

How Leadership Style Impacts The Management Information System Quality-A Theoretical Study

Alfian

Abstract: This study aimed to examine the theoretical impact leadership styles on the quality of management information systems. Several approaches of leadership styles theory is used to explain of how the impact on the quality of management information systems. In order to measure the impact of leadership styles on the quality of management information systems can be seen from the way or behavior or styles of leadership in influencing subordinates with several approaches including: (1) Trait theory of leadership; (2) Contingency theory of leadership; (3) Path-goal theory of leadership; (4) Transformational and transactional theories of leadership. The results achieved in the context of the management information system of leadership is leadership can influence subordinates (users) systems achieve effective performance, namely the presence of a situation where the user system implementing quality management information system to produce quality information

Index Terms: Leadership Style, Quality of Management Information Systems

1 INTRODUCTION

The management information system is a collection of sub-systems which are interconnected with each other and work together in harmony to achieve one goal of process data into information needed by management in decision-making processes when carrying out its functions.^[1] It also expressed by the experts on the definition of management information systems as follows:^[2] disclose management information system is a collection of sub-systems relate to each other and work together to achieve the goals or values of technology. Management information system is an organized collection of people, procedures, software, databases, and equipment that provide routine information for managers and decision makers.^[3] Management information systems provide information in the form of a detailed report that appears to support business decision-making.^[4] It concluded that the management information system is a collection of sub-systems which are interconnected with each other and work together in an organized and harmonized to provide information for management decision making. The term "effectiveness" of information systems as a measure of the success of information systems in achieving the goals set.^[5] The term "success" of information systems to measure the success of the system information system is technically true.^[6] The term "success" to describe the successful application of information systems in the areas that became the principal concern to the organization, used extensively by one or more users are satisfied and improve the quality of performance.^[7] As for the term "quality" information system to show the integration of the various components of the information system consisting of hardware, software, brainware, telecommunication network, and database quality and quality of work and user satisfaction.

So is the quality of management information systems in this study means that the functioning of the information system as a provider of quality management information.^[8] The style of leadership, meaning how a leader perform the functions of leadership (leadership functions).^[9] The style of leadership are factors that affect the successful implementation of accounting information systems that are part of the management information systems.^[10] Meanwhile, revealed that transformational leadership influence on the success of information systems users. It can be concluded that the management style is one of the factors that have an impact on the quality of management information systems.^[11] Based on the description that has been stated previously, the authors are interested in doing theoretical study with the title: How Leadership Style Impacts the Management Information System Quality.

2 Literature Review

2.1 Management Information System Quality

In general, the quality of management information system is defined as a form of statement of condition when management information system can generate management information according to user needs. Quality management information obtained from the application of quality management information system.^[8] The fundamental role of management information systems in an organization is to produce quality management information.^[1] The term "quality" can mean success^{[12][13][14][15][7]} or effectiveness^{[5][16]} or user satisfactions^[3], and included terms of quality.^[8] The term "effectiveness" of information systems as a measure of the success of information systems in achieving the goals set.^[5] The effectiveness of management information systems acceptable to provide management information to assist management in making decisions.^[16] The term "success" of information systems to measure the output generated by the actual system.^[13] The term "success" to describe the successful implementation of management information systems in the areas that became the principal concern to the organization, used extensively by one or more user satisfaction and improve the quality of performance.^[7] As for the term "quality" information management system is used to indicate the integration of the various components of management information systems, namely: hardware, software, brain ware, telecommunication network, and database quality, as well as the quality of work and the satisfaction of

- Alfian
- Doctoral students of Accountancy Department, Faculty of Economic and Business, Padjadjaran University, Dipati Ukur Street Zip Code. 40132 Bandung Indonesia,
- Faculty of Economic and Business, Lambung Mangkurat University, Hassan Basry Street, Kayu Tangi, Banjarmasin Zip Code 70123 Indonesia E-mail: fianis_2000@yahoo.com

users.^[6] Based on the above, thus the use of the term "quality" as a synonym for the term "success", then the quality of management information systems referred to in this study is the functioning of the management information system is reliable, efficient and effective as a provider of quality management information.

2.2 Leadership

Leadership is a process of influencing employees to work the achievement of objectives.^[17] Leadership as the ability to influence others to reach our objectives.^[18] Statements that are not much different expressed also that leadership with regard to activities to influence, motivate, and enable others to contribute to the effectiveness and success of the organization to which they belong.^[19] Leadership as a process of influencing others to facilitate the achievement of organizational objectives relevant.^[20] The understanding of the wider leadership that leadership as a process of social influence, leadership is not a position, position or privilege, leadership is a responsibility and a process that can be observed, it is understood, can learn a set of skills and practices available to each people, anywhere in the organization. Leadership is the ability indirectly to influence others by setting an example that inspires award - leadership is not only an example for a moment, but one that inspires others to pursue goals that benefit the organization.^[21]

2.3 Leadership style

Leadership based on the description above, in the context of this study, the purpose of leadership devoted to the field of management information systems, so that leadership can be defined as the ability to influence the motivation and competence of the system user to use information management system to effectively and successfully to produce quality management information. Leadership style means how/behavior of leaders to influence motivation, competence, satisfaction and performance management information system users to use management information systems in situations and directed through the communication process to produce high quality management information.

Trait Theory Of Leadership

Saxon trait theory of leadership believes that leaders are born not made.^[22] Successful leaders have the characteristics of congenital and not made.^[23] This theory asserts that a person born with a trait characteristic that allows the particular situation or specific historical period they appear to be a leader. By using this theoretical approach, when explaining the success of the leadership, the major concern is to identify what personality trait possessed by a leader such success. Because of this theory put more pressure on its characteristics so that this theory is also known as a "great person" theory of leadership.^[22] Although much criticized, because it was seen by many weaknesses, such as the difficulty of seeing the relationship between trait characteristic and successful leader, but the theory is still alive and practiced in many organizations. In its development, the use of characteristic trait of personality has shifted toward related job skill. Besides being born with certain traits, for the purpose of effective management, a leader is also required to have technical, conceptual and human skill.^[18] In detail involving creativity, organization, persuasiveness, diplomacy and tactfulness, knowledge of the task, the ability to speak well as skills-the skills required by a

leader.^[18] Then explain also some of the following personal characteristics to be possessed by a leader:^[18] (1) Physical characteristic, include energy and physical stamina; (2) Intelligence, cognitive abilities, knowledge, judgment, decisiveness, and fluency of speech; (3) Personality, include: self-confidence, honesty and integrity, enthusiasm, have a desire to lead, independence, alertness, creativity, emotional balance and independent control (nonconformity); (4) Social characteristics include: sociability, interpersonal skills, cooperativeness, the ability to enlist cooperation, tactical and diplomacy; (5) The work related characteristic, include: the drive to achievement, the drive to excel meticulous, conscientiousness in pursuit of goals, persistence against obstacle, persistent, tenacity. (6) Social background, include: education, and mobility.

Contingency Theory of Leadership

Contingency leadership theory can be explained through situational approach and path-goal models. In the situational approach of a leader is seen as a product of time and situation.^[22] People who have certain qualities or characteristics because a situation would appear to be a leader. In another sense, the situational approach using an assumption that there are some situational variables that can affect leadership roles, skills, behaviors, and follower's performance and satisfaction. Situational variables such as efforts to enhance the trait theory previously considered not adequate as a theory of leadership is intact.^[22] Fred Fiedler is one of initiator of contingency leadership theory is known as a Recognized situation-based or contingency theory for leadership effectiveness. With contingency model of leadership effectiveness of this Fiedler explains the relationship between style of leadership and favourableness of the situation. Consist of leadership style and human-directed task oriented (democratic) while for favorableness of the situation Fiedler split into three following dimensions: (1) The leader-member relationship, is the most critical variable in determining the desired situations; (2) The degree of task structure, the second most important variable into the desired situation; (3) The leader's position power gained through formal authority, which is variable or the most critical third dimension.^[22] A leader, is said to be in a situation that is favorable if all the dimensions listed above gets the highest score. In other words, a leader is generally said to be accepted by the subordinate (dimension I), all the work is structured and supported with clear job descriptions (dimension II), and there are situations where the authority and power that are formally held by a leader (dimension III). Model situational leadership theory (SLT) others developed by Hersey and Blanchard that divides specific leadership styles into four groups, namely:^[20] (1) Telling, (high task-low relationship), defines leadership role and tell people what, how, when and where perform a variety of tasks. As a result, employee/subordinate can not afford and do not want to take responsibility for doing something, followers incompetent or not confidence; (2) Selling, (high task-high relationship). Leader provide direction and support behavior. Employees / subordinates do not have the ability but intends to do the work necessary work tasks. Workers have the motivation but do not have the appropriate skills; (3) Participating, (low task-high relationship), the leader and his followers to share in making decisions. The primary role of a leader is to facilitate and communicate. Employees / subordinates have the ability but

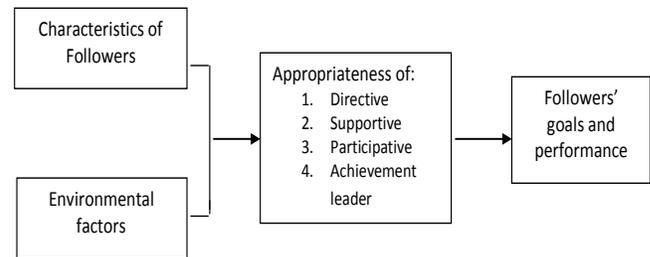
do not want to do what the leader wants. Followers are competent but do not want to do anything; (4) Delegating, (low task-low relationship), leader provides little direction or support. Employees / subordinates have the ability and desire to do what was asked of him.

Path-Goal Theory Of Leadership

Path-goal model is an approach other than contingency leadership theory proposed by Robert House.^[23] Path-goal theory of leadership was developed from a contingency approach derived from the framework expectancy theory of motivation.^[22] The purpose of this theory is to explain how the style / behavior of a leader influence motivation, satisfaction and performance of subordinates. According House, there are 4 types or styles / behaviors that may affect the effective leadership, namely:^[22] (1) Directive leadership; leadership force equal to the force authoritarian leader is meant by Lippit & White, that subordinates know exactly what to expect from their leaders, and leaders provide direction specifically about how employees should complete the tasks. In this case, the subordinate is not involved at all by the leader; (2) Supportive leadership; leaders to give attention to the needs of his followers and friends (friendly); (3) participative leadership; leadership in consultation with members of the group and use the suggestions of the leaders group before making a decision (decision still made by the leader); (4) Achievement oriented leadership; leaders set challenging goals for followers, giving confidence to his followers that the goals are made can be achieved by using the best of their ability. Approach-path-goal theory is a leader can use one particular leadership style based on situational factors or contingency to influence perceptions and motivations of subordinates. Factors contingency encompasses; personal characteristics follower (personal characteristics of followers) and factors related to the environment to be faced followers to achieve its objectives. Both of these situational factors, said to be a determinant of effective leadership behaviors.^[23] According to characteristic factors of contingency follower consists of skills and experience and locus of control subordinates. Meanwhile, environmental factors structure comprises a task structure and team dynamics. On the path approach to this theory, the function of a leader is to:^[19] (1) create a path for the purpose of easier to run by providing coaching and directing; (2) reduce barriers towards achieving the goal; (3) increase the chance of personal satisfaction/employee by increasing payroll/rewards/awards and others to employees upon achievement of objectives. Figure 1 below describes the relationship between situational factors, behaviors/style of effective leadership and effective achievement of the performance of subordinates. By using the first image can be explained as follows: (1) Skills & experience: combine the directive leadership style and supportive leadership style is said to be suitable for subordinates with less training and less experience. Nevertheless, directive leadership style can undermine motivation and performance of subordinates who have high skill and experience as a leader directive leadership style tends too much control and oversight of the subordinates. (2) Locus of control: subordinates who have an internal locus of control believe that the environment within their control. Subordinates who have an internal locus of control tend to prefer participative leadership style and performance-oriented but will experience frustration when dealing with a directive leadership style. Conversely,

subordinates with external locus of control believe that their performance is mainly due to luck or sheer luck that they preferred the directive leadership style; (3) Task structure: Leaders are advised to adopt a leadership style directive to subordinates who carry out tasks not routinely to reduce the roles that float that will tend to appear in a work situation that is complex, especially the tasks carried out by subordinates who are less experienced. However, the style of leadership in no way be effectively applied to subordinates were doing routine work and simple. Subordinate to the job very simple routine and require the supportive leadership style to help them cope with the properties of a boring job and a lack of control in the face of the work. Then, participative leadership style is more suited to subordinate tasks not routinely; (4) Due to unavailability of the rules and procedures as a guideline to achieve the goal. Nevertheless, participative leadership style is not suitable to be applied to the subordinate who work regular jobs because they do not have the flexibility to do the job because they are bound by the rules and procedures set standard; (5) Team Dynamics: a work team was very cohesive, leaders can use performance-oriented leadership style, while the subordinates with less cohesive team, leadership is better to use supportive leadership style. The level of integrity teams in an organization has the potential to create leadership styles become ineffective. In organizations that have a very solid team, intervention models leader becomes dull, so the style of leadership that is more suitable is to use performance-oriented approach.

Figure 1 Theory of Situational Leadership Model



Sumber: Snell & Bateman (2004, p. 382)

Some research associated with the path-goal theory of leadership-can also be explained as follows:^[22] (1) Studies conducted in seven organizations, showed that directiveness leader has a positive correlation with satisfaction, hope subordinates who carry out the task of floating but negatively related to satisfaction and expectations of subordinates who have clarity of task; (2) A study involving ten different sample of employees found that supportive leadership has a very positive effect on satisfaction subordinate tasks stressful, frustrating and not satisfaction; (3) In most studies in an organization manufacturing industry, found that employees working on jobs that are not repetitive (non-repetitive), ego-involving tasks, will be very satisfied in participative leaders than in nonparticipative leaders; (4) Study in three organizations conducted separately, it was found that the subordinates who carry out the float (ambiguous) and non-repetitive higher achievement orientations of the leaders, the subordinate will become convinced that will produce an effective performance.

Transformational and Transactional Theories of Leadership

James MacGregor Burns introduced transformational and transactional leadership as the types of political leadership.^[22] Transformational leadership is defined as the leader of perspective that explains how leaders change teams or organizations by creating communication and modeling a vision for the organization's work and inspire employees to fight for that vision. Transformational charismatic leadership means leadership, the leaders who delegate authority to others, encourages participation and is based on the expertise and referent power to manage subordinates. Transformational leadership is inspiring about the values, beliefs and ideals and ultimately motivate the followers to carry in excess of what was expected.^[24] Through this transformational leadership approach make the followers believed, loyal and respectful to the leader and often neglect their personal interest to achieve the interests of the group.^[24] There is evidence that shows that transformational leadership has a very strong relationship with the low and the high turnover rate of productivity, satisfaction of employees, creativity, achievement of goals, follower of well-being, and corporate entrepreneurship mainly on business in the early stages.^[11] Transformational leadership is believed to increase the success of the organization (information systems) via: (1) idealized influence, transformational leaders instill pride, faith and respect for the user to act well and focused, as an example: in it, causing the followers of transformational leaders instill pride, faith, and respect; (2) Inspirational motivation, transformational leaders enhance the system user confidence in the use of information systems by articulating an appealing vision and describes a high-level expectations and optimism about the ability of the user to use information systems; (3) Individualized consideration, transformational leadership can be coached or advised (mentor) followers and provide individual support to hear concerns and needs of users of information systems; (4) Intellectual stimulation, transformational leaders can stimulate expertise (skills) problem user system creative skills by challenging them to solve old problems using new perspective. take risks, and ask them to take risks, and asks the user about the idea that the best use of information systems.^[11] While transactional leadership means leadership that uses legitimacy, recognition and power to give orders or coercion and offers awards to subordinate to the services rendered by the subordinate^[23]. The most traditional transactional leadership involves the bargaining relationship between superiors and subordinates in the execution of a task^[22] The aim of transactional leadership is to help the organization achieve its goals more efficiently by linking job performance with the award, and ensures that the employee has the necessary resources to carry out their work.

Figure 2
Characteristics and Approaches of Transformational Leaders and Transactional Leaders

TRANSFORMATIONAL LEADERS	
Charisma	Provide vision and sense of mission, instills pride, gain respect and trust
Inspiration	Communicates high expectations, use symbols to focus effort, expresses important purposes in simple ways
Intellectual Stimulation	Promotes intelligence, rationality, and careful problem solving
Individual Consideration	Give personal attention, treats each employee individually, coaches, advises
TRANSACTIONAL LEADERS	
Contingent reward	Contract exchange of rewards for effort, promise rewards for good performance, recognize accomplishments.
Management by exception (active)	watches and searches for deviations from rules and standards
Management by exception (passive)	Intervenes only if standar are not met
Laissez faire	Abdicates responsibilities, avoids making decisions

Source: Luthan (2006)

3 CONCLUSION

Based on the description of leadership theories that have been described above it can be concluded that the objectives to be achieved in the context of the leadership of the management information system is the leadership can influence subordinates (user) system achieved performance of ineffectiveness, the presence of a situation where the user system implementing management information system of quality to produce quality information. Whereas, in order to measure the effect of leadership style on the quality of management information systems can be seen from the way (way) or behavior or style of leadership in influencing subordinates with several approaches including: (1) Trait Theory Of Leadership; (2) Contingency Theory of Leadership; (3) Path-Goal Theory Of Leadership; (4) Transformational and Transactional Theories of Leadership.

REFERENCES

- [1] Susanto, A. (2013). Sistem Informasi Manajemen - Konsep dan Pengembangannya. Bandung : Lingga Jaya.
- [2] Loudon, K. C., & Loudon, J. P. (2013). Management Information Systems 13/e.
- [3] Stair, R., & Reynolds, G. (2011). Principles of Information Systems. Cengage Learning.
- [4] O'Brien, J., & Marakas, G. (2010). Management Information Systems. McGraw-Hill Higher Education.
- [5] Gelinas, U., Oram, A., & Wriggins, W. (2012). Accounting Information Systems (9 ed.). South Western, USA: Cengage Learning.
- [6] Delone, W. H., & Mclean, E. R. (2003). The Dellon and Mclean Model of Information Systems Success: A

- Ten Years Update. *Journal of Management Information Systems*, 19 No. 4, 9-30.
- [7] Pornpandejwittaya, & Pairat. (2012). Effectiveness of AIS: Effect on Performance of Thai-Listed Firms In Thailand,. *International Journal Of Business Research*, Vol 12, July 2012 (3).
- [8] Sacer, I. M., Zager, K., & Tusek, B. (2006). Accounting Information System's as The Ground for Quality Business Reporting. *IADIS International Conference e-Commerce*, (pp. 59-64).
- [9] Cohen, F. A. (2001). *Effective Behavior in Organizations: Case, Concepts, and Students Experiences*. NY: McGraw-Hill Irwin.
- [10] Stone, R. A. (1994). Leadership and Information System Management: A Literatur Review. *Computers In Human Behavior*, 10(4, Winter), 559-568.
- [11] Cho, J., Park, I., & Mitchel, J. W. (2011). How Leadership Affect Information Systems Success? The Role of Transformational Leadership. *Information & Management Journal*, 48, October(7), 270-277.
- [12] Delone, W. H., & Mclean, E. R. (1992). Information Success The Quest For Dependent Variable. *Information System Research*, 3(1), 60-95.
- [13] Delone, W. H., & Mclean, E. R. (2003). The Dellon and Mclean Model of Information Systems Success: A Ten Years Update. *Journal of Management Information Systems*, 19 No. 4, 9-30.
- [14] Seddon, P. (1997). A Respecification and Extension of the DeLone and McLean Model of IS Success. *Information System Research*, 8 No. 3, 240-253.
- [15] Davis, F. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quartely*, 13, September1989, 319-340.
- [16] Flynn, D. (1992). *Information Systems Requirements:Determination And Analysis*. NY: McGraw-Hill.
- [17] Lussier, R. N. (2008). *Human Relations In Organizations, Applications and Skill Building*. 7th Edition. (7th ed.). New York: McGraw-Hill.
- [18] Daft, R. L. (2003). *Management* (6th ed.). South-Western, USA: Thompson.
- [19] McShane, S. L., & Glinow, M. V. (2010). *Organizational Behavior: Emerging Knowledge and Practice for The Real World* (5th ed.). US: McGraw-Hill International Edition.
- [20] Ivancevich, J. M., Paske, R. K., & Matteson, M. T. (2011). *Organizational Behavior and Management* (9 ed.). NY: McGraw-Hill.
- [21] Lewis, P. S., Goodman, S. H., & Fandt, P. M. (2004). *Management: Challenges for Tomorrow's Leaders* (4th ed.). Canada: Thompson-South Western.
- [22] Luthans, F. (2008). *Organizational Behavior* 11th. Boston: McGraw-Hill/Irwin.
- [23] Bateman, T. S., & Snell, S. (2004). *Management The New Competitive Lanscape*. McGraw-Hill/Irwin.
- [24] Avolio, B., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational Leadership and Organizational Commitment:Mediating Role of Psychological Empowerment and Moderating Role of Structural Distance. *Journal of Organization Behavior*, 25, 951-968