

Empirical Study of Leadership Styles on Task Performance

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Abstract

Consensus on adopting leadership styles is subjected to argumentative rigour. Previous studies have found evidence that directive leadership style is effective in resolving team's task and role ambiguity; in improving performance and core task performance, however, supportive leadership is identified as an effective leadership approach that heeds employees' personal needs; providing them with social and emotional support. Directive and supportive leadership styles are found to complement each other resulting in improved performance outcomes. This study presents the direct effect of these two factors on the relationship between leadership styles and task performance. Empirical results are presented in the sequel to this theoretical study.

Keywords: Directive Leadership, Supportive Leadership, Task Performance

Introduction

This empirical study is sequel to the conceptual study by researchers whose earlier investigation have suggested that numerous industrial accidents, involving quarrying and construction industries in Malaysia, are associated with managerial issues (Cheng & Osman, 2021). Accordingly, these managerial issues are that the enhancement of employee task performance behaviours perceived to depend on the effectiveness of leadership approaches used, by taking into consideration of social, psychological and work environmental factors. This study conceptualises task performance as job incumbents' behaviour that relates to individuals' performance related to job-specific tasks and core technical skills. (Cheng, Chiu, Chang, & Johnstone, 2014; Organ, 1997; Smith, Organ, & Near, 1983). Task performance is being categorised as one of the two types of job performance, with contextual performance being another (Borman & Motowidlo, 1993). Smith et al. (1983) theorised it as "in-role" behaviours that distinguished itself from "extra-role" behaviours which are incumbents' behaviours in performing their jobs voluntarily, helpfully and cooperatively (James R. Van Scotter II & James R. Van Scotter, 2021). Ideally, employees are expected to perform their specific jobs contractually, diligently and responsibly. However, their "in-role" behaviours (that is, task performance), are arguably influenced by employee engagement in performing their tasks (Dalal, Brummel, Wee & Thomas, 2008; Macey & Schneider, 2008). This employee

engagement construct is largely correlated to higher-order attitudes factor that includes job satisfaction, affective commitment and job involvement (Newman, Joseph & Hulin, 2010). This high-order attitudinal factor strongly predicts a wide measure of behavioural engagement constructs such as focal job performance and citizenship behaviour (Harrison, Newman & Roth, 2006; Newman et al, 2010). Nevertheless, it can be argued that organisational citizenship behaviour (OCB) is associated with task performance behaviour. Leadership is a dynamic process that influences organisational behaviours and outcome (Kramer, Page, & Klemic, 2018; Yukl, 2013; Martin, Liao, & Campbell, 2013). Effective leadership approaches would take into consideration of employee personal, social and emotional needs (House, 1971), and emphatically helping in resolving teams' task and role ambiguity (Lorinkova, Pearsall & Sims, 2013). Conceptually, the integration of two types of leadership styles (directive and supportive leadership approaches) could help to mitigate repercussion of dissatisfaction among employees, which help to stimulate individuals' motivation and their enthusiasm to perform extra-role activities discretionally (Ibrahim & Aslinda, 2014; Bateman & Snell, 2011). This study examines empirically the impact of these directive and supportive leadership behaviours on task performance, by taking into consideration of the concept of plausible mediating effect of motivation (MOTI) and organisational citizenship behaviour (OCB) on the relationship between the two leadership behaviours. The study uses quantitative methods by applying Structural Equation Modeling (SEM) using IBM-SPSS-AMOS, a graphical-based statistical modelling software, as an analytical tool for performing model fitting analysis of the research constructs with theoretical concepts and models, the sequel to the framework conceptualised by authors (Cheng & Osman, 2021).

Literature Review

Theoretical Background

A framework was conceptualised as represented by a hypothesised theoretical model (Cheng & Osman, 2021). The model considers the influence of mediating factors on the relationships among the constructs, namely: directive leadership (DL); supportive leadership (SL); motivation (MOTI); organisational citizenship behaviour (OCB); and task performance (TP). Three major theories underpin this study. Firstly, Path-Goal Theory (House, 1971) underlines a process in which a leadership style plays an instrumental role in guiding the employees through their path in achieving their goals (Northouse, 2013). Various critical managerial and environmental issues have emerged in Malaysian quarrying industry (Cheng & Osman, 2021; Veena, 2020). Probing systematic and appropriate strategies are urgently required to face the challenges posed by these issues. Conceptually, employee task performance could be enhanced with the intervention of befitting motivating factors and employee's behavioural facets.

Herzberg's Two-Factor Motivational Theory (1966), the second theory underpinning this study, suggested that several motivating factors would have positive impact on employee attitudes or expectations (Ehiobuche, 2013). Motivators and satisfiers (Herzberg, 1966) are perceived to assist leaders in motivating their followers to work to their full potential and ability and optimised task performance outcome. Two major factors: motivators (intrinsic factors) and hygiene factors (extrinsic factors) could influence employees' job satisfaction (Herzberg, 1966). These are job factors that would result in satisfaction or prevent dissatisfaction being generated at workplace. Maslow (1970) opined that once an individual's physiological needs are satisfied, stronger motivator would be required for an individual to strive for higher levels of needs. Physiological needs are correlated with hygiene factors,

essentially pragmatic factors such as better pay and benefits; conducive physical working conditions and job security. However, the hygiene factors are not abiding, and would require intrinsically motivational factors called satisfiers (motivators) to motivate employees to perform well (Herzberg, 1966). Some of these motivational factors include recognition, achievement and responsibility are strongly related to organisational citizenship behaviour (OCB) (Ibrahim & Aslinda, 2014).

OCB can be defined as the fusion of interpersonal and voluntary conducts that “supports the social and psychological environment in which task performance takes place” (Organ, 1997, cited in Andrade, Costa, Estivaleta, & Lengler, 2017). According to the *social exchange theory* (Blau, 1964), the third underpinning theory for this study, and the *norm of reciprocity* (Gouldner, 1960), employers who treat their employees well would be reciprocated by employees’ loyalty and dedication towards organisation (Strenitzerová & Achimský, 2019). As suggested by researchers (Siqueira, 2003; Lau, Lam, & Wen, 2014), this social exchange process would be based on mutual trust, sense of personal obligations, gratitude and confidence. Criteria of various antecedents of OCB such as: employee satisfaction, organisational justice, career development, age, tenure, personality, motivation, leadership and leadership behaviour (Bateman & Organ, 1983; Organ, 1997; Penner, Midili, & Kegelmeyer, 1997; Tang & Ibrahim, 1998). Drawing from the social exchange theory and concepts of OCB by Organ (1997), employees who are satisfied and committed to organisational goals would likely to be motivated to reciprocate with extra-role behaviours which are beneficial to organisational outcome.

Directive leadership

This study defines directive leadership (DL) as leadership behaviour that provides followers specific instruction and guidelines to avoid task and role ambiguity for attaining required performance standards (Lorinkova et al., 2013). Seven dimensions have been identified as related to the influencing process using power relation include legitimate, reward, coercive, expert, referent (French & Raven, 1959), agent persuasiveness, and control over information (Yukl & Fable, 1991)

Supportive Leadership

Supportive leadership (SL) behaviour emphasises on establishing good interpersonal relationships that prioritises employees' well-being (Stogdill, 1974). Supportive leadership emphasises on individualised attention towards the followers by prioritising the leader's ability to motivate them to achieve better organisational outcomes and could be considered as an essential leadership quality required for team leaders (Shin, Oh, Sim & Lee, 2016); and beneficial for long-term development for each employee (Ogola, Sikalieh, & Linge, 2017; Bass, 1990; House, 1971).

Task Performance

The key elements related to the task performance (TP) concept for this study are namely: knowledge, skills and ability, attitude, work itself, and commitment. Skilful and effective leadership approach has its foundation based on three skills, namely: technical, human, conceptual (Mumford, Campion, & Morgeson, 2007; Katz, 1974). Leaders frequently are required to use different leadership styles simultaneously, to account for shortcomings emerge under different circumstances, and to complement each other in managing their subordinates effectively for better performance.

Motivation

Motivation contributes to performance and could be classified broadly into two concepts, namely: extrinsic and intrinsic motivation (Bergstrom & Mantinez, 2016; Legault, 2016). It is the driving force behind an individual's actions. Four sub-concepts are considered: Pay and Benefits; Recognition; Achievement, and Responsibility. Two major factors: motivators (intrinsic factors) and hygiene factors (extrinsic factors) could influence employees' job satisfaction (Herzberg, 1966). Herzberg (1966) suggested that there were certain intrinsically motivational factors called satisfiers (motivators) that yield satisfaction and motivate employees to work harder. These motivational factors include recognition, achievement, and responsibility.

Organisational Citizenship Behaviour (OCB)

This study defines the concept of OCB as largely discretionary employee behaviours which support task performance by enhancing a social and psychological work environment (Organ, 1997). It focuses on four dimensions of OCB: altruism, courtesy, conscientiousness, and sportsmanship. Altruism consists of discretionary behaviours that aim at helping individuals such as co-workers in resolving tasks or related problems in the work environment. Courtesy is referred to discretionary behaviours such as consulting and coordinating with other co-workers. Conscientiousness refers to individuals exhibiting task-related behaviour beyond the organisational requirement. Sportsmanship refers to behaviours of individuals refraining from complaining about trivial matters or venting minor grievances.

Directive Leadership and Task performance

Directive leadership is a form of behavioural, task performance-oriented leadership approach that centralises on goal setting and role clarification (Bateman & Snell, 2011; Yukl, Gordon, & Taber, 2002; House, 1971). However, its approaches are frequently perceived to be autocratic and coercive. The directive approach has its drawback as it could result in an adverse reaction from the subordinates (Rawat & Lyndon, 2016; Blau, 1964). However, a directive leader with good interpersonal skills would be an added advantageous trait notably in influencing employee cognitions, choices, and behaviours (Markovic & Ljajic, 2016; Yukl, 2013; Katz, 1974). This implies that a directive leader with a high level of human skills would be more adaptable to subordinates' ideas that could support them for better organisational outcomes (Markovic & Ljajic, 2016; Katz, 1974).

Supportive Leadership and Task performance

Supportive leaders provide support for the employees' needs, motivate and coach them until they have acquired self-confidence to accomplish the task by themselves. From human resources managerial perspective, leaders adopt supportive leadership approaches would generally be perceived and symbolised as the organisational supportive gesture. Perception of lack of organisational support from the institution would be construed as a reflection of the organisation's indifferent attitude (Eisenberger, Malone, & Presson, 2016). Perceived organisational support (POS) is widely accepted as the organisation's contribution to positive reciprocity dynamic with employees responding with their enhanced performance. High POS would lead to increased employee performance, self-esteem and self-confidence (Eisenberger et al., 2016; Zhong, Wayne, & Liden, 2016; Yukl, 2013) and help to reduce employee acute stressors and improve social cohesion (Sharma & Pearsall, 2016).

The Mediating effect of Motivation on Directive Leadership—Task Performance relationship

Motivation provides momentum that drives employees to perform tasks willingly, effectively and efficiently (Parashar, 2016). A motivated workforce corresponds to a responsible, innovative, creative, ambitious and productive workforce with altruistic behaviours (Parashar, 2016). Motivation could be classified broadly into two concepts: extrinsic and intrinsic motivation (Bergstrom & Mantinez, 2016; Legault, 2016). Extrinsic motivation refers to motivating force being generated by external factors that are linked to the satisfaction of physiological needs, such as monetary rewards, pay and benefits. Intrinsic motivation is associated with psychological factors such as satisfaction derived from being recognised and appreciated due to meritorious individual's performance in work itself; increase in self-esteem upon attaining achievement; and strong self-belief and readiness to be given responsibility at a higher level (Giancola, 2014; Maslow, 1970). Leaders are recommended to emphasise on intrinsic factors and extrinsic factors for enhancing employees' job satisfaction (Herzberg, 1987).

The Path-Goal Theory of Leadership suggested that subordinates would be motivated to perform better if their leader's style or behaviour could help them to meet their needs, expectations, and satisfaction. It is essential that directive leaders should focus on ensuring that their subordinates (employees) are extrinsically and intrinsically motivated (Herzberg, 1987). The autocratic directive characteristics could be alleviated by adopting various motivational strategies tactfully. It could prove to be a meritorious leadership approach due to its practicality and appropriateness.

The Mediating effect of OCB on Directive Leadership—Task Performance relationship

According to the Social Exchange Theory and the Norm of Reciprocity, social exchange relationships between employees and organisations would become stronger when fair and beneficial treatment extended from employers to employees are reciprocated by employees' loyalty and dedication towards the organisation (Strenitzerová & Achimský, 2019; Blau, 1964; Gouldner, 1960). Consequently, mutual trust is developed as a result of these positive interactions (Siqueira, 2003; Lau et al., 2014).

A meta-analysis on OCB suggested that directive leadership approach is positively related to important dimensions: altruism, conscientiousness, courtesy and sportsmanship (Podsakoff, Mackenzie, Paine & Bachrach, 2013). Additionally, co-operation and helping others in the workplace are prosocial gestures, analogous to altruism and courtesy, that reflect the individuals' selflessness and practice of concern for the welfare and needs of co-workers.

Extrinsic motivators, which are only temporarily effective, for which its driving force could be dampened, and its fragility exposed by unfavourable working environments and conditions that cause employees' dissatisfaction to be generated and tends to demoralise workers (Agbenyegah, 2019). Intrinsic factors are thus required for the improvement of the psychological mood state of individuals (Herzberg, 1987). Stressful workers with tight and demanding work schedule would appreciate greatly if their directive leaders are skilful and competently sufficient to guide and direct them out of trouble waters (Şenturan, Çetin, & Demiralay, 2017). Instinctively, the workers are likely to reciprocate by exhibiting discretionary extra-role behaviours (i.e. OCB) that enhance task performance.

The Mediating effect of Motivation on Supportive Leadership—Task Performance relationship

Industrial and organisational (IO) psychology research suggests that effective and successful leaders must be supportive, attentive and sympathetic of their subordinates and being good listeners as well (Surji, 2015; Schultz, & Schultz, 2009). A high level of motivation and performance could be achieved with effective collaboration between the leader and followers, achievable by virtue of effective interpersonal relationship (Surji, 2015; Yukl, 2013).

Supportive leadership contains two attributes, job and relationship (Rooney & Gottlieb, 2007). These two attributes provide crucial motivating driving force for employees to accomplish their tasks efficiently and effectively (Park, Kang, & Kim, 2017; Jay, Paul, & Jennifer, 2007). Supportive leadership approach helps to promote social cohesion among followers and nurture their sense of belonging to the workplace and loyalty (Sharma & Pearsall, 2016; Griffith, 2007; Graen & Uhl-Bien, 1995). These intrinsic motivators have its role in influencing the relationship between supportive leadership and task performance.

The Mediating role of OCB on Supportive Leadership—Task Performance relationship

It is generally accepted that OCB contributes to the effectiveness of work teams and organisations (Organ, 1988; Podsakoff et al., 2013). OCB represents the extra-role behaviours of individuals in performing tasks that are distinguished from task performance behaviours (Werner, 2000). Employees' willingness to exhibit the extra-role behaviours is associated with leadership qualities, extrinsic and intrinsic motivation which are exceptionally characterised by adopting supportive leadership approach (Podsakoff, Mackenzie, & Bommer, 1996; Kemery, Bedeian, & Zacur, 1996; House, 1971).

A theoretical framework adapted from Holbert and Stephenson (2003) is formulated as shown in Figure 1. Structural Equation Modeling (SEM) with AMOS graphical-based statistical analytical software would be employed in analysing these interrelationships between the key concepts simultaneously (Gallagher, Ting, & Palmer, 2008).

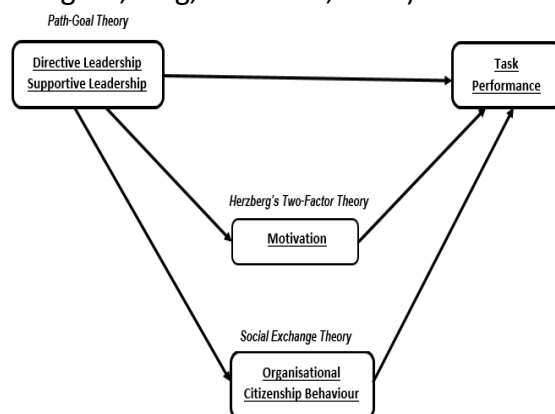


Figure 1: Theoretical Framework of the study

Source: Adapted from Holbert & Stephenson (2003)

Research Hypotheses

From the above conceptual and theoretical development, this study proposes the following hypotheses:

- H1: There is a positive and significant relationship between directive leadership and task performance.
- H2: There is a positive and significant relationship between supportive leadership and task performance.
- H3: There is a positive and significant mediating effect of motivation on the relationship between directive leadership and task performance.
- H4: There is a positive and significant mediating effect of organisational citizenship behaviour on the relationship between directive leadership and task performance.
- H5: There is a positive and significant mediating effect of motivation on the relationship between supportive leadership and task performance.
- H6: There is a positive and significant mediating effect of organisational citizenship behaviour on the relationship between supportive leadership and task performance.

Methodology

This study uses survey research which includes cross-sectional studies and aims to provide a quantitative description of 'trends, attitudes, or opinions of a population by studying a sample of that population' (Creswell, 2018; Mills & Gay, 2016). Administering questionnaires were used for data collection. This study uses structural equation modelling by selecting covariance-based (CB-SEM) as the statistical technique, a technique recommended for confirmation of established theory (Hair, Matthews, Matthews, & Sarstedt, 2017). IBM-SPSS-AMOS graphical-based software was employed for data analysis. The criteria of determining sample size was based on the number of latent constructs of the theoretical model and was in the range of 150-400 (Hair, Black, Babin, & Anderson, 2010).

Sekaran and Bougie (2013) recommended four steps for carrying out a sampling process. They are: (i) define population and sampling technique; (ii) define the sampling frame; (iii) determine the sampling design; and (iv) execute the sampling process. The target population was stratified at operation level and defined as employees currently being employed in their respective quarry organisations of the stone-mining industry in Malaysia. A stratified sampling method was used as the sampling technique by dividing the population into separate groups based on geographical zones. Quarries from each geographical zone were selected randomly. The quarrying organisation in Malaysia was defined as the sampling frame for this study. Probability sampling design was used and executed, in which elements in the population would have equal chances of being selected as sample subjects (Sekaran & Bougie, 2013).

Administering questionnaires were used for data collection. Information about socio-demographics, respondents' attitudes, and opinions were obtained using the survey questionnaire which was designed to be self-completed by the respondents. The questions were adopted and adapted from questionnaires used by other researchers. A 10-point Likert-type scale that numbered 1-10 was employed to measure the respondents' perceptions or opinions based on item statements in a questionnaire. The response scale of the 10-point Likert-type scale was ranged from 1 (*strongly disagree*) to 10 (*strongly agree*). The 10-point Likert-type scale would produce interval data that is continuous that meets the assumption for parametric analysis, and for achieving broader and better predictive analysis.

The validity of the measuring instrument is necessary to ensure that the various measuring items in the instrument (questionnaire) would be able to tap the concepts set up to measure. The validity tests will include tests for face validity, content validity and construct validity (Sekaran & Bougie, 2013). A pilot test was performed purposively to increase the likelihood of face validity of the instrument, that is, the instrument should be able to measure what it is supposed to measure (Awang & Mohamad, 2016). This pilot study is important for obtaining accurate results during the subsequent field study.

Before SEM analysis, the content validity was assessed by conducting Exploratory Factor Analysis (EFA) for data collected from a pilot study, for which measuring items with low factor loading or redundancy would be deleted before further analysis. Construct validity was ascertained by conducting Confirmatory Factor Analysis (CFA) during the data analysis process. The data analysis was performed by using IBM-SPSS SEM-AMOS graphically based modelling statistical software. Through the analysis process, the proposed hypothesised model developed for this study was assessed for its validity as a theory fitting model.

Data analysis for this study began with testing and validating the measurement model that has been transformed from the theoretical framework. Fitness indices of the measurement model were used to assess its model fit. The acceptance for model fit is commonly based on Absolute Fit Indices; Incremental Fit Indices and Parsimonious Fit Indices and Construct

Validity (Gallagher et al., 2008). Subsequently, the measurement model would be validated for its Construct Validity that encompass two validity tests: namely Convergent Validity and Discriminant Validity tests (Hair et al., 2010; Awang, 2015; Gallagher et al., 2008).

Statistically, variance is a measure of how spread out a data set is. In SEM, average variance extracted (AVE) is the average amount of variance in indicator variables that a construct is managed to explain (Fornell & Larcker, 1981). The computed AVE values would be used to assess the Convergent Validity. Discriminant validity tests whether concepts or measurements that are not supposed to be related are unrelated (Hair et al., 2010). Discriminant validity is to check how the constructs in this study are discriminating from each other and whether the latent variables (exogenous variables only) are highly correlated to each other or otherwise, to avoid multicollinearity problem. The discriminant value for each construct must be greater than the correlation value between a specific construct and other constructs in the study. A Discriminant Validity Index Summary is developed to assess whether the constructs are discriminant of each other (Awang, 2015).

Data Analysis

Respondents' Profile

In this study, 80.2% were male and 19.8% were female. Age group of respondents who participated in this study, 19-30 years old (22.4%); 31-40 years old (41.3%); 41- 50 (24.7%); and 51-67 (11.6%). From the age distribution, the youngest respondents are aged 19 (n=2, 0.7%) and the oldest is aged 67 (n=2, 0.7%). The age profile indicates that majority of respondents is between age group of 31 and 50 years of age (66.0%) which can be classified as the middle age group. However, the age group between 51-67 years old, comprises of 11.6% of the total number of respondents. Most of the respondents are in the operation category (52.5%), follows by office workers (20.1%); supervisory category (12.2%); managerial category (5.9%); and the general worker category (9.2 %).

Majority of the respondents have secondary education, which contribute to 66.0% of the total number of respondents, while 24.4% of the total number of respondents (n=303) have gone through tertiary education and are either diploma or degree holders, and 9.6% of the total number of respondents have had primary education.

As regard to respondent' years of working experience, 24.4% of respondents have 1 to 2 years working experience; follow by 1 - 5 years (50.8%); 6 – 11 years (28.1%); 24 -39 years (5%); 38 years (0.3%); 36 years (0.3%); 30 years (1%); and 29 years (0.3%). The median of the tenure period of the respondents is 5 years. Majority of the respondents have secondary education consists of 66.0% of the total number of respondents(n=303); tertiary education (24.4%); and primary education (9.6%).

Respondents' Voice

Descriptive analysis of data was carried out for the purpose of assessing the respondents' voice on their perceptions on various phenomenon related to this study. The data were analysed descriptively in terms of measures of mean (M) and measures of variability (standard deviation SD) for various constructs.

A significant number of respondents agreed that their supervisor was adopting *directive leadership* approach to direct, control, issue specific instruction and guideline, specify role responsibility for their subordinates to accomplish organisational goals (n=303; M=7.52; SD=1.368).

In relation to *supportive leadership* approach, the respondents moderately agreed that they have attained supervisor support and organisational support (M=6.85; SD=1.25) in terms of recognition, care about their social well-being, either at workplace or issues related their family well-being. However, a slight scepticism about favouritism are noticeable at workplace. The respondents are somewhat satisfied (M=6.34; SD=1.789) with their organisation's pay and benefits policies that include pay level, pay raise, amount of benefits received as well as minimum security needs were ensured. The respondents' voice also revealed this *extrinsic motivation* was the main reason for them to hold on to their jobs which they perceived that their current jobs have better remunerations (pay and benefits) as compared with employees in other industries. The respondents somewhat agreed that they were given recognition and appreciation (*intrinsic motivation*) for their hard work by their superiors and peers (M=6.84; SD=1.537). The respondents in general agreed that they felt intrinsically and extrinsically motivated (M=7.55; SD=1.219) at their workplace as their achievement was duly recognised and acknowledged by their superiors as well as by their peers.

In response to *organisational citizenship behaviour* (OCB), a substantial number of respondents agreed that they worked according to their conscience (M=7.48; SD=1.128). The overall mean and standard deviation scores for *conscientiousness* (a dimension of OCB) indicated good consistency in the responses. The overall mean and standard deviation scores (M=7.39; SD=1.126) for *sportsmanship* (a dimension of OCB) demonstrated that a substantial number of respondents agreed that they would not harp on minor issues, preferred to look at things positively and not creating problems for the company. Majority of the respondents agreed (M=7.48; SD=1.114) that they helped their co-workers who encountered problems. The overall standard deviation score for *altruism* indicated a low dispersion in the responses from the sample.

Respondents would prefer a lighter workload implying lesser magnitude of work stress (M=7.49; SD=1.287), although they were confident that they possessed knowledge, skills and abilities to fulfil designated job requirements. As regards to their perception towards work itself and work environment, they would like to demand good pay to be commensurate with their job and would be motivated by additional financial rewards and compensation. The respondents agreed (M=8.30; SD=1.344) that their attitude towards *task performance* (TP) behaviour would depend on quality of the interpersonal relationship between them and their supervisor. It was revealed that the respondents expressed their commitment towards their respective organisation by abiding to organisational rules and obligations with self-esteem and pride (M=7.78; SD=1.408). A substantial number of respondents believed that they were concerned about their work environment specifically on health and safety issues (M=6.52; SD=1.850).

Assessment of Normality

The most fundamental and benchmark assumption in multivariate analysis is normality (Hair et al., 2010), which refers to the shape of the data distribution for a variable with reference to the normal distribution. The data distribution meets the requirement of normality distribution for employing the parametric statistical analysis (Hair et al., 2010).

Table 1

Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
c10.2 (D1)	4.000	10.000	-.147	-1.046	-.109	-.389
c10.1 (D2)	3.000	10.000	-.382	-2.713	.582	2.069
c10.3 (D3)	2.000	10.000	-.516	-3.669	.959	3.409
c10.4 (D4)	2.000	10.000	-.576	-4.095	1.426	5.066
c11.3 (D6)	3.000	10.000	-.254	-1.802	.161	.573
S1	2.000	9.000	-.698	-4.962	.956	3.396
S2	3.000	9.000	-.636	-4.517	-.092	-.328
S3	4.000	9.000	-.329	-2.340	-.240	-.853
S5	4.000	9.000	-.435	-3.088	-.174	-.618
OCB1	5.000	10.000	-.041	-.292	-.321	-1.141
OCB3	4.750	10.000	-.382	-2.712	.100	.357
OCB4	4.667	10.000	-.433	-3.077	-.042	-.148
M7	2.000	10.000	-.474	-3.372	.166	.589
M6	2.000	10.000	-.602	-4.275	.234	.833
M5	3.000	10.000	-.386	-2.744	.088	.313
M4	3.000	10.000	-.322	-2.289	-.235	-.836
M1	2.000	10.000	-.352	-2.502	.277	.984
M2	1.000	10.000	-.422	-3.001	.480	1.706
M3	1.000	10.000	-.615	-4.367	.043	.154
TP3	4.333	10.000	-.468	-3.324	.188	.670
TP2	4.500	10.000	-.346	-2.457	-.062	-.220
TP1	4.833	10.000	-.451	-3.205	.075	.266
Multivariate					244.716	65.542

Table 1 indicates the data distribution obtained for this study. The normality assessment is made by assessing the measures of skewness for every item as well as kurtosis statistic (Collier, 2020). As SEM-AMOS which uses Maximum Likelihood Estimators (MLE) is robust to skewness greater than 1.0 in absolute value, with critical ratio (c.r.) for the skewness not exceeding 8.0, and kurtosis statistic within the range of -10 to +10 of multivariate normality when the sample size is greater than 200, the data distribution is considered to be normally distributed (Collier, 2020).

SEM Procedure

In Structural Equation Modeling (SEM), there is an immensely collection of models that could be used for analysing different variables in contemplation of underlying latent variable under investigation (Simonetto, 2012). Conceptually, the point of interest of this study is to examine the influence of four multidimensional latent constructs, namely supportive and directive leaderships (SL and DL) as independent variables (IVs); and the two mediating variables (MVs), motivation and organisational citizenship behaviour (MOTI and OCB) on task performance (TP), a dependent variable (DV). The four first-order dimensions (SL, DL, MOTI and OCB) were modelled using reflective measures. Ideally, the model should be a formative measurement

model (Edwards, 2011; Simonetto, 2012) in which TP is being measured by reflective indicators (SL, DL, MOTI and OCB). Nevertheless, the four latent variables (SL, DL, MOTI and OCB), with individual latent variable independently being measured by its observed measures (indicators) exclusively, which exist a collection of four reflective measurement models (Diamantopoulos & Sigauw, 2006; Bollen & Lennox, 1991; Bollen, 1989). In such an instance, the viability of formative measurement will be a misconception, however, the objectives of using formative measurement model in this study can still be achieved by using alternative models with reflective measures assimilated into the formative measurement model (Edwards, 2011). The first step for developing these alternative models commenced with assessment of First-Order Reflective Measurement Models for their goodness-of-fit indices. The second step involved combination of the assessed first-order reflective models that would measure latent variable (TP), which formed the basis of a Second-Order Formative Measurement Model. This Second-Order Formative Measurement Model was assessed by using SEM-AMOS to examine the influence of the two leadership styles (SL and DL) on TP by taking into consideration of the mediating role of MOTI and OCB.

Two-step approach as proposed by researchers would be used in the model-building process (Anderson & Gerbing, 1988) with separation of measurement and relationship estimations. The first step of the approach by first assessing First-Order Reflective Measurement Model using confirmatory factor analysis (CFA) in which the measured variables where factors (SL, DL, MOTI and OCB) inter-correlated freely (Gallagher et. al., 2008). Upon obtaining an acceptable First-Order Reflective Measurement Model with acceptable fit indices (as shown in Figure 2), task performance (TP) would be examined at a higher order level.

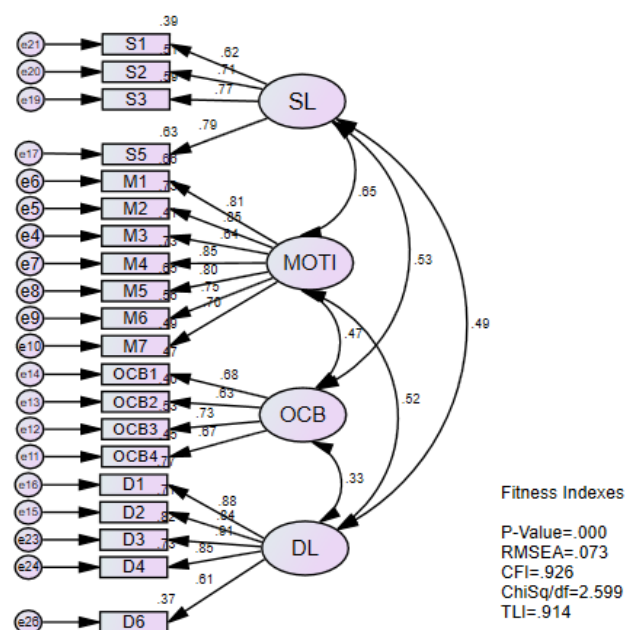


Figure 2 First-Order Reflective Measurement Model

A Second-Order Formative Measurement Model (as shown in Figure 3) was created by combining the good fit reflective measurement model with the dependent variable (Jarvis, Mackenzie, & Podsakoff, 2003).

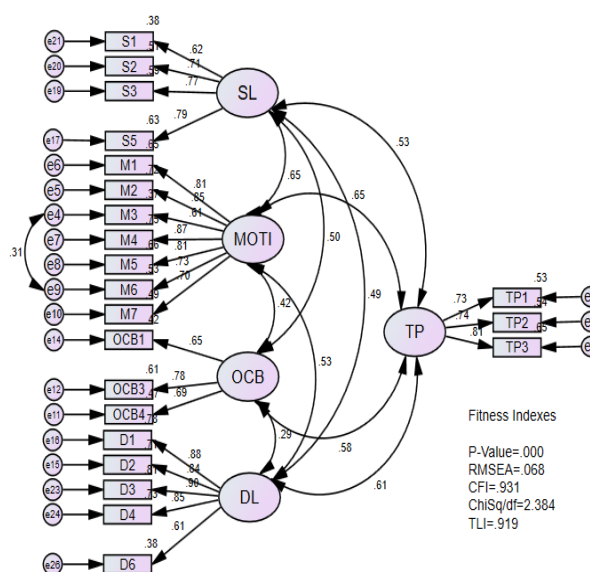


Figure 3 Second-Order Formative Measurement Model

Conceptually, the model would have its first order factors as reflective indicators and the first-order factors themselves have formative indicators (Jarvis et al., 2003). For example, MOTI is a latent construct with first-order reflective indicators but itself has formative indicators relative to TP construct.

The second step of the two-step approach was to validate this Second-Order Formative Measurement Model as the measurement model for SEM. Confirmatory Factor Analysis (CFA) was used to assess its validity as a theory-fitting model based on evidence of acceptable goodness-of-fit indices: Absolute Fit, Incremental Fit and Parsimonious Fit Indices (Table 1), construct validity and composite reliability.

Measurement Model Fit

The Fitness Indices for the Second-Order Measurement Model was assessed by comparing the acceptance level of each recommended category of fit index. The Fitness Indices for the Model are as shown in Table 2, with RMSEA = .068 (< 0.08 for Absolute Fit Index); CFI = 0.931 (> 0.90 for Incremental Fit Index); TLI = 0.919 (> 0.90 for Incremental Fit Index); and ChiSq/df = 2.384 (< 3.0 for Parsimonious Fit Index). Thus, the Goodness-of Fit (GOF) Indices for the measurement model is achieved as all the three categories of Fitness Indices requirement have been satisfied (as compared with Table 3). Fitness Indices have met the required acceptance level to be classified as a good model fit.

Table 2
Model fit for Second-Order Formative Measurement Model

Category	Name of Index	Model	Acceptance Level
Absolute fit	RMSEA	.068	< 0.08
Incremental fit	CFI	.931	> 0.90
	TLI	.919	> 0.90
Parsimonious fit	ChiSq/df	2.384	< 3.0
P-value		.000	

Table 3
Model Fit Categories

Name of Category	Name of Indexes	Indexes	Acceptable Level	Literature Supports
Absolute Fit	Discrepancy Chi Square	Chi-Square	P-value > 0.05 not applicable for sample size > 200	Wheaton et. al (1977)
	Root Mean Square of Error Approximation	RMSEA	< 0.08	Browne & Cudeck (1993)
	Goodness of Fit Index	GFI	> 0.9	Joreskog & Hubs (1985)
Incremental Fit	Adjusted Goodness of Fit	AGFI	> 0.9	Tanaka & Hubs (1985)
	Comparative Fit Index	CFI	> 0.9	Bentler (1990)
	Tuck-Lewis Index	TFI	> 0.9	Bentler & Bonett (1980)
	Normal Fit Index	NFI	> 0.9	Bollen (1989b)
Parsimonious Fit	Chi-Square/Degree of Freedom	Chisq/df	< 3.0	Marsh & Hocevar (1985)

Adapted from Awang (2015)

It is important to assess the measurement model for its construct validity for its ability to reflect its constructs accurately (Gallagher et al., 2008). There are two types of construct validity: convergent validity and discriminant validity.

Construct Validity

Convergent Validity

Convergent validity is measured by average variance extracted (AVE). Hair, Joseph, Babin and Krey (2017) and Fornell and Larcker (1981) suggested that a latent construct holds convergent validity if AVE is greater than 0.5. Table 4 (below) indicates AVE for the latent constructs are > 0.5 indicating that all the latent constructs hold convergent validity.

Table 4
Convergent Validity for the Second-Order Formative Measurement Model

Construct	Item/Composite	Factor Loading (K)	$\sum K^2$	Numbers of Items (N)	AVE = $\sum K^2 / N$ (Min. 0.5)
Supportive Leadership (SL)	S1	0.62	2.149	4	0.537
	S2	0.74			
	S3	0.77			
	S5	0.79			
Directive Leadership (DL)	D1	0.88	3.385	5	0.677
	D2	0.84			
	D3	0.90			
	D4	0.85			
	D6	0.61			
Task Performance (TP)	TP1	0.73	1.737	3	0.579
	TP2	0.74			
	TP3	0.81			
Organisational Citizenship Behaviour (OCB)	OCB1	0.65	1.506	3	0.502
	OCB3	0.78			
	OCB4	0.69			
	M1	0.81			
Motivation (MOTI)	M2	0.85	4.186	7	0.598
	M3	0.61			
	M4	0.87			
	M5	0.81			
	M6	0.73			
	M7	0.70			

Discriminant Validity

Discriminant validity is the degree to which two conceptually concepts are distinct (Hair et al., 2010). It is the empirical test whether concepts or measurements that are not supposed to be related are unrelated. A latent construct holds discriminant validity if its value of average shared variance (ASV) is less than AVE (bolded values in Table 5). ASV of a construct is the mean of the square of the correlation between the construct and other constructs. Table 4 indicates the summary of discriminant validity index for all the latent constructs.

Table 5

Summary of Discriminant Validity Index for constructs

Construct	SL	MOTI	OCB	DL	TP
SL	0.733				
MOTI	0.653	0.773			
OCB	0.500	0.415	0.709		
DL	0.492	0.528	0.293	0.823	
TP	0.526	0.649	0.584	0.612	0.761

Composite Reliability

Hair et al. (2010) mentioned that reliability is a measure of the degree to which a set of indicators of a latent construct is internally consistent in their measurements. The AVE and CR values derived from this study is shown in Table 6. Assessing reliability could be derived from CFA by examining two criteria:

1. Average Variance Extracted (AVE): $AVE \geq 0.5$ indicate reliability of the measurement measuring the construct
2. The Composite Reliability, $CR \geq 0.6$, which is calculated by using the formula: $CR = (\sum K)^2 / [(\sum K)^2 + (\sum 1 - K^2)]$, where K is the factor loading of every item.

Table 6

CR and AVE for the Second-Order Formative Measurement Model

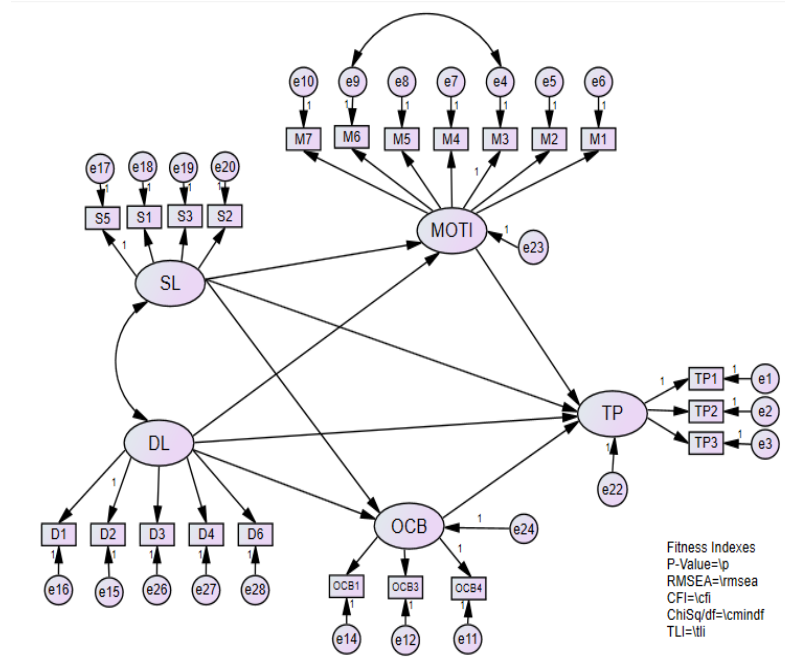
Construct	Item/Composite	Factor Loading	CR (Min. 0.6)	AVE (Min. 0.5)
Supportive Leadership (SL)	S1	0.62	0.822	0.537
	S2	0.74		
	S3	0.77		
	S5	0.79		
	D1	0.88		
Directive Leadership (DL)	D2	0.84	0.912	0.677
	D3	0.90		
	D4	0.85		
	D6	0.61		
	TP1	0.73		
Task Performance (TP)	TP2	0.74	0.804	0.579
	TP3	0.81		
	OCB1	0.65		
Organisational Citizenship Behaviour (OCB)	OCB3	0.78	0.751	0.502
	OCB4	0.69		
	M1	0.81		
Motivation (MOTI)	M2	0.85	0.911	0.598
	M3	0.61		
	M4	0.87		
	M5	0.81		
	M6	0.73		
	M7	0.70		

The Structural Model

Assessing the validity of the Structural Model

After the assessment of validity and reliability of the Measurement Model, the structural model was assessed which represents the final stage of SEM process. Based on the direction of hypotheses developed for this study, the exogenous constructs were linked to related endogenous constructs by using single-headed arrows, with error terms added to endogenous variables as shown in Figure 4 below.

Figure 4 The Structural Model



Model Fit

Table 7 indicates the model fit for the structural model. The Fitness Indexes for the model indicate good fit as RMSEA = 0.068 (<0.08), CFI = 0.930 (>0.9) and ChiSq/df = 2.384 (< 3.0). The structural model in Figure 5 has achieved minimum level of acceptance on three categories of index, namely: Absolute Fit (RMSEA = 0.068 < 0.08); Incremental Fit (CFI= 0.930 > 0.90 and TLI = 0.919 > 0.90); and Parsimonious Fit (Chisq/df = 2.384 < 3.0).

Table 7
Model Fit for the Structural Model

Model	Default Model
CMIN	474.378
TLI	0.919
CFI	0.930
RMSEA	0.068
P-Value	0.000

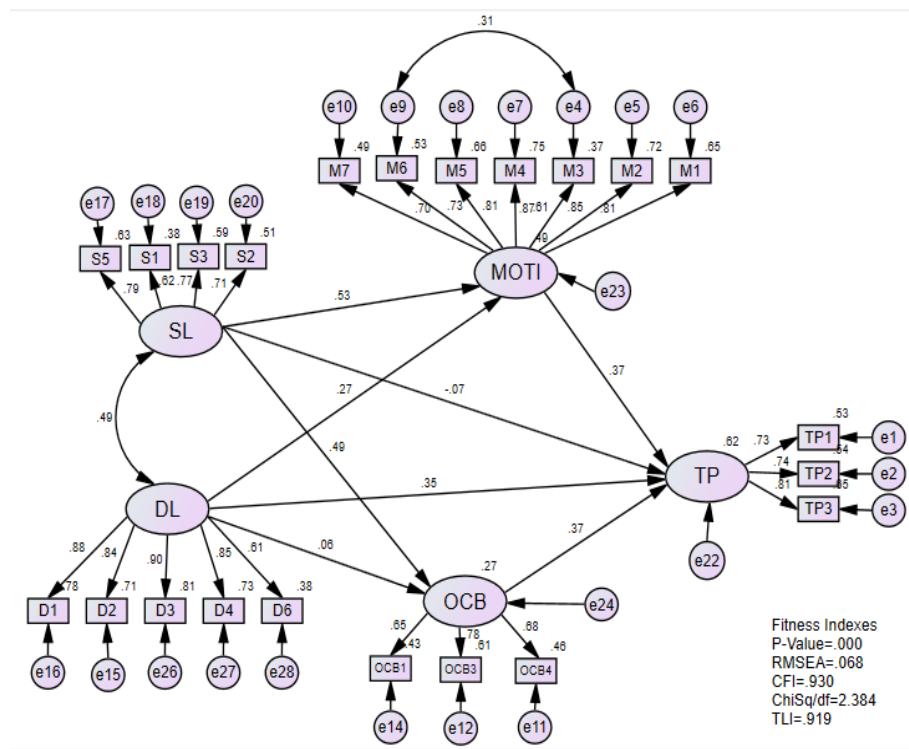


Figure 5 The Standardised Estimates for the Structural Model
Assessing Significance, Size and Direction of constructs

Table 8

The Regression Path Coefficients and Standardised Path Coefficients

Construct	Path	Construct	Estimate	Standardised Estimates	S.E.	C.R.	P	Result
OCB	<---	DL	.031	.056	.043	.721	.471	Not Significant
OCB	<---	SL	.331	.486	.060	5.497	***	Significant
MOTI	<---	SL	.658	.529	.098	6.683	***	Significant
MOTI	<---	DL	.270	.268	.063	4.281	***	Significant
TP	<---	OCB	.440	.373	.095	4.606	***	Significant
TP	<---	DL	.225	.345	.044	5.111	***	Significant
TP	<---	SL	-.056	-.070	.071	-.792	.428	Not Significant
TP	<---	MOTI	.238	.369	.054	4.375	***	Significant

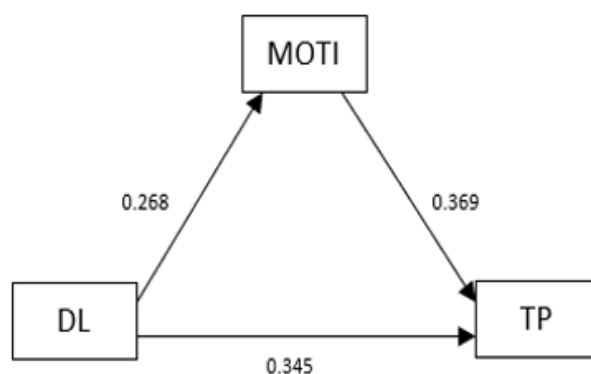
Note: *** denotes P-value < 0.001

From Figure 5 – 9 and Table 8, the following hypothetical relationships were derived.

1. The regression weight for DL in the prediction of TP is significantly different from zero at the 0.001 level. Thus, directive leadership (DL) has a positive and significant influence on task (TP) performance.
2. The regression weight for SL in the prediction of TP is **not** significantly different from zero at the $p < 0.05$ level which indicates that there is no relationship between supportive leadership (SL) and task performance (TP).
3. Testing of Mediation of Motivation (MOTI) on DL-TP relationship indicates that MOTI **does not mediate** the relationship between DL and TP although the three sub-hypotheses are supported (Figure 6). The reason for non-mediation occurrence is since Indirect Effect < Direct Effect ($.1 < .345$) and the Direct Effect for DL to TP is significant. Thus, the type of mediation is **Non-Mediation**.

Testing of Mediation of MOTI on DL-TP Relationship

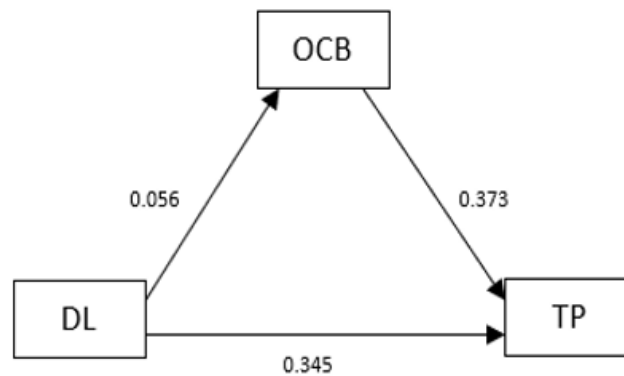
Figure 6



- (1) The Indirect Effect = $0.268 \times 0.369 = 0.1$
- (2) The Direct Effect = 0.345
- (3) Indirect Effect < Direct Effect (Mediation **does not** occur)
- (4) Both Direct Paths are significant
- (5) Type of Mediation = Non-Mediation since the Direct Effect is also significant

4. Testing of Mediation of Organisational Citizenship Behaviour (OCB) on DL-TP relationship indicates that OCB **does not mediate** the relationship between DL and TP (Figure 7). The reason for non-mediation occurs when Indirect Effect < Direct Effect (.02 < .345) and the Direct Effect for DL to TP is significant. Thus, the type of mediation is thus **Non-Mediation**.

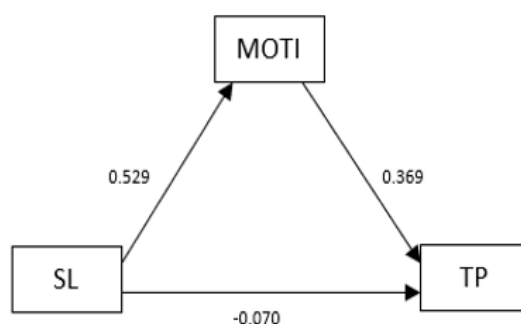
Testing of Mediation of OCB on DL-TP Relationship Figure 7



- (1) The Indirect Effect = $0.056 \times 0.373 = 0.02$
- (2) The Direct Effect = 0.345
- (3) Indirect Effect < Direct Effect (Mediation **does not** occur)
- (4) DL-OCB is not significant
- (5) Type of Mediation = Non-Mediation (Baron & Kenny, 1986)

5. Testing of Mediation of Motivation (MOTI) on SL-TP relationship indicates that MOTI **mediates** the relationship between SL and TP (Figure 8). The reason for mediation occurrence is since Indirect Effect > Direct Effect (.195 > -.070) and the Direct Effect for SL to TP is not significant. Thus, the type of mediation is thus **Full-Mediation** (Baron & Kenny, `1986).

Testing of Mediation of MOTI on SL-TP Relationship Figure 8

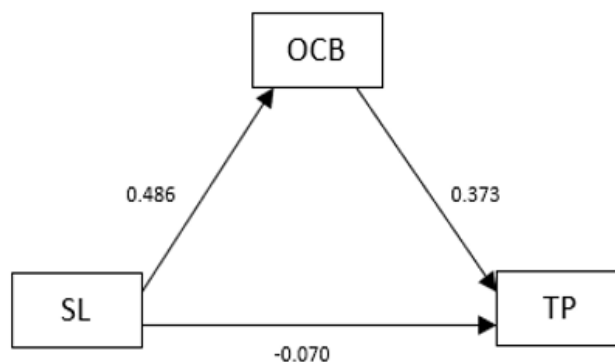


- (1) The Indirect Effect = $0.529 \times 0.369 = 0.195$
- (2) The Direct Effect = -0.070
- (3) Indirect Effect > Direct Effect (Mediation occurs)
- (4) Both Indirect Paths are significant
- (5) Type of Mediation = Full Mediation since the Direct Effect is insignificant

6. Testing of Mediation of OCB on SL-TP relationship indicates that OCB **mediates** the relationship between SL and TP. The reason for mediation occurrence is since Indirect Effect > Direct Effect (.181 > -.070) and the Direct Effect for SL to TP is not significant. Thus, the type of mediation here is **Full-Mediation** (Baron & Kenny, 1986).

Testing of Mediation of OCB on SL-TP Relationship

Figure 9



- (1) The Indirect Effect = $0.486 \times 0.373 = 0.181$
- (2) The Direct Effect = -0.070
- (3) Indirect Effect > Direct Effect (Mediation occurs)
- (4) Both Indirect Paths are significant
- (5) Type of Mediation = Full Mediation since the Direct Effect is insignificant

7. R -squared measures how close the data are to the fitted regression line. The Squared Multiple Correlation (R^2) is estimated at 0.62 (Figure 5). The value implies that the predictors of TP (endogenous variable) explain 62 percent of its variance.

Discussion and Conclusion

The present study offers important implications for managers, supervisors and organisations specially for those involving in stone-mining and quarrying sectors. Findings from this study support the importance of adopting appropriate leadership styles situationally and effectively in enhancing employee task performance behaviours. Leader should avoid applying unnecessary pressure on the subordinates resulting in work stress that could be detrimental to health problems include mental illness, heart diseases, cancer and other physical and psychological health complaints (Clarke & Cooper, 2004) that would affect their performance. A directive leader could be an effective task-oriented leader by employing supportive approach or people-oriented approach situationally resulting in stress-free work environment, which represents one of the antecedents for better performance.

Contrary to hypotheses, the present study found that there was no significant direct effect of supportive leadership on employee task performance behaviour. Employee characteristics could have played a determining role in this case. It is noted that majority of the employees in the stone-mining and quarrying sectors are semi-skill workers. Intrinsically, they would need the support of a competent directive leader in resolving their task and role ambiguity and difficulties, basically to evade punishment. Physiological needs attainable by virtue of maintaining their stable income have become workers' priorities.

Studying the influence of leadership style on task performance and achievement has several theoretical implications. It contributes to the development of new theoretical frameworks and models that can be used to better understand the relationship between leadership style

and task performance. The developed theoretical model was tested for its validity as a theory fitting model which was used to make inferential statements about relationships among the latent constructs understudied. By examining the effect of leadership style on task performance, researchers can identify the contextual factors that influence the effectiveness of different leadership styles. This helps develop more sophisticated leadership theories that consider the complex interactions between leaders, followers, and the contexts in which they operate. Another theoretical implication of studying the influence of leadership style on task achievement is the development of transformational leadership theories. Transformational leadership is a leadership style that emphasises the development of people's skills and potential. Examining the impact of transformative leadership on task performance will allow researchers to better understand the mechanisms transformative leaders use to inspire and motivate their followers to achieve high levels of performance.

Examining the impact of leadership style on task accomplishment has important practical implications for organisations. By understanding how different leadership styles affect task performance, organisations can make informed decisions about how to develop leaders, lead teams, and achieve goals. The practical implication of this research is the development of leadership training programs. By examining the impact of leadership style on task achievement, organisations can identify the skills and behaviours that are most effective in different situations. This helps develop targeted training programs that help leaders develop the skills they need to effectively fulfil their roles. Another practical implication of studying the influence of leadership style on task achievement is the development of leadership assessments. By understanding the relationship between leadership style and task accomplishment, organisations can develop assessments that help identify potential leaders who are likely to be effective in their roles. This allows companies to make better decisions about executive appointments and succession planning. Examining the impact of leadership style on task accomplishment can help organisations strategise for effective team management. Effective team management is essential to achieving organisational goals, and leadership style is a key factor in creating and maintaining high-performing teams. By understanding how different leadership styles affect team performance, organisations can develop strategies for creating a positive team environment that fosters collaboration, communication, and teamwork. In summary, examining the influence of leadership style on task achievement has important practical implications for organisations. By understanding the complex relationship between leadership style and task achievement, organizations can develop effective strategies for developing leaders, managing teams, and achieving goals.

Findings from this study indicate that employing the appropriate leadership styles is equally important in impacting employee's performance criteria. In addition, policy makers and organisations at large should not ignore humanistic values of individual in the workforce. The results of the study are informative and useful for ministries such as Ministry of Human Resource (MOHR) to understand the causal effects of relationship between employer and employee in the related industry for this study. Similarly, this study hopes to raise the awareness of Human Resource Development Fund (HRDF) that upskilling and retraining programme should take into consideration the social and psychological factors as well. Finally, the findings from this could be significant to local and foreign investors in helping them to understand the working culture of Malaysia diverse workforce.

There are several limitations to this study. Firstly, since the sampling population were from the employees of stone-mining organisations in Malaysia comprising of quarry managers, supervisors and general quarry workers, the results were likely to be a function of specific

industry and research settings thus limit its generalisability. Secondly, there is concern about possible common source of bias in the results. For instance, supervisors will rate both leadership behaviour and pay satisfaction perception whereas managers will rate organisational citizenship behaviour (OCB), when appraising workers task performance behaviour. Thirdly, as this study employs a cross-sectional research design, the results could not be used to analyse behaviour over a period to time. Moreover, as leadership is a dynamic process and not the result of a behaviour which could vary over time and circumstances.

Fourthly, although this study has specifically taken into account the situation drawn from Path-Goal Leadership Theory (House, 1971) and Herzberg's Two-Factor Theory of Motivation (Herzberg, 1987), there may exist other variables such as moderators that could have caused the results obtained to be potentially biased.

Several future studies can be generated as related to employee performance criteria in stone-mining and quarrying as well as its related main sector such as construction industry. Leadership is often understood as a process and is dynamic in nature, future research design may consider using the longitudinal research approach which can be essential for assessing time-lagged view on leadership behaviour. In addition, the mixed method can be used to collect data from different sources on the same phenomenon or topic. This is a way of assuring the validity of research using this method known as triangulation method useful for comprehensive understanding of phenomenon understudied. Secondly, future research can be directed at comparative studies on the two leadership styles (i.e. directive and supportive) such as comparing their impacts on task performance behaviour in the absence of the mediators and in different research settings. This is to answer the call from researchers (Martin et al., 2013) and aim at filling the gap of body of knowledge in leadership development, by examining the effectiveness of blended leadership styles (e.g. directive and supportive) in impacting performance criteria. Thirdly, it is recommended to examine how the two leadership styles influence on different set of employees, specifically studies on those employees whom have gone through the reskilling and upskilling programmes for Malaysian workforce as undertaken by HRDF (Human Resource Development Fund). Fourthly, it has been noted that the effectiveness of leaders' (e.g. managers' or supervisors) style, according to Tosi and Slocum (1984) is factor of circumstances. This is aligned with House's (1971) Path-Goal Leadership Theory that specifying a leader's style or behaviour best fit situationally by determining employee and environmental characteristics. In stone-mining and quarrying industry, activities being performed during routine and day-to-day operations will require urgent or spontaneous decisions to minimise downtime and opportunity losses. Participative leadership approach or style is assumed to be ideal in the situation when operational decisions are important (Sagie, Elizur, & Koslowsky, 1995). Path-Goal Leadership Theory (House, 1971) listed participative leadership as one of the four leadership behaviours that consults his followers before making decision and is deemed to be effective when subordinates are well-trained and involved in their work. Thus, future research can be directed at examining the impact of participative leadership on employee task performance and related performance criteria in the similar or different research context. Fifthly, leadership development literature would be benefited from the inclusion of additional variables that potentially could mediate or moderate the relationship between leadership style and performance criteria. The mediating or moderating variables could include culture and/or subordinate's competency level. (Boonyachai, 2011; Lee & Salleh, 2009). This will add to the comprehensiveness of phenomenon such as impact of leadership style on subordinates' performance level.

Using a field study in stone-mining and quarrying organisations in Malaysia, this study presents an empirical works on the impacts of directive leadership and supportive leadership on employee task performance behaviour. Results of this present study demonstrated that directive leadership style was positively related to task performance. Subsequently, results also revealed that both motivation and organisational citizenship behaviour did not mediate the relationship between directive leadership and task performance. On the contrary, supportive leadership was found to be ineffective for employees to engage in task performance behaviour, however, it would be equally effective for employee task performance when motivation and organisational citizenship behaviour intervened as mediators of the relationship between the two constructs.

It has concluded that no one leadership style will fit all situations. Findings also found supports from past researches that (Leornard & Trusty, 2015; Weldon & Yun, 2000; Cox, Pearce & Sims, 2003) indicated that leader's effectiveness depends on his/her ability and capability to provide: directions, instructions, guidance and feedback monitoring (as a directive leader); and social support on individual physiological and psychological needs via various motivating factors such as encouragement and recognition of the followers' achievement (as a supportive leader). In addition, the findings from the present study has found supports from Path Goal Leadership Theory (House, 1971) that selection of leadership style does depend on employee and environmental characteristics.

It is the aim of this study to encourage others to carry out further research to explore, compare or investigate the resulting impacts on performance criteria when using different leadership typologies and approaches. The present study has indicated using a blended type of directive leadership and supportive leadership in this situation could have positive outcomes though research is recommended to pursue further on this phenomenon. This study also hopes to spark the interest from policy makers and institution such as HRDF of Malaysia to examine other possible factors that could help in enhancing employee performance level besides the current attention on upgrading of employee competency level, in order to obtain comprehensive understanding and thoughts on the issue related to persistently low labour productivity performance growth for Malaysian workforce.

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