

**The Relationship of Leadership Style, Psychological Capital, And Staff Performance
Among Academics Holding Administrative Post in Public Higher Education
Institution in Malaysia: Brief Review**

ABSTRACT

Staff leadership especially among academics holding administrative post has long been debated in relation to level of performance. Notably, past studies rarely talked about the relationship of leadership styles and psychological capital in boosting the performance in which this study investigated. Through literature review, the leadership style of academic leaders predicts the performance while their psychological capital determines the impact further. Some insights were excavated from articles in various journals related to variables of study particularly among academia which become the context of this study. Full-Range Leadership theory drove the study to further entice the relationship of the variables. In the end, the study manages to gauge explanation why academic leaders' performance is differently affected by transformational leadership style as compared to transactional leadership style. The effect, however, can be regulated by the psychological capital of the academic leaders while performing their tasks.