
- *Budgetary and Geographical Constraints:* Focused on Selangor's IT industry, limiting generalizability.
- *Sampling Methodology:* Purposive sampling might not capture the full diversity of the IT industry.
- *Quantitative Data Emphasis and Exclusion of Mediating Variables:* Predominantly relied on quantitative data and excluded mediating variables.
- *Subjectivity in Survey Responses:* Dependence on self-reported data introduced subjectivity.
- *Dynamic Nature of the IT Industry:* Rapid evolution of the IT industry poses a challenge to the long-term applicability of findings.
- *Non-Normality of Data Distribution:* Non-normal distribution of data influenced the selection of statistical methods.

#### *Future Research Directions*

Based on the identified limitations, the following directions are proposed for future research:

1. *Extended Timeframe for Research:* Allow for a more comprehensive exploration of leadership dynamics.
2. *Broader Geographical Scope and Enhanced Budgetary Provisions:* Include other regions and secure a larger budget for more extensive data collection.
3. *Diverse Sampling Techniques:* Employ a variety of sampling methods to ensure a more representative sample.
4. *Integration of Qualitative Data and Inclusion of Mediating Variables:* Incorporate qualitative data and mediating variables to provide a more rounded perspective.
5. *Mitigation of Subjectivity in Data Collection:* Reduce reliance on self-reported data and use more objective measurement instruments.

6. *Adaptation to the Dynamic Nature of the IT Industry: Design research to be adaptable and reflective of current trends.*
7. *Addressing Non-Normality in Data Distribution: Use stratified sampling and data transformation techniques to ensure balanced and normally distributed data.*

By addressing these areas, future research can build upon the current study's findings, offering more comprehensive insights into the effects of leadership practices on organizational health within the IT industry. This would contribute to the academic discourse and provide practical implications for industry practitioners and policymakers.

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