

## THE INFLUENCE OF LEADERSHIP VALUES ON CULTURE VALUES: A STRUCTURAL EQUATION MODELLING APPROACH

(Pengaruh Nilai Kepimpinan ke atas Nilai Budaya: Pendekatan  
Pemodelan Persamaan Struktur)

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### ABSTRACT

The importance of core values that upheld the leadership and cultures are very well-understood and these criteria are important in determining the organisational success. Thus, this article examines the impact of leadership onto the organisational culture through value-based indicators. The study was conducted at one of the universities in the East Coast of Malaysia. An instrument was developed and adapted from previous study and pilot tested. 400 questionnaires were administered to the respondents resulting of 153 questionnaires were returned. The data were coded in Predictive Analytics Software (PASW) version 18.0 and AMOS software was used to analyse the hypothesised model using Structural Equation Modelling (SEM) approach. The result of the modelling suggests that the revised hypothesised model yields a fit statistics that are adequate with  $p$ -value = 0.078, CFI = 0.99, GFI = 0.967, TLI = 0.980 and RMSEA = 0.075. In conclusion, the revised model fits the data well and there is no proof that the model is incorrect based on the fit statistics. Implications of the study was significant to enhance and empower value-based leadership approach that influenced the university's culture towards achieving success and excellence.

*Keywords:* Leadership values; culture values; structural equation modelling (SEM); intangibles

### ABSTRAK

Kepentingan nilai-nilai teras yang menyokong kepimpinan dan budaya amat difahami dan kriteria ini penting dalam menentukan kejayaan organisasi. Oleh itu, dalam makalah ini dikaji kesan kepimpinan terhadap budaya melalui penunjuk-penunjuk berasaskan nilai. Kajian ini dijalankan di sebuah universiti di Pantai Timur Malaysia. Soal selidik dibina dan diubah suai daripada kajian lepas dan diujirintiskan. Sebanyak 400 borang soal selidik telah diedarkan kepada responden dan 153 borang soal selidik dikembalikan. Data dikodkan ke dalam perisian *Predictive Analytics Software* (PASW) versi 18.0 and perisian AMOS digunakan untuk menganalisis model hipotesis menggunakan pendekatan pemodelan persamaan struktur (SEM). Keputusan pemodelan mencadangkan model hipotesis disemak yang menghasilkan statistik padanan yang mencukupi dengan nilai- $p$  = 0.078, CFI = 0.99, GFI = 0.967, TLI = 0.980 dan RMSEA = 0.075. Kesimpulannya, model semakan sepadan dengan data dan tiada bukti yang kukuh untuk menyatakan model berkenaan tidak benar berdasarkan statistik padanan. Implikasi kajian adalah signifikan untuk meningkat dan memperkasa pendekatan kepimpinan berteraskan nilai yang mempengaruhi budaya universiti dalam mencapai kejayaan dan kecemerlangan.

*Kata kunci:* Nilai-nilai kepimpinan; nilai-nilai budaya; pemodelan persamaan struktur (SEM); tidak zahir