

Influence of Leadership Styles on Employee Performance in Food Safety and Health in Malaysia

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Project Paper Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration (Leadership)

University Tun Abdul Razak

February 2021

DECLARATION

I hereby declare that the case study is based on my original work except for the quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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ACKNOWLEDGEMENT

First and foremost, praises and thanks to the God, the Almighty, for His shows of blessings throughout my research work to complete the research successfully.

I would like to express my deep and sincere gratitude to my research supervisor, Prof Gazi Md Nurul Islam, University Tun Abdul Razak, Kuala Lumpur, for giving me the opportunity to do research and providing invaluable guidance throughout this research. His dynamism, vision, sincerity, experience and motivation have deeply inspired me. He has taught me the methodology to carry out the research and to present the research works as clearly as possible. It was a great privilege and honor to work and study under his guidance and suggestion for me to go deeper in the science of leadership and benefit the industry of Food Safety and Health. I am extremely grateful for what he has offered me.

I am extremely grateful to my wife, Ms Bawani Selvaratnam for her patience, sacrifices, prayers and continuous support to complete this research work. Also I express my thanks to my children for their love and understanding. Finally, my thanks go to all the people who have supported me to complete the research work directly or indirectly. May god bless my work and future studies to benefit healthcare field especially Food Safety and Health.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirements for the Master of Business Administration (Leadership)

Influence of Leadership Styles on Employee Performance in Food Safety and Health in Malaysia

By

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February 2021

Research shows, there are four objectives that is essential to be accomplished. The primary objective is evaluating the effects of transformational leadership on employee performance in Food Safety And Quality Division, Ministry Of Health Malaysia. The second objective is to evaluate the effect of transactional leadership on employee performance in Food Safety And Quality Division, Ministry Of Health Malaysia. Next objective is to evaluate the effect of laissez-faire leadership style on employee performance in Food Safety And Quality Division, Ministry Of Health Malaysia. The last objective is to evaluate the effect of automatic leadership on employee performance in Food Safety And Quality Division, Ministry Of Health Malaysia

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The achievement of an organization is closely related to the employee performance. To maintain and maximize the performance of good staff members, there are several factors that influence such as welfare, education and training, motivation, leadership, organizational culture, and work environment. Performance of staff members in an organization results from a task that already been implemented. Good employee performance can produce high achievement of an organization; therefore an organization leader must pay attention to the performance of its members. Performance management is very important for an institution to be able to do her talent management strategy, which is to identify various strengths and weaknesses of its employees, connecting employees with appropriate training and development activities, as well as rewarding for performance both with salary and other incentives.

Performance management system designed to ensure that learning and development are in line with business strategies, trigger business results, and employees have various abilities to succeed in current and future jobs (Noe et al., 2014: 456). Employee performance greatly influences the success of an organization's goals; and the importance of employees in an organization. This is appropriate with the opinion of Koopmans et al. (2014) that performance is defined as behavior or actions that are relevant to the organization's goals. Employees are valuable organizational assets; hence they need support and development to make the employees capable. Widodo (2006: 78) stated that performance is an activity that carried out according to the responsibilities with expected results. Good performance can be seen from the results

obtained by organizational standards (Performance Expectations = Results + Actions & Behaviors | People & Culture, 2020).

Employee performance can be improved with policies and directions from a person who is reliable leaders with high motivation. Every organization or agency provides policy rules in order to achieve its objectives. According to Soekidjo (2003: 2), human resource is the fundamental element in a company and reliable and capable employees that drives the organization development. Several factors can cause employee performance. The first factor is negativity which can reduce the performance of employee and demotivates them to work at a full capacity. The second factor has the capacity to increase overall performance of an employee and is heavily affected by leadership style demonstrated by the top management or leader in an organization.

Each organization has its own regulatory policies, these regulations applied by a leader, so that one leader may differ with other by different styles. A good leader will make use of different leadership style based on the employees' needs and situation while at the same time leader motivates the employees to work in the best interest of the organization. Hence, effective leadership is associated with the use of proper leadership style in order to boost organizational performance through synchronized efforts of employees. According to Wahjosumidjo (1987), leadership is an aspect attached to a leader in the form of certain traits such as: personality, and ability, leadership as a series of activities, leaders cannot separate by the position (position) and style or behavior of the leader alone. The process in leadership includes the communication and relaying of messages between leaders and followers in a given situation.

In order for leadership process to takes place, there must be subordinates or follower. Leadership does not exist in a vacuum. Leadership involves distributions that are not equal distribution of power between the leader and group members, other than the same can legitimately direct their subordinates or followers, the leader can also have influence (Djatkiko, 2005: 47). Effective leaders will make use of their power to direct employees to work at maximum capacity and productivity through motivation and inspiration. Leaders who are effective became the source of inspiration for the subordinates to do better. Every leader uses it different ways in the leadership process. There is a leader who has strong interactions with followers known as transformational leadership. Strong interactions create value and positive change with followers (Winkler, 2010).

Good leadership can be seen from the way the leader communicates to his subordinates and pay attention to the situation that occurs. These communications is needed to make its members socialize, plans, strategy and implement decisions. The leader is one the communication hub in an organization, therefore leadership is very important in an organization. Motivation is a determining factor for an employee in work. A conducive atmosphere, adequate facilities, employee abilities are critical if they don't have the motivation to get the job done, then the results of the work will not run properly, motivation can be done by a leader in his own way, this is needed to nurture for the employees and move their subordinates to strengthen relationships within the organization and create maximum production. Both government and private agencies, not only expect capable, they also need skilled employees but most importantly they want to work hard and want to achieve optimal results.

Therefore, leaders should try to have employees highly motivated to carry out their work. This is where the importance of the role of motivation to encourage employee morale in completing work. Motivation that is built on followers is to give rewards for extra performance that has been achieved (Winkler, 2010). According to Hasibuan (2006: 33) employees will produce high work performance when they have deep motivation for doing their work. To motivate employees, leaders usually offer some compensation which can be in terms of monetary rewards or recognition of achievement. Compensation is a type of reward that is commonly used in organization to increase employees' motivation and to minimize the turnover rate and non-attendance while at the same time entice highly skilled workers to enter the organization. In this sense, compensation act as motivator for employees to do well.

Consequently, employees with high motivation level also show high level of work performance. Bhaskara and Sandroto (2011) argue, in order to determine employee performance, one must compare work results and standards that have been in place. Another sign which indicates employee performance is attendance rate in which high level of attendance rate among employees signifies higher level performance in overall job responsibilities. Employees who have motivation in working can also be reflected with low absenteeism rate otherwise high absenteeism shows the poor motivation of these employees to work. There are still many this absentee level apart from the lack of employee motivation can also be caused by the lack of assertiveness of the leader's attitude so that employees enter and leave work not according to provisions.

Motivation is to encouraging people to achieve organizational goals, groups, and individual goals that are intertwined, so that not only one realization but also another achievement (Buble et al, 2014). The rapid transformation of today's technological advances and its influence in social economic, lifestyle and political changes have led to the complex situation. Food is a critical contributor to physical well-being and a major source of pleasure, worry and stress (Rozin, Fischler, Imada, Sarubin, & Wrzesniewski, 1999). This significant distribution

factor has led to changes in every sector including public sectors so that it is more dynamic and chaotic. As mentioned by Peter in "Thriving on Chaos: Handbook for a Management Revolution" organizations have to deliver superior quality of services and enhance the level of responsiveness to the dynamics of the marketplace by greatly increased flexibility and continually be innovative and bring positive improvement for the products and services.

1.1 Research Problem

Food Safety and Quality Division have been established to protect the public from health hazards and fraud in the provision, sale and storage of food. It includes food controls provided in the country as well as imported food from all corners of the world. This activity has grown rapidly since the 1950s. Food legislation was spurred in tandem with the progress of the country in line with world development in terms of quality, security and food safety, developments in the science-related food technology world as well as food marketing cover the scope of farm to table. In the early stages of its establishment, in 1974, the Division was known as the Food Quality Control Unit under the Malaysian Ministry of Health. In line with the development and transformation of the national food industry, the increase in economic trends in the early 1990s led to advances in the food manufacturing industry and various food safety issues globally, the Food Quality Control Unit was upgraded to the Food Quality Control Division at the Ministry level in 1993. Hence, Food Safety and Quality Division need strong leadership styles that stimulate the employee performance. Ineffective leadership styles will drive to poor innovation, low productivity and inability to meet performance target (Effect of Leadership Style on Employee Performance, 2020).

In September 2004, the Food Quality Control Division was re-branding the Food Safety and Quality Division. Food is not just a commodity of agriculture and commerce but more importantly it can bring risks to public health. Hence the ability to sustain development in the food sector depends on the effectiveness of food safety programs aimed at protecting consumers from health threats and fraud, while promoting food trade. Given the possible impact on the economy and public health especially during the food security crisis, the importance of food safety or risk management should not be taken lightly. Progress and developments in science and technology have multiplied agricultural and food production. While it benefits, however, without any escalation it can pose a risk that can threaten the health of consumers. Changes in tastes and consumer preferences as well as income enhancements have played a major role in diversifying food availability.

In addition, globalization of food trade, increased economic dependence and cultural exchange have also gradually affected the application of various tastes and consumers' tendencies. This has resulted in the inclusion of a wide range of foods extensively into the market, making it a burden to the government because of limited resources to ensure food safety. In this connection, FSQD requires highly motivated workforce who can provide high quality and quality work at any time. If it is applied to any kind of excitement in conveying good quality work, it is possible to clarify the entire chain of service safety and quality of the country's food. By this study it is necessary to identify the stage of willingness, acceptance of superior employees, the atmosphere of the fabric of relations between superior employees and implementing employees. This study intends to find out how a leader performs under the consideration of effective performance of employees (Effect of Leadership Style on Employee Performance, 2020).

Rapid change and development requires a new era of leadership that has high competencies, integrity, and the better emphasis on leadership versus management being recognized today calls for a renewed focus on the management and development of human resource. There is also a need to reinstate the prestige and improve the value of the public governance. In order to achieve this mandate, FSQD has carried out the duties and responsibilities with a full-fledged fund trusting that will have brought FSQP to a more prosperous administrative level in addition to being a leader to be emulated. The Safety and Quality Programme (FSQD) as a competent authority in playing an important role in maintaining food safety and quality in the country should necessarily have staff with high performance levels. This is because any neglect or decline in the performance of the officers can have a high impact on various sectors such as people's health, economy, and competitiveness and so on.

Based on Richard et al. (2010) study, a leader must be capable to affect other people to follow directives towards realization of organizational goals and objectives. In essence, leader and followers work together to achieve intended objectives, only difference is that a leader direct and followers follow. Hence, the dynamic relationship between leadership and followers and its significance with organizational goals is what makes research interested to study on the subject. This study meant to assess and analyse employees' performance in relation with leadership styles adopted by superior in Food Safety and Quality Division, Ministry of Health, Malaysia.

1.2 Purpose of the Study

The overall objective of the study is to investigate how the effect of leadership contributes to employee performance in food safety and quality division (FSQD), Ministry of Health Malaysia.

1.3 Research Objectives

The objective of this study is to investigate the effect of different leadership styles on the performance of employees at FSQD. The study has the following specific objectives:

- i. To evaluate the effects of transformational leadership on employee performance in FSQD
- ii. To evaluate the effect of transactional leadership on employee performance in FSQD
- iii. To evaluate the effect of laissez-faire leadership style on employee performance in FSQD
- iv. To evaluate the effect of autocratic leadership on employee performance in FSQD

1.4 Research Question

The research questions of this study are as follows:

- i. What is the relationship of transformational leadership on employee performance in FSQD
- ii. What is the relationship of transactional leadership on employee performance in FSQD
- iii. What is the relationship of laissez-faire leadership style on employee performance in FSQD
- iv. What is the relationship of autocratic leadership on employee performance in FSQD

1.5 Scope of Study

The research is limited to describe the effect of leadership on employee performance at food safety and quality division, Ministry Of Health Malaysia. Questionnaires are used as the method of collecting data. This study will clearly identifies the effect of leadership on employee performance at food safety and quality division, Ministry Of Health Malaysia. In addition, the independent variables are leadership styles of transactional leadership, transformational leadership, laissezfair leadership and autocratic leadership.

1.6 Significant Of Study

This study will be useful to different person of the population. FSQD will be in a better position to use the findings of this research to develop leadership programs that will see leaders acquire relevant leadership skills for effective management and organizational performance. Furthermore, this study will help organization to select and adopt the most suitable leadership style based on the various needs of subordinates and situation in bid to increase productivity and effectiveness among employee. This study is also significant for future researchers, students and academicians digesting the effects and importance of different leadership styles on employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

In this chapter, in-depth review of past literature related to the topic study will be conducted. Previous literatures act as the blueprint for researchers that intend to study on the similar topic or subject matter. Based on the review, researcher will develop a framework that will guide the flow of the study which consists of two different variables; dependent and independent variables. Independent variable is a variable in which its variation is not dependent to another variable, meanwhile dependent variable is a variable that is being tested and is heavily affected by the changes in independent variable. In this study, dependent variable is employee performance and independent variable is leadership style of superior in FSQD Ministry of Health, Malaysia.

2.1 Definition of Concepts

2.1.1 Leadership

Leadership is a topic of interest that has been well studied and analyzed in academic field, however, it is an ubiquitous concept which makes it hard for researcher to define it into single unanimous meaning. According to Mironescu (2013), leadership is part of management. To ensure that every objective of the institution is achieved, it needs encouragement from group leaders to influence other employees to achieve the target. Management plays an important role in shaping good leadership qualities. Leader should play a good role in all matters such as

teaching and setting guidelines to employees (Winston & Patterson, 2006). This is because the good attitude shown by the leader will be followed by the employees. To achieve the target goal, the target must know the guide first. Moo and Yazdanifard (2015) further enrich the definition of leadership to include leaders as human beings who are able to influence employees to carry out work in the institutions they lead.

Leadership is very important to ensure that all objectives and goals are achieved. Effective leadership should be qualified in accordance with the profession to ensure the mission of the institution or organization can be implemented. Jones (2007) argues that leadership is a very complex developing concept to determine the direction or in other words an interactive process of control from superiors for subordinates to achieve a common goal. Moreover, Sharma and Jain (2013) states that leadership is a process in which leaders set an example to their followers. Furthermore, Gandolfi and Stone (2018) also emphasizes that the leadership process is direct and the objectives influenced by influence are very important in achieving goals. There are several early researchers who have described the definition related to leadership, among them is Bass (1990) who explained that leadership in an organization is related to the use of power of a leader and his ability to make decisions.

Based on that definition, leadership refers to how a leader uses his abilities and wisdom to govern his subordinate staff with limited resources. In addition, the definition also explains that a leader uses leadership power to mobilize all available resources to achieve a specific goal. A leader will use various means to influence his subordinates such as giving words of praise, encouragement, support, rewards as well as setting a good example and explaining why a planned goal needs to be achieved together in a team. As for Northouse (2004), leadership is a process of interaction between a leader and a group of groups consisting of members who are members of the group. Everyone involved in the group will go through the process of interaction by holding various specific roles differently from one another and it is referred to as an influence

in which the leader will influence his subordinates, while subordinate followers must obey the given orders (Yammarino, 2013).

Next Barker (2001) also explained the same opinion with Bass (1990) by stating that leadership is an influence that is an art or process in influencing a group of people to strive to achieve common goals voluntarily. Although a leader has the power to govern an organization but the strength of a leader depends more on the methods used either by persuasion or coercion. The leadership process often involves a two-way relationship between the leader and his followers and it is done for the main purpose which is to achieve the goals of the joint organization. In addition, Burns (2003) also interpret that leadership is the ability to achieve the goals of a group or organization by influencing individuals or a group that is within the administrative area of a leader. Based on the definition of leadership translated by several previous studies, most interpretations related to leadership are related to the ability of leaders to influence their followers but slightly different from the opinion of Jago (1982), to achieve organizational goals a leader requires specific wisdom and skills in influencing others in his actions to ensure that all instructions are followed in an orderly manner.

Lussier and Achua (2009) also in agreement with the opinion of Jago (1982) and states that leadership as a process where leader influence and direct change in followers' behavior towards organizational goals. In their book, they have clarified several key aspects of which makes a leadership definition shown in Figure 2.1 below.

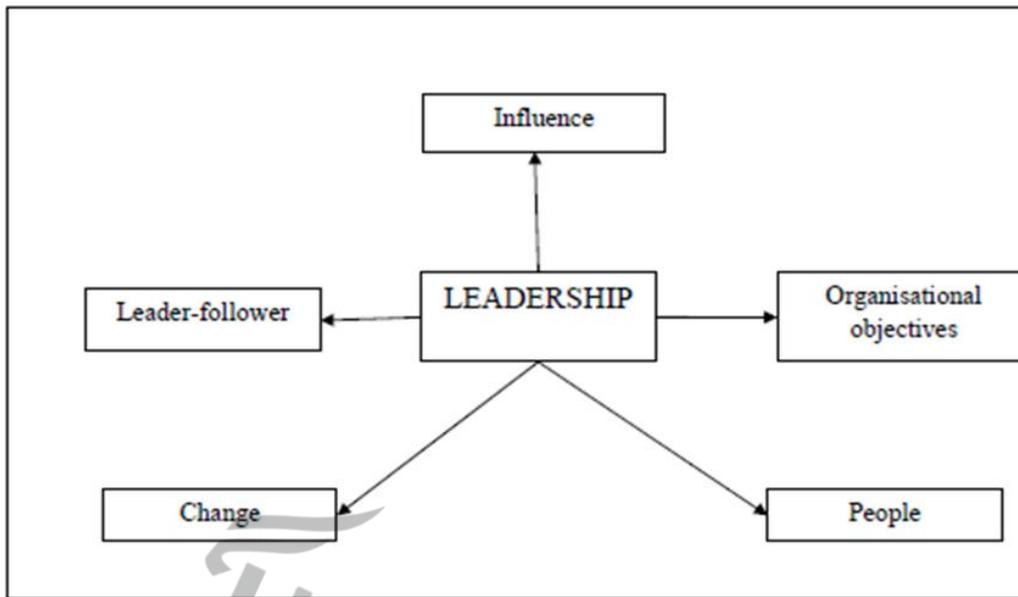


Figure 2.1 Key Aspects in Defining Leadership (Lussier & Achua, 2009).

After examining the various definitions and translations that have been presented related to the concept of leadership, it can be concluded that the existence of the concept of leadership occurs when the movement of activities in a planned manner in a neat and systematic order. The whole activity that takes place in an organization is often associated with leadership either directly or indirectly because each organization needs a leader who is closely related to the power to govern. The function of a leader is to plan and function in setting organizational goals, organizing the organizational structure, giving instructions to his followers as well as coordinating all organizational tasks and controlling all the actions of subordinates to ensure the planned goals can be achieved according to set standards.

2.1.2 Leadership Style

Questions related to leadership are often made an interesting subject because it is related to influence, power and wealth (Nanjundeswaramy & Swamy, 2014). Therefore, there are various leadership styles that have been introduced by previous researchers with respect to leadership styles. Among the studies on leadership style is autocratic leadership style which is the style of leadership of a leader who gives a lot of instructions without taking into account the opinions of his subordinates (Vasilev & Todorova, 2016). A leader who carries an autocratic leadership style will prioritize the power he has as a leadership hierarchy towards his organization. In addition, an autocratic leader is also more likely to be a person who has absolute power in controlling all planning, action and decision without involving discussion with his followers.

On the positive side, the pattern of autocratic leadership will make its leaders more independent and confident in the decisions they make, especially when decisions need to be made immediately during a major crisis and cause the consent of many parties will cause delays to take immediate action (Al Khajeh, 2018). But such leadership style has many disadvantages because leaders who use autocratic style are less sociable and less involved with subordinates in carrying out organizational activities, instead only give instructions to carry out any activity and this leads to less interaction between leaders and subordinates that makes leaders unaware weaknesses and advantages of its organization. Next is the democratic leadership style as opposed to the autocratic leadership style, where the democratic leader is a more comfortable leader to make decisions in all actions through discussions with all parties (Choi, 2007).

Democratic leaders often undertake the process of delegating to their subordinates using an approach through discussions and meetings. In addition, the freedom to make a decision in performing tasks is given to subordinate staff in their own way. Among the advantages of democratic leadership is that leaders and subordinates can work together in a team, a leader who is responsible for the needs of subordinates because they are willing to accept opinions and have

leadership charisma in guiding their followers as excellent organizational leaders. Therefore, leaders who have a democratic leadership style are easier to approach and subordinate employees will always respect and appreciate their leaders regardless of time and situation (Kilicoglu, 2018). In addition, the laissez-faire leadership style is a leadership style that gives full freedom in all aspects to its subordinates because for leaders who practice this leadership, they only care about success to achieve organizational goals no matter what method used by his subordinates as long as the goal can be achieved (Chaudhry & Javed, 2012).

A leader who adopts such a leadership style is only one who wants success without the need to intervene or provide guidance to his subordinates, all decisions or actions in ensuring the goals of the organization are achieved depends on the staff to think about it. Leaders who adhere to this principle are leaders who feel that their subordinates should not be bound by any protocol to achieve success because for them the staff is individuals who have matured and matured to make decisions (Tarsik, Kassim & Nasharuddin, 2014). Apart from the three leadership styles as discussed above there are also transformational leadership styles that were first introduced in 1978 by James MacGregor Burns who began to gain attention among researchers today related to leadership in the organization. Burns (1978) describes that transformational leadership is a leadership style that provides motivation and inspiration to its followers through the formation of vision in the organization.

Leaders who adopt transformational leadership style is the ability of leaders in influencing the rich and bring change agents to their followers in achieving the vision of the organization (Jiang, Zhao & Ni, 2017). The direction and achievement of an organization is often associated with the leadership and effectiveness of the organization because the leader is a mechanism in the knowledge of organizational behavior (Jiang et al. 2017). Transformational leadership practiced by leaders can change the attitude of the person being led from a selfish person to a cooperative attitude. Such leadership styles have clear goals or visions to achieve by providing strategic direction to the organization, processes in improving organizational quality, more sustainable future planning and methods in hiring and retaining more systematic employees.

2.1.3 Employee Job Performance

Daryoush, Silong, Omar and Othman (2013) states that performance is an evaluation of the results obtained from certain functions of a job or activity over a period of time. Whereas Ali, Li, Huang and Ali (2016) states that performance is the performance of the functions demanded of a person or an act, an performance and an action that indicates a particular skill. Performance is a condition that must be known and explained to certain parties to know the level of achievement of the results of an institution related to the vision possessed by an organization as well as to know the positive and negative effects of an operational policy. Job performance is a function of motivation, competence and role perception. Whereas Bienkowska and Tworek (2020) states that performance is a comparison of work results achieved by employees with a predetermined standard.

According to Wood, Holman and Stride (2006), employee job performance refers to the action and contribution to behaviors of workers that are consistent with organizational objectives where job performance also refers to the responsibilities and tasks that a person has to perform as an individual task. Manpower is one of the important factors in an company to achieve the goals and intentions of an organization. This is due to manpower being the determining factors of the success or failure of an organization in accomplishing the goals that have been set. Therefore, it is undeniable that if the organization does not prioritize employee motivation, it will be to the detriment of the business itself (Guest, 1997). Individual performance is subjected by the motivational abilities of the employee himself. To improve work performance, changes must occur to individuals, activities and contexts or a combination of all three.

According to Stone (2008), work performance theory emphasizes that individuals who act alone cannot improve organizational performance but only through teamwork in the organizational context. In addition, it is also proven that employees with high skills and qualifications are more likely to produce high job performance and differ in terms of income (Swanson, 1999).

2.2 Theoretical Background

Much has been written about leadership theory. There are three streams or approaches to describing the phenomenon of leadership effectiveness. The first approach is the theory of traits that tries to find the universal personality traits in a leader. It is assumed that a leader has qualities that are not possessed by non-leaders. The second approach is behavioral theory that attempts to elaborate on leadership through the behavior of those who lead. Both of these approaches were found to be unsatisfactory. The third approach, contingency theory, proposes a contingency model to overcome the weaknesses of previous approaches and take into account research findings.

2.2.1 Traits and Behavioral Theory

Trait theory is a theory that seeks to identify specific characteristics (physical, mental, personality) associated with successful leadership. This theory relies on research linking various traits to certain success criteria and personal attributes of leaders. The basis of this theory is the assumption that some individuals are a natural leader and is endowed with several traits that others do not have such as high morale, deep intuition, extraordinary future views and irresistible persuasive power (Stogdill, 1948). Derue, Nahrgang, Wellman and Humphrey (2011) found that principally leaders were smarter than their followers. In addition, several research results indicate that personality traits such as personal integrity, and self-confidence are associated with effective leadership (Oreg & Berson, 2011). The study of also Jyoti and Bhau (2015) found that there is significant relationship between effective leadership and physical characteristics such as age, height, weight, and attractive appearance.

On the other hand, behavior theory seeks to identify behaviors that exist in leaders (Derue et al. 2011). The well-known theory relating to behavior began with research at the Ohio State University in the 1940's. More than 1,000 independent dimensions of leader behavior were identified, but they were ultimately grouped into the two categories that fundamentally explain most leader behavior (Northouse, 2016). They call the two dimensions the initiating structure and consideration. Initiative structure is concerned with the extent to which a leader determines and structures his role and the roles of his subordinates in relation to the goals to be achieved. While consideration is described to what extent a person is likely to have a work relationship characterized by mutual trust, respect for subordinate ideas, welfare, status, and satisfaction of followers (Burns, 1978).

2.2.2 Situational and Contingency Theory

Contingency theory attempts to identify environmental conditions that influence leadership effectiveness. Among the approaches found in this theory are the Fiedler Model and the Hersey and Blanchard Theory of Conditions.

2.2.2.1 Fiedler Model (1976)

The Fiedler model suggests that effective group performance depends on the fit of the leader's style with subordinates, and the extent to which the situation gives control and influence to the leader. Fiedler (1967) invented a method called the question of his most disliked colleague (LPC) to measure whether a person is task-oriented or relationship-oriented. Fiedler finds group achievement high when there is a combination of factors such as good leader-member relationships, high-task structure and there is task-oriented power and leadership (Fiedler, 1967).

2.2.2.2 Hersey and Blanchard Situational Theory

The model introduced by Paul Hersey and Ken Blanchard is known as conditional leadership theory. This theory focuses on the followers. Leadership success is achieved through the selection of appropriate leadership styles based on the level of readiness of followers (Hersey et. Al, 1984). Hersey and Blanchard propose four leadership styles, namely directing, convincing, engaging and assigning.

- i. Instruct: Leaders define tasks and tell people about what, how, when and where tasks need to be performed. It prioritizes directive behavior.
- ii. Be assured: Leaders demonstrate both directive and supportive behavior.
- iii. Involves: Leaders and followers make decisions together. The main role of the leader is as a facilitator.
- iv. Assignment: Leaders give little instruction and support.

2.2.2.3 Transformational Leadership Theory (Leithwood, 1994)

Leithwood (1994) leadership model explains in detail the transformational leadership components of several dimensions namely building vision and goals, providing intellectual stimulation, offering individual support, being an example of important organizational values, demonstrating high work performance, building culture creative organization and develop structure and encourage involvement in the decision-making process. The transformational leadership dimension Leithwood (1974) eventually led to the construction of ideal leadership that can bring about change to the organization with charisma as well as ample communication space between leaders and followers as an individual. Transformational leaders according to

Leithwood (1974) also explain that the goals of an organization can be achieved by encouraging follower engagement, developing intellect and stimulating followers to give extraordinary commitments. Through the practice of transformational leadership, it is also able to create a creative organizational culture, especially in the way of thinking to solve a problem despite the challenges faced.

2.3 Theoretical Literature Review

2.3.1 Transactional Leadership and Employee Performance

Leaders who adopt a transactional leadership style will try to meet the needs of employees in exchange for achieving the goals targeted by the leader (Sundi, 2013). One dimension in transaction leadership which is reward matching is a management leadership approach in an organization. Leaders as managers will reward employees for achieving targeted goals (Ahmad & Ejjaz, 2019). If employees are convinced that the rewards received whether in the form of salary, bonus, promotion, recognition or status are commensurate with the achievement of performance, then it is believed to be able to improve employee performance and their perception of organizational support. This is consistent with the study Wen, Ho, Kelana and Othman (2019) which found that the ability of leaders and organizations to reward commensurate with their responsibilities, efforts, experience, performance, training and work stress has a significant positive relationship with employee performance levels. Therefore, based on the above discussion, the following hypotheses are put forward:

H1: Transactional leadership style positively influences employee performance in Food Safety and Quality Division, Ministry of Health Malaysia.

2.3.2 Transformational Leadership and Employee Performance

Transformational leadership-oriented leaders will in principle encourage employees to achieve higher performance, be a source of inspiration to employees by setting clear directions and visions and empowering employees to engage in decision making (Bass, 1985). This leadership style is believed to be able to improve the perception and performance of employees if the vision and goals of the organization, power in decision making and performance achievement can meet the career needs of employees in the organization. This is in line with the view that employee evaluation of the leader's ability to meet the needs and career goals of employees will be able to increase employee confidence in organizational support, especially on employee capability, commitment and integrity (Nazim & Mahmood, 2016). Rowold and Heinitz (2007) explained that social support in the workplace received from managers, supervisors and colleagues has an important role in safeguarding the welfare of employees in the organization.

This is supported by the study Schmitt, Den Hartog and Belschak (2016) which found that social support from supervisors and managers has a positive relationship with the level of motivation and performance of employees. A leader who adopts a transformational leadership style is a leader who is comfortable involving all parties in making a decision or action. Transformational leaders also give flexibility to their subordinates to make decisions according to their respective policies through the distribution of duties and powers, where all parties will feel more confident in carrying out their duties and indirectly ensure the smooth and viable operation of the organization. (Vecchio, Justin & Pearce, 2008). Therefore, based on the above discussion, the following hypotheses are put forward:

H2: Transformational leadership styles positively influence employee performance in Food Safety and Quality Division, Ministry of Health Malaysia.

2.3.3 Laissez Faire Leadership and Employee Performance

Laissez-faire is a leadership style in which it gives full confidence and freedom to subordinates to act and make decisions (NawoseIng'ollan & Roussel, 2017). They do not interfere in all organizational affairs and give freedom to subordinates to take appropriate action because they feel that subordinates can distinguish what needs to be done or not (Gregoire & Arendt, 2004). What is important for this type of leader is the goals that need to be achieved. This type of leader is seen as not very interested in the business entrusted to him and usually this type of leader does not take into account the work or the results. The power given is only in the name. Laissez faire type of leadership is said to be unsuitable for large organizations because it involves very complex work processes and activities as well as maximum impact that is difficult to deal with if the results obtained are not as expected (Kinitcki & Kreitner, 2008). Shibani and Sukumar (2015) found that laissez-faire leadership has a low correlation with job satisfaction and employee competence because laissez-faire leadership is ineffective in promoting communication and information delivery between employees and managers. Therefore, based on the above discussion, the following hypotheses are put forward:

H3: Laissez-faire leadership styles positively influence employee performance in Food Safety and Quality Division, Ministry of Health Malaysia.

2.3.4 Autocratic Leadership and Employee Performance

Autocratic style is one of the branches found in this type of leadership style. An autocratic leader is someone who is very concerned with project implementation (Al-Khajeh, 2018). Most leaders of this type give a lot of instructions and all decisions are made individually and they are very concerned with their position as a person in power. However, there are still leaders who practice this style according to certain circumstances such as a major crisis where only the leader can make a decision (Dolly & Nonyellum, 2018). In addition, this type of leader is not interested in getting involved with his subordinates in carrying out an activity, but only gives instructions. This style of autocratic leadership is said to be irrelevant in the current organizational environment (Veliu, Manxhari, Demiri & Jahaj, 2017), but autocratic-led organizations are more productive than democratic in completing various organizational tasks and are more productive than organizations led by laissez-faire leaders (Wang & Guan, 2018). Hence, the following hypotheses are put forward:

H4: Autocratic leadership styles positively influence employee performance in Food Safety and Quality Division, Ministry of Health Malaysia.

2.4 Empirical Analysis

A vast research has been conducted to determine the relationship between leadership styles and employees' job performance. Early researchers such as Bass and Avolio (1994), and Kotter (1988) found that among several types of leadership identified, transformational leadership were seen as the most suitable to be applied in the organizational management. According to Kotter (1998), this is because the ever changing situation of business atmosphere has increased the need to have a leader that can empower employees towards acceptance of change. The study of Brand,

Heyl and Maritz (2000) found that there was countless evidence gathered from different industries such as manufacturing, retail and service in developed countries that support the notion that transactional leaders does not have the same ability to empower people towards organizational effectiveness as do transformational leaders.

A study by Meyer and Botha (2000) regarding leadership style in financial institution in Canada found that from all leadership styles tested, transformational style correlates positively on the highest level with satisfaction among employees. Apart from that, transformational leadership also impacted positively on employees' performance better than transactional leadership did. The results of previous studies have reported that the use of transformational dimensions (influence of excellence, motivational motivation, intellectual stimulation and individual judgment) also has a strong relationship on organizational effectiveness or performance (Fazli & Khairul, 2008). Some findings have suggested that every dimension of transformational leadership style can positively anticipate business performance (Howell & Avolio, 1993).

A field study conducted by Howell and Avolio (1993) found that transformational leaders have a significant positive relationship with business performance in the financial industry. Further research was conducted by Raja and Palanichamy (2015) to analyze the impact of different management leadership styles on performance of employees both private and public sector firms surround Indian capital. The study found that there is a significant correlation between both transformational and transactional leadership towards employee performance, the former being linear and the latter being positive. This study involved a total of forty-three (43) mid-level managers and superiors and one hundred fifty-six (156) lower level workers. It was also found that laissez-faire leadership style correlates negatively towards employee performance and affect their job outcomes.

Another study conducted on the same year investigates the impact of leadership styles towards performance of employees in the healthcare sector in Pakistan (Rassol et al. 2015). The findings of the study show that transformational leadership styles affect employees' performance positively than transactional leadership style. Transformational leaders strive better in workplace environment that needs a lot of care and can direct all the focus towards strengthening and improving organization's competitive advantage. This study also found weak correlation between transactional leadership style and employee job performance. Pradeep and Prabhu (2011) study on the other hand found that both transformational and transactional leadership correlates positively with employee performance. The leaders (managers) were seen as being engaging with fellow workers in both leadership styles to increase overall performance of employees.

Another study by Aboshaiqah et al. (2015) found that nurses' perception towards leadership style applied by their superiors to be more inclined towards transformational style than the rest of the styles tested. The study found that transformational leadership impact positively on the outcome of nurses' job performance in terms of effectiveness, extra efforts and satisfaction while transactional and laissez faire leadership style shows negative correlation. It was concluded that transformational leadership dimensions have significantly affect behavior of nurses and aspire nurses to take extra measures to improve productivity which lead to employee performance. The nurses' also shown to have positive perception of transformational leadership styles than the rest.

2.5 Research Gaps

The topic of leadership and job performance among employees is a topic that had been intensely studied globally and throughout industries. The results also varied according to sectors. Majority of the previous research suggests the importance of transformational leadership styles towards employees' job performance more than transactional styles. While research on other leadership styles such as laissez-faire are often left out and if it is indeed included, there will be no in-depth discussion about the significance as much as it did with transformational and transactional research (Rasool, et al., 2015; Kehinde & Bajo, 2014; Tsigu and Rao, 2015). Some of the research did a good job highlighting laissez-faire style and significance. For instance, the study of Aboushaqah et al. (2015) reports negative correlation between laissez-faire leadership and employees' performance and the study of Gimuguni, et al (2014) which found significance between laissez-faire leaders towards increasing employee's productivity. The research mentioned proposes that previous studies have given less exposure to other leadership styles apart from transformational and transactional aspects.

Further, there are a lot of industry and sectors that were left out from included in the research. In the empirical findings section, two studies represent the medical field (Rassol et al, 2015; Aboushaqah, et al 2015), one study which concern on leadership styles in local government authorities (Gimuguni, et al., 2014), one study in financial institution in Canada (Meyer & Botha, 2000) and Raja and Palanichamy (2015) study represents the various industries in both private and public sector in India. Researchers' interest in this study is to examine the relationship between all type of leadership styles with employee job performance in government body (Ministry of Health) in Malaysia since there are a lack of current academic research done one this topic from Malaysian perspectives especially from the healthcare sector. Due to this reason, the researcher is motivated to pursue the topic as an effort to reduce the gaps in current literature.

2.6 Conceptual Framework

The success or failure of a firm depends on the style of leadership of the business leader. In particular, the leadership style of the business owner or firm will represent the firm itself. The leader or top management who acts as the main leader of a firm is the key to the decision making of the firm as well as the individual responsible for formulating the strategic orientation of an organization. Therefore, organizations need to have effective leaders who understand the complexities of global environmental change and use appropriate leadership styles to further enhance organizational competitiveness.



Figure 2.2 Conceptual Framework

This study intends to determine the different leadership styles practiced in FSQD Ministry of Health and its connection with employees' performance. This study also look at how the different attributes of leadership and the giving of rewards and incentives affect employees' overall productivity. Also, the study will also analyze the demographic background of respondents in relation with the preference on different leadership styles. This includes gender, age, working experience and level of education factors.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explained how the statistics were collected from start to the end of the process, to the person study focused, the measurements used to measure each variables, and data analysis to achieve the result. One of the important steps is to ensure the researchers are on the correct pathway by executing the suitable methodology and procedures. This chapter comprises of research design which take account unit of analysis, and sampling design including technique, population and sample size. Besides that, it also describes data sources, research instrument, data collection method, application strategic tools and data analysis techniques use in analyzing data to project with result and conclusions.

3.1 Research Design

This research determined to carry out analysis on the effects of leadership styles on employee performance at food safety and quality division, Ministry Of Health Malaysia. Quantitative approach was used which the data obtained from a set of questionnaires encoded in the form of numbers and put in as a statistical analysis. This study uses an expressive research method which uses structured questionnaires by revising research questionnaires from previous study. This descriptive research can present data in a significant form to understand the characteristics of a group, think systematically about aspects in any given situation, offer ideas for further research and help make certain simple decision (Sekaran & Bougie, 2016).

3.2 Elements of Research Design

Research design is the planning process of how researchers will be collecting, measuring and analyzing figures to work out the solutions for this study. Whereas the research design elements are used to meet the goals of research and to answer research questions (Sekaran & Bougie, 2016). In simple words, the type of research design is based on research objectives and research questions. A researcher is equally responsible to study and consider the other aspects, such as time constraints and the ease of accessing data or the purpose of collecting data,.

3.2.1 Research Strategies

This research is design to achieve the research objectives by answering the research questions originate from the problem statement as stated in Chapter One. As mentioned earlier, this research will be descriptive, and will discover and identify the principal influences that have the effect leadership style towards the employee performance in food safety and quality division, Ministry Of Health Malaysia.

The research will be questionnaire base, with each question measuring fully particular independent variables. There will be minimal intrusion by the researcher and the questionnaire will be deployed by hand to all support employees across three sectors in Ministry of Health.

3.2.2 Unit of Analysis

In this study, unit of analysis is executives' employees from Food Safety and Quality Division, Minister of Health, Putrajaya. Each of the data collected will be treated as key data sources for this study.

3.2.3 Study period

Cross-sectional survey is a survey piloted for this research where data are collected together. Study period for cross-sectional survey are estimated within one-month time from the date questionnaire being allocate to the respondent until the collection date. Cross-sectional survey is a suitable technique to practice since this study seeks to give emphasis to the employee experience headed for their leader or management in their department and it will be piloted with slight intervenes by researchers in order to prevent disruption to the flow of work in similar organizations.

3.3 Data Collection Method

A researcher uses Data Collection Technique to collect information necessary in order to find solution for research problems. Data collection act as a guideline for the researcher on certain aspects in the study such as which data required to be collected, when to collect the data, data collection method and the person who will collect the data. Analysis based on problem declaration, the study and research design initially collected based on the variables in the research study.

Self-administered questionnaires are one of data collection method and this method is used in this study. The questions in the questionnaires progress grounded on questions published in past literature review and will be allocate to respondents in the office by hand. The advantage of this method of data collection enables respondents to complete the questionnaires in a limited period of time and the questionnaire can be easily collected by researchers. This strategy is idyllically less costly as it is possible to administer to a large number of respondents as well as explain the

issue for the doubts of the respondents on the spot. (Sekaran & Bougie, 2016). In this study, the process of dispensing and collecting back questionnaires will require approximately one-month time.

3.4 Sampling Design

Sampling design is a method of selecting the correct members representing the sample population. It consist of essential target population, sampling frame (for probability sampling), and sampling technique and determine sample size for the said study (Sekaran & Bougie, 2016). The sample size for this analysis will be 184 staffs from all three sectors under Ministry of Health.

3.4.1 Population

Total individual in a group that is being drawn from sample is referred as population. The targeted population has the information required by the researcher, and researcher will analysis and study to draw inference based on sample statistics (Sekaran & Bougie, 2016). Target population for this research consists of 184 executive employees from Fodder Safety and Quality Division, Minister of Health, Putrajaya.

3.4.2 Sample Frame

Sample frame is a list that describe population that researcher would like to gather information, make final decision and sort an overview statement to the targeted population (Sekaran & Bougie, 2016). Our test frame consists of the list of total employees work in Fodder Safety and Quality Division, Minister Of Health, Putrajaya. Sampling frame is crucial because researcher decided to use probability sampling in our sampling technique later.

3.4.3 Sampling Technique

Sampling is used to collect data about the population to make an inference that able to utilized afterward to generalize the finding that represent the population (Sekaran & Bougie, 2016). In other word, purpose of sampling is to determine and signify the population. This study uses probability sampling technique that is proportionate stratified random sampling. This sampling technique will represent better each important segment of the population for the same sample size. Selection of the specific units in sample depends entirely on chance (Sekaran & Bougie, 2016). Our strata will be Fodder Safety and Quality Division, Minister Of Health, Putrajaya.

3.4.4 Sample Size

Sample size is a sub-population to make an inference to refer population (Sekaran & Bougie, 2016). By studying a sample, we will be able to draw some conclusions that can act as generalization to the population of interest. For this study, we refer to table created by Krejcie and Morgan provided by Sekaran and Bougie (2016) to decide our sample size. Sample size for our study composes of 184 staffs from Fodder Safety and Quality Division, Minister of Health, Putrajaya. Table 3.0 below shows sample size needed from each sector generated from

proportionate stratified random sample formula. The total number of questionnaires that going to be distribute are 184 sets was distributed to all staffs across three sectors.

Proportionate Stratified Random Sampling

Grade Population (N) = 184 Sample Size (S) = 184

Executive Grade 41 92 92

Executive Grade 44 55 55

Executive Grade 48

Executive Grade 52 27

10 27

10

3.5 Data Sources

Data collection acts as a primary way to gather accurate, relevant and timely information's. Primary and secondary data will be used to guide this study as well as to gather information. Primary data made this study more accurate for generalization purposes, even though it is time consuming, but it resources intensive. With the addition of the secondary data, it will profit researchers from the aspect of cost and readiness.

3.5.1 Primary Data

Primary data will be gained when there is inadequate information in the form of secondary data from the earlier research. This data will be composed together from respondents to fulfill this study. For this study, the primary data will be gathered using the questionnaires distributed to selected respondents and an interview with in-house executive to support our quantitative data. The purpose of questionnaires design is to collect large number of quantitative data (Sekaran & Bougie, 2016). It will be used to gather information directly from the respondents with relation to research topic. Researchers will allocate set of questionnaires for quantitative data collection and interviewing in-house executive leader to inquire information on existing situation of leadership style among civil servants in Ministry of Health.

3.5.2 Secondary Data

Secondary data is projected out from past literature review and annual report on leadership style extracted from Ministry of Human Resources Malaysia.

3.6 Research Instrument

This research instrument is created from previous published literature review comprise of questions to assemble information related to both independent variables and dependent variable. In addition, self-administered structured questionnaire will be translated to Bahasa Melayu accordance with the usage of national language across public sector in Malaysia. It is to safeguard better understanding of the questions resulting in high accuracy of answers delivered by the respondents to determine factors contributing to the decline in leadership style in Ministry of Health. The questionnaire adapted from earlier studies in the associated field to measure transformational leadership, transactional leadership, authoritative leadership and laissez-faire leadership as independent variables.

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3.6.1 Questionnaire

Questionnaires in this study are resulting from notable literature review such as observed research journals connected to the field of study. Alterations and conversion of words will be applied where required to make it more related for this study. Organizing the questions logically and perfectly in appropriate segments and giving informational on how to complete the items in each section will offer assistance to the respondents to answer them without difficulty (Sekaran & Bougie, 2016).

The procedure of planning the questionnaire is crucial to gain the appropriate data in line with the requirements of the study. The type of questions for this study consists of dichotomous questions and five-point Likert scale (Refer Appendix A). Table 3.1 below outlines the sources of literature in which items for the questionnaire adopted from.

Table 3.1 Sources of Questionnaire Items

Variables	Examples of Item	No. of Items	Source(s)
TRANSFORMATIONAL LEADERSHIP			
1.	My supervisor makes others feel	good to be around him / her	
2.	I have complete confidence in my supervisor		
3.	My supervisor expresses in a few simple words about our responsibility		
4.	My supervisor provides appealing images that motivates us to work sincerely		
5.	My supervisor shares valuable experiences on how to resolve the critical problems		
6.	My supervisor provides new knowledge to apply it to implement our difficult tasks		
	4 items		

5 point Likert scale questions

1 = Strongly Disagree

5 = Strongly Agree (Bass and Avolio (1992))

TRANSACTIONAL LEADERSHIP

1. My supervisor tells others what to do if they want to be rewarded for their work
 2. My supervisor provides recognition/rewards when others reach their goals
 3. My supervisor calls attention to what others can get for their accomplishments
 4. My supervisor is always happy when others meet the standard as agreed
 5. My supervisor do not change the plan things are working fine as expected
 6. My supervisor tells us the standards that we have to maintain to carry out our tasks
- 6 items

5 point Likert scale questions

1 = Strongly Disagree

5 = Strongly Agree Chaudhary (2014)

AUTHORITATIVE LEADERSHIP

1. My supervisor believes employees need to be supervised closely to achieve the target
2. My supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives
3. My supervisor always encourages our initiatives for challenging tasks
4. My supervisor is the chief judge of the achievements of employees
5. My supervisor gives instructions and clarifies individual responsibilities
6. My supervisor believes that in general most employees are lazy 6 items

5 point Likert scale questions

1 = Strongly Disagree

5 = Strongly Agree Lumbasi (2015)

LAISSEZ FAIRE LEADERSHIP

1. In complex situations my supervisor allows me to work independently
2. My supervisor allows me to appraise my own work
3. My supervisor gives me complete freedom to solve problems on my own
4. In most situations I prefer little input from my supervisor

5. In general my supervisor prefers to leave subordinates alone to carry out the tasks subordinates alone. 5 items

5 point Likert scale questions

1 = Strongly Disagree

5 = Strongly Agree Anyango (2015)

EMPLOYEE PERFORMANCE

1. How do you rate quality of your performance?
2. How do you rate your productivity on the job?
3. How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?
4. How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?

4 items

5 point Likert scale questions

1 = Strongly Disagree

5 = Strongly Agree Yousef (2000)

3.6.2 Questionnaire Design

Self-administered questionnaire will be advanced in English and translated to Bahasa Melayu accordance with the usage of national language across public sector in Malaysia.

The questionnaires in this research consist of two sections. Nominal scale used for Section A items (demographics profile), and in Section B, five-point Likert scale used to measure the variables in this study. Likert-scale items in this research is to observe how strong respondents agree or disagree with the statements on a five-point scale with the following anchors: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree (Sekaran & Bougie, 2016). Likert scale will support the respondent to make speedy choices among alternatives given and will decrease the variety of different answers by the respondents. Therefore, it will help the researcher to analyze and interpret the data collected conveniently.

Section A consists of 4 questions using nominal scale to inquire respondents about respondent demographic information. Section B consists of 8 questions from 5 main fundamental items in which respondents will inquire about their level of agreement or disagreement related to transformational leadership, transactional leadership, authoritative leadership and laissez leadership towards employees performance.

3.7 The Pilot Study and Pre-testing of the Questionnaires

On completion of the questionnaire and before implementation of the study, the researcher had to ensure that the instruments had acceptable levels of reliability and validity. Its contents had to be verified from the perspective of validity and reliability. This can be done by pre-testing the questionnaires in a pilot study and is an essential part of any survey. A pilot test is conducted as a pre-test of the initial questionnaires designed to detect weaknesses in design and instrumentation

as well as to provide proxy data for selection of a probability sample. 30 copies of questionnaires has been distributed to ensure that the questionnaires work the way in which they were intended, and the respondents do not have major difficulties in understanding and answering them. It should, therefore, draw subjects from the target population and simulate that the questionnaires have been designed for data collection (Cooper, D. & Schindler, P., 2014).

3.8 Data Analysis

Statistical Package for the Social Science (SPSS) version 21 is used as a tool of research in this study. The procedure of analyzing starts after collection of the information using questionnaires. By using SPSS software, it assists researcher to understand the end product through the frequency distribution, reliability analysis, correlational coefficient and multiple regressions analysis. The outcome from the analysis will be able to offer the study through results and help researchers to come up with recommendations. The results will be offered with support of table outline.

3.8.1 Frequency Distribution

In this study, frequency distribution is used to analyze experience of the respondents under demographic segment be made up of age, gender, nature of employment, department, and years of services. This study produces demographic tables that exhibit frequency counts and percentages of values of individual variables. The procedures utilized to characterize the frequency analysis will be relative frequency and percentage rate of distribution.

3.8.2 Reliability Analysis (Cronbach's Alpha)

Reliability analysis act as a system to analyze all the parts in the questionnaire that comprises of independent variables together with dependent variable to analyze if they are reliable and correlate between one another or not. Measurement of reliability was established by testing both reliability and stability (Sekaran & Bougie, 2016). In almost every case, Cronbach's Alpha was an adequate test of internal consistency. For this research, Cronbach's Alpha value of more than 0.70 or higher will appear that the degree is satisfactory in portraying the dependent variable. Table 3.2 below shows the value of Cronbach's alpha and internal consistency.

Table 3.2 Cronbach's Alpha Range

Reliability Coefficient	Strength of Association
< 0.6	Poor
0.6 - 0.7	Acceptable
> 0.8	Good

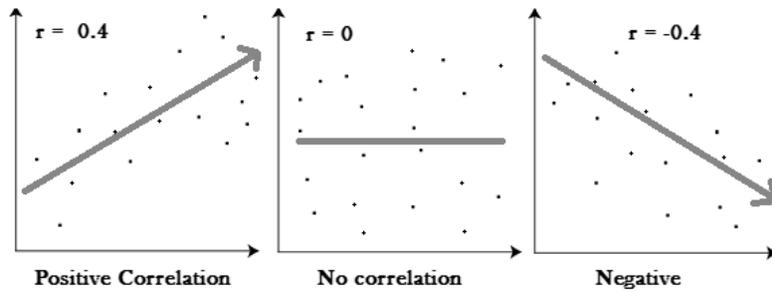
(Source: (Salkind, 2012))

3.8.3 Pearson Correlation Statistics

Pearson Correlation describes the statistics that measures the relationship and the association between two continues variables in a research. This statistics provides information about the magnitude of association and the direction of the relationship between independent and dependent variables of the study. Pearson Correlation is a correlation coefficient commonly used in linear regression.

Table 3.3 Pearson Correlation

Graphs showing a correlation of -1, 0 and +1



(Source: (Stephanie Glen, 2021))

3.8.4 Descriptive Analysis

Descriptive analysis was carried out to answer the main objectives of this study. The information will be analyzed, and statistical testing will be conducted in order to assess the relationship between four independent variables and dependent variable. Moreover, the descriptive analysis also serves as the foundation for determining the association between the independent and dependent variables of the study.

Table 3.4 Mean Score Range

Range	Level
1.00 – 2.33	Low
2.34 – 3.67	Medium
3.68 – 5.00	High

(Source: (Salkind, 2012))

3.8.5 Correlational Coefficient

Strength of the relationship between two variables will be measured using Correlational coefficient (Salkind, 2014). The reason of utilizing correlation in this study is to distinguish the significance value between transformational leadership, transactional leadership, authoritative leadership and laissez leadership towards employee's performance. Correlation is statistical techniques is used in demonstration how solid the factors relate among one another. The researchers utilized correlation to test the hypothesis. Table 3.3 below details the correlation and strength of relationship

Table 3.5 Rule of Thumb for Correlation Coefficient Size

Correlations	Relationship
0.80 - 1.00	Very strong
0.61 - 0.80	Strong
0.41 - 0.60	Moderate
0.21 - 0.40	Weak
0.00 - 0.20	Very weak

(Source: (Salkind, 2012))

3.8.6 Multiple Regression Analysis

Multiple regression analysis aims to recognize which of the independent variables are maximum dominant factors concerning the dependent variable. Analysis results will be evaluating base on the beta and significant value of each variables associated to the dependent variable. The analysis of the regression indicates how abundant independent variable influences the dependent variables over R square. The outcome will be demonstrated in Model Summary, ANNOVA and Coefficient tables.

3.9 Summary

As conclusion, this chapter discusses the study methodology that contains research design, sampling procedure, data sources, research tools, data collection technique, and data analysis methods used for gathering and analyzing data. This study was to define and study the relationship between several variables. A structured questionnaire is used as the instrument to assemble the data required. The relationship of the variables was analyzed utilizing the correlational and multiple regression study. General purpose of this chapter describes the researches to come out with references and arrangements that resonates employee's performance to implement the purpose to increase they performance. Also, we hope that the recommendations can be implemented across agencies in Malaysian government sector and in private sector as well as statutory body.

CHAPTER FOUR

RESULT AND ANALYSIS

4.0 Overview

This chapter discusses the result from the survey as well as the initial analysis of the pilot test prior to the full distribution of the questionnaires. The pilot test was done to ensure the respondents understand the statement used in the questionnaire so that the goodness of data is satisfied to measure the variables when questionnaires are fully distributed. In addition, this chapter also presents the profile of the respondents and the descriptive as well as inferential analyses of the data. The main purpose of this research was to the effects of leadership styles on employee performance at food safety and quality division, Ministry Of Health Malaysia.

4.1 Result from SPSS Analysis

4.1.1 Demographic Analysis

Frequency distribution was conducted to know in depth about the findings of the demographic data among respondents that have been collected. It is used to examine data form section A from the questionnaire that contained the demographic profile of the respondents. This study manages to collect 137 valid views of the respondents that is around 78% return rate from the initial distributed questionnaire which is 184 with 5 questionnaires was incomplete. The analysis starts with a description of the demographic profile of the respondents as point out in Table 4.1 below. For frequencies analysis, all 137 respondents are included in the said analysis to know in-depth about the respondents participate in the survey.

Table 4.1 Frequency and Percentage of Respondents' Profile

No.	Description	Frequency	Percentage (%)
1	Gender		
	Male	88	64.2
	Female	49	35.8
2	Age		
	18 – 29	13	9.5
	30 – 49	110	80.3
	50 – 59	14	10.2
3	Years of Experiences		
	5 years and below	13	9.5
	6 – 15 years	110	80.3
	16 – 25 years	14	10.2
4	Education Level		
	Degree	130	94.9
	Master	5	3.6
	Phd	2	1.5

Table 4.1 displays the frequency and percentage of the demographic profiles of the respondents. A total of 88 respondents or 64.2% are male employees and 49 respondents or 35.8% is female employees. It showcased that male workers in food safety and quality division, Ministry Of Health Malaysia are higher than female workers.

The second demographic characteristic is the respondent age. The highest group who answered the questionnaire are between 30 to 49 years old with 110 employees indicating 80.3% of the total respondents followed by respondents with age of 16 to 25 years old with 14 employees 10.2% and the least are from the age group of 18 to 29 years old with the percentage of 9.5% or 13 employees only. These results indicated among all the respondents involve in this survey, the highest age group are mixed of young adult and middle-aged adult. Their willingness to participate in this survey maybe because of they would like to see enhancement in the leadership style in food safety and quality division, Ministry Of Health Malaysia.

The next demographic characteristics is years of their experience in food safety and quality division, Ministry Of Health Malaysia. The highest group who answered the questionnaire is between 6 to 15 years' experience with 110 employees indicating 80.3% of the total respondents followed by respondents with experience of 16 to 25 years with 14 employees 10.2% and the least are from the experience group of less than 5 years with the percentage of 9.5% or 13 employees only. These results indicated among all the respondents involve in this survey, the highest experience group are mixed of young adult and middle-aged adult.

Lastly, based on the respondent's education level, only 1.5% or 2 employees are PHD holder. The highest services year is 94.9% or 130 employees' id degree holder. Followed by 3.6% or 5 employees' id are master holders.

4.1.2 Reliability Analysis on leadership

Reliability analysis on leadership is essential for data analysis in a more significant way. Reliability analysis was run for all 137 data collected from the respondents who grade 41 and above of food safety and quality division, Ministry Of Health Malaysia.

Table 4.2 Reliability Assessment of Final Instrument

Variables	Cronbach's Alpha	No. of Question
Transformational Leadership	0.914	6
Transactional Leadership	0.866	6
Authoritative Leadership	0.927	6
Laissez Faire Leadership	0.943	5
Employee Performance	0.786	4

After the questionnaires been distributed, the final data collected once again subjected to reliability analysis to ensure items consistency. Although no more changes are possible, this final reliability analysis was to provide an overall consistency assessment of the instrument. Table 4.2 provides the Cronbach's Alpha values for the final data. For dependant variable which is Employee Performance is 0.786. Cronbach's Alpha for independent variables which are transformational leadership, transactional leadership, authoritative leadership and laissez faire leadership towards food safety and quality division, Ministry Of Health Malaysia are 0.914, 0.866, 0.927 and 0.943 respectively. Therefore, it can be concluded based on table 4.2 of Cronbach's Alpha range, alpha value more than 0.7 indicated the questions are good and reliable for further analysis.

4.1.3 Descriptive Analysis

Descriptive analysis allow researcher to summarize analysis of data in more meaningful way. Descriptive analysis for this study was run on 137 respondents who grade 41 and above of food safety and quality division, Ministry Of Health Malaysia.

Table 4.3 Mean Score Range

Range	Level
1.00 – 2.33	Low
2.34 – 3.67	Medium
3.68 – 5.00	High

Table 4.3 Mean Score Range (Source: (Salkind, 2012))

Table 4.4 Response for Transformational Leadership

No.	Descriptions	Mean	Std. Dev.
TFL1	My supervisor makes others feel good to be around him / her	3.53	0.849
TFL2	I have complete confidence in my supervisor	2.96	0.835
TFL3	My supervisor expresses in a few simple words about our responsibility	3.87	0.794
TFL4	My supervisor provides appealing images that motivates us to work sincerely	4.15	0.768
TFL5	My supervisor shares valuable experiences on how to resolve the critical problems	3.87	0.794
TFL6	My supervisor provides new knowledge to apply it to implement our difficult tasks	4.15	0.874
	Total Mean	3.75	

From the table above, it illustrates that the mean for TFL4 and TFL6 is 4.15 which are the highest that indicate most respondent saying that supervisor provides appealing images that motivates us to work sincerely and supervisor provides new knowledge to apply it to implement our difficult tasks. The table also shows the lowest mean is TFL2 that is 2.96 which indicate that respondents did say that they have complete confidence in their supervisor. TFL1 shows mean of 3.53 indicated that respondent believe their supervisor makes others feel good to be around him / her. Finally, mean of 3.87 for TFL3 and TFL5 shows respondent opinion that their supervisor expresses in a few simple words about our responsibility and shares valuable experiences on how to resolve the critical problems.

Table 4.5 Response for Transactional Leadership

No.	Descriptions	Mean	Std. Dev.
TSL1	My supervisor tells others what to do if they want to be rewarded for their work	3.53	0.849
TSL2	My supervisor provides recognition/rewards when others reach their goals	2.96	0.835
TSL3	My supervisor calls attention to what others can get for their accomplishments	4.02	0.951
TSL4	My supervisor is always happy when others meet the standard as agreed	3.07	0.859
TSL5	My supervisor do not try to change the plan things are working fine as expected	3.87	0.794

TSL6	My supervisor tells us the standards that we have to maintain to carry out our tasks	4.15	0.874
	Total Mean	3.6	

From the table above, it shows that the mean for TSL6 are the highest followed by TSL3 which are 4.15 and 4.02 that indicate most respondent saying that their supervisor tells them the standards that they have to maintain to carry out their tasks and calls attention to what others can get for their accomplishments. The table also shows the lowest mean is TSL2 that is 2.96 which indicate that respondents did say that their supervisor offers recognition/rewards when others reach their goals. TSL1 shows mean of 3.53 indicated that respondent accept their administrator tells others what to do on the off chance that they need to be compensated for their work. Finally, mean of 3.87 for TSL3 shows respondent opinion that their supervisor do not try to change the plan things are working fine as expected.

Table 4.6 Response for Authoritative Leadership

No.	Descriptions	Mean	Std. Dev.
AL1	My supervisor believes employees need to be supervised closely to achieve the target	3.87	0.794
AL2	My supervisor believes that employees must be given rewards or punishments in order to motivate	4.15	0.874

	them to achieve organizational objectives		
AL3	My supervisor always encourages our initiatives for a challenging tasks	4.12	0.777
AL4	My supervisor is the chief judge of the achievements of employees	3.82	0.890
AL5	My supervisor give instructions and clarifies individual responsibilities	3.08	0.978
AL6	My supervisor believes that in general most employees are lazy	4.22	0.864
	Total Mean	3.87	

From the table above, it shows that the mean for AL6 are the highest followed by AL2 and AL3 which are 4.22, 4.15 and 4.12 that indicate most respondent saying that their supervisor believes that in general most employees are lazy, accepts that employees must be given rewards or disciplines in arrange to persuade them to attain organizational goals and believes in general most employees are lazy. The table also shows the lowest mean is AL5 that is 3.08 which indicate that respondents did say that their supervisor give instructions and clarifies individual responsibilities. Meanwhile, AL1 and AL4 shows mean of 3.87 and 3.83 indicated that their supervisor believes employees need to be supervised closely to achieve the target and supervisor is the chief judge of the accomplishments of employees.

Table 4.7 Response for Laissez Faire Leadership

No.	Descriptions	Mean	Std. Dev.
LFL1	In complex situations my supervisor allows me to work independently	3.87	0.794
LFL2	My supervisor allows me to appraise my own work	4.15	0.874
LFL3	My supervisor gives me complete freedom to solve problems on my own	4.12	0.777
LFL4	In most situations I prefer little input from my supervisor	4.22	0.864
LFL5	In general my supervisor prefers to leave subordinates alone to carry out the tasks	3.96	1.042
	Total Mean	3.87	

From the table above, it shows that the mean for LFL4 are the highest followed by LFL2 and LFL3 which are 4.22, 4.15 and 4.12 that indicate most respondent saying in most circumstances they incline toward small input from their supervisor, their supervisor allows them to appraise their own work and their supervisor gives them total opportunity to unravel issues on their own. The table also shows the lowest mean is LFL1 that is 3.87 which indicate that respondents did say that in complex circumstances their supervisor permits them to perform their duty independently. Meanwhile, LFL5 shows mean 3.96 which indicated that their supervisor prefers to leave subordinates alone to carry out the tasks.



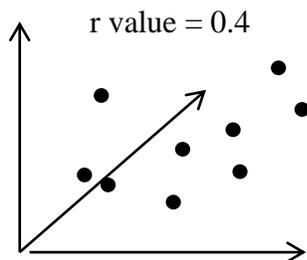
Table 4.8 Response for Employer Performance

No.	Descriptions	Mean	Std. Dev.
EP1	How do you rate quality of your performance?	3.87	0.974
EP2	How do you rate your productivity on the job?	4.15	0.931
EP3	How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?	4.12	0.794
		4.22	0.874
EP4	How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?		
	Total Mean	4.09	

From the table above, it shows that the mean for EP4 are the highest rating followed by EP2 and EP3 which are 4.22, 4.15 and 4.12 that indicate most respondent rate excellent for their performance of themselves at their job compared with their peers doing the same kind of work, excellent in term of their productivity and excellent in term of execution of your peers at their employments compared with yourself doing the same kind of work. The table also shows the lowest mean is EP1 that is 3.87 which indicate that respondents rate themselves as neutral on quality of their performance.

Table 4.9 Pearson Correlation Analysis on Employer Performance

No.	Descriptions	Pearson Correlation
UK1	Performance quality	0.3
UK2	Job Productivity	0.4
UK3	Performance of Job compared to peers performances	0.4
Total Correlation (r value)		0.4



Based on table 4.13, r value for Pearson Correlation is 0.4 which means the variables have a moderate positive correlation. A correlation coefficient of 1 means that for every positive increase in one variable, there is a positive increase of a fixed proportion in the other. The results indicate that employee's rate excellent for their performance at their job compared to their peers.

4.1.4 Conclusion

Leadership styles have significant and substantial effects in food safety and quality division, Ministry Of Health Malaysia. These styles affect everyone from senior and top management to the new entrant even of employees and new firms. This research consists of finding from frequency distribution, reliability test, correlation analysis and multiple regression analysis. These analyses were important to find out any existence of relationship between independent relationship and dependent relationship.

CHAPTER FIVE

CONCLUSION

5.0 Introduction

In this chapter, researcher will discuss further form the results and findings in Chapter Four. From there, researchers will arrive at the conclusion and later will provide the recommendation based on the finding of the SPSS results analysis. Furthermore, study implications assist to highlight the contribution of the finding in providing solutions to the problem that has been identify and the significance of the study to several parties. Limitations of the study were also stated and discuss. Finally, the feasible recommendations were provided by developing strategic decisions for the improvement on the employee performance based on leadership style.

5.1 Conclusion

From the overall researches which have been prepared, it can be concluded that the research has accomplished its objectives. Four independent variables were plotted out from these researches which are transformational leadership, transactional leadership, laissez-faire leadership and automatic leadership.

Analyses of the questionnaires which have been composed and data are analyzed; finding concluded that all the independent variables are dependable. Based on the Cronbach's alpha, all the results displays more than 0.7. This clarifies that there's a consistency coefficient between the factors and it is closely connected to each other's and all the information are very great because it is making substantial of this research. For dependent variable which is Employee Performance is 0.786. Cronbach's Alpha for independent variables which are transformational leadership, transactional leadership, authoritative leadership and laissez faire leadership towards food safety and quality division, Ministry Of Health Malaysia are 0.914, 0.866, 0.927 and 0.943 respectively.

Regression analysis displays the rank of mean based on independent variables group.

The primary variable which is transformational leadership express the mean for TFL4 and TFL6 is 4.15 are the highest that shows that most respondent saying that supervisor provides appealing images that motivates us to work sincerely and supervisor provides new knowledge to apply it to implement our difficult tasks. The table also shows the lowest mean is TFL2 that is 2.96 which indicate that respondents did say that they have complete confidence in their supervisor. TFL1 shows mean of 3.53 indicated that respondent believe their supervisor makes others feel good to be around him / her. Finally, mean of 3.87 for TFL3 and TFL5 shows respondent opinion that their supervisor expresses in a few simple words about our responsibility and shares valuable experiences on how to resolve the critical problems.

The second independent variable is transactional leadership. It shows that the mean for TSL6 are the highest followed by TSL3 which are 4.15 and 4.02 that indicate most respondent saying that their supervisor tells them the standards that they have to maintain to carry out their tasks and calls attention to what others can get for their accomplishments. The table also shows the lowest mean is TSL2 that is 2.96 which indicate that respondents mentioned their supervisor offers recognition/rewards when they reach their goals. TSL1 shows mean of 3.53 indicated that respondent believe their supervisor tells others what to do in case they need to be compensated for their work. Finally, mean of 3.87 for TSL3 shows respondent opinion that their supervisor do not try to change the plan things are working fine as expected.

Next independent variable is authoritative leadership. It shows that the mean for AL6 are the highest followed by AL2 and AL3 which are 4.22, 4.15 and 4.12 that indicate most respondent saying that their supervisor believes that in general most employees are lazy, they must be given rewards or disciplines in arrange to spur them to attain organizational objective and believes in general most employees are lazy. The table also shows the lowest mean is AL5 that is 3.08 which indicate that respondents did say that their supervisor give instructions and clarifies individual responsibilities. Meanwhile, AL1 and AL4 shows mean of 3.87 and 3.83 indicated that their supervisor believes employees need to be supervised carefully to achieve the target and supervisor is the chief judge of the accomplishments by the employees.

The last independent variable is laissez faire leadership. It shows that the mean for LFL4 are the highest followed by LFL2 and LFL3 which are 4.22, 4.15 and 4.12 that indicate most respondent saying that in greatest circumstances they prefer a little contribution or idea from their supervisor, respondent also mentioned that their manager permits them to assess their own work and their manager gives them much needed freedom to solve problems based on their own decisions. The table also shows the lowest mean is LFL1 that is 3.87 which indicate that respondents did say that in complex situations their supervisor lets them to work independently.

Meanwhile, LFL5 shows mean 3.96 which indicated that their supervisor prefers to leave subordinates alone to carry out the tasks.

Subsequent is the relationship among the independent variables and the dependent variable. It was revealed that the Pearson's Correlation Coefficient among employee performance and transformational leadership valued 0.947 substantial at 0.000 levels. Since the P-value is a lesser amount of than 0.01, the associations of the two variables mentioned are substantial. The R-value documented for the correlation analysis above is 0.947

For the relationship between employee performance and transactional leadership, it was shown that the Pearson's Correlation Coefficient between the two variables is 0.963 significant at 0.000 levels. Since the P-value is less than 0.01, the relationships of the two variables are significant. The R-value recorded for the correlation analysis above is 0.963.

From the Pearson's Correlation Coefficient between employee performance and authoritative leadership is 0.910 significant at 0.000 levels. The P-value recorded is less than 0.01, this marks the relations of the two variables are important. Correlation analysis recorded 0.910 for R-value.

Lastly, the Pearson's Correlation Coefficient amongst employee performance and laissez faire leadership marked 0.912 significant at 0.000 levels. Since the P-value is less than 0.01, the relationships of the two variables are substantial. The R-value documented for the correlation study 0.912.

5.2 Recommendation

The achievement of an organization is very closely related to the quality of member performance in it. To maintain and maximize the performance of good members there are many things that influence it such as welfare, education and training, motivation, leadership, organizational culture, and work environment. Performance in an organization is a work that results from a task already implemented. Good employee performance can produce a result high achievement or productivity and vice versa, therefore an organization leader must pay attention to the performance of its members. The leaders or supervisors should be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively. The supervisors should also have their own visions and development plans for followers, working in groups and champion team work spirit.

5.3 Future Researches

For upcoming researches, the study could be improvised by examining the sample of the respondents which is in the proper list name. This will show a better result to identify the Effects of Leadership Styles on Employee Performance at Food Safety and Quality Division, Ministry Of Health Malaysia. Sources of information from former relatable researchers which illustrate all variables bond with dependent variable can be used in future research. Meanwhile the sources for research are little; the future researcher should find an alternate method to conduct the study.

At Food Safety And Quality Division, Ministry Of Health Malaysia, the management aspect supervisor to perform as employees need to follow their supervisor. The results on this research show that on preferred characteristic of leadership style from the employees. Via leadership behavior, useful information can be yield that can be utilized for progression of strategies which could benefit the organization.



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APPROVAL PAGE

**TITLE OF PROJECT PAPER : INFLUENCE OF LEADERSHIP STYLES ON
EMPLOYEE PERFORMANCE IN FOOD
SAFETY AND HEALTH IN MALAYSIA**

NAME OF AUTHOR : SHANMUGAM SUPRAMANIUM

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration (Leadership).

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