International Journal of Enhanced Research in Science, Technology & Engineering
ISSN: 2319-7463, Vol. 7 Issue 1, January-2018, Impact Factor: 4.059

The Relationship between Leadership Style and Maturity Level of Rural Leaders in Muda Agriculture Development Authority (Mada-Malaysia)

Wisam Yako Aziz Masso[1], Prof. Dr. Norsida Man[2], Noora Suhail Ismail Hawa[3]

[1]Department of Agricultural Extension, Faculty of Agriculture and Forestry, University of Mosul, Iraq.
[2]Department of Agriculture Technology, Faculty of Agriculture, University Putra Malaysia (UPM), Malaysia
[3]Department of Statistics and Information, Faculty of Computer Science and Mathematics University of Mosul, Iraq

ABSTRACT

Local leaders are quite frequently able to informally influence the behaviour and attitudes of others towards what is desirable. However, the study was conducted to determine the relationship between leadership style and maturity level of rural leaders in paddy farming technologies in muda agriculture development authority (MADA). The total numbers of the respondents were 260 of rural leaders using the random sampling technique in this study. This research also was done by interview approaches to gain the relationship between leadership style and maturity level of rural leaders. Using SPSS, descriptive and inferential analyses was performed to fulfill the objectives determined. Based on the results gained, most of the respondent falls in the high maturity level M4 matched with a selling delegating style of leadership S4.It is recommended MADA should ensure execution of proper training needs for the rural leaders that are found with to have training gap.

Key words: Rural leaders, M**aturity**, Leadership Style, paddy farming

HOW TO CITE THIS ARTICLE

Wisam Yako Aziz Masso, Prof. Dr. Norsida Man, Noora Suhail Ismail Hawa, "The Relationship between Leadership Style and Maturity Level of Rural Leaders in Muda Agriculture Development Authority (Mada-Malaysia)", International Journal of Enhanced Research in Science, Technology & Engineering, ISSN: 2319-7463, Vol. 7 Issue 1, January-2018.

1. INTRODUCTION

In developing countries such as Malaysia, rural people have depended on extension workers and rural leaders for technical advice and information [9]. In the field of agricultural extension, leadership has critical strategic importance since it deals with developing groups of farmers in the community [1].

Extension directors have aggressively investigated approaches of the use of information generation to enable broader and deeper engagement with farmers. In peace building as properly, generation is also being followed to gather, analyze, and distribute records. Drawing on the revel in of these domains in information generation, what technical abilities are important to assist a decentralized, participatory extension machine engaged in peace constructing? Generation affects two factors of extension agents' paintings. First, it affords information and support that improve the capacity of farmers to act. 2nd, it does the same for the sellers [5].

According to [9],with suitable technology, each farmer and extension retailers can enhance the performance and reduce the risks related to their paintings successful statistics generation tasks in fragile environments share some of vital traits. First, they're never showcases only for the area but continually answer to a pressing problem facing a network. Second, they tend to be primarily based on m improving user get admission to a service or an asset as opposed to

imparting ownership. Third, they have a tendency to be controlled to make sure the availability of services to all stakeholders in a community[8].

Generally situational leadership theory holds that a leader's effectiveness is related to the leader's traits or behaviors in relation to differing situational factors. According to situational leadership theory, a leader's effectiveness is contingent on his ability to modify his management behavior to the level of his subordinates' maturity or sophistication [2].

According to [7], the theory has two pillars: leadership style and the maturity level of those being led. The leadership styles stem from four basic behaviors, designated with a letter-number combination: (S-1 Telling, S-2 Selling, S-3 Participating, and S-4 Delegating) [6].The Situational Leadership model suggests that there are four leadership styles (S1 to S4), which map onto the maturity levels (M1 to M4) of the team respectively, leadership Style S1 - Telling and Directing for M1 (Low Skill & High Will) and for leadership Style S2-Selling and Coaching for M2 (Low Skill and Low Will) Leadership Style S3 - Facilitating and Counseling for M3 (High Skill / Low Will) Finally, Leadership Style S4 - Delegating for M4 (High Skill / High Will)[3].

The maturity level of a leader is essential and important in rural areas. Rural leaders have to know how to apply leadership principles, management, and employees in leading the organization to achieve its main goals. The best leaders are those who can contribute and achieve the goals. When a leader achieves goals, it may be assumed that he has an acceptable level of maturity [4].

[8] expressed that leaders should be able to cope with the turbulence and volatility of the environment in today's dynamic world and they must be financially buoyant. Although the relationships between leadership and monetary values have been espoused, there is a dearth of information on how these relate to rural leaders. Thus, further researches are essential to bridge the gap.

The effective leader is the one who sees leadership as responsibility rather than privilege. They have integrity and consistency. They are usually modest, loosing no opportunity to stress that real achievement has come from team work and not from inspiration of just one individual. Based on the above literature the study aims to determine the maturity level of the respondents in paddy farming technologies and to determine the relationship between leadership style and maturity Level of the respondents in Muda Agriculture Development Authority.

2. METHODOLOGY

There are 450 rural leaders in the unit or block in MADA. 60% of rural leaders were selected for the purpose of this study. The total numbers of the respondents were 270 rural leaders,10 questionnaires were discarded due to incomplete responses to the content of the questionnaire, leaving the sample size to 260 respondents. The study used random sampling technique. The data collected face-to-face interview based on a structured questionnaire from Muda agriculture development authority (MADA). Used 12 statements of the each part of the maturity of rural leaders. Likert scale was used to determine the level of maturity of the respondents ranged from 1 = never to 5= always. Meanwhile, reliability test was estimated by calculating Cronbach's alpha, which was 0.76 for M1,and 0.74 for M2, and 0.77for M3, and 0.76 for M4 exceeding. SPSS software was used to analyze the data collected, statistics such as frequency, percentage, mean, standard deviation was used.

3. RESULT AND DISCUSSION

According to Table 1, statements on perception of respondent's maturity (M1) towards paddy farming technologies were ranked based on their mean values using the Maturity level (M1). Perception of respondent's maturity towards the statement, "Rural leaders face lack specific skills required for the job in hand" was ranked the highest mean value (3.87), implying that rural leaders in the study area have relatively lack of specific skills required when they deal with other farmers. Statements on perception of respondent's maturity (M2) towards paddy farming technologies were ranked based on their mean values using the maturity level (M2). Perception of respondent's maturity towards the statement, "You are suffering from lack of commitment" was ranked the highest mean value (3.79), this suggests that the respondents suffering from lack of commitment with their responsibility.

According to Table 1, statements on perception of respondent's maturity (M3) towards paddy farming technologies were ranked based on their mean values using the maturity level (M3). Perception of respondent's maturity towards the statement, " You are able to perform the task but you lack the confidence" was ranked the highest mean value (3.87), this is interpreted that rural leaders can perform the task but they face lack of confidence. While, statements on perception of respondent's maturity (M4) towards paddy farming technologies were ranked based on their mean values using the maturity level (M4). Perception of respondent's maturity towards the statement, "You usually have the foreknowledge of how the farmers would respond to new ideas or innovations on paddy farming technologies" was ranked the highest mean value (4.12), this is interpreted that rural leaders in area of study have a good communication with farmers.

Table 1: Perception of Respondents towards Maturity (M_1, M_2, M_3, M_4) in Paddy Farming Technologies

Statements of Maturity (M_1)	Frequency (%)					Mean	S.D
	1	2	3	4	5		
Rural leaders face lack specific skills required for the job in hand	3.8 (10)	11.5 (30)	18.1 (47)	26.9 (70)	39.6 (103)	3.87	1.17
You have only with the least amount of information possible, even if it is a duplicate	3.5 (9)	8.8 (23)	23.1 (60)	38.5 (100)	26.2 (68)	3.75	1.04
I cannot perform the task very well	9.2 (24)	15.4 (40)	23.5 (61)	25.4 (66)	26.5 (69)	3.45	1.28
Rural leaders take neutral position and does not interfere at all	5.0 (13)	15.0 (39)	26.2 (68)	38.5 (100)	15.4 (40)	3.44	1.07
I do not have sufficient knowledge about paddy farming and about general agricultural activities	4.2 (11)	15.8 (41)	35.0 (91)	27.3 (71)	17.7 (46)	3.38	1.07
Rural leaders are unwilling to do or to take responsibility for this job or task	5.8 (15)	15.4 (40)	35.4 (92)	28.5 (74)	15.0 (39)	3.32	1.08
Rural leaders insist on giving directive because they feel they are always correct while others opinion are wrong	10.0 (26)	15.0 (39)	33.1 (86)	31.5 (82)	10.4 (27)	3.17	1.12
Rural leaders do not have the required skills of dealing with farmers	6.9 (18)	19.2 (50)	35.8 (93)	28.1 (73)	10.1 (26)	3.15	1.06
Rural leaders will respond only when farmers make request	10.0 (26)	21.9 (57)	26.2 (68)	28.8 (75)	13.1 (34)	3.13	1.19
Solutions rural leaders give to farmers cannot be accepted by those challenged with the problem	7.7 (20)	21.5 (56)	33.1 (86)	28.5 (74)	9.2 (24)	3.10	1.08
You did not accept the new ideas that come from others about the work	9.6 (25)	27.3 (71)	35.0 (91)	19.6 (51)	8.5 (22)	2.90	1.08
I am unable to complete job or task in good time	21.5 (56)	23.8 (62)	27.7 (72)	18.5 (48)	8.5 (22)	2.68	1.23
Total Average Mean						**3.27**	**1.12**
Statements of Maturity (M_2)	**Frequency (%)**					**Mean**	**S.D**
	1	**2**	**3**	**4**	**5**		
You are suffering from Lack of commitment	8.1 (21)	11.5 (30)	16.2 (42)	25.4 (66)	38.8 (101)	3.79	1.36
You have a problem to give solutions to the farmers	3.5 (9)	8.8 (23)	23.1 (60)	27.3 (97)	37.3 (71)	3.76	1.05
You always provide the clues and the solution from the Dean	9.2 (24)	15.8 (40)	23.1 (89)	24.6 (66)	27.3 (41)	3.45	1.09
You always leave the decision-making to farmers	9.2 (24)	15.4 (40)	24.2 (63)	35.4 (92)	15.8 (41)	3.33	1.29
You cannot complete the job or task sometimes	5.4 (14)	19.6 (51)	33.8 (88)	27.3 (71)	13.8 (36)	3.25	1.08
You are not inquiring into the cause of the conflict, which was not resolved because you lack the required knowledge and skills	4.6 (12)	19.2 (50)	33.5 (87)	33.5 (87)	9.2 (24)	3.23	1.01
You always give an helping hand towards doing the task	9.2 (24)	15.4 (40)	34.2 (89)	25.4 (66)	15.8 (41)	3.23	1.16

You cannot perform the task sufficiently because you lack self-confidence to perform it	6.5 (17)	21.9 (57)	26.5 (69)	31.5 (82)	13.5 (35)	3.23	1.13
You are willing to perform the job or task instructed by the PPK and MADA	6.5 (17)	18.8 (49)	36.2 (94)	28.5 (74)	10 (26)	3.17	1.05
PPK and MADA always seek to know the weaknesses of potential leaders	7.7 (20)	21.9 (57)	32.7 (85)	28.5 (74)	9.2 (24)	3.10	1.08
You are disadvantaged due to Low competence	9.6 (25)	27.7 (72)	34.2 (89)	19.6 (51)	8.8 (23)	2.90	1.09
The tasks on you are more complex such that more skills are required to complete it.	21.5 (56)	23.8 (62)	26.2 (68)	20.4 (53)	8.1 (21)	2.70	1.24
Total Average Mean						**3.26**	**1.13**
Statements of Maturity (M_3)	**Frequency (%)**					**Mean**	**S.D**
	1	**2**	**3**	**4**	**5**		
You are able to perform the task but you lack the confidence	4.2 (11)	11.2 (29)	18.5 (48)	25.8 (67)	40.4 (105)	3.87	1.18
You have a good relationship with PPK and MADA and always motivate farmers toward completing their task	3.8 (10)	8.8 (23)	23.1 (60)	36.9 (96)	27.3 (71)	3.75	1.07
You always Delegate task(s) to the entire group members	5.4 (14)	15.0 (39)	25.8 (67)	37.7 (98)	16.2 (42)	3.44	1.09
You are knowledgeable but lack confidence to play leadership role among the farmers	9.2 (24)	15.4 (40)	25.4 (66)	23.1 (60)	26.9 (70)	3.43	1.28
You do not get enough guidance and confidence. Hence, unwilling to do the task very well	4.6 (12)	14.6 (38)	38.5 (100)	25.4 (66)	16.9 (44)	3.35	1.06
You do not have sufficient experience to resolve challenges	5.4 (14)	15.8 (41)	34.6 (90)	29.2 (76)	15.0 (39)	3.33	1.07
You do not encourage farmers to use improved methods of farming	5.0 (13)	14.6 (38)	35.4 (92)	33.8 (88)	11.2 (29)	3.32	1.06
You lack the willingness to take on responsibility	6.9 (18)	21.9 (57)	26.5 (69)	30.8 (80)	13.8 (36)	3.23	1.14
You do not provide any kind of feedback to farmers	6.9 (18)	18.8 (49)	36.2 (94)	27.7 (72)	10.4 (27)	3.16	1.06
You are skilful but lack confidence before the farmers.	8.1 (21)	21.5 (56)	33.5 (87)	26.9 (70)	10.0 (26)	3.09	1.09
Your skills in disseminating knowledge should be improved	9.6 (25)	27.3 (71)	35.4 (92)	18.8 (49)	8.8 (23)	2.90	1.09
PPK and MADA give opportunities to air your opinions and discuss the most suitable way(s) to combat challenges faced	21.5 (56)	23.8 (62)	27.7 (72)	18.1 (47)	8.8 (23)	2.69	1.24
Total Average Mean						**3.29**	**1.12**
Statements of Maturity (M_4)	**Frequency (%)**					**Mean**	**S.D**
	1	**2**	**3**	**4**	**5**		
You usually have the foreknowledge of how the farmers would respond to new ideas or innovations on paddy	3.5 (9)	9.6 (25)	11.9 (31)	21.9 (57)	53.1 (138)	4.12	1.15

farming technologies							
You flexible about making changes within the farmers' community	2.7 (7)	8.1 (21)	18.5 (48)	20.0 (52)	50.8 (132)	4.08	1.12
You are always involved in decision-making	2.7 (7)	7.7 (20)	19.6 (51)	31.9 (83)	38.1 (99)	3.95	1.06
You use your emotional energies in motivating farmers to participate in new training about paddy farming	10.8 (28)	13.1 (34)	16.5 (43)	9.2 (24)	50.4 (131)	3.75	1.45
You are always looking for the causes of the problems and trying to resolve them by providing lasting solutions.	4.6 (12)	11.2 (29)	20.8 (54)	32.3 (84)	31.2 (81)	3.74	1.14
You obtain every resource needed to support new programs about paddy farming	7.7 (20)	11.5 (30)	19.6 (51)	23.1 (60)	38.1 (99)	3.72	1.28
You are able to complete your task with dependable feedback from the PPK/MADA and farmer's community	3.8 (10)	14.6 (38)	32.7 (35)	24.6 (64)	24.2 (63)	3.51	1.12
You have sufficient knowledge and skills for selecting suitable modules of paddy farming	4.6 (12)	13.1 (34)	33.5 (87)	31.2 (81)	17.7 (46)	3.44	1.06
You initiative opportunities geared towards improving the farmers in the future	5.8 (15)	18.1 (47)	25.0 (65)	30.0 (78)	21.2 (55)	3.43	1.17
You always make up classes for the farmers if they have skill-gaps on the use of new technology	6.2 (16)	19.2 (50)	27.3 (71)	23.1 (60)	24.2 (63)	3.40	1.21
You always have high competence and commitment	6.2 (16)	16.5 (43)	34.2 (89)	26.9 (70)	16.2 (42)	3.30	1.11
You usually read books and relevant materials on new technology in paddy farming	6.9 (18)	21.9 (57)	31.2 (81)	16.9 (44)	23.1 (60)	3.27	1.23
Total Average Mean						**3.64**	**1.18**

To identify the level of maturity of the respondents in general, the highest numeric value for the maturity level for (M_1, M_2, M_3, M_4) together is (240) and the lowest value is (48). Table 2 below shows 3.8% (10) of the respondents has low maturity level of respondents in paddy farming technologies. Follow by, 63.8 % (166) of the respondents have moderate level of maturity in paddy farming technologies. Then, 32.3% (84) of the respondents have high level of maturity in paddy farming technologies. The total mean value (2.28), respondents' maturity level in paddy farming technologies was ranked moderate.

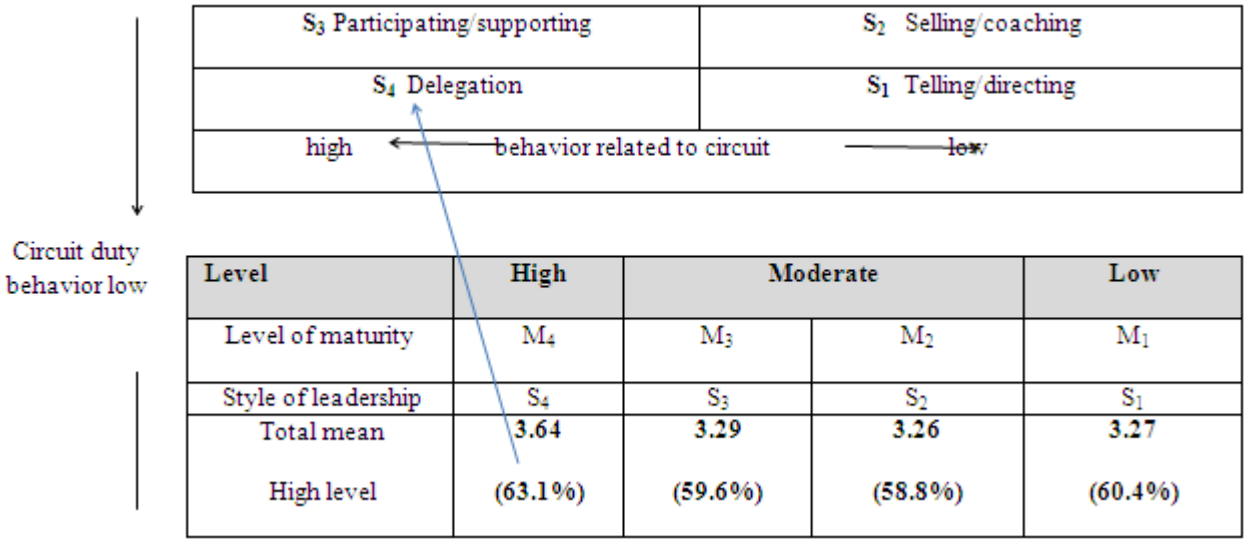
Table 2: The Maturity Level of Rural Leaders in Paddy Farming Technologies

No.	Maturity Level	Frequency	Percentage (%)	Mean	S.D
1.	**High (48-112)**	84	32.3	**2.28**	**0.53**
2.	**Moderate (113-176)**	166	63.8		
3.	**Low (177-240)**	10	3.8		
Total		**260**	**100**		

4. THE RELATIONSHIP OF LEADERSHIP STYLE AND RESPONDENT'S MATURITY LEVEL IN PADDY FARMING TECHNOLOGIES

Depend on the total average mean of each part of maturity level of respondents. Thefigure1 present 60.4% of the respondent falls in the low maturity level M_1 matched with a telling and directing style of leadership S_1. These mean the respondents have low competence/skill and high commitment/will, this suggests that the rural leaders feel lack of ability, reluctance and insecurity, lack of motivation and confidence in discharging their roles. This is followed by 58.8% of the respondent, which falls in the medium maturity level M_2 matched with a selling and coaching style of

leadership S_2. These mean the respondents have low competence/skill and low commitment/will, this suggest that the rural leaders are limited in skills required to drive their roles.



Level	High	Moderate		Low
Level of maturity	M_4	M_3	M_2	M_1
Style of leadership	S_4	S_3	S_2	S_1
Total mean	**3.64**	**3.29**	**3.26**	**3.27**
High level	**(63.1%)**	**(59.6%)**	**(58.8%)**	**(60.4%)**

Figure 1: The Relationship of Leadership Style and Respondent's Maturity Level

The Figure above shows also about 59.6% of this respondent falls in the medium maturity levelM_3 matched with higher skills but lacking confidence leadership style S_3.These mean the respondents have high competence/skill & low commitment/will, it is suggested that rural leaders at this level of maturity have trust in their subordinates, encourage employees to air their opinions, employ the use of rewards rather than punishment for the purpose of encouraging motivation in the work place. More so, 63.1% of this respondent falls in the high maturity level M_4 matched with a selling delegating style of leadership S_4. These mean the respondents have high competence/skill and high commitment/will, this suggest that the rural leaders are committed to the task and the delegation of task as they delegate responsibilities with a high confidence in their subordinates. This leadership style impliedly is suited to experienced subordinates who have the competence to set their own processes required in accomplishing organization's set goals.

CONCLUSION

In brief, this empirical study was carried out to identify the relationship between leadership style and respondent's maturity level based on situational leadership theory. The respondents had a moderate level of maturity in paddy farming technologies in general. Most of this respondent falls in the high maturity level M_4 matched with a selling delegating style of leadership S_4. These mean the respondents have high competence/skill and high commitment/will. Therefore, it is recommended that extension agents should give to them new training for those who are low in maturity will be able to improve their information, abilities and attitudes on paddy farming technologies.

REFERENCE

[1]. A. S.Ali, M. Altarawneh, and L. Altahat. (2012); "Effectiveness of agricultural extension activities." American Journal of Agricultural and Biological Sciences 7(2): 194-200.
[2]. R, Bhagat. (2008); "Rural Leadership." Department of Agricultural Extension.
[3]. A. P. Balsanelli. I. C. K. O,Cunha. and I. Y,Whitaker.(2008);"Leadership styles and personal and professional profile of intensive care unit nurses." Acta Paulista de Enfermagem 21(2): 300-304. Indian Agricultural Research Institute New Delhi – 110012.
[4]. K, Davis. (2008); "Extension in sub-Saharan Africa: Overview and assessment of past and current models and future prospects." Journal of International Agricultural and Extension Education 15(3): 15-28.
[5]. P, Hersey, K. Blanchard and D. Johnson. (2001);"Management of school behavior: leading human resources", New Jersey: Prentice-Hall.
[6]. P. Hersey, K. H. Blanchard and W. E. Natemever. (1979); "Situational leadership, perception, and the impact of power." Group & Organization Management 4(4): 418-428.
[7]. K. W, Parry. (2008); "The thing about metaphors and leadership." Essay From The Field: 6.
[8]. A.Robertson. (2012);"Enabling Agricultural Extension for Peacebuilding" US Institute of Peace.
[9]. N. Tiraieyari. (2009); "The importance of cultural competency for agricultural extension worker in Malaysia." The Journal of International Social Research 2(8): 411-421.