THE KEY DETERMINANTS OF LEADERSHIP PERFORMANCE EFFECTIVENESS IN PUBLIC RESEARCH AND COMPREHENSIVE UNIVERSITIES: AN ADVANCED PLS-SEM STUDY IN MALAYSIAN CONTEXT
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ABSTRACT
This study was an attempt to highlight the role of capabilities and competencies in determining leadership performance in Malaysian Public Research & Comprehensive Higher Education Institutions (ERDH). The previously developed capabilities, competencies, and leadership performance scales in Malaysian academic context were used to collect data from leaders in 6 Public Research and Comprehensive HEIs. In total, 495 completed surveys were collected and the data were screened. SmartPLS was used to analyze the data and the results were extended using Finite Mixture Segmentation Partial Least Squares (FIMIX-PLS) and Importance Performance Map Analysis (IPMA). The outcome of FIMIX-PLS implied the existence of two models namely University-Faculty Level Leaders and Department-Individual Professorial Level Leaders models. Additionally, the results of IPMA showed that generic competency and change-oriented capability were the main areas of improvement to be addressed by management activities on the basis of University-Faculty Level Leaders and Department-Individual Professorial Level Leaders models, respectively.

Keywords: Leadership Capability, Managerial Competency, Leadership Performance, FIMIX-PLS, IPMA, Malaysian Public Research and Comprehensive Universities