An Exploratory Study Of Leadership Characteristic And Strategic Direction Of Media And Creative Industry In Malaysia

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Abstract
There is a need to study the current culture of media and creative organizations in Malaysia because the Malaysian cultural and media industries are undergoing a rapid phase of development and has been recognised as potential drivers and contributors of economic growth in the country. The leadership style and processes as well as issues in the Malaysian cultural organizations have not received attention and scrutiny so far. Thus, this paper looks into an exploratory study of leadership characteristics and linkages with strategic decision-making and directions of the Malaysian industry leaders. The emphasis of research is to study Malaysian CEOs in media and creative organisation and track their decision-making paths, their working style and behavior in communication management, their prowess in the multi-platformed and converged environment and the strategic decisions in organizations.

A survey questionnaire was administered to cover 50 media and creative organizations of which a sample of 33 top organizations were selected and utilized for our analysis. Key findings include a detailed analysis of management behavior that demonstrated a high sense of engagement with the staff within the organizations, an active and open flow of communication channels and a very hands-on activity within the converged environment. In terms of strategic planning within the organizations, 80 per cent of CEOs engaged in high levels of co-operation in decision-making as well as high levels in efforts to motivate staff to increase mutual engagement in tasks within the organizations. They are also very confident in their converged environments and this culture is encouraged throughout the establishments.

Keywords: Cultural and media organizations, Leadership style, Management communication, Converged platforms, Strategic decisions

Introduction
In most research papers in the field of media and communication studies, the focal point appears to be on matters pertaining to content or textual analysis, editorial and commissioning decisions, design and formatting matters, changes brought upon by technology, and certainly about the impact on readers, the trade and last but not least, society. Like all media organisations, most of the time the industry’s attention remained on sales performance and demand of the audience, the ever evolving needs and expectations of the audience. Seldom do the faces behind the organisations catch any attention be it the editors, the managers or the chief operating officers.

The enquiry on management practices and leadership of the media institutions and organisations only began to receive attention during the build-up towards big media organisations that took place in the 20th century especially with processes of globalization and conglomeratisation as well as transnationalisation. Interest in the newspaper organisations paved the way followed by the broadcast media including the big movie studios. Society began to
be aware of the notion that those who own the media have better chances of influencing and controlling the imagination of the masses. Albarran et al. (2008) pointed to the nature of the media being “unique to society in many ways in that they are ubiquitous and pervasive in nature”. Lavine and Wackman (1988) too began to raise awareness of the unique nature of the media industries in that the industries are filled with creative personnel, operated in the business of ensuring the delivery of products that fulfilled the roles of media organisations in creating awareness and with it powerful influences.

From then on, a new approach to media studies began to look into matters of management and management personnel at the global, regional, and national levels. More media research honed into questions of management methods in international organisations, international marketing, and leaning more into inter-disciplinary deliberations as well as expanding new theoretical domains and frameworks. This development took a natural turn towards the question of relationship between management and leadership. Research began to look at the idea that good managers and leaders create strong organisations. Therefore organisations are then studied to look into management practices, culture of such organisations and tracks toward successful performance. Scholars who began to delve deeper into growth of organisations in the 20th century began looking at the strategic decision-making processes of successful organisations, especially looking into various tools and techniques to analyse how managers engage their creative personnel and deal with competition in order to remain at the front of the industry.

Later, management scholars and students began to look into how leaders in the corporate world set their mission and direction (Kotter, 2012). Capable leaders (Carrington, 2009) are observed to exhibit attributes like being courageous, have self-control, a keen sense of justice, definiteness of plans and decisions, pleasing personality, sympathy and understanding, eye for details and a readiness to assume full responsibilities. In a similar vein, Clark (2010) spoke about how leaders are so keen to enhance employees’ work qualities.

In Malaysia too, the media industry occupy a pivotal position in local business. It also offers enormous potential as it has the role of informing the citizens about everyday issues. Given this important nature of the media, the study of management of the media enterprise, institutions and personnel evolved into becoming important interdisciplinary studies with new theoretical domains and considerations of close links with the political systems.

Currently, leadership characteristic and strategic direction studies have become staple and it is usually conducted together with research in managing of organisations and administrative departments (Adanan Mat Junoh & Khairunnneezam Mohd Noor, 2012). So this research is filling the gap in management of media institutions and organisations. As mentioned earlier on, previous studies in the Malaysian context have not focused on leaders of creative organisations especially those that look at how creative organization leaders and managers meet their organizational visions and missions. Research and publications of Malaysian academics tend to congregate around the education sectors and leaders in political parties. The article is an attempt to explore and provide baseline data on the communication management and organizational culture of media and creative industries in Malaysia. Attention is also given to leadership characteristic and strategic direction of the media and creative organizations in Malaysia.
The cultural and creative industries are now receiving attention due to their potential in contributing towards the economic growth of the country. Soft power producers such as U.S.A, Japan and now South Korea are reminders of how creative industries could be important players in industry. Cultural and creative industries are industries which combine the creation, production and commercialization of creative contents which are intangible and cultural in nature. Thus according to Global Alliance (2006), the term creative industries covers a broader range of activities which include the cultural industries and all the cultural activities involved in the production and marketing of such products. Such products and content are protected by copyright and in Malaysia cultural and creative organisations would refer to products in publishing and multimedia, audiovisual, phonographic and cinematographic as well as the local crafts and design. It would also refer to companies that are involved in activities in the cultural industries and all the cultural or artistic production performed live or produced as an individual unit. Therefore activities by advertising agencies, architecture or sculpture would be included as artistic or creative productions.

The Dasar Industri Kreatif Negara (DIKN) or National Creative Industry Policy in Malaysia would consider activities in the creative media industry and cultural creative heritage as components in the Malaysian media and creative industry. The Malaysian government is mindful of the potential that could be generated from the Malaysian cultural and creative industries. For the purpose of promoting the local talents the government allocated RM200 million in the 2010 Budget as an incentive to those who are involved directly in creative industry activities.

Data on WIPO studies on the economic contribution of the creative sector conducted in 2013 suggested that the creative sector is sizeable and larger than expected in most countries, including Malaysia. Three quarters of the countries surveyed have a contribution between 4 and 6.5% (UNCTAD, 2013). Film production, broadcasting, book publishing, and the animation industries indicated positive growth when the total production and income generally increased year by year. According to Yan (n.d), Malaysian creative industry has recorded an estimated revenue of RM9.4 billion in the year 2008 and the industry is projected reaching RM16 billion by 2013. The biggest revenue generator is film and TV (51%) followed by advertising (31%). Entertainment and media industry also is expected to experience at above average global growth rate over the next five years. It is projected to grow at a compound annual rate (CAGR) of 8.8% over 2013 to 2017, compared to a CAGR of 5.6% globally. Established segments such as advertising revenue are expected to grow at a more mature pace, with a CAGR of between 2.4% and 4.6% over the 2013-2017 period (PWC, 2013).

Media and creative industries are thus working at significant contemporary sites of cultural production and consumption (Jeffcutt, 2000). What the researchers attempted to do in this paper is to exhibit how leaders and managers of local cultural and creative organisations deal with the realities of constant demand and change that are sometimes referred to as new paradigms which relate to concepts such as knowledge management practices or charismatic leadership, leadership behaviour or visionary in leadership and transformational leadership as we move to the digital era (Metvalfe, Alimo and Alban, 2005). Creativity is currently a very popular term with both the public policy and business community (Jeffcutt and Pratt, 2002). Each industry (film, television, new media, etc.) has its own ecology of labour markets and contracting networks. Many of the firms in Malaysia have just been established, many are very small enterprises and micro-business. However, a number of participants have been in the industry or sector for a while.
In this paper we will discuss the knowledge management practices that have been used by the leaders or managers in the organizations, to determine the strategic framework of knowledge that they learned before they are in the current post. This strategic knowledge in the industries cannot be simply imported from other sectors because every media and creative organizations have different approaches. Then we will look upon their organizational management practices to see whether they can motivate and drive the effectiveness of their own workers. It is important to assure that the leader can be a role model for their company. Last but not least, we will look at the strategic management practices of the firms, and see how the media and creative organizations compete in the digital era.

**Knowledge Management System**

This article focuses on the leader’s working experience and his or her educational background rather than mentioning gender or age. The researchers feel that the leaders must have prior knowledge and experience to be able to run the company. Leaders must be an expert in the related field or all aspects (Yahya Don, Azizah Ismail & Yaakob Daud, 2006). It will enhance workers’ confidence towards a better managing system. They seek to align followers’ aspirations and needs with desired organisational outcomes. Furthermore, it will create a harmony working space and produce more dedicated workers for the company.

Studies show that internal communication can align employees’ passions and energies (including discretionary effort) with goals and strategies of the organization. Once that happens, studies suggest, employees can influence, as much as any group can, the success of a corporate branding or corporate reputation initiative (Doorley and Garcia, 2010). This persuasive attribute on the leader who is an expert in the related industry can change the working environment to be more active. The leader need not worry about the workers so much because they will give their best for their perspective works just like what McGregor mentioned in Theory Y (1960) which indicates that managers believe that people are, by nature, predisposed to want to do well, to make a contribution, and to learn and grow and only need a sense of direction and support in the form of feedback and coaching to manage themselves to do their best (Rothwell, Stavros & Sullivan, 2009).

The process of innovation depends heavily on knowledge, and the management of knowledge and human capital should be an essential element of running any type of business (Gloet & Terziovski, 2004). A core process is the management of creativity and innovation in complex knowledge flow, the cycle from the generation of original ideas to the realization and consumption (whether as performances, product or services) (Jeffcutt, 2000).

**The Organizational Management Practice and Leadership Behaviour**

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal in the organization or work place (Northouse, 2010; Yukl, 2005). Leadership plays an important role in the effort of culturing the ethic and integrity of the organization members. Thus, this leadership etiquette concept is the beginning in the effort of culturing the ethic in the organization structure (Suraiya Ishak, 2011). Leader needs to show the willingness to work effectively, concern about workers’ feeling and their problems, stay calm when facing crisis and pressure, fulfill what has been told and has an open mind (Yahya Don, Azizah Ismail & Yaakob Daud, 2006). Moreover, a great leader is the one that has certain characteristic such as intelligence, honesty and integrity, motivational leadership, confidence and creativity (Baharom Mohamad, Mohamad Johdi Salleh & Che Noraini Hashim, 2009).
Organizational cultures are the product of a number of influences including the national culture within which the organization operates, the long-term influence of the organization’s founder or early dominant leaders as well as its current leadership, and the organization’s operating environment (Deuze, 2011). Managing this cultural diversity is not a one-time effort, but a continuing process due to the changes in the economy, technology, environment, and others. Therefore commitments from the top management as leaders are needed to institute a positive organizational culture, and use diversity to create economic value for the firms. The organization may have its own unique culture and also have distinctive subcultures in some departments or among members of some professions. People from different media and creative industry cultures may be brought together through mergers, acquisitions, joint ventures, and other form of strategic alliances. This is how culture plays an important role in the organization's daily life (Nor Siah Jaharuddin, 2003).

The managing media work considers the methods, culture, strategies and policies that shape media production. Of particular concern on this level is the organizational management technique incorporated by (the professionals / or in this case, the leader) for the media companies (Deuze, 2011).

Strategic Management in the Digital Era
Management is a very complex process and it is impossible to simplify a manager’s role and reduce it to a few small points. The use of digital media, including social media formats, falls into line with the company’s internal vision through the new era. Since online social network is also used as a tool or managing medium, this article also will see the relationship between the implementation of social media and the new paradigm of leadership characteristic and strategic direction of Media and Creative Industry in Malaysia.

Existing relationship with customers or other stakeholders have the potential of being expended in online social networks or community platform. Social media present a new situation and communication challenge for organization, which subsequently call for a structured approach and integration (Friedrichsen, 2013). The unprecedented shift in media consumption habits and the exponential growth of social media have put pressure on communicators to reach their audiences in new yet cost-effective ways (Jordan-Meier, 2011). The focus on the social media management chain is on how social media in business generate value creation (Friedrichsen, 2013).

The CEO or leaders in the company must exploit the digital era by recognizing the fact that digitization opportunities amidst challenges, capture value in top-line growth and bottom-line profitability and pursue initiatives with alliances (Nalin Kulatilaka & N. Venkatraman, 2001). The real strategic value comes from impacting the top line revenue sources—in terms of enhanced margins and streamlined business processes.

From this research we can evaluate the changes that have been executed by the leaders in the organizations so that the company can compete with the others in the field. By then, other companies will observe and decipher ways to stabilize their own company to perform better in the future. This is crucial in order to bring in the new evolution in the media management which from then on, may generate more profit to the media and creative industries.

Methodology
John Kotter in his book *Leading Change* (2012) defines management and leadership as “a set of processes that can keep a complicated system of people and technology running smoothly”. Important aspects of management that are taken into consideration in this research include organizing, controlling, communicating and problem-solving. This paper takes on a focus that is directed at managers leading creative and cultural organisations in Malaysia who are mainly situated in the Klang valley, the urban and business centre of the industry, especially on leadership skills and strategies that are applied by the heads of the media and creative organisations. The quantitative instrument used in this research is a questionnaire plus open-ended interview questions. The questionnaire consists of four parts. Part A consists of questions to access and assess suitability of respondents, mainly demographic and psychographic questions about background. Part B consists of working behaviour questions pertaining to leadership and management issues while Part C contains questions on their behaviour in the digital environment. Part D which contains 13 items which is prepared to achieve an outlook of the managers and their self-assessment.

Data from the questionnaires are the main course for analysis of findings for this paper.

Pilot tests using the draft questionnaire were conducted at the Malaysian Press Institute (MPI) during a workshop for editors and journalists from the various media organisations in the country. The researchers managed to select respondents from the top and middle level executives who were the guest speakers at the MPI workshop.

**Findings**

Following the pilots, amendments to the questionnaire were executed and then sent to 50 top executives of media organisations, including publishing companies, production houses, and press and media organisations. Within a month 32 completed and usable questionnaires were collected accounting for a response rate of 64%. The data obtained showed a representation of the various management units of different sizes and backgrounds as reflected below:
Working Behaviour
From 12 items in this section, the survey findings showed that the leaders believe they have the needed characteristics to lead their staff and the company in this competitive environment. Table 1 shows the result for this section.

Almost all (98%) agreed that they have the necessary skills and resources to perform their tasks effectively while only one is not sure. However, all CEOs or leaders that participated in this survey believe that they drive their staff to achieve the best results in their duties (strongly agreed = 47%; agreed = 53%) since they actually developed specific objectives and performance standards within their group (strongly agreed=25%; agreed=59%). Furthermore, 77% agreed that their mission, objectives, and goals reflect their principles, while the rest were not sure and disagreed.

Table 1: Working behaviour among the CEO and leaders of Malaysian media organisations

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My mission, objectives and goals reflect my highest principles.</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>3 (9.375%)</td>
<td>17 (53.125%)</td>
<td>11 (34.375%)</td>
</tr>
<tr>
<td>I drive my people to achieve the best results</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>17 (53.125%)</td>
<td>15 (46.875%)</td>
</tr>
<tr>
<td>I have the skills and resources necessary to perform my tasks</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>23 (71.875%)</td>
<td>8 (25%)</td>
</tr>
<tr>
<td>effectively.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I develop objective and performance</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>5 (16.25%)</td>
<td>19 (62.5%)</td>
<td>8 (25%)</td>
</tr>
</tbody>
</table>
In human resources management, the majority of CEOs or leaders (strongly agreed =10 persons; agreed=20 persons) said that they delegated responsibility, accountability, and authority effectively while two chose to neither agree nor disagree. Besides that, the finding also shows that a majority—29 CEOs and leaders strongly agreed and agreed—believe their staff understands the benefits of working together in a unified direction while about 16% were not sure about this. Since the industry is all about creativity, most respondents agreed (strongly agreed = 41%; agreed = 44%) that they understand the needs and nature of working in creative organisations. Therefore, almost 90% respondents agreed that they drive their staff and colleagues to be creative as well as encourage initiative, involvement and innovations from their co-workers, while others choose to neither agree nor disagree.

Most of them also agreed that they used constructive feedback to optimise the productivity of co-workers with a score of 53% agreeing, 31% strongly agreeing while 16% neither agreed nor disagreed. Besides that more than 90% respondents said that they resolved conflicts as it occurs and considered the best interests of all concerned. In terms of staff training, even though 26 respondents agreed and strongly agreed that their people or staff received adequate training and fully participate in any tasks, 15% neither agreed nor disagreed and 3% disagreed with this item.
**The leader and the digital environment**

Based on the survey, it shows that the technology of new media, including social media is an important part in all management aspects, especially when used as a tool to connect with staff, co-workers, and stakeholders. The importance of media technology is very obvious and is top priority, particularly in the digital environment that demands communication without limitations of time and distance, as shown in the result of the survey in Table 2 below.

### Table 2: The leader and the digital environment

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job requires me to refer to the Internet.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>4 (12.5%)</td>
<td>14 (43.75%)</td>
<td>14 (43.75%)</td>
</tr>
<tr>
<td>Social media such as Facebook and Twitter are important to my task.</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>12 (37.5%)</td>
<td>13 (40.625%)</td>
<td>6 (18.75%)</td>
</tr>
<tr>
<td>I update the company’s social media status every day.</td>
<td>2 (6.25%)</td>
<td>6 (18.75%)</td>
<td>12 (37.5%)</td>
<td>6 (18.75%)</td>
<td>6 (18.75%)</td>
</tr>
<tr>
<td>I use the Internet to communicate with my staff very often</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>10 (31.25%)</td>
<td>15 (46.875%)</td>
<td>7 (21.875%)</td>
</tr>
<tr>
<td>I think social networking websites help to enhance our brand/product.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>6 (18.75%)</td>
<td>16 (50%)</td>
<td>10 (31.25%)</td>
</tr>
<tr>
<td>E-mail is very important for me.</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>7 (21.875%)</td>
<td>7 (21.875%)</td>
<td>17 (53.125%)</td>
</tr>
<tr>
<td>I use smart phone /mobile device for work whenever I am working offsite.</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>1 (3.125%)</td>
<td>17 (53.125%)</td>
<td>13 (40.625%)</td>
</tr>
<tr>
<td>Our company website is used to present our vision and mission to our audience.</td>
<td>0 (0%)</td>
<td>1 (3.125%)</td>
<td>8 (25%)</td>
<td>16 (50%)</td>
<td>7 (21.875%)</td>
</tr>
<tr>
<td>Our company website is updated regularly.</td>
<td>0 (0%)</td>
<td>4 (12.5%)</td>
<td>7 (21.875%)</td>
<td>14 (43.75%)</td>
<td>7 (21.875%)</td>
</tr>
</tbody>
</table>

Findings showed that 28 respondents agreed (50% respectively agreed and strongly agreed) that their job requires them to refer to the Internet while the rest of the respondents are not sure. However, 23 respondents agreed that they often use this new media to communicate with their staff while others were not sure (32%). The survey also showed that 53% of the respondents strongly agreed that the e-mail is very important to them.

Based on the survey, the CEOs and leaders of these organisations preferred to use more of the companies’ websites because 72% of the respondents stated that they agreed (50%) and strongly agreed (22%) that the company websites are used to preset their vision and mission to their audiences and 81% agreed that it helped to enhance their brand / products (agreed =
16 persons; strongly agreed=10 persons). However, only 44% agreed that the websites had been updated regularly, followed by 22% who strongly agreed and neither agreed nor disagreed, and 13% who disagreed.

In terms of social media usage such as Facebook and Twitter, only 19 of the respondents stated that the media is important in their work, while 12 neither agreed nor disagreed followed by just one who disagreed. The 12 of them admitted that they update the company’s social media account every day (19% agreed and strongly agreed respectively), followed by 12 who neither agreed nor disagreed, six disagreed and two strongly disagreed. However, most of the respondents agreed (agreed = 53%; strongly agreed=40%) that they use mobile devices such as a smart phone for work, especially when they work offsite.

**Self-Assessment**

Based on the research findings, most of the respondents agreed with all the items stated in this section. As seen in Table 3, the CEO and leaders of these media organisations agreed and strongly agreed that they are very enthusiastic in doing their tasks (78%), they are good listeners and are able to put their selves in a situation experienced by a person (91%), and do not easily give up in order to achieve their objectives (90%). Those who do not agree with those statements chose neither agreed nor disagreed. They also agreed that they have very broad contacts and are good at keeping in touch with people (strongly agreed=34%; agreed=50%). All of these are actually very important and necessary to ensure the success of the organisations from within and outside the environment.

**Table 3: Self-assessment in leadership characteristic and strategic direction**

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>People rely on me for career advice, even after they have left the company.</td>
<td>1 (3.125%)</td>
<td>0 (0%)</td>
<td>15 (46.875%)</td>
<td>15 (46.875%)</td>
<td>1 (3.125%)</td>
</tr>
<tr>
<td>I am happiest and most driven at the start of things.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>7 (21.875%)</td>
<td>14 (43.75%)</td>
<td>11 (34.375%)</td>
</tr>
<tr>
<td>I am an excellent listener and able to put myself in another’s shoes.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>6 (18.75%)</td>
<td>12 (37.5%)</td>
<td>14 (43.75%)</td>
</tr>
<tr>
<td>I am known for being relentless about pursuing initiatives.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>3 (9.375%)</td>
<td>17 (53.125%)</td>
<td>12 (37.5%)</td>
</tr>
<tr>
<td>I am regarded as being methodical about collecting facts before making a decision.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>4 (12.5%)</td>
<td>18 (56.25%)</td>
<td>10 (31.25%)</td>
</tr>
<tr>
<td>I have a very large contact list and I am good at keeping in touch with people.</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>5 (15.625%)</td>
<td>16 (50%)</td>
<td>11 (34.375%)</td>
</tr>
<tr>
<td>I am the “idea person” and the driver</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>6 (15.625%)</td>
<td>17 (50%)</td>
<td>9 (34.375%)</td>
</tr>
</tbody>
</table>
of new initiatives.                              (0%)   (0%)   (18.75%)   (53.125%)   (28.125%)
I am an instinctive problem solver.            0      1      12      14      5
                                (0%)   (3.125%)   (37.5%)   (43.75%)   (15.625%)
I am a perfectionist.                           0      3      7      16      6
                                (0%)   (9.375%)   (21.875%)   (50%)   (18.75%)
When something does not seem quite right, I am compelled to do something about it.  0      0      5      17      10
                                (0%)   (0%)   (15.625%)   (53.125%)   (31.25%)
I tend to juggle between work at the office and at home.      0      0      6      19      7
                                (0%)   (0%)   (18.75%)   (59.375%)   (21.875%)
I ensure everyone’s voice is heard.             0      0      2      20      10
                                (0%)   (0%)   (6.25%)   (62.5%)   (31.25%)

The findings also indicated that as leaders, more than three-quarters of the respondents will try other means when they realised that a situation does not seem to be quite right while nearly 16% preferred to choose neither agree nor disagree. Besides that, they will review the problem first before any decisions are taken with 56% who agreed and 31% who strongly agreed while only 12.5% preferred to choose neither agree nor disagree. A majority of 93% stated that they ensured that everybody’s opinions or voice is heard and only 6% chose neither agreed nor disagreed. However, nearly 60% of them solved the problems by conscience or based on instinct while the rest are not sure and only one had disagreed.

A score of 50% of the respondents agreed that they are perfectionists, while 19% strongly agreed that they are perfectionists, with 22% neither agreed nor disagreed and others disagreed. They also believed that they are the drivers and the “idea person” of new initiatives with 81% agreeing and strongly agreeing. Even though 50% of the leaders believe that people rely on them for career advice even after they have left the company, the other half showed that they are not sure and strongly disagreed. In addition, most of the respondents stated that they tend to juggle between work at the office and at home; with only six persons who agreed nor disagreed.

**Conclusion**

The research has indicated that the creative and cultural organisations are helmed by personalities who are predominantly focused on full engagement with staff within the organisation. There is a culture of openness and belief that fellow workers form a team at the workplace. It also means that there is a strong culture of mutual respect and expectation in delivering corporate mission and vision. Leaders try to provide good motivation to persuade the delivery of the best and the most creative. Staff is assured of their place and their opinions are usually solicited and applied.

The leading creative people in the industry are consummate users of new media and uses new media to conduct research and enhance their knowledge in the field, and maintain vast networking capabilities, making them excellent communicators, confident decision-makers and leaders.
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