

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE
PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

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DECLARATION

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- (1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the FYP.
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LIST OF ABBREVIATIONS

SPSS	Statistical Package for the Social Sciences
UTAR	Universiti Tunku Abdul Rahman
COVID-19	Coronavirus Disease of year 2019
C.R	Critical Value
TFL	Transformational Leadership
TSL	Transactional Leadership
DL	Democratic Leadership
EP	Employee Performance
F&B	Food and Beverage

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PREFACE

"The Effect of Leadership Styles on Employee Performance in the Food and Beverage Industry" is the topic of our study project. This is to complete our studies - Bachelor of Business Administration (Hons). This research is being carried out since the food and beverage business is one of the most important contributors to the country's revenue. In a food and beverage project, food and beverage organisations must guarantee that managers or leaders can lead their followers.

Currently, almost every company in the food and beverage industry is attempting to enhance its performance in terms of resources, financial capabilities, customer service, sales, human resources, and output quality. Most significantly, there are no successful leadership styles, which will have an effect on one's total performance. This study project will show how appropriate leadership styles contribute to beneficial performance changes in the food and beverage business.

This study will also look at how different leadership styles, which are transformational, transactional, and democratic leadership, might affect outcomes. Finally, by analysing the influence of leadership styles on employee performance in the food and beverage sector, this research project will give the proper use of leadership styles to boost employee performance by leading subordinates in the food and beverage business.

ABSTRACT

Most people know that a person's leadership style can have an effect on an organization's employee performance. The main objective of this study is to understand how different leadership styles affect employee performance in the Malaysian food and beverage industry. This research project assesses and explores independent factors such as transformational leadership style, transactional leadership style, and democratic leadership style to see if they are associated or significantly associated with organizational success.

384 sets of online questionnaires generated by Google Forms were distributed and collected to food and beverage workers in Malaysia. According to the findings (employee performance), all independent factors (transformational, transactional, and democratic) showed substantial associations and correlations with the dependent variable.

COVID-19 has had a major effect on how we think and act around food and beverages. Caterers must quickly address changes in customer behaviour, business flexibility and unmet consumer needs. Furthermore, if future research tends to focus on the food and beverage industry, it will be able to provide more information on employee performance.

Keywords: Transformational Leadership, Transactional Leadership, Democratic Leadership, Employee Performance, Food and Beverages industry.

CHAPTER 1 RESEARCH OVERVIEW

1.0 Introduction

The purpose of the research is to determine how leadership styles in the food and beverage industry effect employee performance. The context of this research, the problem statement, the research objective, and the question will all be discussed in Chapter 1. To assess the relationship and significance of this research project, we must first figure out the research hypothesis. The last portion will choose the primary study for each chapter by providing the overall project's chapter arrangement.

1.1 Research Background

In the food and beverage industries, the effect of leadership styles on employee performance, satisfaction, stress, and turnover intention has been thoroughly documented (Basit, Sebastian & Hassan, 2018). This study investigates the effect of leadership style on employees' performance in the food and beverage industry. The effect of leadership styles on employee performance is critical considering the developing concerns of the twenty-first century. Leadership has had a crucial effect in practically every facet of society, according to Ricketts (2005, as cited in Amegayibor, 2021). Employee performance is influenced significantly by leadership styles. This is because leadership is unable to cleanse itself of organisational failure. Strong leadership approaches make a big difference when it comes to overcoming challenges in the workplace (Amegayibor, 2021).

Leadership is the functional capacity to zealously push others to attain their maximum potential with integrity and responsibility, for both personal and professional advancement, by inspiring others via one's example. Managers who seek the most excellent results should avoid relying on just one type of leadership (Roz, 2019). There is a lot of study on employee engagement and performance, but there is not much on the effect between leadership style and employee performance. The food and beverage industry are a necessity for our human existence, and very little research has gone into this industry in depth. This is also the purpose of our research, where we consider the ability of leadership to dominate other employee job performance and its sensitivity to change (Gemedu & Lee, 2020). When it comes to management, the link between an employee's situation and performance is weak and left to fend for itself. A lack of direction and strategic leadership in managing daily duties results in subpar employee performance. As a result, human resource management has gradually replaced personnel management to incorporate leadership styles into successful employee management or performance (Chua et al., 2018).

Leaders in the food and beverage business must recognise that, rather than architecture and facilities, human resources or employees play a critical role in assisting the firm in achieving its objectives. Excellent employee performance will result in better and greater results for the company. Recruiting and retaining people who will be good leaders is one of the most pressing concerns in the food and beverages industry. It entails holding oneself accountable and responsible for the entire group. It is all about maintaining consistency, momentum, and adaptability in a changing course (Roz, 2019). The leadership of the food and beverage industry determines its ability to function effectively. The power of persuasion over human resources, the source of competitive advantage for organisations, and the repercussions that follow are the pillars of leadership. Because having engaged employees is crucial for a company's performance, leaders must improve employee motivation to convince followers and harness employees' self-awareness of their professional commitments (Ebuzoeme, 2021).

1.2 Problem Statement

A company's success strongly depends on its employee performance. Thus, the firm should create environments that encourage and enable people to develop and enhance their skills and talents (Iskamto et al., 2020). Leadership is vital to high performance since it organizes the company's human resource and fulfills corporate objectives efficiently and effectively (Udovita, 2020). This is because a good leader encourages people and motivates individuals not just to improve employee performance and dedication inside a company, but they also move over and above the job requirements, boosting the firm's overall performance and profitability (Udovita, 2020). Therefore, high employee performance strongly depends on the leadership style. When a leader is using a suitable leadership style, he or she may influence the employee's dedication, efficiency, and satisfaction (Belete, 2020). In short, a major concern of leadership style should be demonstrated and considered by the leader to attain high job performance among employees.

In the context of Malaysia, the country's leadership is more focused on hierarchy structure (Ansari et al., 2004, as cited in Basit, 2017). Most Malaysian leaders have the authority to use their power, determine rules as well as make decisions (Hostede, 2001 as cited in Basit, 2017). Therefore, most of the Malaysian employees are more likely to follow the instruction and are less likely to disagree with the decision made by their supervisors (Ansari et al., 2004, as cited in Basit, 2017). According to Said, et al. (2015 as cited in Dastane, 2020), Malaysia's governmental institutions employees have been accused of their poor job performance, slow and ineffective productivity, as well as lack of responsibility. However, this was caused by the ineffective leadership style which could lead to the problem of low job performance. Therefore, a company's management should take initiative and drive the company to superior performance to eliminate the poor performance among employees and emphasize effective leadership style (Dastane, 2020).

According to Flanders Investment & Trade (2020), Malaysia's food F&B industry is comprised of different sub sectors such as the food processing sector, food distribution sector, and food services sector. However, it has been argued that the F&B industry especially in the service sector such as fast food restaurants, cafeterias, refreshment places, casual catering dining, and drinking establishments has resulted in poor employee performance of employees (Dengie & Gaudencio,

2020). According to the Department of Statistics (2021), it recorded a negative 1.7 percent in the volume index of service by the first quarter of 2021. This is because employees in this F&B service business were obliged mostly to work overtime, long shifts, perform repetitive duties, and deal with difficult clients and poor leadership (Ghazali et al., 2020). Especially in the fast food industry, fast food workers are virtually entirely automated, which lowers work motions and speeds up production, depleting employee skills to be depleted and makes work more difficult with equipment making decisions for them. As a result, over 38 percent of employees' working time is used on tasks that aren't related to the job requirements (Taşpınar & Türkmen, 2019). Additionally, according to the research by Akintoye(2017), managers struggle to motivate their F&B workers to work well because they lack effective leadership abilities. The F&B managers were not transformational leaders who could inspire workers via their example which caused workers to react to these leaders in a routine manner and result in providing subpar performances (Banjoko, 2016). Thus, the fast food industry resulted in low job employee performance. It is possible to conclude that effective leadership can influence employees' performance and productivity levels in the F&B industry by referring to the facts above.

In Malaysia, the effect of Malay transactional leadership style on employee performance in the Malaysia Pharmacy Industry was conducted(Basrif et al., 2017). Razak and Syazwani (2019) have conducted a similar study in the Malaysian banking industry. Furthermore, Ramakrishnan and Masri (2020); Wendy and Hassan (2017), both the researchers have carried a study on the impact of leadership such as participative, servant, supportive, transformational and transactional toward employee job performance, in the police industry in Klang Valley, Malaysia, and jewelry industry respectively. But, there is lacking study on the effect of leadership style on employee performance in the F&B industry.

Hence, the purpose of our study was to investigate the transformational, transactional, and democratic styles as the leadership styles had an effect on employee performance in the F&B industry in Malaysia. Few researches have studied transformational leadership had a significant and positive effect on employee performance(Asbari et al., 2021; Rozi et al., 2020; as cited in Fahad et al., 2021; Pawirosumarto et al., 2017; Mahdined et al., 2017; Otto, 2018). However, Prabowo et al. (2018) found that transformational leadership has no significance and has a negative

effect on employee performance. For transactional leadership, studies found that this leadership style has a significant influence on employee performance (George & Hannah, 2020). But Kour, Vaishali, & Andotra (2016) have proved that there is a negative effect of transactional leadership on employee performance. According to Joyce, Basif & Hassan (2018), their studies found that a democratic leadership style resulted in a positive and significant effect on employee job performance. Since there are mixed results of the three different leadership styles, which is significant, negative, and not significant, also as previously mentioned, most of the studies have focused on the different industries in Malaysia. Thus, these are the gaps in our study. Additionally, issues with poor performance and leadership in the F&B industry, particularly the service sector may take deep attention since the F&B industry in Malaysia is an extremely quick sector and one of the country's major revenue generators (Flanders Investment & Trade, 2020). Hence, the goal of our study was to investigate the effect of leadership styles on employee performance in the F&B industry in Malaysia.

1.3 Research Objectives

1.3.1 General Objectives

To study the effect of leadership styles on employee performance in the food and beverage industry of Malaysia. By referring to above findings and the findings in chapter 2, leadership style affects employee's performance.

1.3.2 Specific Objectives

1. To identify the effect of transformational leadership on employee's performance in the food and beverage industry of Malaysia.
2. To identify the effect of transactional leadership on employee's performance in the food and beverage industry of Malaysia.
3. To identify the effect of democratic leadership on employee's performance in the food and beverage industry of Malaysia.

1.4 Research Questions

1. Does transformational leadership significantly affect employee's performance in the food and beverage industry of Malaysia?
2. Does transactional leadership significantly affect employee's performance in the food and beverage industry of Malaysia?
3. Does democratic leadership significantly affect employee's performance in the food and beverage industry of Malaysia?

1.5 Hypothesis of the Study

I. Transformational Leadership

H0: There is no significant effect between transformational leadership styles and employee's performance.

H1: There is a significant effect between transformational leadership styles and employee's performance.

II. Transactional Leadership

H0: There is no significant effect between transactional leadership styles and employee's performance.

H1: There is a significant effect between transactional leadership styles and employee's performance.

III. Democratic Leadership

H0: There is no significant effect between democratic leadership styles and employee's performance.

H1: There is a significant effect between democratic leadership styles and employee's performance.

1.6 Significance of the Study

Numerous studies have been conducted to determine how leadership style affects employee performance in different industries such as manufacturing and jewellery. This research is very important as it will provide a thorough evaluation of the existing literature on employee performance and will focus on the effect of different leadership styles on employee performance in the F&B industry.

Next, the finding of this study can help managerial employees know more about what leadership style has any effect on non-managerial employees. Employees who are given managerial responsibilities within the company by virtue of their employment are referred to as managerial employees. Planning, setting policies, strategizing, leading, and controlling are examples of managerial tasks. Then, Personnel who are in charge of an organization's execution tasks is known as non-managerial employees. Depending on the department they work for, non-managerial

personnel is given responsibilities. These workers' job descriptions either feature a minimal or non-existent managerial function (Terms compared, 2020).

Furthermore, while the findings of this study appeared to be primarily useful for leaders in the F&B industry, the findings also can help leaders in a variety of fields comprehend which leadership style can assist them to better develop their organisation. Moreover, it also assists many other people in better understanding the relationship between leadership styles and employee performance. The study will also contribute to the development of a positive working environment in the F&B industry by enhancing the application of leadership styles.

In addition to this, this research may provide individuals with a better perspective on corporate management for the Malaysia F&B industry. Leaders in the F&B industry must be effective leaders by guiding and influencing personnel to achieve the organization's goals (Cakir & Adiguzel, 2020). The company goals may be accomplished in accordance with the mission and vision by having effective leadership. Similarly, the satisfaction in communication between employees and leaders is key for both achieving goals and assuring the satisfaction of all stakeholders via leadership (Abraham, 2020).

In recent years, the F&B industry has developed rapidly, yet many restaurants and companies have been closed due to poor management. The main reason for this is ineffective leadership and an inability to manage their employees. The employee performance was affected because of the leader's inadequate leadership and the stress of their industry. This was followed by arising of employee issues such as failing to achieve the task quality standard and a lack of cooperation between employees and upper management. Therefore, the company executives must identify problems and seek solutions to meet, engage and motivate employees to go above and beyond to achieve organizational goals. In other words, leadership is required to enable individuals to achieve organizational goals swiftly and effectively (Vidoni, 2020).

As times goes, the importance of leadership style is growing in any industry as it has a direct influence on economic development. Therefore, the growth and expansion of any industry, especially in developing countries, secures the overall growth of the national economy. As the

F&B industry is gradually expanding, it also resulted in fierce rivalry within the industry. Leaders consider leadership style as a significant component that can increase employee loyalty and enhance employee performance in the workplace. Leadership style is also important to improve employee job performance and organisational innovation. When it comes to interacting with team members, the phrase "leadership style" refers to characteristics, methods, and behaviours that leaders use. Regardless of the industry or the nature of the business, employee performance is a critical aspect of the operation of any organisation. The leaders must be able to choose the right leadership style to improve employee performance and achieve organisational goals. If the right leadership style is adopted, it benefits both the leader and the employee.

1.7 Chapter layout

In general, the following chapters comprise this research:

Chapter 1: Introduction

In this chapter, it is the introductory chapter that explains and summarises the study's context. This chapter includes the following subtopics: background, problem statement, objective and research question, hypotheses and significance of the study, layout of chapter, and conclusion.

Chapter 2: Literature Review

In chapter 2, the review of the literature is discussed, as well as the classification of significant variables in the research that are linked to the problems. Secondary data from previously published or unpublished journal articles by prior researchers will be used. In addition, while seeking and doing references from other researchers' journal publications, the theoretical model and recommended conceptual framework need to be drawn out. Thereby, the hypothesis will be created based on the independent factors and dependent variables, which will be supported by additional sources.

Chapter 3: Research Methodology

In chapter 3, it explains the process on how the research was carried out by using research design, sampling design, data collection methods and proposed data analysis tools.

Chapter 4: Data Analysis

In chapter 4, it covers the analyses of the results which are relevant to the research questions and hypotheses proposed. In short, it summarised the descriptive and inferential data analysis performed using the prescribed methodology.

Chapter 5: Discussion, Conclusion, and Implications

In chapter 5, it provides the discussion, implications and conclusion based on the findings in the previous chapters. This chapter also includes several limitations and recommendations to help eliminate error and improve the study in future.

1.8 Chapter summary

In conclusion, the research background, problem statement, research objectives, research question, and hypotheses of the study have been stated. In Chapter 2, we will further discuss whether the leadership style has a significant effect on employee performance.

CHAPTER 2 LITERATURE REVIEW

2.0 Introduction

The purpose of Chapter 2 is to study and critically review the effects of leadership styles that contribute to employee performance in the F&B industry while providing a literature review of the journal articles. The theory will be introduced at the beginning of this chapter. We will use related and proposed theoretical methods to define and clarify the dependent variable (employee performance) and the dimensions of the three independent variables (transformational, transactional, and democratic leadership). Moreover, we will propose a conceptual framework based on the above research questions, and then use basic theories to discuss it. Furthermore, we will write the hypotheses development, and then provide evidence and explain the relationships highlighted in the hypotheses in the previous chapter by applying the findings found in journal articles. At the conclusion of this chapter, there will be a summary of the chapter.

2.1 Underlying theories

Every company, whether for profit or not, has a business theory. A strong hypothesis is one that is unambiguous, consistent, and well-defined. Indeed, the core problem of many successful major firms throughout the world's current malaise is that their business ideas no longer apply. We shall discuss the appropriate theory for our investigation in this section of the literature review (Khan et al., 2017).

2.1.1 Leadership theory

Over the last several decades, organizations have developed in terms of how work processes and procedures are set up. The theory of leadership has evolved dramatically throughout time as well. An overview of the leadership work that has been done is followed by an examination of the trends and changes throughout time. Successful leadership characteristics are also seen. In light of recent organisational changes, a plea for reform is made in the context of teams and team leadership. In team-based organizations, a modified vision of leadership is presented that may be more suited (Horner, 1997).

Leadership is described as "the process of influencing people to achieve group or organizational goals" and includes the qualities of Intelligence, Drive, Loyalty, Reliability, Company Knowledge, Emotional Stability, Psychological Ability, Desire to Lead, and Self-confidence. Strong leadership is critical to a company's success. To move the firm forward, leaders give the vision, encourage the goals, and serve as a catalyst for boosting individual bench strength. As a result, connected with the development to their full potential is one of the most pressing concerns confronting today's enterprises. The massive amount of money spent on effective leadership each year demonstrates the importance of leadership (Khan et al., 2017).

Leadership is one of the most intricate and varied phenomena. It has been widely studied over the years, and in today's quick-paced, increasingly globalized culture, it is more important than ever. Despite this, because of the complexity of the topic, talks about leadership continue to be both fascinating and confusing. Bennis asserts that "never have so many individuals worked very hard for so frequently and said so little" and that "leadership is the most explored and least understood problem in the social sciences" (Benmira & Agboola, 2021).

Leadership is viewed as a technique created to persuade a certain group of individuals to fulfill a predetermined objective. Leadership, as Maxwell said, is influence. It is the skill of inspiring people to work toward a common goal. However, no one definition or specific

leadership approach is considered universal, and efforts are still being made to determine what makes an effective leader. Effective leadership is seen as critical to any organisation's success. Human capital and organisational management have become increasingly important in recent years. While leaders are visionaries and strategists, managers keep track of performance and promote peace and stability in the company. While some academics contend that managers and leaders have distinct tasks and responsibilities, others assert that they are complementary and that it is challenging to discern between the two in practice (Benmira & Agboola, 2021).

Leadership as a process or connection, leadership as a collection of attributes or personal attributes, or leadership as a set of acts or, as they are more often known, leadership skills are the three categories into which all contemporary concepts may be grouped. The most prevalent leadership theories presuppose that, at least in part, leading involves convincing a group of individuals to work toward a common objective (Wolinski, 2010 as cited in Rose et al., 2015). Character, characteristics, people practises, institutional practises, context and outcomes are the six core dimensions of leadership. The goal of this study was to reveal the underlying structure of leadership rather than to narrow down the eventual combinations of leadership domains or features. Different components of the leadership communication domains will help foreign leaders thrive in other leadership circumstances (Mango, 2018).

2.1.2 Path-Goal Theory



Figure 2.1. Path-Goal Theory of Leadership

Subordinate contentment, motivation, and performance may all be influenced by effective leadership. Path-Goal The phenomena is explained using the theory of motivation (House, 1971). According to the notion, a single leader's leadership conduct may be demonstrated in a variety of contexts and at different times. Several investigations have been carried out to test and confirm the notion (Talal Ratyan et al., 2013). It is a fantastic technique for a leader to deal with hardship. PGT is based on Vroom's (1964) extension of expectancy theory, which asserts that if a person is motivated by the intended outcome, he or she would behave as projected. The Path-Goal Theory of Leadership proposes that leaders establish a clear path for their followers to follow in order to achieve their intended outcomes.

According to the path-goal theory, leadership conduct as a source of influence may modify individual subordinates' attitudes, motives, and behaviours. Learning leaders who want to spread a learning culture must engage in instructional, supporting, participative, and/or achievement-oriented behaviours, according to path-goal leadership theory. In reality, a learning leader can adopt one of these behaviours in order to influence followers' knowledge and experience. In order to respond quickly to subordinates' goals, requirements, and wants, the correct style must be created. The acceptance of acceptable activities is

influenced by changes in contextual components such as organisation behavior, task complexity, and subordinate qualities. The leader's activities can compensate for any flaws that may surface (Farhan, 2017).

This implies that learning leaders may drive followers to fill learning gaps and increase their learning gaps using any path-goal leadership style. The route-goal leadership style is used by learning leaders to influence employees' learning attitudes by laying out a clear route and removing impediments to achieving the goal of improving the learning organisation. Subordinates will be better able to satisfy their needs and achieve their learning goals if you use the proper style. According to path-goal theory, "leaders influence subordinates' perceptions of their job objectives, personal goals, and paths to achieve them." (Farhan, 2017).

This may be performed at all levels by encouraging subordinates and superiors to communicate and share knowledge. Subordinates must comprehend the benefits of sharing information in order to effectively use engagement as a tactic. A participative approach encourages associates to share leadership and accountability. Open communication's participatory method may also support power-sharing (Farhan, 2017). Leaders may significantly aid their followers in achieving their objectives by persuading their followers that their aims are worthwhile and achievable. Transforming subordinates from their current condition to a desired future state is known as transformational leadership. They give their followers a feeling of challenge and a driving force for change by stating a very idealised and divergent aim (Steinmann et al., 2018).

As a source of learning, the successful use of participatory technologies may foster numerous partnerships with internal and external stakeholders. Learning leaders may promote learning by fostering innovation and creativity across the business by adopting a participative approach as a tool (Farhan, 2017). Leaders of Path-Goal Teams are expected to have a learning vision that specifies long-term learning objectives and the capacity to know how to attain them. Learning leaders have the role of influencing subordinates' abilities to work together as a team and improving cooperation and coordination behaviours.

To strengthen learning leaders' credibility and promote the learning vision, they must act as role models (Farhan, 2018). However, there is a high risk of making poor decisions and executing them poorly. Although democratic leadership appears to be a fine idea in principle, it seldom gets stuck in its lengthy process. Participation may boost morale, causing individuals to cooperate more readily when appropriate directives are provided (Dike, 2019).

2.2 Review of Literature

2.2.1 Leadership

Leadership can be defined by the type of problem or situation being studied. Next, Leadership is a term very active in human activity, so it is important to give a good definition of leadership (Silva, 2016).

According to Hughes (2009), Leadership is the capacity to persuade people to work toward shared objectives. Next, a deep understanding of leadership makes it easier to influence others to accomplish goals. Most of the leadership is used in the small or lower-level decision making, not away at the top level of decision making. On the other hand, Leadership can improve a person to show his abilities. Many companies need a person who has leadership skills, this is because this person can bring benefits to the companies. So, leadership is a sought-after and valued commodity (Northouse, 2007).

Furthermore, leadership also can be defined by management. Management is more in control of the company to operational stability. Then, leadership is more in direction setting, change, movement, and persuasion. Next, leadership is needed to set a new strategy to solve the problem never seen before (Grint et al., 2016).

2.2.2 Dependent variable - Employee Performance

The performance of an organisation is associated with the performance of a worker (Jalal & Zaheer, 2017). Employee performance refers to the job results both qualitative and quantitative that an individual or a group of individuals may do in line with their respective rights and duties in order to accomplish the goals of the firm (Kenny et al., 2020). According to Ganfolfi and Stone (2018), employee performance means how successfully the employees carry out the task assigned by their supervisors or managers. Employee job performance describes a people's capacity to accomplish tasks that influence the growth of a company's technological foundation (Santis et al., 2018). Employees' performance includes the timelessness of production, punctuality in the job, sympathetic and helpful character as well as their overall output in both quality and quantity (Widjajaa et al., 2020). Employee job performance generally depends on the employee's expertise, ability, competence, and actions that are generally required by the employees to accomplish their job (Pawirosumarto et al., 2017). Approaches to evaluate employee performance might concentrate on actions and job done instead of the worker's attitude (O'Donnell & O'Brien, 1999).

Through an organization's performance criteria, job performance can be measured in terms of efficiency, effectiveness, productivity, work quality, and profitability (Darmawan et al., 2018). According to Stoner (1996), efficiency refers to utilizing minimum resources but outcomes achieved are met with expectations while effectiveness refers to use capacity to attain desired objectives. A ratio of inputs and output has been used to calculate productivity (Stoner et al., 1995 ; Putra et al., 2017). The capacity to produce money continuously over a set time period demonstrates profitability (Wood & Stangster, 2002). According to Milner as cited in Pangarso et al. (2017), job performance is divided into four dimensions, quality, quantity, worktime usage as well as cooperation with others in the company. Quality refers to the degree of accuracy and mistake. High level of accuracy in

performing the job will lead to the high quality of the job whereas any mistakes will result in low quality in the job. Quantity refers to the total amount of jobs that have been produced in the specified time. Worktime usage refers to the time estimated to accomplish the task or to manufacture products. Unfavorable situations such as delay, absenteeism as well as long working hours may help to indicate the low employee's performance. Cooperation with others in the office is defined as the capacity to work with other people when there is required to perform group work.

Employee performance can be referred to in-role performance and extra-role performance. In role performance enables workers meeting the task objectives whereas extra-role performance enables workers to help other people in which they have acted over the expectations (Dinc & Aydemir, 2014 as cited in Top et al., 2021). Work performance can categorise into task performance and contextual performance. Task performance was defined as the extent to what they carried out and finished assigned duties while contextual performance refers to non-core workplace behaviours such as work engagement, cooperation, and commitment for the organization's vision and objectives, which are all important inside the work. Thus, employee performance is vital as businesses seek profitability and success. Employee performance consequently determines an organization's success, since bad performance limits a company's capacity to prosper (Pushpakumari, 2008). Employee performance can be improved if the organization has established an effective leadership style in which the employees can enhance their job performance level either increase or decrease (Jama, 2017).

2.2.3 1st Independent Variable : Transformational Leadership

Transformational Leadership is defined as the leaders or managers who perform the inspiring, encouragement as well as motivation towards their workers to foster innovation and cause changes to achieve the company's goals (Hoch et al., 2018). Transformational leaders have the capacity to influence their members' views and attitudes, inspiring people

to always put the company's interests first (NawoseIng'ollan & Roussel, 2017). According to Pawar (2019), the leaders who use the transformational leadership style often share the similar knowledge and awareness while supervising their employees so that the employees can be inspired by them.

Further explained by Putra and Dewi (2019), transformational leadership encourages people to grow and achieve performance which surpasses expectations. Leaders give their staff a mission to motivate certain objectives (Raveendran & Gamage, 2018). Transformational leadership is concerned with bringing about creative change initiatives by convincing members must freely contribute towards the company's mission as well as long-term objectives. In addition, transformational leadership is a leadership approach which is likely to present together creative insight, commitment, passion, intelligence, and attention to staff for achieving various objectives as well as aspirations for its business (Prabowo et al., 2018).

There are four dimensions in transformational leadership style including (1) Idealized influence, (2) Inspirational motivation, (3) Intellectual stimulation and (4) Individualized consideration (Bass & Avolio, 2000). Idealized influence describes a transformational leader who builds the trust and confidence among the followers with well emotional communication (Hemsworth et al., 2013). Thus, it encouraged and shifted consciousness of concerns, as driven people prepared to go above and beyond to attain certain goals (NawoseIng'ollan & Roussel, 2017). They are more engaged in performing high morality and ethical behaviour (Buila et al., 2019). Through demonstrating integrity and strong ethics, a transformative leader earns the credibility and admiration of his or her people (Onuegbu et al., 2018). Inspirational motivation outlines how transformative managers convey their visions through inspiring and encouraging their employees to achieve their objectives (Fong et al., 2020). By understanding the company vision, the employees will be inspired and motivated by their leaders to perform over personal self interest (Cahyono et al., 2020). Thus, team spirit exists since the employees have been motivated to meet the vision (Udovita, 2020). Intellectual stimulation describes the transformational leader who expects their employees to solve the problems with different

angles and perspectives (Agotnes et al., 2019). This may encourage the creativity among followers to develop the suitable strategies in order to solve the issues or problems (Hussain, 2017). Innovative and creative ideas such as think out of box can be made since the employees go through an active learning among each other and this provides the challenging task for them in order to overcome the obstacles(Agotnes et al., 2019). Individualized consideration refers to a leader who is concerned about worker's needs relative to achievement and personal strengths. This type of transformative leader generally provides attention to those individual needs by providing mentoring as well as coaching (Puni, 2018).

The transformational leadership is able to generate broad skills and expertise among the employees since the leader had provided a clear vision to them to be aware (Fakhri, et al., 2019). A transformational leader can achieve the organisation's objectives since they care about the follower's needs and assist them to explore the new ways to overcome the issues thus employees can be inspired and motivated in order to meet the company success (Pradana et al., 2020). A suitable communication between the transformative leader and the followers can build a strong and passionate team with a high level of productivity (Campbell, 2018).

2.2.4 2nd Independent Variable : Transactional Leadership

Transactional leadership style is intrinsically tied to (Burn et al., 1978), a leadership which focuses on inspiring followers by appealing to their own interests (Yukl, 2010). Since they anticipate fulfilling each other's interests, each of them "makes a deal," which is how leaders maintain the performance by fulfilling the demands of their followers. Transactional leaders will first evaluate the connection between performance and reward, then trade it for a suitable response, motivating employees to enhance their performance (Scott, 2003). The leaders believe that they can motivate their employees through rewarding and punishing systems. A reward will be given if an employee performs what is

expected, and a punishment will be given if he does not fulfil the leader's desires. Transformational leadership unites leaders and followers in a collaborative process that can improve the overall performance of the organisation (Asbari et al., 2019). At the same time, transactional leadership does not tie leaders and followers together in any manner. As a result of this sort of leadership, it becomes regular, less creative, but the organisational atmosphere is stable.

Transactional leadership style has three dimensions, which is contingent reward, active management-by-exception, and passive management-by-exception (Avolio & Bass, 1995). For contingent rewards, it relates to the conditions in which a leader offers rewards to motivate his or her employees to accomplish desired outcomes. The rewards have been classified into two categories: psychological rewards and material rewards. For example, praise, positive feedback, raise of salary and bonus. Better outcomes are achieved when the lines of command are consistent and clear, and the employees make their best contributions (Keegan & Hartog, 2004).

Exceptional management entails the leader attempting to sustain his employees' job and accomplishments, and if something goes wrong, the leader responds quickly and takes immediate action to correct it (Bass, 1990a). In active management-by-exception, the leader closely observes the work, spot any faults or deviations by the employees in the work process, and makes immediate changes and corrections. For passive management-by-exception, it is not as effective as active management-by-exception. This is because the leaders attempt to place the burden squarely on the shoulders of its employees. Employees are responsible for making their own decisions and dealing with the consequences. Leaders adopt a passive position, they only interfere when employees make a mistake (Furtner & Baldegger, 2013).

In comparison, these leaders are more concerned with existing concepts and practices, as well as improving the present processes performance. An effective management is when a person regularly monitors the employees, applies standards and makes appropriate modifications to the employees' work to enhance performance (Raziq et al., 2018).

2.2.5 3rd Independent variable -Democratic Leadership

The term of democratic leadership highlights a group's participation, communication, and decision-making processes. Democratic leaders have a crucial role to exercise in informing and educating their followers (Rhyne, 1962). As it enables one or more employees to engage in the process of decision-making, democratic leadership is commonly referred to as a participatory model. Democratic leadership styles strengthen the role of the leader that employees value (Bhatti et al., 2012). Participation, relationship orientation, and consideration for subordinates are components of democratic leadership. The definition of a democratic leader also includes compromise, caring, and a sense of responsibility and commitment to his or her followers (Bass, 1990).

Under democratic leadership, member satisfaction and leadership nominations are better (Bass, 1990; Stogdill, 1974). Thus, democratic leadership involves group members being encouraged to exchange ideas and perspectives, even if the leader holds the final decision-making authority, and group members feel more involved in the process, encouraging innovation (Jan, 2019). When the group members are able to express their individual opinions during a discussion, it will aid in the generation of new ideas and inventive solutions to issues (Galston, 2018). Democratic leadership emphasises participation, and the concept of democratic leadership is something that is kind, supportive, and encourages engagement (Luthar, 1996). An emphasis on group participation is known as democratic leadership. Therefore, participation is one of the main components of democratic leadership (Bass, 1990).

When a leader wishes to keep employees informed about issues that concern them and share decision-making and problem-solving responsibilities, a democratic leadership style may be most successful. It will also be useful when a leader wishes to create opportunities for employees to acquire a strong feeling of personal improvement and job satisfaction, as well as foster teamwork and participation (Leadership, 2015). Before making decisions on the management of an organisation, the democratic leader likes to make his mind up from the ground up. When the employees share their perspectives, performance tends to improve.

The leader encourages innovation by opening the perspective from below, which assists in better planning and strategy (Mansaray, 2019). Therefore, the employees are obliged to work smartly to guarantee that their work is completed in a timely manner, resulting in greater performance.

2.3 Proposed Theoretical/ Conceptual framework

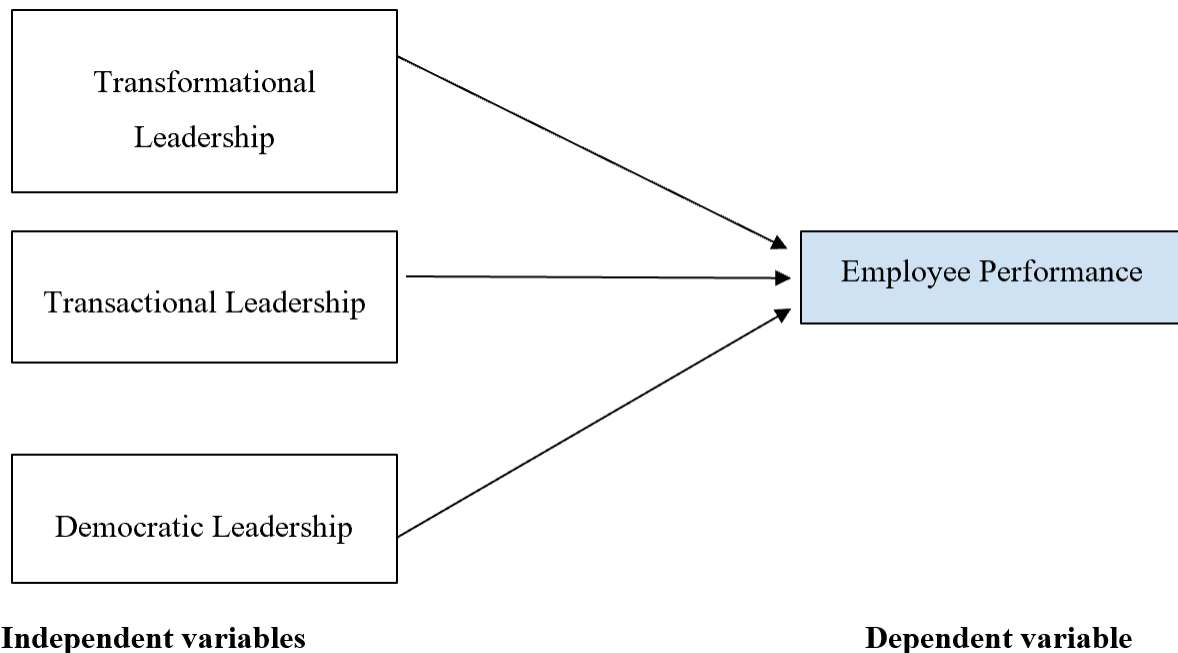


Figure 2.2: Proposed Theoretical/ Conceptual Framework

According to Path-Goal theory in 2.1.2, the contentment, motivation, and performance of employees will be affected by the leadership. A leader can conduct different leadership styles in different situations. This theory also says that the employee will behave as projected, when they embrace their desired leadership style. A leader needs to use a suitable leadership style to respond quickly to subordinates' goals, requirements, and wants. The first leadership style is transformational leadership, this leadership style motivates employees to accelerate company goals. The second leadership style is transactional leadership, this leadership style will focus on

inspiring followers by appealing to their needs. So, they will fulfill each other's needs to maintain their performance. The last leadership style is democratic leadership, it is more important in the group's participation, communication, and decision-making processes. In this study, three leadership styles are affecting employee performance based on past research.

According to Dr. Bruce et al. (2013), the path-goal theory aims to pinpoint a leader's preferred method of motivating followers to achieve objectives. Two fundamental ideas are presented by the path-goal theory. First, "improving subordinates' psychological states that contribute to motivation to perform or job satisfaction is one of the strategic functions of the leader." Each leadership style can be used by a leader in any combination with different subordinates and in varied organizational settings and circumstances.

2.4 Hypothesis Development

The hypothesis is to test the effect of leadership (transformational leadership, transactional leadership and democratic leadership) on employee performance in the F&B industry. The following is a list of hypotheses to be evaluated.

2.4.1 The effect of Transformational Leadership on employee performance

According to Top et al. (2021), the employee performance was affected by the transformational leadership. The inspirational motivation and individual consideration dimension of transformational leaders have a positive effect on employee performance. Moreover, according to Atmojo (2012), transformational leadership has influenced employee job satisfaction, then job satisfaction significantly influences employee

performance. This means that transformational leadership has an effect on employee performance. Then, the relationship between transformational leadership and job satisfaction is positive, the relationship between job satisfaction and employee performance also is positive, so we can regard the relationship between transformational leadership and employee performance as positive.

H0: There is no significant effect between transformational leadership styles and employee's performance.

H1: There is a significant effect between transformational leadership styles and employee's performance.

2.4.2 The effect of Transactional Leadership on employee performance

According to Wahyuni et al. (2019), the transactional leadership style is positive and significant to employee performance. In the hypothesis test of this research, the effect of transactional leadership on employee performance is comparable to the weighted standardised regression coefficient of 0.516 and C.R calculated from $4,954 > 2.0$, with a p-value ($0,000 < 0.05$). Next, according to Kalsoom et al. (2018), transactional leadership style is affecting employee performance in a positive result. In the correlation analysis of this research, the significance value of transactional leadership and employee performance is 0.05 with the P-value 0.000, the P-value is less than the significance value.

H0: There is no significant effect between transactional leadership styles and employee's performance.

H1: There is a significant effect between transactional leadership styles and employee's performance.

2.4.3 The effect of Democratic Leadership on employee performance

According to Iqbal et al. (2015), democratic leadership has a positive effect on employee performance, this is because the employee will feel power and confidence when doing the decision-making. This leadership shows the worker has a chance to be given discretionary authority to complete their work. Next, according to Andrysyah et al. (2020), democratic leadership philosophies have a significant effect on how well employees perform. In the research, the magnitude of the influence of the democratic leadership style is 0.069. Next, the value of F_{count} is 3,908 and F_{table} is 4.09 ($F_{count} > F_{table}$), then the significant value is 0.000 smaller than the 0.05.

H0: There is no significant effect between democratic leadership styles and employee's performance.

H1: There is a significant effect between democratic leadership styles and employee's performance.

2.5 Chapter summary

In conclusion, the study's hypothesis was produced in this chapter after a discussion of the pertinent findings in the suggested theoretical framework. In the finding these three leadership styles are positively correlated with the employee performance. In the next chapter, this report discussed how the research was carried out.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction

The aim of the research methodology is to justify and explain how to interpret the data in a more effective way. The research process is explained in Chapter 3 to help determine the research results and make it more understandable. We will start with the research design. The data collection and sampling design will be discussed. In addition, the research instrument, construction measurement, data processing, and data analysis will be discussed below.

3.1 Research Design

The purpose of research design is to provide an overall approach or methodology for conducting research experiments to investigate specific testable subjects of interest. In this research, quantitative research has been used to investigate the effect of leadership styles on employee performance in the F&B industry. Quantitative research is the collection of measurable data and the use of statistical or computer methods for research analysis (Bhat, 2019). Quantitative research was chosen as our research tool because of its impartiality and ease of generalisation of sample data as well as hypothesis testing. Hypothesis testing assists researchers in predicting how independent and dependent variables interact (Hair et al., 2010). We acquired and assessed the numerical data to examine the impact of two independent variables on the dependent variable.

Comparative causal analysis was also employed in this study to look at the causes and effects of the independent and dependent variables. In this research, we examine the effect of independent

variables (transformational, transactional, and democratic leadership styles) on the dependent variable, employee performance in the Malaysian F&B industry. After reviewing relevant literature and journal articles, we hypothesized that different leadership styles will have the effects on employee performance. In other words, it has been demonstrated that there is a cause-and-effect link between the independent variables and the dependent variable.

3.2 Data Collection Methods

Collecting appropriate sources is the process of gathering data of information to test hypotheses, analyse results, and solve specific problems. Data is information that a researcher gathers from subjects or other sources that is pertinent to the study they are doing. Data gathering is crucial to the process of reviewing the study. This is because any errors in data collection might skew the results and cause the research to fail. To avoid this, researchers must properly analyse the data and incorporate relevant details to obtain accurate and correct results. Primary and secondary data collecting methods are the two techniques utilized to gather data (Hox & Boeije, 2005).

3.2.1 Primary Data

Primary data is defined as first-hand or newly discovered information that has not previously been published. Researchers obtain the data through surveys, questionnaires, tests, and observations (Driscoll & Brizee, 2017). Most researchers usually use questionnaires to gather primary data for their research. The questionnaires were also the main source of data for this study. We chose this method because it saves time and money in collecting primary data from the targeted respondents, which allows us to acquire results quickly. This method can be implemented through a variety of media, including online platforms, email, and mobile devices. In this research, we will send the questionnaire to

the respondents through email, Facebook and the WhatsApp application, and they will need to fill out the questionnaire through an online Google form. The respondents to the questionnaire will be those working in the F&B industry in Malaysia.

3.2.2 Secondary Data

Past information that has been gathered by another party and used for a secondary reason (Johnston, 2017). Before being used by third-party users, these data are primary data, and once used by third-party users, they become secondary data. Although the secondary data may be less relevant to the current research than primary data, it is usually well-structured and highly dependable. Therefore, it can be used by current researchers. The collection time of secondary data is short and can be sourced from websites, publications, books, and journal articles (Johnston, 2017). As a result, the use of secondary data will assist researchers in saving more time and effort when conducting research.

3.3 Sampling Design

The process of selecting appropriate elements from the target population and generalising sample results to the entire population is known as sampling design. It necessitates knowing how to design the probability functions that specify a sampling approach as well as how to design the sample plan that will best match a given circumstance. To generate more exact and believable results, the population of this sample was targeted at Malaysia's full-time food and beverage industry employees (Turner, 2020).

3.3.1 Target Population

The target population for a survey is the entire set of units for whom survey results will be used to draw conclusions (“Target Population,” 2008). The main target population for this study is F&B industry employees in Malaysia. The population F&B’s employees in Malaysia is about 1.19 million (Hirschamn, 2022). In this research, we targeted F&B industry employees aged around 21 to 51 years old as our respondents.

3.3.2 Sampling Frame and Sampling Location

A sample frame is what researchers use to sample the population of their interest ("Sampling Frame", 2004). In the F&B industry, huge numbers of people are involved. So, in order to improve the accuracy of the study, we selected the sampling locations throughout Malaysia. Different regions will have different work styles, comfort zones, salaries, etc. So, we focus Malaysia to provide the accuracy of the whole project.

3.3.3 Sampling elements

An analysis or case within the population being assessed is referred to as a sampling element, and everyone in the sample group is an element (Sajjad, 2006). Respondents to our study were primarily employees in the finance, customer service, and sales departments. Questionnaires are also distributed to different categories of respondents, such as age, years of employment, educational status, income level, and gender. This helps us generate different respondents' perspectives for higher reliability results.

3.3.4 Sampling Technique

Sampling methods are critical for designing quality studies. Since Malaysia is currently during the Covid-19, thus for the safety of both parties, we chose the sampling method is to use the non-probability sampling method (convenience sampling). The sampling comes from popular social media to collect the sampling data so that leaders in the F&B industry can conveniently and easily participate in this research. We will post it through Facebook to let them fill it up. This enables quick and easy collection of sampling data.

3.3.5 Sampling Size

According to the statistic of total numbers of employees presented by the F&B Industry, together, they employ up to 1.19 million people (Hirschamn, 2022). According to Payne and McMorris (1967) as a guideline and reference, we should determine the sample size from the determined population, and then select a total sample size of 384 as our research subjects. Then, we are using the Social Sciences (SPSS) Statistics to test the reliability of the results. The more data we have, the more accurate the data we calculate.

Population size	Confidence level = 95%			Confidence level = 99%		
	Margin of error			Margin of error		
	5%	2,5%	1%	5%	2,5%	1%
100	80	94	99	87	96	99
500	217	377	475	285	421	485
1.000	278	606	906	399	727	943
10.000	370	1.332	4.899	622	2.098	6.239
100.000	383	1.513	8.762	659	2.585	14.227
500.000	384	1.532	9.423	663	2.640	16.055
1.000.000	384	1.534	9.512	663	2.647	16.317

3.4 Research Instrument

The questionnaire was selected as the study tool since it is less expensive and time-consuming than a face-to-face interview. Interviews take time, and because of the subjectivity of interpretation, mistakes may happen while analyzing the data. We can reach more target respondents by using an online survey form (Google form) through the Internet by sending the link without using any cost and it saves time. Respondents can respond at his free time, unlike interviews and observations that necessitate a precise time and circumstance concentration. Data could be submitted back to the researcher instantly using online questionnaires (Rainwater, n.d.).

3.4.1 Questionnaire design

Parts A, B, C, D, and E make up the five sections that make up the entire questionnaire, which has 58 questions in all.

The questionnaire is formatted as a series of limited options in Section A, from which the respondent may select just one. The respondents must complete a demographic profile that includes their gender, age, ethnicity, highest level of education, current marital status, the length of time they have worked, and monthly income. Starting from Section B, C, D, and E, 5 points Likert scale is used in which the respondents will answer according to their degree of agreement, ranging from strongly disagree to strongly agree. Sections B, C, and D comprise 36 questions, and each section consists of several dimensions relating to the independent variables. Section B (Transformational leadership) consists of 16 questions and has 4 dimensions; Section C (Transactional leadership) consists of 12 questions with 3 dimensions; and Section D (Democratic leadership) consists of 8 questions. Section E (Employee performance) consists of a total of 7 questions with 4 dimensions relating to the dependent variable. The questionnaire and questions are designed after we have reviewed several journal articles provided by previous researchers.

3.4.2 Origins of Construct (Questionnaire)

We adopted the survey questions from previous academics' research for this research survey. In this research, the genesis of the selected construct, and the dimensions of each are depicted in Tables 3.1.

Table 3.1

Variables	Dimensions	No of Items	Questions	Source
Transformational Leadership (Independent variable)	Idealized Influence	4	Section B (Q1 - 4)	Adopted from Hemsworth, Muteera, & Baragheh (2013); Bass & Avolio (2000); Cahyono et al., (2020).
	Inspirational motivation	4	Section B (Q5 - 8)	
	Intellectual stimulation	4	Section B (Q9 - 12)	
	Individualized consideration	4	Section B (Q13 - 16)	
Transactional Leadership (Independent variable)	Contingent Rewards	4	Section C(Q1 - 4)	Adopted from Akhigbe, Finelady, & Felix (2014).
	Active Management by Exception	4	Section C(Q5 - 8)	
	Passive Management by Exception	4	Section C(Q9 - 12)	
Democratic Leadership (Independent variable)	-	8	Section D(Q1 - 8)	Adopted from Bhatii et al. (2012); Meydita et al. (2020).
Job Performance (Dependent variable)	Quality	3	Section E(Q1 - 3)	Adopted from Pangarso, Syarifuddin, Pradana, Moeliono, Fazriddo (2017).
	Quantity	1	Section E(Q4)	
	Use of working time	2	Section E(Q5 - 6)	
	Working in cooperation with others	1	Section E(Q7)	

3.4.3 Pilot study

Before a proposed research study can be carried out on a wider scale, it must undergo a short preliminary test known as a "pilot study." A pilot study's primary objective is to assess the reliability of the variables that will be used in the planned big research and to identify

any problems with the questions to ensure that they are valid and understandable (*Pilot test*, 2018). To conduct the pilot test, targeted respondents who worked in Malaysia's F&B business were given 30 sets of questionnaires at random. We took about one week to conduct the survey and pilot test in which we used 3 days to distribute the questionnaire and 4 days to collect back the survey. After getting all the returned questionnaires, we entered all the data obtained from the respondents by using the Social Sciences (SPSS) Statistics to test the reliability of the results.

3.4.3.1 Reliability Test

The dependability of the data being received from the respondent of the questionnaire may be examined using a reliability test. If the result is referred to as reliability, it means the study is consistent (Zikmund et al, 2013). Cronbach's alpha can use to analyze the data reliability, It is a safe and reliable measure based on average intercorrelations to evaluate the reliability of data (Jansen et al, 2003). The general guideline for cronbach's alpha coefficient value is shown in the table below:

Table 3.2

The Rule of Thumb about Cronbach Alpha Coefficient Value

Strength of relation	Cronbach Alpha Coefficient Range
Highly satisfied	0.9 or above
Satisfied	Between 0.8 and 0.9
Medium	Between 0.7 and 0.8
Weak	Between 0.6 and 0.7
Very Weak	0.6 or below

Source: Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. (2010). *Business research methods* (8th ed.). New York: South Western/Cengage Learning.

Table 3.3

Pilot Test Results of Reliability Test

Test Variables	Item Tested	Cronbach Alpha
Transformational Leadership	16	0.983
Transactional Leadership		
Contingent Rewards	4	0.936
Active Management by Exception	4	0.942
Passive Management by Exception	4	0.959
Democratic Leadership	8	0.927
Employee Performance	7	0.924

Source: Developed for the study

The pilot test results of the reliability test are provided in Table 3.3. There is a highly satisfied of reliability, with alpha ranges of higher than 0.90 of all dependent and independent variables that were conducted in the test.

3.5 Construct Measurement

Construct measurements are used to establish and classify the variables in the research. The four different scale measuring kinds are nominal, ordinal, interval, and ratio scale. Each scale of

measurement has its own characteristics that influence how data should be analysed (Study online, 2020). Only nominal, ordinal, and interval scales have been utilized to assess the variables in our study.

3.5.1 Nominal Scale

Nominal scale acts as a qualitative measurement that is used to categorise occurrences or things into distinct groups. This scale does not need to deal with any numerical values but it will be assigned by a value that does not have meaning to act as a label to identify the variables (Salkind, 2010). For example, there are 3 nominal scales questions in our questionnaire in Section A which are Question 1 (Gender), Question 3 (Ethnic Group), and Question 5 (Marital Status).

1. Gender:

- Male
- Female

5. Current marital status:

- Single
- Married
- Others, please specify _____

3. Ethnic group:

- Chinese
- Malay
- Indian
- Others, please specify _____

Figure 3.1: Example of Nominal Scale

Source : Developed from this research

3.5.2 Ordinal Scale

An ordinal scale is a qualitative measuring system that is made up of nominal qualities. It shows the ranks or sequence of such variables depending on the notion, but it's not the value of the intervals within them (Salkind, 2010). For example, there are 4 ordinal scales questions in our questionnaire in Section A which are Question 2 (Age), Question 4 (Highest education level), Question 6 (Working years) and Question 7 (Monthly salary).

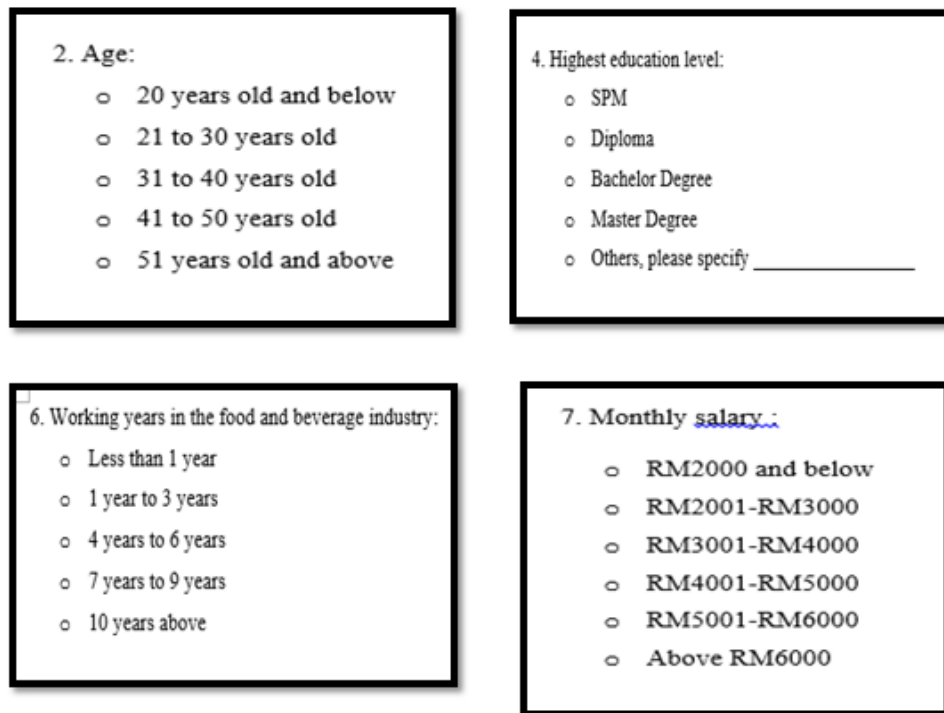


Figure 3.2: Example of Ordinal Scale

Source : Developed from this research

3.5.3 Interval Scale

An interval scale refers to a quantitative measuring scale that uses the range between observations to detect variations in quantities. Interval scale has both nominal and ordinal scale qualities, however it only stores data on changes in amounts of a single concept. On the other hand, the interval scale lacks a real zero point. The number zero doesn't really

denote the absence of something(Corporate Finance Institute, n.d.) For example, all the questions in our questionnaire are designed in the form of interval scale for Section B, C, D and E, independent variables (transformational leadership, transactional leadership, democratic leadership) and dependent variables (employee performance).

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Idealized Influence					
1.	My leader acts in ways that builds others.	1	2	3	4	5
2.	My leader displays a sense of power and confidence.	1	2	3	4	5
3.	My leader considers the moral and ethical consequences of decisions.	1	2	3	4	5
4.	My leader emphasizes the importance of having a collective sense of mission.	1	2	3	4	5
	Inspirational motivation					
5.	My leader articulates a compelling vision of the future.	1	2	3	4	5
6.	My leader talks enthusiastically about what needs to be accomplished.	1	2	3	4	5
7.	My leader expresses confidence on me that goals will be achieved.	1	2	3	4	5
8.	My leader is able to inspire me.	1	2	3	4	5
	Intellectual stimulation					
9.	My leader gets others look at problems from many different angles.	1	2	3	4	5
10.	My leader encouraged me to be creative at work.	1	2	3	4	5
11.	My leader seeks differing perspectives when solving problems	1	2	3	4	5
12.	My leader encouraged me to learn new things.	1	2	3	4	5
	Individualized consideration					
13.	My leader views me as having different needs, abilities, and aspirations.	1	2	3	4	5
14.	My leader gave encouragement to me when I am worked.	1	2	3	4	5

Figure 3.3: Example of Interval Scale

Source : Developed from this research

3.6 Data Processing

It is necessary to conduct the data processing after the collection of questionnaires done by respondents. In research, the collection and conversion of the raw data into relevant, useful information is called data processing. It includes, data checking, data editing, data coding, and data transcribing. Data processing is important as it will ensure that all the data collected is complete and valid to get accurate results when running the SPSS (Duggal, 2022).

3.6.1 Data Checking

Data checking involves double-checking the questionnaires gathered to ensure that all the questionnaires' questions were completely filled by respondents. Especially in the pilot study, it helps the researchers to detect any reliability issues found in the filled questionnaires such as missing data or incorrect responses so that the researchers can make amendments to questionnaires for future full studies (William, n.d.).

3.6.2 Data Editing

The process of identifying and fixing incorrect, inconsistent, or illogical data and data omission submitted by respondents is called data editing. Researchers can amend the complex questions if the respondent misunderstood the questions. It aimed to obtain the best answer from respondents and ensure that the data findings are accurate and reliable (*Methods of data processing in research*, 2021).

3.6.3 Data Coding

Data coding is the process of translating the answer obtained by assigning numerical values of alphabets so that the answer can be easily categorized in respective groups for the label (Allen, 2017). By using Statistical Product and Service Solutions (SPSS) software, the answers for each question in each Section in the questionnaires have been coded as follows :

Table 3.4

Data Coding and Label for Section A – Demographic profiles

Question No.	Label	Coding
1	Gender	1 = Male 2 = Female
2	Age	1 = 20 years old and below 2 = 21 to 30 years old 3 = 31 to 40 years old 4 = 41 to 50 years old 5 = 51 years old and above
3	Ethnic Group	1 = Chinese 2 = Malay 3 = Indian 4 = Others

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4	Highest education level	1 = STPM 2 = Diploma 3 = <u>Bachelor Degree</u> 4 = <u>Master Degree</u> 5 = Others
5	Current marital status	1 = Single 2 = Married 3 = Others
6	Working years in food and beverage industry	1 = Less than 1 years 2 = 1 year to 3 years 3 = 4 years to 6 years 4 = 7 years to 9 years 5 = 10 years above
7	Monthly salary	1 = RM2000 and below 2 = RM2001-RM3000 3 = RM3001-RM4000 4 =RM4001-RM5000 5 = RM5001-RM6000 6 = Above RM6000

Source: Develop from this research

Table 3.5

Data Coding and Label for Section B – Transformational Leadership (Independent variable)

Question No.	Label	Coding
Q1-4	Idealized Influence	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Q5-8	Inspirational motivation	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Q9-12	Intellectual stimulation	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Q13-16	Individualized consideration	1 = Strongly Disagree
		2 = Disagree
		3 = Neutral
		4 = Agree
		5 = Strongly Agree

Source: Develop from this research

Table 3.6

Data Coding and Label for Section C – Transactional Leadership (Independent variable)

Question No.	Label	Coding
Q1-4	Contingent Rewards	1 = Strongly Disagree
		2 = Disagree
		3 = Neutral
		4 = Agree
		5 = Strongly Agree

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Q5-8 **Active Management by Exception** 1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Q9-12 **Passive Management by Exception** 1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Source: Develop from this research

Table 3.7

Data Coding and Label for Section D– Democratic Leadership (Independent variable)

Question No.	Label	Coding
Q1-7	-	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Source: Develop from this research

Table 3.8

Data Coding and Label for Section E- Employee Performance (Dependent Variable)

Question No.	Label	Coding
Q1-3	Quality	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Q4	Quantity	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Q6-7	Use of working time	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Q8	Working in cooperation with others	1 = Strongly Disagree
		2 = Disagree
		3 = Neutral
		4 = Agree
		5 = Strongly Agree

Source: Develop from this research

3.6.4 Data Transcribing

Data Transcribing is a process in which the researchers enter the data obtained into a software or machine by typing the data (Moore & Llompert, 2017). In our research, we have transcribed the data after data checking, editing and coding by using SPSS software for future analysis.

3.7 Data Analysis

Data analysis software: Statistical Package of the Social Sciences (SPSS) has been used to collect, document, and analyze data. The software can conduct data analysis and descriptive analysis with the data collected. By using SPSS, the researchers can interpret clearly the effect between the variables is measured (Berg, n.d.).

3.7.1 Descriptive Analysis

Descriptive analysis objectively describes the nature and magnitude of sensory characteristics (Kemp et al., 2017). This analysis will provide how the data is distributed, assist in the detection of outliers and typos, this can distinguish the relationships between the variables (Navneet, 2015). This analysis will be applied to the demographic profile in Section A of this study. The researchers will categorize the respondents in a table including gender, age, ethnic group, highest education level, current marital status, years of working, and their salary by using percentage calculation. In addition, pie charts were used to present the demographic profile in section A.

3.7.2 Inferential Analysis

In this section, the researchers will make generalizations from the population and perform a sample test using the population information. The researchers can take the statistics from sample data and use them to present the population parameter. Then, based on the findings, we may decide whether it is necessary to reject the null hypothesis or not. In this study, we will use the Multiple Regression to analyze the significant effect of transformational, transactional, and democratic leadership styles (independent variables) on employee job performance (dependent variable).

3.7.2.1 Multiple Regression Analysis

Simple linear regression leads to multiple regression. It is employed as a statistical tool to describe how various independent and dependent variables are correlated. In this study, the dependent variable is formulated in terms of three independent variables, and these three independent variables will come out with their own coefficients, plus a constant term (Afifi

et. al, 2007).The following hypotheses are presented in this research by using multiple regression analysis:

H1: There is a significant effect between transformational leadership styles and employee's performance.

H2: There is a significant effect between transactional leadership styles and employee's performance.

H3: There is a significant effect between democratic leadership styles and employee's performance.

3.8 Conclusion

In summary, the goal of this chapter is to make clear the research technique that was employed in the study, as well as the kinds of data that were collected, processed, and analysed. The primary emphasis is on the target of individuals, and how to present the data and get the knowledge that researchers need. Finally, we choose to employ multiple regression analysis to examine the findings of the study. In the next chapter, researchers will further study and interpret research findings in the demonstration.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter tries to examine and understand the information collected from our research's questionnaire. Descriptive analysis (central tendencies measurement of constructs and reliability test), and an inferential analysis will be performed through the use of SPSS software to analyze the data collected. Interpretation of the results will be provided in detail using the table form and pie chart, followed by a chapter conclusion at the end.

4.1 Descriptive Analysis

Descriptive analysis is a type of data analysis that may summarise and show the data results in order to give a thorough grasp of the demographic data of the respondents to our study. The reliability test, central tendency evaluation of the constructs and respondent demographic profile are all included.

4.1.1 Respondent Demographic Profile

The answers to each question in Section A's respondent demographic profile will be generated in terms of frequency and percentage distribution in the form of a table and pie chart to show a detailed and clear overview. Interpretation and indication for each result will be provided.

4.1.1.1 Gender

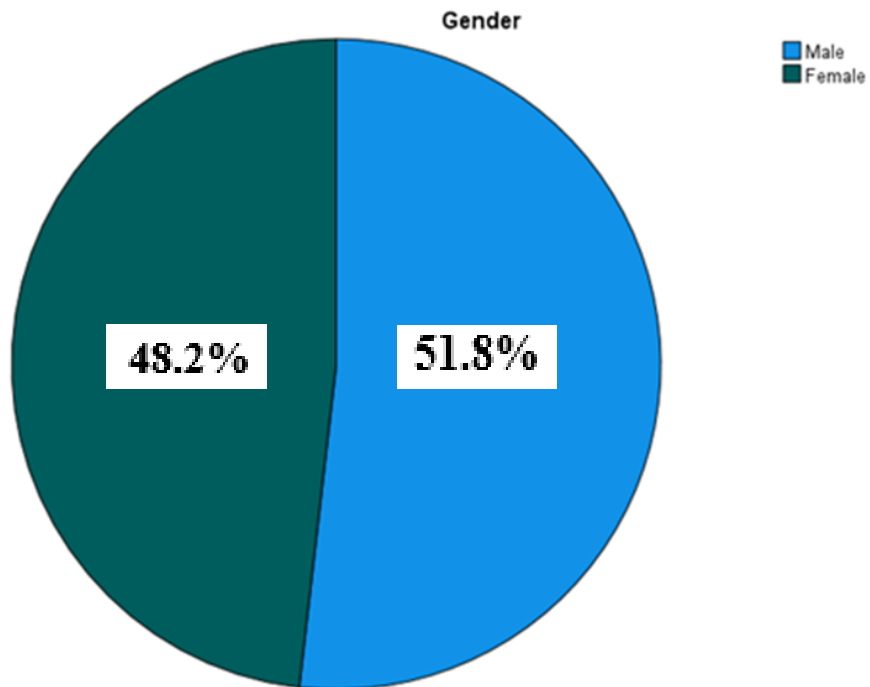
Table 4.1:

Gender – Descriptive analysis

Gender	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Male	199	51.8	51.8	51.8
Female	185	48.2	48.2	100

Chart 4.1:

Gender – Descriptive analysis



Source: Generated for the research

Based on Table 4.1 and Chart 4.1(Gender), with a total of 384 respondents participating in our survey, the results show that 199 were males with 51.8% and 185 were females with 48.2%. Hence, it is observed that most of our respondents are male employees.

4.1.1.2 Age

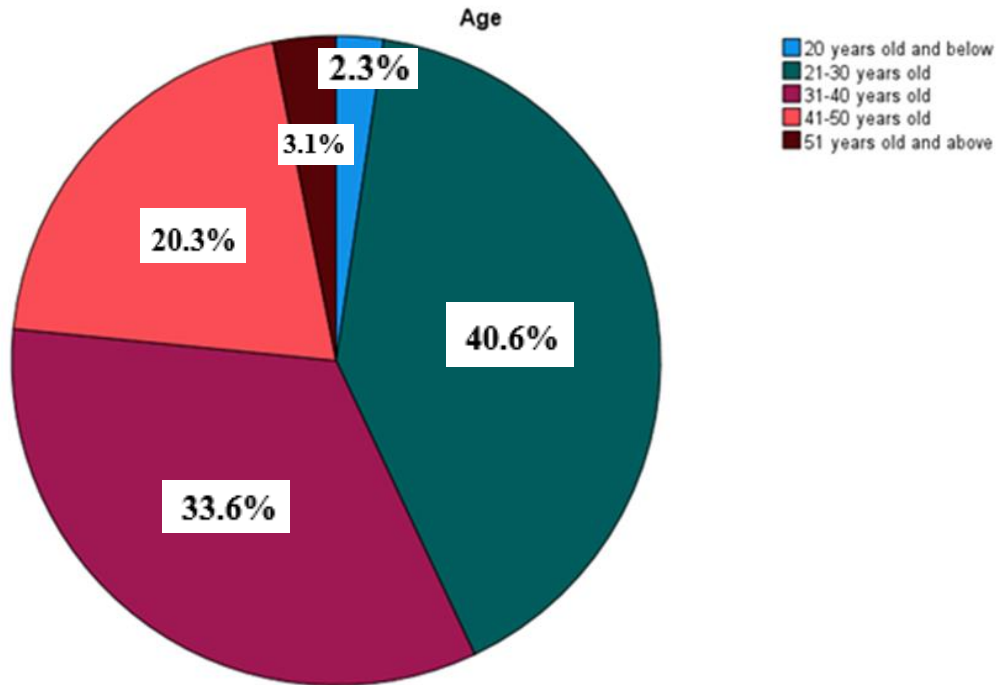
Table 4.2:

Age – Descriptive analysis

Age	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
≤ 20	9	2.3	2.3	2.3
21 – 30	156	40.6	40.6	43.0
31 – 40	129	33.6	33.6	76.6
41 – 50	78	20.3	20.3	96.9
≥ 51	12	3.1	3.1	100

Chart 4.2:

Age – Descriptive analysis



Source: Generated for the research

As shown based on Table 4.2 and Chart 4.2(Age), the respondents aged 21 to 30 years old consisted 156 with 40.6%, aged 31 to 40 years old consisted of 129 with 33.6%, aged 41 to 50 years old consisted of 78 with 20.3%, aged 51 years old and above consists of 12 with 3.1%, and aged 21 years old and below consists of 9 with 2.3%. The result shows that respondents aged 21 to 30 years old had the highest percentage, which is 40.6% and respondents aged 21 years old and below had the lowest percentage, which is 2.3%.

4.1.1.3 Ethnic Group

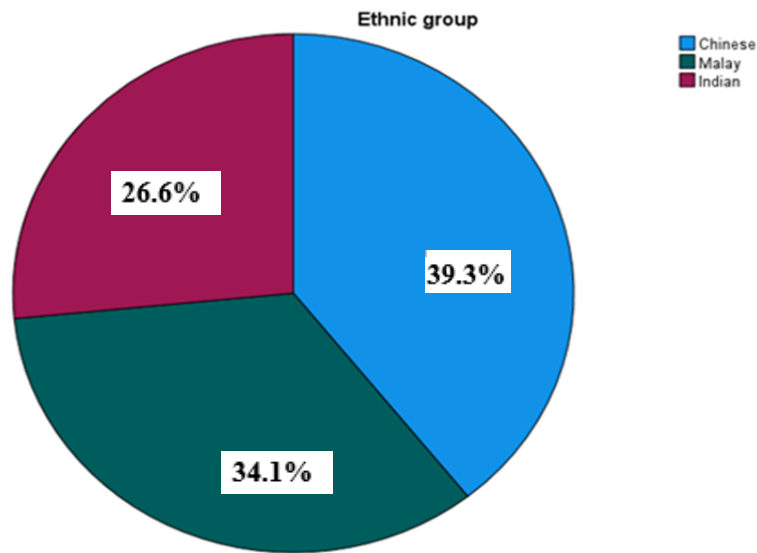
Table 4.3:

Ethnic Group – Descriptive analysis

Ethnic Group	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Chinese	151	39.3	39.3	39.3
Malay	131	34.1	34.1	73.4
Indian	102	26.6	26.6	100

Chart 4.3:

Ethnic Group – Descriptive analysis



Source: Generated for the research

As shown in Table 4.3 and Chart 4.3, the analysis of the ethics group consists of 3 categories. The result shows that 151 respondents were Chinese with 39.3%, 131 respondents were Malay with 34.1%, and 102 respondents were Indian with 26.6%. It indicates that the majority of our respondents were Chinese in the F&B industry.

4.1.1.4 Highest Education Level

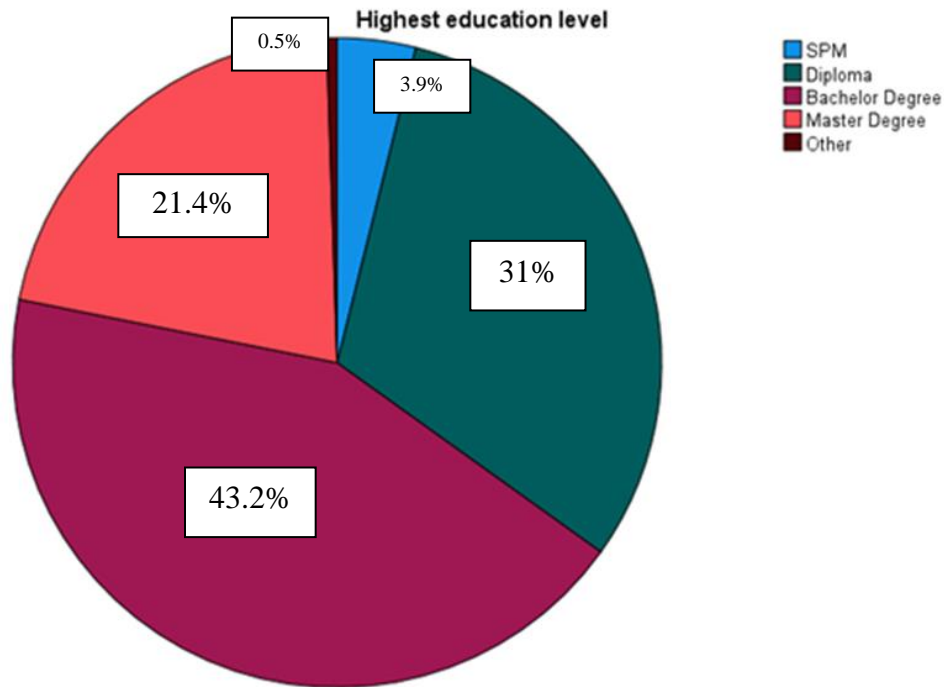
Table 4.4:

Highest Education Level – Descriptive analysis

Highest Education Level	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
SPM	15	3.9	3.9	3.9
Diploma	119	31.0	31.0	34.9
Bachelor's degree	166	43.2	43.2	78.1
Master's degree	82	21.4	21.4	99.5
Other	2	.5	.5	100

Chart 4.4:

Highest Education Level – Descriptive analysis



Source: Generated for the research

Table 4.4 and Chart 4.4 show the analysis results of the highest education level among 384 respondents. About 166 respondents with 43.2% were from bachelor's degree level, followed by diploma level which consist of 119 respondents with 31.0%, master's level which consist of 82 respondents with 21.4%, SPM level which consist of 15 respondents with 3.9% and about 2 respondents with 0.5% were from other education levels. It indicates the bachelor degree education level has the highest percentage and only 2 respondents have completed other education level.

4.1.1.5 Current Marital Status

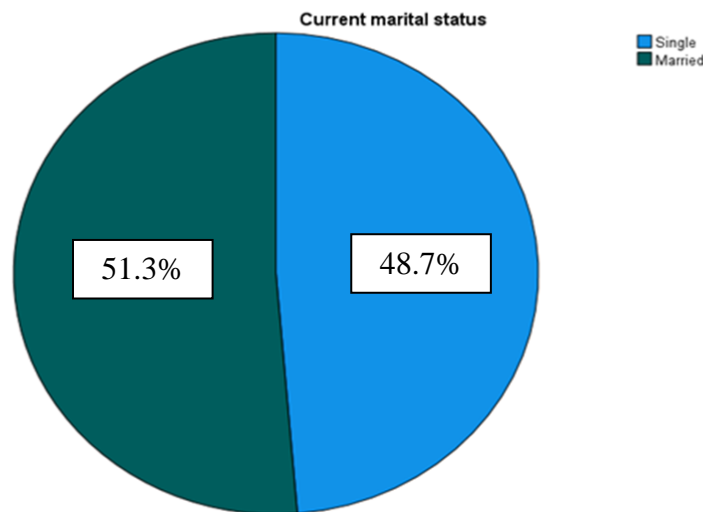
Table 4.5:

Current Marital Status – Descriptive analysis

Current Marital Status	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Single	187	48.7	48.7	48.7
Married	197	51.3	51.3	100

Chart 4.5:

Current Marital Status – Descriptive analysis



Source: Generated for the research

Refer to Table 4.5 and Chart 4.5, which show the current marital status of the respondents. The married status category consists of 197 respondents with 51.3% and the single marital status category consists of 187 respondents with 48.7%. From the results above, it can be observed that the number of single employees is more than married employees who participate in our questionnaire.

4.1.1.6 Number of working years in the food and beverage industry

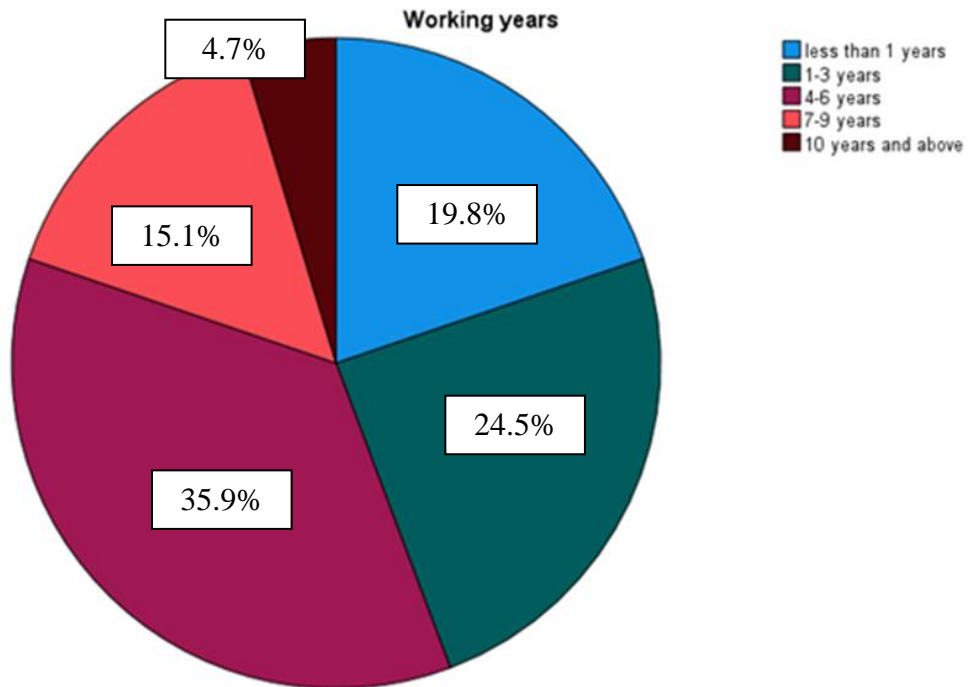
Table 4.6:

Number of working years in the food and beverage industry – Descriptive analysis

Working years	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
less than 1 years	76	19.8	19.8	19.8
1-3 years	94	24.5	24.5	44.3
4-6 years	138	35.9	35.9	80.2
7-9 years	58	15.1	15.1	95.3
10 years and above	18	4.7	4.7	100

Chart 4.6:

Number of working years in the food and beverage industry – Descriptive analysis



Source: Generated for the research

Based on Table 4.6 and Chart 4.6, out of 384 respondents, a total of 138 respondents with 35.9% have worked in the F&B industry for 4 to 6 years, followed by 94 respondents with 24.5% have worked for 1 to 3 years. Next, 76 respondents with 19.8% have worked in the food and beverage industry for less than 1 year. Moreover, there are 58 respondents with 15.1% having worked in the F&B industry for 7 to 9 years. Lastly, only 18 respondents with 4.7% have worked in the F&B industry for 10 years and above.

4.1.1.7 Monthly salary

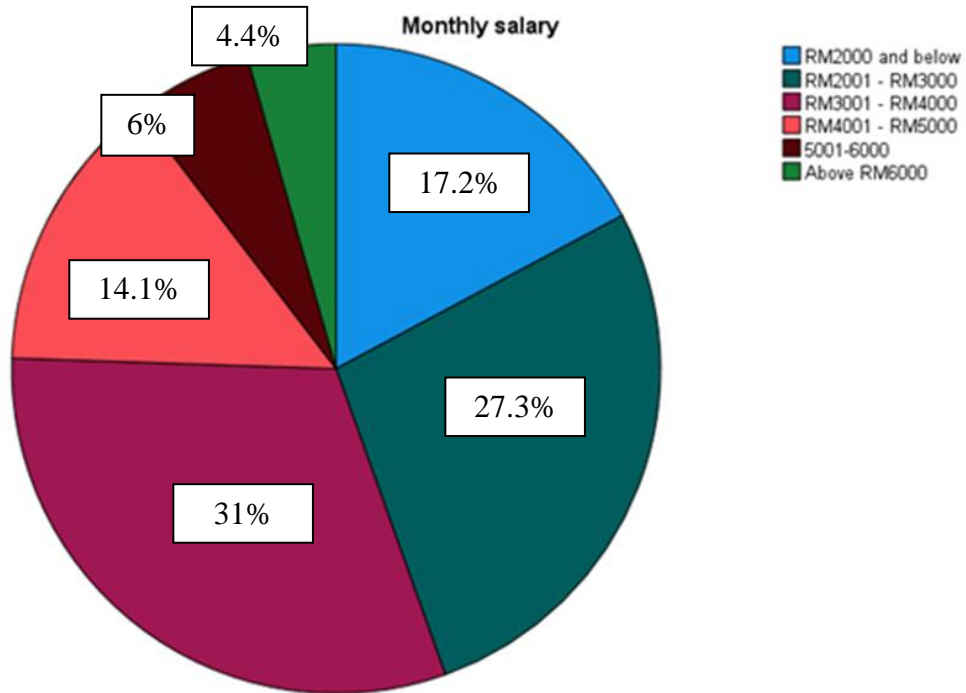
Table 4.7:

Monthly salary – Descriptive analysis

Monthly salary	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
RM2000 and below	66	17.2	17.2	17.2
RM2001 - RM3000	105	27.3	27.3	44.5
RM3001 - RM4000	119	31.0	31.0	75.5
RM4001 - RM5000	54	14.1	14.1	89.6
RM5001- RM6000	23	6.0	6.0	95.6
Above RM6000	17	4.4	4.4	100

Chart 4.7:

Monthly salary – Descriptive analysis



Source: Generated for the research

Based on Table 4.7 and Chart 4.7, the highest monthly salary received by the respondents was RM3001 to RM4000, with a frequency of 119 and a percentage of 31.0. Moreover, it was followed by a monthly salary of RM2001 to RM3000, with a frequency of 105 and a percentage of 27.3. Next, about 66 respondents received a monthly salary of about RM2000 and below with 17.2%, and 54 respondents received a monthly salary of about RM4001 to RM5000 with 14.1%. While the monthly salary of RM5001 to RM6000 was received by 23 respondents with 6.0%. The lowest salary per month was above RM6000 with 17 respondents (4.4%).

4.1.2 Central Tendencies Measurement of Constructs

The purpose of central tendency is to distinguish a specific value as typical of an overall pattern. It strives to give a precise summary of all the information by using a single value through the use of mean, median, and mode. Each question of the independent and dependent variable has been ranked based on their means as in tables (Manikandan, 2011).

4.1.2.1 Transformational Leadership

Table 4.8:

Central Tendency for Transformational Leadership (TFL)

Items (TFL)	Std. Dev.	Mean	Rank
1. My leader acts in ways that builds others.	1.20761	3.8516	1
2. My leader displays a sense of power and confidence.	1.25488	3.8099	2
3. My leader considers the moral and ethical consequences of decisions.	1.23635	3.7630	3
4. My leader emphasizes the importance of having a collective sense of mission.	1.24193	3.7240	8
5. My leader articulates a compelling vision of the future.	1.19576	3.5313	14

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6. My leader talks enthusiastically about what needs to be accomplished.	1.22754	3.8099	2
7. My leader expresses confidence on me that goals will be achieved.	1.24111	3.7396	6
8. My leader can inspire me.	1.20181	3.7214	9
9. My leader gets others look at problems from many different angles.	1.18794	3.7135	10
10. My leader encouraged me to be creative at work.	1.31561	3.7344	7
11. My leader seeks differing perspectives when solving problems	1.23076	3.7031	11
12. My leader encouraged me to learn new things	1.24796	3.7135	10
13. My leader views me as having different needs, abilities, and aspirations.	1.22212	3.6016	13

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14. My leader gave encouragement to me when I am worked.	1.24378	3.7474	5
15. My leader spends time teaching and coaching to me.	1.22527	3.7552	4
16. My leader is someone who wants to listen to criticism or suggestions from employees.	1.21094	3.6068	12

Source: Generated for the research

Based on Table 4.8, TFL1 achieves the highest central tendency and is ranked number 1 with its mean of 3.8516. Moreover, it is followed by TFL2 and TFL6 which has the same mean (3.8099), TFL3 (3.7630), TFL15 (3.7552), TFL14 (3.7474), TFL7 (3.7396), TFL10 (3.7344), TFL4 (3.7240), TFL8 (3.7214), both TFL9 and TFL12 (3.7135), TFL11 (3.7031), TFL16 (3.6068), and TFL13 (3.6016). The lowest ranking was TFL5 with a mean of 3.5313. In addition, the highest standard deviation was 1.31561 for TFL10 and the lowest was 1.18794 for TFL9. Therefore, the questionnaire is considered to have a normal distribution.

4.1.2.2 Transactional Leadership

Table 4.9:

Central Tendency for Transactional Leadership (TSL)

Items (TSL)	Std. Dev.	Mean	Rank
1. My leader offered me help in exchange for my efforts.	1.19698	3.8724	1
2. My leader makes clear what I can expect to receive when achieved the performance goals.	1.23245	3.7057	3
3. My leader expresses his satisfaction when I meet expectations.	1.23373	3.6354	4
4. My leader makes innovative proposals to improve the department.	1.21188	3.7135	2
5. My leader emphasises faults, exceptions, and deviations from the standard.	1.19395	3.5078	5
6. My leader focuses all his attention to deal with errors, complaints, and failures.	1.31427	3.4661	6

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7. My leader keeps track of all mistakes.	1.31801	3.4583	7
8. My leader focused my attention on failing to meet standards.	1.32394	3.4583	7
9. My leader did not intervene until the problems becomes serious.	1.30936	2.8438	10
10. My leader waits for things to go wrong before he takes action.	1.39765	2.9141	9
11. My leader showed his belief in 'if it ain't broke down don't fix it'.	1.36533	2.8229	11
12. My leader has shown that the problem must be chronic for him to intervene.	1.47851	2.8177	12

Source: Generated for the research

As shown in Table 4.9, the highest ranking of central tendency for Transactional Leadership is TSL1 with a mean of 3.8724, followed by TSL4 (3.7135), TSL2 (3.7057), TSL3 (3.6354), TSL5 (3.5078), TSL6 (3.4661). The following ranking of central tendency for TSL7 and TSL8 tied for seventh with the mean of 3.4583. Followed by TSL10 (2.9141),

TSL9 (2.8438), TSL11 (2.8229), and TSL12 (2.8177). In addition, the highest standard deviation was 1.47851 for TSL12 and the lowest was 1.19395 for TSL5. This means that the questionnaire is considered to have a normal distribution.

4.1.2.3 Democratic Leadership

Table 4.10:

Central Tendency for Democratic Leadership (DL)

Items (DL)	Std. Dev.	Mean	Rank
1. My leader let me involve in making and taking decisions.	1.21698	3.8177	1
2. My leader conduct joint activities to achieve an organizational goal.	1.23288	3.7969	2
3. My leader appreciates every potential subordinate.	1.19175	3.7604	3
4. My leader able to work with employees in achieving organizational goals.	1.22421	3.7500	5
5. My leader is listening to employee's suggestions	1.19175	3.7396	7

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6. My leader encourages employees to take ownership of the project by allowing us to participate in the decision-making process.	1.17301	3.7448	6
7. My leader considers employee suggestions when making decisions.	1.19612	3.7604	3
8. My leader considers his/her decision as final.	1.45969	2.7161	8

Source: Generated for the research

As shown in Table 4.10, the highest ranking of central tendency for Democratic Leadership is DL1 with a mean of 3.8177 followed by DL2 (3.7969), DL3 and DL7 are tied for third with the mean 3.7604. Followed DL4 (3.7500), DL6 (3.7448), DL5 (3.7396), and DL8 (2.7161). In addition, the highest standard deviation was 1.45969 for DL8 and the lowest was 1.17301 for DL6. Therefore, the questionnaire is considered to have a normal distribution.

4.1.2.4 Employee Performance

Table 4.11:

Central Tendency for Employee's Performance (EP)

Items (EP)	Std. Dev.	Mean	Rank
1. I am rechecking my task before submitting.	1.13553	3.9453	1
2. I make sure that my tasks according to the standard.	1.24053	3.8906	2
3. I can finish my work accurately.	1.15380	3.8151	4
4. I am able to complete agreed number of jobs assigned by my leader.	1.14589	3.7656	5
5. I never absent during my working time.	1.18736	3.6771	7
6. I am punctual and never late when go for work.	1.15761	3.8177	3
7. I can carry out the task with high cooperation with others.	1.15109	3.7422	6

Source: Generated for the research

As shown in Table 4.11, the highest ranking of central tendency for Employee Performance is EP1 with a mean of 3.9453 followed by EP2 (3.8906), EP6 (3.8177), EP3 (3.8151), EP4 (3.7656), EP7 (3.7422) and EP5 (3.6771). In addition, the highest standard deviation was 1.18736 for EP5 and the lowest was 1.13553 for EP1. Therefore, the questionnaire is considered to have a normal distribution.

4.2 Scale Measurement

4.2.1 Reliability

The consistency or accuracy of test scores is a measure of reliability. If among them, the Cronbach's Alpha value is greater than or equal to 0.7, the project is considered trustworthy. Conversely, variables below 0.7 are considered unreliable. This can also be viewed as research results or capabilities.

Table 4.12:

Reliability Test Results - Full Study

Test Variables	Item Tested	Cronbach Alpha
Transformational Leadership	16	0.974
Transactional Leadership		

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Contingent Rewards	4	0.901
Active Management by Exception	4	0.898
Passive Management by Exception	4	0.909
Democratic Leadership	8	0.919
Employee Performance	7	0.952

Source: Developed for the study

As shown in Table 4.12, 0.974 is the result of Cronbach's Alpha of TFL, and it falls in the range of more than 0.9. Hence, it is proven that items used to measure TFL have good internal consistency and reliability. Next comes transactional leadership. The results of Cronbach's Alpha of TSL are all between 0.8 and above. Cronbach's Alpha of the contingent is 0.901, Active Management by Exception (0.898), Passive Management by Exception (0.909). Next is the democratic leadership, which is 0.919, and employee performance is 0.952. Therefore, the items used to measure all of those were shown to have good internal consistency and reliability.

4.3 Inferential Analyses

4.3.1 Multiple Linear Regression

Table 4.13:

Model Summary Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928a	.861	.859	.38656

Source: Generated for the research

Table 4.13 shows that the R value between the dependent variable (employee performance) and the independent variable (three leadership styles) is 0.928. Therefore, since its R value (0.928) is in the range of coefficients between ± 0.91 to ± 1.00 , the degree to which the three leadership styles are correlated with employee performance can be regarded positively correlated and very strong.

In this study, the independent variables (three leadership styles) accounted for 86.1% of the variance in the dependent variable (employee performance). However, this study still left 13.9% of that data in this study remains unexplained. It implies that there are more important elements that can be used to evaluate employee performance, which were not examined in this study.

Coefficient range	Strength
±0.91 - ±1.00	Very Strong
±0.71 - ±0.90	High
±0.41 - ±0.70	Moderate
±0.21 - ±0.40	Small but definite relationship
0.00 - ±0.20	Slight, almost negligible

Source: Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. Education+ Training.

Table 4.14:

ANOVA Model

ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	349.453	5	69.891	467.714	<.001 ^b
Residual	56.485	378	.149		
Total	405.937	383			

Source: Generated for the research

The p-value (<0.001) in our study is based on table 4.14 (ANOVA) which is less than the alpha of 0.05. As a result, it means that the F-statistic is significant. The model of this study is then an accurate description of the relationship between the dependent and predictor variables. Therefore, these three leadership styles have a significant effect on employee performance in the F&B industry. Hence, the evidence supports both alternative hypothesis.

Table 4.15:

Coefficients Model

Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1	<i>(Constant)</i>	.735	.146		5.049	<.001
	<i>Transformational Leadership</i>	.438	.053	.445	8.295	<.001
	<i>Contingent Rewards</i>	.114	.045	.119	2.540	.011
	<i>Active Management</i>	-.070	.031	-.077	-2.266	.024
	<i>Passive Management</i>	-.076	.021	-.091	-3.584	<.001
	<i>Democratic Leadership</i>	.406	.058	.390	6.966	<.001

Dependent variable: employee performance

Source: Data generated by SPSS

H1: There is a significant effect between transformational leadership style and employee's performance.

Based on the results from Table 4.15, the researchers proved that transformational leadership style (independent variable) has a significant effect on the employee's performance (dependent variable). As the p-value for transformational leadership style is below 0.001 that is lesser than the alpha value (0.05).

H2: There is a significant effect between transactional leadership style and employee's performance.

Based on the results from Table 4.15, the researchers proved that transactional leadership style (independent variable) has a significant effect on the employee's performance (dependent variable). As the average of p-value for three dimensions of transactional leadership is 0.012 that is lesser than the alpha value (0.05). Next, the p-value for each style of transactional leadership is 0.011 (Contingent Rewards), 0.024 (Active Management-by-exception) and below 0.001 (Passive Management-by-exception).

H3: There is a significant effect between democratic leadership style and employee's performance.

Based on the results from Table 4.15, the researchers proved that democratic leadership style (independent variable) has a significant effect on the employee's performance (dependent variable). As the p-value for democratic leadership style is below 0.001 that is lesser than the alpha value (0.05).

Regression Equation

The following is the formula for the multiple regression analysis model:

$$y = a + b1 (x1) + b2 (x2) + b3 (x3) + b4 (x4) + b5 (x5)$$

where:

y= Employee's performance

a= Constant value

x1= Transformational leadership style

x2= Contingent Rewards

x3= Active Management-by-exception

x4= Passive Management-by-exception

x5= Democratic leadership style

Therefore, Employee's performance = 0.735 (Constant value) + 0.438 (Transformational leadership style) + 0.114 (Contingent Rewards) + (-0.07) (Active Management-by-exception) + (-0.076) (Passive Management-by-exception) + 0.406 (Democratic leadership style)

With a standardized coefficient of Beta value of 0.445, transformational leadership style involves the most effect of employee's performance, because coefficient of Beta value of it is the highest in three leadership styles. This also implies that, in comparison to transactional leadership and democratic leadership, transformational leadership has a greater effect on employee performance.

According to the findings, the transformative leaders of the F&B industry always acts in ways that build others, gives encouragement and spends time teaching and coaching to employees. Next, they displays a sense of power and confidence and talks enthusiastically about what needs to be accomplished. Lastly, they considers the moral and ethical consequences of decisions.

4.4 Conclusion

This chapter provides an overview of descriptive and inferential analysis. The scale measurement is used as a tool for evaluating the data of the study. The outcomes of the study have been analysed. Transformational, transactional and democratic leadership style was found to affect the employee's performance significantly. The outcomes of the tests will be used again in the next chapter.

CHAPTER 5: RESEARCH CONCLUSIONS

5.0 Introduction

This chapter focuses on providing a clearer comparison between the previous studies' predictions and the actual outcome of this research, as well as an in-depth assessment of the major findings. This chapter will also provide managerial implications, followed by some limitations of this research and recommendations for future research. Lastly, a conclusion of the entire research at the end of this chapter.

5.1 Summary of Statistical Analysis

5.1.1 Summary of Descriptive Analysis

According to the descriptive analysis, there are 384 respondents, with 51.8% are male and 48.2% female. About 2.3% of the respondents fall under the age group of 20 years old and below. Majority of the respondents are between the ages of 21 to 30 years old which is 40.6%, followed by 44.6% respondents that fall under 31 to 40 years old, 20.3% are 41 to 50 years old and 3.1% are 51 years old and above. The ethnic group of respondents consist 39.3% of Chinese, 34.1% of Malay and 26.6% of Indian respondents. Furthermore, 43.2% of respondents have a bachelor's degree, 31% have a diploma, 21.4% have a master's degree, 3.9% have SPM, and 0.5% have another education level. Next, the marital status of respondents included 51.3% married and 48.7% single. In terms of working years in the F&B industry, 35.9% of respondents have worked 4 to 6 years, followed by 24.5% worked

1 to 3 years, 15.1% worked 7 to 9 years and only 4.7% worked 10 years and above. For the monthly salary of the respondents, 31% respondents receiving RM 3001 to RM 4000, followed by 27.3% receiving RM 2001 to RM3000, 17.2% receiving RM 2000 and below, 14.1% receiving RM 4001 to RM 5000, 6% receiving RM 5001 to RM 6000 and only 4.4% receiving more than RM 6000.

5.1.1.1 Summary of Central Tendencies Measurement of Constructs

Table 5.1

Summary of Central Tendencies Measurement of Constructs

Variables	Mean: Highest	Mean: Lowest	Standard Deviation: Highest	Standard Deviation: Lowest
Transformational Leadership (TFL)	3.8516	3.5313	1.31561	1.18794
Transactional Leadership (TSL)	3.8724	2.8177	1.47851	1.19395
Democratic Leadership (DL)	3.8177	2.7161	1.45969	1.17301
Employee's Performance (EP)	3.9453	3.6771	1.24053	1.13553

5.1.2 Summary of Inferential Analysis

5.1.2.1 Summary of Reliability Test

In this study, reliability tests are performed on three independent variables (Transformational, Transactional and Democratic leadership style) and one dependent variable (Employee Performance). First, the transformational leadership style resulted in a very good level of reliability, with Cronbach's Alpha value of 0.974. Besides, the transactional leadership style had Cronbach's Alpha values that were between 0.8 and above. The highest value is 0.909 for Passive Management by Exception, while the lowest value is 0.898 for Active Management by Exception. The democratic leadership style achieved 0.919 of Cronbach's Alpha value, which is in the very good reliability range. Apart from that, the dependent variable employee performance also achieved a Cronbach's Alpha value of 0.951, which is within a very good reliability range.

5.1.2.2 Summary of Multiple Regression Analysis

According to the evaluation, these three types of leadership styles had affected employee performance. This is because the p-value for the three types of leadership styles is lesser than the alpha value (0.05). Next, the transformational leadership style involves the most effect on employee performance, because it has the highest standardized coefficient of Beta value, 0.445. Next is democratic leadership, the standardized coefficient of Beta value is 0.39. The lowest leadership style effect on employee performance is transactional leadership, its average standardized coefficient of the Beta value of three dimensions of transactional leadership is -0.016.

5.2 Discussions of Major Findings

5.2.1 The Effect of Transformational Leadership on Employee Performance

This group's research shows that transformational leadership on employee performance has the p-value below 0.001 which means it is lower than alpha value, 0.05. Based on that, the H1 should be accepted, and the H0 should be rejected.

H0: There is no significant effect between transformational leadership style and employee performance.

H1: There is a significant effect between transformational leadership style and employee performance.

According to Top et al. (2020), the result of the research has discovered that the performance of employees is significantly impacted by transformative leadership. Employee performance in the area is influenced favorably by transformational leaders' inspirational motivation in particular. Additionally, the success of employees is positively correlated with the transformational leadership attribute of individual consideration.

5.2.2 The Effect of Transactional Leadership on Employee Performance

This group's research shows that transactional leadership on employee performance has the average of p-value for three dimensions 0.016 which means it is lower than alpha value 0.05. Based on that, the H1 should be accepted, and the H0 should be rejected.

H0: There is no significant effect between transactional leadership style and employee performance.

H1: There is a significant effect between transactional leadership style and employee performance.

According to Kalsoom et al. (2018), transactional leadership style is affecting employee performance in a positive result. In the research, organizations frequently adopt the transactional leadership approach. Results indicate that the transactional leadership style has a beneficial effect on employee performance. Based on the findings, the FMCG sector in Pakistan might benefit from this study by understanding that transactional leadership may enhance employee performance. Next, Wahyuni et al. (2019) also support that the transactional leadership style is positive and significant to employee performance.

5.2.3 The Effect of Democratic Leadership on Employee Performance

This group's research shows that democratic leadership on employee performance has a p-value below 0.001, which means it is lower than the alpha value of 0.05. Based on that, the H1 should be accepted, and the H0 should be rejected.

H0: There is no significant effect between democratic leadership style and employee performance.

H1: There is a significant effect between democratic leadership style and employee performance.

This study proves that democratic leadership correlates with employee performance. All team members are included in the ultimate decision-making and goal-setting processes under democratic leadership. People are frequently involved in initiatives that enhance productivity, job happiness, and performance because of this leadership's encouragement of creativity, innovation, and cooperation. According to Iqbal et al. (2015), democratic

leaders don't offer advice; instead, they seek other people's viewpoints. Democratic leaders invite and encourage team members to participate actively in selecting the ultimate course of action. The results of this study indicate that democratic leadership will enhance employee performance (Basit et al., 2018).

5.3 Implications of the Study

5.3.1 Managerial Implications

The questionnaire results revealed a favorable attitude toward leadership styles toward employee performance, raising employee performance. This was accomplished by conducting research on transformational leadership, transactional leadership, and democratic leadership. Based on this research, the questionnaire results also revealed a favorable association between employee performance and leadership styles. Erkutlu et al. (2008) noted that if organisational leaders or managers could use the elements of transformational leadership style, including idealised influence, motivating inspiration, mental stimulation, and personal thinking, it would affect organisational success. This simply implies that a manager or leader should enhance their team members' personalities and clarify their objectives.

To attain excellent performance, each employee must demonstrate sufficient dedication and accountability. When deployed properly, transformational leaders may motivate and direct people to longer-term greater performance, enhancing employee performance. Make sure rewards are implemented correctly in response to good task or job performance (Ebuzoeme, 2021). Therefore, leaders in the food and beverage sector may consider employing cutting-edge technology to engage with business partners including suppliers, producers, distributors, and retailers. Another medium- to long-term effect of the COVID-

19 pandemic is the need to reconstruct and restructure the supply chain network (Chowdhury et al., 2020).

The F&B industry needs strong leadership since it might affect the success or calibre of initiatives. Leadership is the capacity to persuade others to do things they do not want. Effective leadership extends beyond the hospitality industry and forms the cornerstone of most successful companies. The researchers noted that an effective leadership style encourages employees to give their best efforts, assuring the timely completion of projects, including food and drink. The data obtained from each research tool was finally subjected to statistical checks. As society and technology become more complex, interest in great leaders grows in modern settings (Sakiru, 2013).

5.4 Limitations of the Study

Our research consists of two limitations. Firstly, the aim of our study was to investigate the effect of leadership styles (transformational, transactional, and democratic) on employee performance because there is a result of poor leadership and employee performance in the F&B industry in Malaysia. However, this research only primarily focused on independent and dependent variables. Hence, it is possible to overlook any intervening effects brought on by other factors which will affect the results of the independent and dependent variables.

The second limitation is the data collection method. Even though the Movement Control Order has been unlocked due to the decreasing cases of Covid-19 in Malaysia, it is still challenging for the researchers to distribute the questionnaire in hard copy since everyone is still aware of physical distancing. Therefore, we just can distribute the questionnaires in the form of an online survey by sending the google form link through email and social media such as WhatApps and Facebook to the F&B workers. Also, sometimes the F&B employees are busy working, thus it takes a longer time for us to collect their responses. Thus, it can lead to erroneous data being gathered since respondents are free to provide a quick, thoughtless response to the questionnaire.

5.5 Recommendation for Future Research

To solve the limitations and make enhancements to this research, there are several recommendations that may be developed by future researchers. Firstly, our study is to identify the effect of independent variables on dependent variables. To solve the problem of overlooking any intervening effects brought on by other factors, future researchers may add mediating variable. This is because the mediator variable will assist a researcher to assume that the independent variable will have an effect on the mediating variable, which will then have an effect on the dependent variable. In other words, a mediating variable exists when a third variable affects how the independent variables on the dependent variable relate to one another. Thus, the relationship between the independent and dependent variables wouldn't occur without any of the mediator variables.

Besides that, the future researchers may add data collection method by adding the paper questionnaire. The paper questionnaires method can provide significantly greater response rates compared to online surveys since the paper questionnaire will collect back in hard copy after the respondents filled completely whereas an online survey may not receive back all responses since it will be ignored by respondents. In addition, most respondents will be more truthful in answering the paper questionnaires since the questionnaires are anonymous. Moreover, the paper questionnaires can make sure that every responder obtains an identical questionnaire in the same context and format as an online survey. Thus, the researchers can save time since they can collect for both paper and online returned questionnaires in a short time.

5.6 Conclusion

In conclusion, the goal of this study is to examine how leadership styles effect employees' performance in the F&B industry. Based on the overall results and findings, it proved that the independent variables (transformational, transactional, and democratic leadership) have a significant effect on the dependent variable (employee performance). Although there are some limitations to this research, future researchers can use the recommendations to make enhancements since this research has provided a valuable contribution to future studies.

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Appendices

Appendix 1: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE

TOPIC : THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGES INDUSTRY

Dear Respondents,

We are final year students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR), Kampar campus. Currently, we are undertaking the final year project(UBMZ3016 Research Project) which is titled “**The effect of leadership styles on employee performance in the food and beverage industry**”.

The purpose of our final year project is to investigate the effect of leadership styles on employee performance in the food and beverage industry in Malaysia. Thus, this questionnaire will enable us to collect survey data on how the leadership styles affect the job performance among employees in the food and beverage industry in Malaysia.

In this questionnaire, there are **FIVE(5) sections** including **Section A** which is demographics profile, **Section B, C, D** and **E** covering all of the dependent and independent variables in this study. Please read the instructions carefully before answering the questions and please answer **ALL** questions in **ALL** sections. Completion of this questionnaire will take you about **5 to 10 minutes**.

Your participation in this study is entirely voluntary and you can refuse to answer any question at any time if you feel uncomfortable. The information collected from you will be kept strictly private and confidential and all the response and findings will be used solely for academic purposes.

If you decide to complete this attached anonymous questionnaire, this will be taken as you voluntarily agree and formal consent to participate in this study. Your assistance in completing this questionnaire is highly appreciated.

If have any questions regarding the questionnaire, you may contact me through huiqisoo12@gmail.com.

Thank you for your participation in this study.

Yours sincerely,
Soo Hui Gi

Tan Soon Hong
Tee Yu Sheng
Yew Su Ping

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - For assessment of any application to UTAR
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at huiqisoo@12gmail.com

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

[] I disagree, my personal data will not be processed.

.....

Name:

Date:

Section A: Demographic Profile

Please place a tick “√” for each of the following:

1. Gender:

- Male
- Female

2. Age:

- 20 years old and below
- 21 to 30 years old
- 31 to 40 years old
- 41 to 50 years old
- 51 years old and above

3. Ethnic group:

- Chinese
- Malay
- Indian
- Others, please specify _____

4. Highest education level:

- SPM
- Diploma
- Bachelor Degree
- Master Degree
- Others, please specify _____

5. Current marital status:

- Single
- Married
- Others, please specify _____

6. Working years in the food and beverage industry:

- Less than 1 year
- 1 year to 3 years
- 4 years to 6 years
- 7 years to 9 years
- 10 years above

7. Monthly salary:

- RM2000 and below
- RM2001-RM3000
- RM3001-RM4000
- RM4001-RM5000
- RM5001-RM6000
- Above RM6000

Section B : Transformational Leadership (Independent Variable)

Refer to your working experience, please circle the most appropriate option that best reflects your agreement level about the following statements.

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Idealized Influence					
1.	My leader acts in ways that builds others.	1	2	3	4	5
2.	My leader displays a sense of power and confidence.	1	2	3	4	5
3.	My leader considers the moral and ethical consequences of decisions.	1	2	3	4	5
4.	My leader emphasizes the importance of having a collective sense of mission.	1	2	3	4	5
	Inspirational motivation					
5.	My leader articulates a compelling vision of the future.	1	2	3	4	5
6.	My leader talks enthusiastically about what needs to be accomplished.	1	2	3	4	5
7.	My leader expresses confidence on me that goals will be achieved.	1	2	3	4	5
8.	My leader is able to inspire me.	1	2	3	4	5
	Intellectual stimulation					
9.	My leader gets others look at problems from many different angles.	1	2	3	4	5
10.	My leader encouraged me to be creative at work.	1	2	3	4	5
11.	My leader seeks differing perspectives when solving problems	1	2	3	4	5
12.	My leader encouraged me to learn new things.	1	2	3	4	5
	Individualized consideration					

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13.	My leader views me as having different needs, abilities, and aspirations.	1	2	3	4	5
14.	My leader gave encouragement to me when I am worked.	1	2	3	4	5
15.	My leader spends time teaching and coaching to me.	1	2	3	4	5
16.	My leader is someone who wants to listen to criticism or suggestions from employees.	1	2	3	4	5

Section C : Transactional Leadership (Independent Variable)

Refer to your working experience, please circle the most appropriate option that best reflects your agreement level about the following statements.

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Contingent Rewards					
1.	My leader offered me help in exchange for my efforts.	1	2	3	4	5
2.	My leader makes clear what I can expect to receive when achieved the performance goals.	1	2	3	4	5
3.	My leader expresses his satisfaction when I meet expectations.	1	2	3	4	5
4.	My leader makes innovative proposals to improve the department.	1	2	3	4	5
	Active Management by Exception					
5.	My leader emphasises faults, exceptions, and deviations from the standard.	1	2	3	4	5
6.	My leader focuses all his attention to deal with errors, complaints, and failures.	1	2	3	4	5
7.	My leader keeps track of all mistakes.	1	2	3	4	5
8.	My leader focused my attention on failing to meet standards.	1	2	3	4	5

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Passive Management by Exception						
9.	My leader did not intervene until the problems becomes serious.	1	2	3	4	5
10.	My leader waits for things to go wrong before he takes action.	1	2	3	4	5
11.	My leader showed his belief in 'if it ain't broke don't fix it'.	1	2	3	4	5
12.	My leader has shown that the problem must be chronic for him to intervene.	1	2	3	4	5

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

Section D : Democratic Leadership (Independent Variable)

Refer to your working experience, please circle the most appropriate option that best reflects your agreement level about the following statements.

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My leader let me involve in making and taking decisions.	1	2	3	4	5
2.	My leader conduct joint activities to achieve an organizational goal.	1	2	3	4	5
3.	My leader appreciates every potential subordinate.	1	2	3	4	5
4.	My leader able to work with employees in achieving organizational goals.	1	2	3	4	5
5.	My leader is listening to employee's suggestions	1	2	3	4	5

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6.	My leader encourages employees to take ownership of the project by allowing us to participate in the decision-making process.	1	2	3	4	5
7.	My leader considers employee suggestions when making decisions	1	2	3	4	5
8.	My leader considers his/her decision as final.	1	2	3	4	5

Section E : Employee Performance (Dependent Variable)

Refer to your working experience, please circle the most appropriate option that best reflects your agreement level about the following statements.

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Quality					
1.	I am rechecking my task before submitting.	1	2	3	4	5
2.	I make sure that my tasks according to the standard.	1	2	3	4	5
3.	I can finish my work accurately.	1	2	3	4	5
	Quantity					
4.	I am able to complete agreed number of jobs assigned by my leader.	1	2	3	4	5
	Use of working time					
6.	I never absent during my working time.	1	2	3	4	5
7.	I am punctual and never late when go for work.	1	2	3	4	5
	Working in cooperation with others					
8.	I can carry out the task with high cooperation with others.	1	2	3	4	5

Thank you for your participation

Appendix 2: Reliability Test for Pilot Study
Reliability for Transformational Leadership

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.983	.984	16

Inter-Item Correlation Matrix

	Builds others	Power and Confidence	Moral and Ethical	Collective Sense
Builds others	1.000	.754	.697	.793
Power and Confidence	.754	1.000	.841	.862
Moral and Ethical	.697	.841	1.000	.815
Collective Sense	.793	.862	.815	1.000
Compelling Vision	.757	.805	.862	.887
Enthusiastically	.780	.810	.766	.809
Expresses Confidence	.832	.841	.724	.815
Inspire	.722	.853	.779	.848
Look Problem from Different Angkes	.684	.850	.790	.851
Creative	.672	.765	.669	.746
Seeks Differing Perspectives	.615	.822	.831	.811
Learn New Things	.725	.803	.735	.839

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Different Needs, Abilities, and Aspirations	.787	.828	.829	.864
Encouragement	.767	.858	.842	.863
Spends Time Teaching and Coaching	.759	.850	.823	.806
Listen to Criticism or Suggestions	.759	.750	.786	.780

Inter-Item Correlation Matrix

	Compelling Vision	Enthusiastically	Expresses Confidence	Inspire	Look Problem from Different Angles
Builds others	.757	.780	.832	.722	.684
Power and Confidence	.805	.810	.841	.853	.850
Moral and Ethical	.862	.766	.724	.779	.790
Collective Sense	.887	.809	.815	.848	.851
Compelling Vision	1.000	.843	.755	.784	.789
Enthusiastically	.843	1.000	.767	.738	.742
Expresses Confidence	.755	.767	1.000	.812	.767
Inspire	.784	.738	.812	1.000	.840
Look Problem from Different Angles	.789	.742	.767	.840	1.000
Creative	.692	.692	.764	.795	.778
Seeks Differing Perspectives	.753	.741	.707	.761	.830
Learn New Things	.761	.721	.750	.784	.816
Different Needs, Abilities, and Aspirations	.878	.774	.921	.838	.744
Encouragement	.799	.681	.834	.842	.880
Spends Time Teaching and Coaching	.788	.775	.870	.882	.796
Listen to Criticism or Suggestions	.815	.755	.783	.819	.851

Inter-Item Correlation Matrix

	Creative	Seeks Differing Perspectives	Learn New Things	Different Needs, Abilities, and Aspirations	Encouragement
Builds others	.672	.615	.725	.787	.767
Power and Confidence	.765	.822	.803	.828	.858

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Moral and Ethical	.669	.831	.735	.829	.842
Collective Sense	.746	.811	.839	.864	.863
Compelling Vision	.692	.753	.761	.878	.799
Enthusiastically	.692	.741	.721	.774	.681
Expresses Confidence	.764	.707	.750	.921	.834
Inspire	.795	.761	.784	.838	.842
Look Problem from Different Angkes	.778	.830	.816	.744	.880
Creative	1.000	.730	.764	.736	.707
Seeks Differing Perspectives	.730	1.000	.809	.748	.836
Learn New Things	.764	.809	1.000	.754	.763
Different Needs, Abilities, and Aspirations	.736	.748	.754	1.000	.848
Encouragement	.707	.836	.763	.848	1.000
Spends Time Teaching and Coaching	.714	.777	.760	.868	.909
Listen to Criticism or Suggestions	.769	.768	.824	.767	.819

Inter-Item Correlation Matrix

	Spends Time Teaching and Coaching	Listen to Criticism or Suggestions
Builds others	.759	.759
Power and Confidence	.850	.750
Moral and Ethical	.823	.786
Collective Sense	.806	.780
Compelling Vision	.788	.815
Enthusiastically	.775	.755
Expresses Confidence	.870	.783
Inspire	.882	.819
Look Problem from Different Angkes	.796	.851
Creative	.714	.769
Seeks Differing Perspectives	.777	.768
Learn New Things	.760	.824
Different Needs, Abilities, and Aspirations	.868	.767
Encouragement	.909	.819
Spends Time Teaching and Coaching	1.000	.814
Listen to Criticism or Suggestions	.814	1.000

Item-Total Statistics

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Builds others	57.5333	272.947	.821	.883
Power and Confidence	57.2000	269.752	.916	.921
Moral and Ethical	57.3333	265.885	.877	.887
Collective Sense	57.4333	264.806	.924	.935
Compelling Vision	57.4667	263.430	.891	.945
Enthusiastically	57.5667	271.978	.844	.935
Expresses Confidence	57.5000	267.362	.887	.965
Inspire	57.5333	268.395	.901	.920
Look Problem from Different Angkes	57.5000	260.879	.893	.936
Creative	57.4000	271.697	.813	.756
Seeks Differing Perspectives	57.4333	268.944	.858	.893
Learn New Things	57.2667	267.237	.861	.891
Different Needs, Abilities, and Aspirations	57.6333	263.482	.907	.971
Encouragement	57.5333	263.637	.915	.978
Spends Time Teaching and Coaching	57.4333	263.771	.908	.959
Listen to Criticism or Suggestions	57.2333	267.702	.883	.915

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Builds others	.983
Power and Confidence	.982
Moral and Ethical	.982
Collective Sense	.982
Compelling Vision	.982
Enthusiastically	.983
Expresses Confidence	.982
Inspire	.982
Look Problem from Different Angkes	.982
Creative	.983
Seeks Differing Perspectives	.983
Learn New Things	.983
Different Needs, Abilities, and Aspirations	.982
Encouragement	.982
Spends Time Teaching and Coaching	.982

Listen to Criticism or Suggestions	.982
------------------------------------	------

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
61.2667	303.444	17.41963	16

Reliability for Transactional Leadership

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.937	4

Inter-Item Correlation Matrix

Offered Help Exchange Efforts	Makes Clear Receive When Achieved Performance Goals	Expresses Satisfaction When Meet Expectations	Innovative Proposals

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Offered Help Exchange Efforts	1.000	.816	.823	.800
Makes Clear Receive When Achieved Performance Goals	.816	1.000	.785	.791
Expresses Satisfaction When Meet Expectations	.823	.785	1.000	.709
Innovative Proposals	.800	.791	.709	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Offered Help Exchange Efforts	11.6333	8.999	.886	.788
Makes Clear Receive When Achieved Performance Goals	11.4000	10.041	.863	.746
Expresses Satisfaction When Meet Expectations	11.7333	10.340	.831	.716
Innovative Proposals	11.7333	10.202	.822	.697

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Offered Help Exchange Efforts	.905
Makes Clear Receive When Achieved Performance Goals	.912
Expresses Satisfaction When Meet Expectations	.922
Innovative Proposals	.924

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.5000	17.224	4.15020	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.942	4

Inter-Item Correlation Matrix

	Emphasises Faults, Exceptions, and Deviations	Focuses Attention to Errors, Complaints, and Failures.	Keeps Track	Focused Attention On Failing Meet Standards
Emphasises Faults, Exceptions, and Deviations	1.000	.837	.698	.849
Focuses Attention to Errors, Complaints, and Failures.	.837	1.000	.823	.805
Keeps Track	.698	.823	1.000	.808
Focused Attention On Failing Meet Standards	.849	.805	.808	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Emphasises Faults, Exceptions, and Deviations	8.9000	14.507	.851	.803

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Focuses Attention to Errors, Complaints, and Failures.	8.7667	13.771	.887	.812
Keeps Track	8.8000	14.717	.825	.756
Focused Attention On Failing Meet Standards	8.6333	13.964	.885	.811

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Emphasises Faults, Exceptions, and Deviations	.928
Focuses Attention to Errors, Complaints, and Failures.	.916
Keeps Track	.936
Focused Attention On Failing Meet Standards	.917

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.7000	24.838	4.98377	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.960	4

Inter-Item Correlation Matrix

	Did Not Intervene	Waits for Things to Go Wrong	If It Ain't Broke Down Don't Fix It	Just Intervene Chronic Problem
Did Not Intervene	1.000	.873	.808	.925
Waits for Things to Go Wrong	.873	1.000	.891	.823
If It Ain't Broke Down Don't Fix It	.808	.891	1.000	.832
Just Intervene Chronic Problem	.925	.823	.832	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Did Not Intervene	10.0667	17.030	.914	.901
Waits for Things to Go Wrong	9.9333	15.789	.909	.869
If It Ain't Broke Down Don't Fix It	10.1000	16.024	.884	.835
Just Intervene Chronic Problem	9.8000	16.924	.901	.883

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Did Not Intervene	.943
Waits for Things to Go Wrong	.944
If It Ain't Broke Down Don't Fix It	.952
Just Intervene Chronic Problem	.946

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.3000	28.838	5.37010	4

Reliability for Democratic Leadership

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.936	8

Inter-Item Correlation Matrix

	Involve in Making and Taking Decisions	Joint Activities	Potential Subordinate.	Work With Employees
Involve in Making and Taking Decisions	1.000	.777	.700	.755
Joint Activities	.777	1.000	.830	.855
Potential Subordinate.	.700	.830	1.000	.762
Work With Employees	.755	.855	.762	1.000
Listening to Employee's Suggestions	.786	.835	.773	.885
Ownership of The Project	.769	.841	.750	.853
Considers Employee Suggestions	.750	.824	.754	.869

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

leader decision as final	.176	.217	.144	.157
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Inter-Item Correlation Matrix

	Listening to Employee's Suggestions	Ownership of The Project	Considers Employee Suggestions	leader decision as final
Involve in Making and Taking Decisions	.786	.769	.750	.176
Joint Activities	.835	.841	.824	.217
Potential Subordinate.	.773	.750	.754	.144
Work With Employees	.885	.853	.869	.157
Listening to Employee's Suggestions	1.000	.850	.871	.156
Ownership of The Project	.850	1.000	.801	.234
Considers Employee Suggestions	.871	.801	1.000	.080
leader decision as final	.156	.234	.080	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Involve in Making and Taking Decisions	25.7667	46.944	.808	.680
Joint Activities	25.6000	48.317	.900	.840
Potential Subordinate.	25.8000	50.166	.807	.714
Work With Employees	25.7000	49.459	.891	.855
Listening to Employee's Suggestions	25.7667	47.220	.894	.855
Ownership of The Project	25.8667	49.223	.886	.805
Considers Employee Suggestions	25.8333	47.661	.849	.821
leader decision as final	27.1000	58.162	.181	.109

Item-Total Statistics

Cronbach's Alpha if Item Deleted

Involve in Making and Taking Decisions	.913
Joint Activities	.906
Potential Subordinate.	.914
Work With Employees	.908
Listening to Employee's Suggestions	.906
Ownership of The Project	.908
Considers Employee Suggestions	.909

leader decision as final

.965

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.6333	64.171	8.01070	8

Reliability for Employee Performance

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.930	7

Inter-Item Correlation Matrix

	Rechecking	According to The Standard	Finish Work Accurately	Complete Agreed Number of Jobs
Rechecking	1.000	.618	.801	.652
According to The Standard	.618	1.000	.671	.562
Finish Work Accurately	.801	.671	1.000	.642
Complete Agreed Number of Jobs	.652	.562	.642	1.000

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Never Absent	.660	.605	.661	.371
Punctual and Never Late	.766	.693	.820	.565
High Cooperation	.768	.534	.754	.553

Inter-Item Correlation Matrix

	Never Absent	Punctual and Never Late	High Cooperation
Rechecking	.660	.766	.768
According to The Standard	.605	.693	.534
Finish Work Accurately	.661	.820	.754
Complete Agreed Number of Jobs	.371	.565	.553
Never Absent	1.000	.671	.671
Punctual and Never Late	.671	1.000	.734
High Cooperation	.671	.734	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Rechecking	23.7000	28.217	.853	.747
According to The Standard	23.6000	32.041	.724	.576
Finish Work Accurately	23.9667	26.792	.873	.777
Complete Agreed Number of Jobs	23.8667	31.706	.634	.524
Never Absent	24.3000	26.907	.714	.592
Punctual and Never Late	24.0667	25.375	.850	.749
High Cooperation	24.3000	29.183	.805	.686

Item-Total Statistics

Cronbach's Alpha if Item Deleted

Rechecking	.904
According to The Standard	.920
Finish Work Accurately	.901
Complete Agreed Number of Jobs	.925
Never Absent	.922
Punctual and Never Late	.905
High Cooperation	.909

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.9667	38.447	6.20057	7

Appendix 3: Respondent Demographic Profile- Descriptive Analysis

Frequencies

[DataSet1] D:\Desktop\FYP2\Data base.sav

		Statistics				
		Gender	Age	Ethnic group	Highest education level	Current marital status
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		1.4818	2.8125	1.8724	2.8359	1.5130
Median		1.0000	3.0000	2.0000	3.0000	2.0000
Mode		1.00	2.00	1.00	3.00	2.00
Std. Deviation		.50032	.89165	.80265	.82180	.50048
Variance		.250	.795	.644	.675	.250
Range		1.00	4.00	2.00	4.00	1.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		2.00	5.00	3.00	5.00	2.00
Percentiles	25	1.0000	2.0000	1.0000	2.0000	1.0000
	50	1.0000	3.0000	2.0000	3.0000	2.0000
	75	2.0000	3.0000	3.0000	3.0000	2.0000

		Statistics	
		Working years	Monthly salary
N	Valid	384	384
	Missing	0	0
Mean		2.6042	2.7760
Median		3.0000	3.0000
Mode		3.00	3.00
Std. Deviation		1.10521	1.30147
Variance		1.221	1.694
Range		4.00	5.00

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Minimum		1.00	1.00
Maximum		5.00	6.00
Percentiles	25	2.0000	2.0000
	50	3.0000	3.0000
	75	3.0000	3.0000

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	199	51.8	51.8	51.8
	Female	185	48.2	48.2	100.0
	Total	384	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years old and below	9	2.3	2.3	2.3
	21-30 years old	156	40.6	40.6	43.0
	31-40 years old	129	33.6	33.6	76.6
	41-50 years old	78	20.3	20.3	96.9
	51 years old and above	12	3.1	3.1	100.0
	Total	384	100.0	100.0	

Ethnic group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	151	39.3	39.3	39.3
	Malay	131	34.1	34.1	73.4
	Indian	102	26.6	26.6	100.0
	Total	384	100.0	100.0	

Highest education level

		Frequency	Percent	Valid Percent	Cumulative Percent
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THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Valid	SPM	15	3.9	3.9	3.9
	Diploma	119	31.0	31.0	34.9
	Bachelor Degree	166	43.2	43.2	78.1
	Master Degree	82	21.4	21.4	99.5
	Other	2	.5	.5	100.0
	Total	384	100.0	100.0	

Current marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	187	48.7	48.7	48.7
	Married	197	51.3	51.3	100.0
	Total	384	100.0	100.0	

Working years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 years	76	19.8	19.8	19.8
	1-3 years	94	24.5	24.5	44.3
	4-6 years	138	35.9	35.9	80.2
	7-9 years	58	15.1	15.1	95.3
	10 years and above	18	4.7	4.7	100.0
	Total	384	100.0	100.0	

Monthly salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM2000 and below	66	17.2	17.2	17.2
	RM2001 - RM3000	105	27.3	27.3	44.5
	RM3001 - RM4000	119	31.0	31.0	75.5
	RM4001 - RM5000	54	14.1	14.1	89.6
	5001-6000	23	6.0	6.0	95.6
	Above RM6000	17	4.4	4.4	100.0
	Total	384	100.0	100.0	

Appendix 4: Central Tendencies Measurement of Constructs- Descriptive Analysis

Frequencies

		Statistics				
		Builds others	Power and Confidence	Moral and Ethical	Collective Sense	Compelling Vision
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.8516	3.8099	3.7630	3.7240	3.5313
Std. Deviation		1.20761	1.25488	1.23635	1.24193	1.19576
Percentiles	25	3.0000	3.0000	3.0000	3.0000	3.0000
	50	4.0000	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	5.0000	5.0000	4.0000

		Statistics				
		Enthusiastically	Expresses Confidence	Inspire	Look Problem from Different Angles	Creative
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.8099	3.7396	3.7214	3.7135	3.7344
Std. Deviation		1.22754	1.24111	1.20181	1.18794	1.31561
Percentiles	25	3.0000	3.0000	3.0000	3.0000	3.0000
	50	4.0000	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	5.0000	5.0000	5.0000

		Statistics			
		Seeks Differing Perspectives	Learn New Things	Different Needs, Abilities, and Aspirations	Encouragement
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.7031	3.7135	3.6016	3.7474
Std. Deviation		1.23076	1.24796	1.22212	1.24378
Percentiles	25	3.0000	3.0000	3.0000	3.0000
	50	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	4.7500	5.0000

Statistics

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

		Spends Time Teaching and Coaching	Listen to Criticism or Suggestions	Offered Help Exchange Efforts	Makes Clear Receive When Achieved Performance Goals
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.7552	3.6068	3.8724	3.7057
Std. Deviation		1.22527	1.21094	1.19698	1.23245
Percentiles	25	3.0000	3.0000	3.0000	3.0000
	50	4.0000	4.0000	4.0000	4.0000
	75	5.0000	4.0000	5.0000	5.0000

Statistics

		Expresses Satisfaction When Meet Expectations	Innovative Proposals	Emphasises Faults, Exceptions, and Deviations	Focuses Attention to Errors, Complaints, and Failures.	Keeps Track
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.6354	3.7135	3.5078	3.4661	3.4583
Std. Deviation		1.23373	1.21188	1.19395	1.31427	1.31801
Percentiles	25	3.0000	3.0000	2.0000	2.0000	2.0000
	50	4.0000	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	4.0000	5.0000	4.0000

Statistics

		Focused Attention On Failing Meet Standards	Did Not Intervene	Waits for Things to Go Wrong	If It Ain't Broke Down Don't Fix It
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.4583	2.8438	2.9141	2.8229
Std. Deviation		1.32394	1.30936	1.39765	1.36533
Percentiles	25	2.0000	2.0000	2.0000	2.0000
	50	4.0000	2.0000	2.5000	3.0000
	75	5.0000	4.0000	4.0000	4.0000

Statistics

		Just Intervene Chronic Problem	Involve in Making and Taking Decisions	Joint Activities	Potential Subordinate.
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THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		2.8177	3.8177	3.7969	3.7604
Std. Deviation		1.47851	1.21698	1.23288	1.19175
Percentiles	25	1.0000	3.0000	3.0000	3.0000
	50	3.0000	4.0000	4.0000	4.0000
	75	4.0000	5.0000	5.0000	5.0000

Statistics

		Work With Employees	Listening to Employee's Suggestions	Ownership of The Project	Considers Employee Suggestions	Rechecking
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.7500	3.7396	3.7448	3.7604	3.9453
Std. Deviation		1.22421	1.19175	1.17301	1.19612	1.13553
Percentiles	25	3.0000	3.0000	3.0000	3.0000	4.0000
	50	4.0000	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	5.0000	5.0000	5.0000

Statistics

		According to The Standard	Finish Work Accurately	Complete Agreed Number of Jobs	Never Absent	Punctual and Never Late
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.8906	3.8151	3.7656	3.6771	3.8177
Std. Deviation		1.24053	1.15380	1.14589	1.18736	1.15761
Percentiles	25	3.0000	4.0000	3.0000	3.0000	3.0000
	50	4.0000	4.0000	4.0000	4.0000	4.0000
	75	5.0000	5.0000	5.0000	4.0000	5.0000

Statistics

		High Cooperation	Considers Final Decision
N	Valid	384	384
	Missing	0	0
Mean		3.7422	2.7161
Std. Deviation		1.15109	1.45969
Percentiles	25	3.0000	2.0000
	50	4.0000	2.0000
	75	5.0000	4.0000

Appendix 5: Reliability- Scale Measurement

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.974	.974	16

Inter-Item Correlation Matrix

	Builds others	Power and Confidence	Moral and Ethical	Collective Sense
Builds others	1.000	.674	.704	.747
Power and Confidence	.674	1.000	.725	.765
Moral and Ethical	.704	.725	1.000	.777
Collective Sense	.747	.765	.777	1.000
Compelling Vision	.612	.701	.681	.725
Enthusiastically	.687	.738	.679	.692
Expresses Confidence	.708	.726	.722	.736
Inspire	.714	.711	.715	.727
Look Problem from Different Angkes	.689	.720	.665	.723
Creative	.651	.722	.653	.701
Seeks Differing Perspectives	.666	.743	.715	.730
Learn New Things	.679	.732	.636	.710

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Different Needs, Abilities, and Aspirations	.687	.717	.663	.676
Encouragement	.714	.740	.722	.747
Spends Time Teaching and Coaching	.697	.741	.715	.733
Listen to Criticism or Suggestions	.672	.686	.679	.721

Inter-Item Correlation Matrix

	Compelling Vision	Enthusiastically	Expresses Confidence	Inspire	Look Problem from Different Angles
Builds others	.612	.687	.708	.714	.689
Power and Confidence	.701	.738	.726	.711	.720
Moral and Ethical	.681	.679	.722	.715	.665
Collective Sense	.725	.692	.736	.727	.723
Compelling Vision	1.000	.709	.713	.661	.672
Enthusiastically	.709	1.000	.715	.723	.688
Expresses Confidence	.713	.715	1.000	.776	.716
Inspire	.661	.723	.776	1.000	.710
Look Problem from Different Angles	.672	.688	.716	.710	1.000
Creative	.726	.724	.709	.691	.676
Seeks Differing Perspectives	.725	.700	.747	.698	.708
Learn New Things	.716	.714	.709	.680	.732
Different Needs, Abilities, and Aspirations	.672	.668	.665	.667	.684
Encouragement	.712	.695	.734	.671	.716
Spends Time Teaching and Coaching	.720	.684	.701	.688	.732
Listen to Criticism or Suggestions	.664	.642	.713	.685	.673

Inter-Item Correlation Matrix

	Creative	Seeks Differing Perspectives	Learn New Things	Different Needs, Abilities, and Aspirations	Encouragement
Builds others	.651	.666	.679	.687	.714
Power and Confidence	.722	.743	.732	.717	.740

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Moral and Ethical	.653	.715	.636	.663	.722
Collective Sense	.701	.730	.710	.676	.747
Compelling Vision	.726	.725	.716	.672	.712
Enthusiastically	.724	.700	.714	.668	.695
Expresses Confidence	.709	.747	.709	.665	.734
Inspire	.691	.698	.680	.667	.671
Look Problem from Different Angkes	.676	.708	.732	.684	.716
Creative	1.000	.745	.718	.658	.725
Seeks Differing Perspectives	.745	1.000	.743	.699	.746
Learn New Things	.718	.743	1.000	.723	.729
Different Needs, Abilities, and Aspirations	.658	.699	.723	1.000	.720
Encouragement	.725	.746	.729	.720	1.000
Spends Time Teaching and Coaching	.706	.720	.724	.725	.751
Listen to Criticism or Suggestions	.703	.650	.675	.647	.698

Inter-Item Correlation Matrix

	Spends Time Teaching and Coaching	Listen to Criticism or Suggestions
Builds others	.697	.672
Power and Confidence	.741	.686
Moral and Ethical	.715	.679
Collective Sense	.733	.721
Compelling Vision	.720	.664
Enthusiastically	.684	.642
Expresses Confidence	.701	.713
Inspire	.688	.685
Look Problem from Different Angkes	.732	.673
Creative	.706	.703
Seeks Differing Perspectives	.720	.650
Learn New Things	.724	.675
Different Needs, Abilities, and Aspirations	.725	.647
Encouragement	.751	.698
Spends Time Teaching and Coaching	1.000	.711
Listen to Criticism or Suggestions	.711	1.000

Item-Total Statistics

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Builds others	55.6745	248.335	.805	.688
Power and Confidence	55.7161	245.426	.851	.737
Moral and Ethical	55.7630	247.132	.818	.710
Collective Sense	55.8021	245.574	.856	.762
Compelling Vision	55.9948	248.308	.815	.694
Enthusiastically	55.7161	247.327	.819	.694
Expresses Confidence	55.7865	245.970	.846	.740
Inspire	55.8047	247.844	.823	.715
Look Problem from Different Angkes	55.8125	248.252	.822	.689
Creative	55.7917	244.839	.823	.705
Seeks Differing Perspectives	55.8229	246.392	.842	.730
Learn New Things	55.8125	246.294	.832	.719
Different Needs, Abilities, and Aspirations	55.9245	248.044	.803	.669
Encouragement	55.7786	245.792	.849	.734
Spends Time Teaching and Coaching	55.7708	246.522	.843	.724
Listen to Criticism or Suggestions	55.9193	248.476	.799	.660

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Builds others	.973
Power and Confidence	.972
Moral and Ethical	.973
Collective Sense	.972
Compelling Vision	.973
Enthusiastically	.973
Expresses Confidence	.973
Inspire	.973
Look Problem from Different Angkes	.973
Creative	.973
Seeks Differing Perspectives	.973
Learn New Things	.973
Different Needs, Abilities, and Aspirations	.973
Encouragement	.972
Spends Time Teaching and Coaching	.973

Listen to Criticism or Suggestions

.973

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
59.5260	280.448	16.74659	16

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.901	4

Inter-Item Correlation Matrix

	Offered Help Exchange Efforts	Makes Clear Receive When Achieved Performance Goals	Expresses Satisfaction When Meet Expectations	Innovative Proposals
Offered Help Exchange Efforts	1.000	.640	.674	.671

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Makes Clear Receive When Achieved Performance Goals	.640	1.000	.707	.737
Expresses Satisfaction When Meet Expectations	.674	.707	1.000	.735
Innovative Proposals	.671	.737	.735	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Offered Help Exchange Efforts	11.0547	11.060	.732	.538
Makes Clear Receive When Achieved Performance Goals	11.2214	10.559	.779	.616
Expresses Satisfaction When Meet Expectations	11.2917	10.458	.794	.633
Innovative Proposals	11.2135	10.503	.808	.657

Item-Total Statistics

Cronbach's Alpha if Item Deleted

Offered Help Exchange Efforts	.888
Makes Clear Receive When Achieved Performance Goals	.872
Expresses Satisfaction When Meet Expectations	.866
Innovative Proposals	.861

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.9271	18.318	4.28000	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.898	4

Inter-Item Correlation Matrix

	Emphasises Faults, Exceptions, and Deviations	Focuses Attention to Errors, Complaints, and Failures.	Keeps Track	Focused Attention On Failing Meet Standards
Emphasises Faults, Exceptions, and Deviations	1.000	.627	.605	.665
Focuses Attention to Errors, Complaints, and Failures.	.627	1.000	.726	.717
Keeps Track	.605	.726	1.000	.780
Focused Attention On Failing Meet Standards	.665	.717	.780	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Emphasises Faults, Exceptions, and Deviations	10.3828	12.952	.695	.492
Focuses Attention to Errors, Complaints, and Failures.	10.4245	11.644	.778	.610
Keeps Track	10.4323	11.473	.800	.668

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Focused Attention On Failing Meet Standards	10.4323	11.280	.823	.688
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Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Emphasises Faults, Exceptions, and Deviations	.896
Focuses Attention to Errors, Complaints, and Failures.	.867
Keeps Track	.859
Focused Attention On Failing Meet Standards	.850

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.8906	20.354	4.51149	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.908	4

Inter-Item Correlation Matrix

Did Not Intervene	Waits for Things to Go Wrong	If It Ain't Broke Down Don't Fix It	Just Intervene Chronic Problem

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Did Not Intervene	1.000	.667	.648	.681
Waits for Things to Go Wrong	.667	1.000	.728	.749
If It Ain't Broke Down Don't Fix It	.648	.728	1.000	.801
Just Intervene Chronic Problem	.681	.749	.801	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Did Not Intervene	8.5547	15.114	.726	.530
Waits for Things to Go Wrong	8.4844	13.953	.797	.636
If It Ain't Broke Down Don't Fix It	8.5755	14.031	.814	.686
Just Intervene Chronic Problem	8.5807	13.069	.839	.718

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Did Not Intervene	.904
Waits for Things to Go Wrong	.880
If It Ain't Broke Down Don't Fix It	.874
Just Intervene Chronic Problem	.865

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.3984	24.225	4.92185	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.925	8

Inter-Item Correlation Matrix

	Involve in Making and Taking Decisions	Joint Activities	Potential Subordinate.	Work With Employees
Involve in Making and Taking Decisions	1.000	.708	.726	.746
Joint Activities	.708	1.000	.690	.729
Potential Subordinate.	.726	.690	1.000	.752
Work With Employees	.746	.729	.752	1.000
Listening to Employee's Suggestions	.703	.698	.706	.762
Ownership of The Project	.752	.749	.675	.679
Considers Employee Suggestions	.693	.709	.718	.692
Considers Final Decision	.366	.299	.252	.274

Inter-Item Correlation Matrix

	Listening to Employee's Suggestions	Ownership of The Project	Considers Employee Suggestions	Considers Final Decision
Involve in Making and Taking Decisions	.703	.752	.693	.366
Joint Activities	.698	.749	.709	.299
Potential Subordinate.	.706	.675	.718	.252

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Work With Employees	.762	.679	.692	.274
Listening to Employee's Suggestions	1.000	.720	.676	.288
Ownership of The Project	.720	1.000	.738	.249
Considers Employee Suggestions	.676	.738	1.000	.209
Considers Final Decision	.288	.249	.209	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Involve in Making and Taking Decisions	25.2682	47.194	.835	.711
Joint Activities	25.2891	47.376	.809	.680
Potential Subordinate.	25.3255	48.069	.795	.676
Work With Employees	25.3359	47.336	.819	.721
Listening to Employee's Suggestions	25.3464	47.950	.804	.678
Ownership of The Project	25.3411	48.168	.804	.711
Considers Employee Suggestions	25.3255	48.293	.776	.662
Considers Final Decision	26.3698	53.685	.319	.153

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Involve in Making and Taking Decisions	.900
Joint Activities	.902
Potential Subordinate.	.903
Work With Employees	.901
Listening to Employee's Suggestions	.902
Ownership of The Project	.903
Considers Employee Suggestions	.905
Considers Final Decision	.946

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.0859	62.632	7.91406	8

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.952	7

Inter-Item Correlation Matrix

	Rechecking	According to The Standard	Finish Work Accurately	Complete Agreed Number of Jobs
Rechecking	1.000	.698	.781	.727
According to The Standard	.698	1.000	.743	.700
Finish Work Accurately	.781	.743	1.000	.779
Complete Agreed Number of Jobs	.727	.700	.779	1.000
Never Absent	.746	.761	.751	.685
Punctual and Never Late	.715	.732	.719	.737
High Cooperation	.758	.713	.766	.744

Inter-Item Correlation Matrix

	Never Absent	Punctual and Never Late	High Cooperation
Rechecking	.746	.715	.758
According to The Standard	.761	.732	.713

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Finish Work Accurately	.751	.719	.766
Complete Agreed Number of Jobs	.685	.737	.744
Never Absent	1.000	.802	.753
Punctual and Never Late	.802	1.000	.746
High Cooperation	.753	.746	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
Rechecking	22.7083	38.865	.832	.705
According to The Standard	22.7630	37.931	.816	.675
Finish Work Accurately	22.8385	38.355	.857	.751
Complete Agreed Number of Jobs	22.8880	38.899	.820	.699
Never Absent	22.9766	38.086	.849	.750
Punctual and Never Late	22.8359	38.540	.839	.729
High Cooperation	22.9115	38.546	.844	.716

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Rechecking	.945
According to The Standard	.947
Finish Work Accurately	.943
Complete Agreed Number of Jobs	.946
Never Absent	.944
Punctual and Never Late	.944
High Cooperation	.944

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.6536	51.935	7.20656	7

Appendix 6: Multiple Linear Regression- Inferential Analyses

Regression

		Notes
Output Created		19-JUL-2022 14:09:46
Comments		
Input	Data	D:\Desktop\FYP2\Data base.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	384
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT PerformanceAVE /METHOD=ENTER TransformationalAVE RewardsAVE ActiveAVE PassiveAVE DemocraticAVE.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02
	Memory Required	6816 bytes
	Additional Memory Required for Residual Plots	0 bytes

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Democratic Leadership Average, Passive Management Average, Active Management Average, Contingent Rewards Average, Transformational Leadership Average ^b	.	Enter

a. Dependent Variable: Employee Job Performance Average

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.861	.859	.38656

a. Predictors: (Constant), Democratic Leadership Average, Passive Management Average, Active Management Average, Contingent Rewards Average, Transformational Leadership Average

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	349.453	5	69.891	467.714	<.001 ^b
	Residual	56.485	378	.149		
	Total	405.937	383			

a. Dependent Variable: Employee Performance Average

THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE
PERFORMANCE IN FOOD AND BEVERAGE INDUSTRY

b. Predictors: (Constant), Democratic Leadership Average, Passive Management Average, Active Management Average, Contingent Rewards Average, Transformational Leadership Average

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.735	.146		5.049	<.001
	Transformational Leadership Average	.438	.053	.445	8.295	<.001
	Contingent Rewards Average	.114	.045	.119	2.540	.011
	Active Management Average	-.070	.031	-.077	-2.266	.024
	Passive Management Average	-.076	.021	-.091	-3.584	<.001
	Democratic Leadership Average	.406	.058	.390	6.966	<.001

		Coefficients^a	
		95.0% Confidence Interval for B	
Model		Lower Bound	Upper Bound
1	(Constant)	.449	1.021
	Transformational Leadership Average	.334	.542
	Contingent Rewards Average	.026	.203
	Active Management Average	-.131	-.009
	Passive Management Average	-.118	-.034
	Democratic Leadership Average	.292	.521

a. Dependent Variable: Employee Performance Average