

BE KIND TO YOUR EMPLOYEES: EFFECTS OF
BENEVOLENT LEADERSHIP ON JOB
PERFORMANCE. A STUDY OF MEDIATORS IN KLANG
VALLEY

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DECLARATION

We hereby declare that:

(1) This undergraduate research project 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 research project 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 research project.

(4) The word count of this research report is 15,969 words.

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DEDICATION

“Nature's beauty is a gift that cultivates appreciation and gratitude.”

(Louie Schwartzberg, n.d.)

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LIST OF ABBREVIATIONS

Benevolent Leadership	BL
Worthiness of Being Followed	WBF
Motivation at Work	MAW
Job Performance	JP
Leader-Member Exchange	LMX
Dependent Variable	DV
Independent Variable	IV
Mediating Variable	MV
The Star Online	TSO
Statistical Package for the Social Sciences, version 23	SPSS v.23

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PREFACE

I have once getting along with a real benevolent leader - the experience is unforgettable. During my teenage, I was constantly feeling lost until I met my teacher, a role model who ignited my life. He told me to spread the love to others, which I remembered deeply in my mind. Since then, I always looking for opportunities to contribute to the society like what my teacher did.

On my bachelor degree, I have enrolled into a research project. Without a doubt, benevolent leadership is the preferred topic that I love to examine it deeply, not only to just pay a tribute to my teacher who always provide holistic care to others, but also encourage the readers to become a caring individual.

In this study, it will uncover how to behave in order to win the hearts and minds of followers. Besides, reading this research project will recognise the conduct of oneself in order to stimulate extra innovation, motivation and job performance among the colleagues you are working with. This research will provoke one of the best humanity treasures: kind concern, in order to build a peaceful and caring workplace and society.

ABSTRACT

This study examines the effects of benevolent leadership towards job performance in service industry based in Klang Valley, including the mediators of worthiness of being followed, innovation and motivation at work. Leader–member exchange (LMX) theory was applied in supporting the proposed relationship. A total of 304 responses from service industry based in Klang Valley were collected via questionnaire survey. SPSS was employed to analyze the data to test the ten (10) hypotheses in this study. The empirical results show that there are partial mediation effects of WBF, innovation and MAW between BL and JP. The implications of the study are expected to encourage managers to deliver holistic concerns to their subordinates in service sector and strengthen employment relationship and impart solutions for the job burnt out issues.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

The research project's title is "Be Kind to Your Employees: Effects of Benevolent Leadership on Job Performance. A Study of Mediators in Klang Valley". The purposes of the study is to analyse the effects of benevolent leadership (BL) on job performance (JP) in service industry based in Klang Valley, including the mediators of Worthiness of being Followed (WBF), innovation and Motivation at Work (MAW). In this chapter, research background, problem statement, significance of the study would be discussed in order to provide a fundamental understanding of conducting this research project.

1.1 Research Background

According to Tan (2016), BL is a concept of leadership that offers comprehensive concern to subordinates' individualised welfare. In view of research environment, the studies on BL have drawn expanding concerns in Asia as it broadly regarded as a preferable leadership style to followers (Cheng, Chou & Farh, 2000). Several studies have demonstrated the positive impact of BL towards different nature of employees' outcomes, such as creativity, loyalty to a supervisor and organisational commitment (Wang & Cheng 2010; Wu, Hu & Jiang, 2012 & Tan, 2015). Regardless, BL research still in an infant stage as many aspects of leadership correlations in Asian context remain unexplored (e.g., Bhagat, McDevitt & McDevitt, 2010; Ismail & Ford, 2010), such as mediators of WBF and MAW, which will be examined in this research.

As an interesting fact, the service industry accounted for almost 71% of global GDP in 2010 ("United Nations Conference on Trade and Development," 2013), which represents an increasingly important role in the global economy and the growth of developing countries, such as Malaysia. In order to sustain, Deloitte (2019) stated that the current trends of global service industry are demanding a higher degree of services quality, productivity (job performance) and innovation in order to keep up in the competitive edge. However, in negative aspect, corporate service industry scandals such as Enron and WorldCom have raised public concern about unethical practices in business world (Waddock, 2004). In view of the corporate scandals, previous researchers stated that they were brought by leaders' deficiency in capability and leaders' inadequacy in personal trait (Grahek, Thompson & Toliver, 2010). Granted to those global issues, with the purpose of aligning with current global trends and resolving negative issues brought by leadership behaviours, therefore this research aims to study the effects of BL towards JP in service industry, with mediators of WBF, innovation and MAW.

In Malaysia, service sector has been vastly contributed 54.5% to Malaysia GDP in 2015 and has a progressive growth of 9.5% in third quarter in 2018 (Department of Statistics

Malaysia, 2018). In breaking down into smaller region, Klang Valley is selected as the research location as it has condensed service establishments amounting to 89.4% in overall industry. The reason in choosing Klang Valley as the research location is the high density of service businesses in this area higher than the average percentage of service establishments in Malaysia.

Markedly, the two major challenges facing in Malaysia's service industry involved the rapid technological growth and expansion of industrialisation provoked by Multimedia Super Corridor (MSC) in order to become Malaysia next "Silicon Valley" (Bontis, Chua & Richardson, 2000). Under those circumstances, this projected that service industry in Malaysia is demanding high degree of innovation and JP in order to meet the vision of MSC. On the conditions of that, this study authorises important analysis because the effects of leadership have been growingly displaying larger contributions than other factors in order to standout from competitions and at the same time contribute to employees' personal well-being (e.g., Waldman, 1993; Ahire & Shaughnessy, 1998; Choi & Behling, 1997).

1.2 Research Objective

1.2.1 General Objective

In general, the research objective is to examine the effects of benevolent leadership towards job performance in service industry based in Klang Valley, including the mediators of worthiness of being followed, innovation and motivation at work.

1.2.2 Specific Objectives

In specific, there are ten objectives recognised to examine the relationships of benevolent leadership towards job performance in service industry based in Klang Valley, including the three mediators mentioned above.

- RO1: To analyse the relationship between benevolent leadership and job performance in service industry based in Klang Valley.
- RO2: To analyse the relationship between benevolent leadership and worthiness of being followed in service industry based in Klang Valley.
- RO3: To analyse the relationship between benevolent leadership and innovation in service industry based in Klang Valley.
- RO4: To analyse the relationship between benevolent leadership and motivation at work in service industry based in Klang Valley.
- RO5: To analyse the relationship between worthiness of being followed and job performance in service industry based in Klang Valley.
- RO6: To analyse the relationship between innovation and job performance in service industry based in Klang Valley.
- RO7: To analyse the relationship between motivation at work and job performance in service industry based in Klang Valley.

- RO8: To examine the mediating effect of worthiness of being followed on the relationship between benevolent leadership and job performance in service industry based in Klang Valley.
- RO9: To examine the mediating effect of innovation on the relationship between benevolent leadership and job performance in service industry based in Klang Valley.
- RO10: To examine the mediating effect of motivation at work on the relationship between benevolent leadership and job performance in service industry based in Klang Valley.

1.3 Problem Statement

The corporate service industry is often abounding with enthralling cases of business managers who misconduct their powers and practice selfishly by both academicians and well-qualified management scholars (Maccoby, 2000). Notion and belief of unfaithfulness and sense of betrayal ingrained in the service industry after the ethical abasement emerged such as Enron, WorldCom, Tyco and Healthsouth scandal (Waddock, 2004). To illustrate one of the famous example, Enron, the CEOs kept huge debt off the balance sheet who later caught by whistle blower - Sherron Watkins. She wreaked the company filed for bankruptcy and shareholders lost \$74 billion ("The 10 Worst Corporate Accounting Scandals of All Time," n.d.). The ethical issue listed first as it has dominant influence on society's well-being that has been bring about public serious helpless attention, which caused by lack of concern and kindness (Joe, n.d.). In fact, leadership is not all referring to commanding followers, but it is dealing with showing concerns to others and becoming valuable assets to them (Autry, 2001). Out of many leadership styles, BL is chosen as its keyword is representing kindness (Liborius, 2017), which involves a higher level of individual commitment than solely relying on justice or fairness (Aurifeille & Medlin, 2009).

Besides, the scenario of racing to bottom in service industry, an outcome of globalisation (C.W., 2013), is reducing innovation (Fersht, 2015). Globalisation given rise to each country's service sector more interactions, higher degree of accessibility and greater offshoring deals in international scale stimulating them to continuously reducing their cost. Pursuant to Fersht (2015) and Kenton (2018), the continual practice of racing to the bottom is not sustainable because it will affect service sectors' capability to build up value and strengthen services quality. Important to realise, leaders who practice BL is optimum to deal with this issue due to BL is expected to correlate positively and significantly towards innovation (Gumusluoglu, Karakitapoglu-Aygun & Scandura, 2017) and expected to improve followers' task performance (Chan & Mak, 2012). In addition, coupled with globalisation, the effects of worldwide integration will lead to, for example, rapid growth of corporate competency (Anderson & Cavanagh,

2000); reinforcement of international technological collaborations (Narula & Zanfei, 2005) and transformation of the notion of commodity (Raza 2012). Henceforth under those shifts, the traditional approaches of leadership regarding to hierarchy, domination and constraints that guided the employees in the old days are not befitted to face the dynamic problems described above, but are more fitting by collaborations and offering individual guiding (Jartese, 2013). Additionally, on the condition of globalisation, some countries look upon imported innovative technologies as an indication of national weakness, therefore they determined to strengthen and enhance national competence and innovation, often regardless of the cost (Narula, 2002a).

Next, employees in service sector while meeting rigorous clients' requests at one end and organisation's requirements at the other end, causing them regularly put up with burnout (Singh, Goolsby & Rhoads, 1994). Previous researchers stated that continuous psychological stress, at a large extent, could lead to burnout (Babakus, Yavas & Ashill, 2010). Some studies have stated burnout is a form of psychological strain, which lead to adverse outcomes such as reduced job performance, low levels of organisational commitment, low motivation, high absenteeism, and turnover intentions (e.g., Podsakoff, LePine & LePine, 2007; Lee & Ashforth, 1996; Babakus, Yavas, Karatepe & Avci, 2003; Halbesleben & Buckley, 2004; Podsakoff, LePine & LePine, 2007; Maslach, Schaufeli & Leiter, 2001; Lee & Ashforth, 1996;). Correspondingly, benevolent leaders create value of spiritual depth, providing mentoring and taking employees as family members (e.g., Lee & Ashforth, 1996; Podsakoff, LePine & LePine, 2007; Halbesleben & Buckley, 2004; Babakus et al., 2003; Maslach et al., 2001; Wang & Cheng, 2010; Karakas & Sarigollu, 2012) has been examined to enhance task performance (Chan & Mak, 2012); increase motivation (Niu, Wang & Cheng, 2009); organisational commitment (Tan, Zawawi & Aziz, 2016) and reduce turnover rate (Tan, 2015). Therefore, the practice of BL not only will eliminate job burnout but turning the negative threats to positive opportunities.

In Malaysia, this country has the topmost power distance culture among countries (Hofstede Insights, n.d.) with low solicitation of feedback (Peng, 2009), which brings

into fragile nature of employment relationships in the service sector. As reported by Peng (2009), the leaders in Malaysia are likely to have centralised decision-making and possess privilege to show their powers and inequality, which unfavorably causing the subordinates unwilling to follow. Additionally, above half of the workers in Malaysia looked on their managers are lacking in providing supports to them adequately (The Star Online [TSO], 2012). As a result, negative emotions such as anger, fear and tension run wild in both public and private service sectors (Monzani, Ripoll & Peiró, 2015). In view of these issues, BL is the amity solution in which leaders behave like family members to get along with their employees and take care of their personal welfares (Cheng, Chou, Wu, Huang & Farh, 2004). The ethical practices would lead to a good role model to subordinates that will influence them to perceive a higher WBF (Rich, 1997), and thus generating a closer and more loyal nature of employment relationship.

Lastly, according to TSO (2017), Malaysians work most hours but are the least productive, with an average of 15 hours. In fact, referring to Shamsuddin (2012), the productivity levels of Singapore, Taiwan and Hong Kong are greatly larger than Malaysia. Notwithstanding, as a general of fact, a majority of executives take the JP as a significant pillar in sustaining the company. In this issue, the first barrier for practicing benevolent leadership is a lack of clear consensus about the effects of benevolence practice (Monzani et al., 2015). For the purpose of enhancing performance of workers and resolving negative issues appeared in service industry, therefore, this research project aiming to investigate the correlation of BL towards JP, including the mediators of WBF, innovation and MAW.

1.4 Research Questions

There are ten research questions induced from this study:

- **RQ1:** Is there a correlation between benevolent leadership and job performance in service industry based in Klang Valley?
- **RQ2:** Is there a correlation between benevolent leadership and worthiness of being followed in service industry based in Klang Valley?
- **RQ3:** Is there a correlation between benevolent leadership and innovation in service industry based in Klang Valley?
- **RQ4:** Is there a correlation between benevolent leadership and motivation at work in service industry based in Klang Valley?
- **RQ5:** Is there a correlation between worthiness of being followed and job performance in service industry based in Klang Valley?
- **RQ6:** Is there a correlation between innovation and job performance in service industry based in Klang Valley?
- **RQ7:** Is there a correlation between motivation at work and job performance in service industry based in Klang Valley?
- **RQ8:** Is there a mediating effect of worthiness of being followed on the relationship between benevolent leadership and job performance in service industry based in Klang Valley?
- **RQ9:** Is there a mediating effect of innovation on the relationship between benevolent leadership and job performance in service industry based in Klang Valley?
- **RQ10:** Is there a mediating effect of motivation at work on the relationship between benevolent leadership and job performance in service industry based in Klang Valley?

1.5 Hypotheses of the Study

There are ten hypotheses created to examine in this study:

- **H1:** There is a significant positive relationship between benevolent leadership and job performance.
- **H2:** There is a significant positive relationship between benevolent leadership and worthiness of being followed.
- **H3:** There is a significant positive relationship between benevolent leadership and innovation.
- **H4:** There is a significant positive relationship between benevolent leadership and motivation at work.
- **H5:** There is a significant positive relationship between worthiness of being followed and job performance.
- **H6:** There is a significant positive relationship between innovation and job performance.
- **H7:** There is a significant positive relationship between motivation at work and job performance.
- **H8:** There is a significant partial mediating effect of worthiness of being followed on the relationship between benevolent leadership and job performance.
- **H9:** There is a significant partial mediating effect of innovation on the relationship between benevolent leadership and job performance.
- **H10:** There is a significant partial mediating effect of motivation at work on the relationship between benevolent leadership job performance.

1.6 Significance of Study

Leadership has an immense impact on company culture, which can be passed down through generations of employees. As the company grows, leadership continues to play a vital influencing factor in shaping the culture of the company (Morgan, 2015), which can greatly determine companies' profit (Heskett, 2015).

However, BL exploration is yet in its developing phase (Chan, 2012) and many aspects of the correlations remain uninvestigated (e.g., Bhagat, McDevitt & McDevitt, 2010; Ismail & Ford, 2010). According to Lau, Liu and Fu (2007), they suggested that the future research should further examine the variables that have the mediating effects between BL and followers' outcomes. One of the mediating variables in this study is WBF, which does not have or very few extension studies after proposed by (Liborius, 2014). However, it is so fundamental in the impact of leadership behaviour, because leadership always related to those who have followers (Liborius, 2014). In this study, it will examine the mediating effect of WBF between BL and JP to yield valid and reliable scholastic data that could contribute to academic environment, which does not have any scholars examine before (Google Scholar, 2019).

Moreover, another research gap will be filled is the mediating relationship of MAW between BL and JP, which does not have any scholar examines before as well (Google Scholar, 2019). The mediator is chosen as it is more specific, useful and relevant to the context chosen, which is the workplace (Gagnes et al., 2010). Besides, four types of motivations are introduced under MAW than just solely one of it in order to generate more extensive insights. In this study, it will proliferate organisational research that uses the self-determination theory framework, which will provide very valuable results to research world.

BL on innovation behaviour has only been examined by (Gumusluoglu et al., 2017). The point of difference of this research is using individual innovation approach rather

than team innovation. In general, innovation and employees performance are always closely related which will provide evidences in the next Chapter.

From a practical perspective, leaders would be well-advised to show concern and take care of others personal and familial well-being in order to gain followers (Liborius, 2017), especially intending to fix poor employment relationship. In addition, department managers can stimulate subordinates to possess a higher frequency of featuring advanced ideas on services by showing a supportive and benevolent style of leadership. Managers would be persuaded to build individualised connection with their assistants and express concerns with regard to their work and personal lifestyle (Niu et al, 2009). Additionally, when firms deficient in caring practices such as policies of, for example, child care incentives and adaptable working hours, leaders' interest for followers' personal and familial well-being would be particularly valuable and imperative (Aryee, Chu, Kim & Ryu, 2013).

In addition, this study will iron out the job burnout and productivity issues in service sector of Malaysia by proving the mediating outcomes of MAW on the correlation from BL towards JP. The results would stimulate the hiring of benevolent personnel and nurturing BL behaviours from existing labor force. Formidable actions plan can be formulated; preparation curriculums can be improve; and job rotation among staffs can be reform in order to foster MAW. Leaders also would be persuaded to show their individualised benevolence because it can elicit followers' extra performance (Chan & Mak, 2012). Important to realise, practicing BL in service sector will be a step closer to build a fully caring society and caring culture (MAAFDC, n.d.).

1.7 Definition of Terms

The definition for all variables adopted by researchers in this study is shown in the following table.

Table 1.1: Definition of Terms

No.	Dimensions	Definitions	Sources
1	Benevolent Leadership	Leadership style that offers comprehensive concern to subordinates' individual wellbeing.	Cheng et al. (2004)
2	Worthiness of Being Followed	The constitute state of subordinates to follow willingly based on role model, loyalty and competence of a leader.	Liborius (2014),
3	Innovation	Multi-stage process wherein new ideas are created, developed and executed in an organisation.	Kanter (1988)
4	Motivation at Work	Work-related behavioural regulations in work domain based on components of intrinsic motivation, identified regulation, introjected regulation and external regulation.	Gagné, Gilbert, Aubé, Morin & Malorni (2010)
5	Job Performance	Quality and productivity of performance when compare with other doing same kind of work.	Yousef (2000)

1.8 Chapters Layout

Table 1.2 shows the chapters layout – from Chapter 1 to Chapter 5, in this research project. This is to reflect logical structuring of chapters and sub-chapters in order to methodically assimilating particular knowledge and receptive to the newly discovered ideas that will be exposed to.

Table 1.2: Chapters Layout

Chapters	Layout
Chapter 1: Introduction	Research Background → Research Objective → Problem Statement → Research Questions → Hypotheses of the Study → Significance of the Study → Definition of Terms Chapter Layout → Conclusion
Chapter 2: Literature Review	Review of Literature → Theoretical Framework → Hypotheses Development
Chapter 3: Methodology	Methodology Research Design → Data Collection Methods → Sampling Design → Research Instrument → Scale Measurement → Pilot Study → Data Processing → Data Analysis → Conclusion
Chapter 4: Results and Data Analysis	Descriptive Analysis → Scale Measurement → Inferential Analysis → Conclusion
Chapter 5: Conclusion	Summary of Statistical Analysis → Major Findings and Discussion → Implication of Research → Limitation of Studies → Recommendation → Conclusion

Source: Developed for research

1.9 Conclusion

In conclusion, this chapter served the purpose as an introductory chapter to readers as it provides a clear comprehension about the research background, problem statement and significance of the study. The following chapter will further discuss about the literature review.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

A literature review is both explanation and summary of the outright and current state of understanding on a subject as discovered in academic books and journal articles. This chapter is mainly discussing on the correlations between BL and JP through a mechanism of three mediators – WBF, innovation and MAW. Vast variety of sources have been referred in order to study the established conceptual framework and the ten proposed hypotheses.

2.1 Review of Literature

2.1.1 Background of Industry

In the light of the effects of BL are not expected to be consistent across different situations, which is one of the limitation stated by pass researchers (Wang & Cheng, 2010). Therefore, the diverse and high proportion of participation in service industry is the primary factor to choose this target market. As an evidence by Ministry of Human Resource Malaysia (2018), 73.1% of women are employed in service sector, while 53.7% employed men over the total population in Malaysia. The diverse situational factors chosen in this target market will make the data generated more valid and accurate. In fact, the revenue of service sector increased 9.3 percent in third quarter of 2018 when compared to the same quarter of 2017. Together with service sectors, the highest revenue contribution was recorded by, in descending order, Wholesale & Retail Trade; Food & Beverage; Information & Communication and Transportation & Storage. Therefore, the four sub-sectors have been used as the options in the questionnaire's demographic section by virtue of the top four highest revenue contribution in service industry (Department of Statistic Malaysia, 2018).

2.1.2 Benevolent Leadership

2.1.2.1 Past Researches of Benevolent Leadership

Surprisingly, Apple Inc., Facebook Inc. and Google LLC. are governed by BL (e.g., Dotson, 2015; Truong, 2016). Leadership, unlike internal management control, is the task management of sustaining and executing a vision of organisation with respect to client requirements (Sadikoglu & Zehir, 2010). In the traditional western view of BL, it is a leadership that carrying a moral attribute that delights in the happiness of intelligent beings (John King James Version, n.d.). In modern view of western context, BL manifests the idea in metaphors of "anachronism" and "noncoercive exploitation" (Padavic & Earnest 1994; Goodell, 1985). The leadership style is the process of building an ethical cycle of fostering and triggering positive transformation in organisations through (a) ethical decision making; (b) establishing a sense of meaning; (c) uplifting hope and cultivating courage for beneficial actions; and (d) contributing a positive influence in the society (Karakas & Sarigollu, 2013).

Whereas in traditional China view of BL, it is the ability to control oneself desires and to let oneself words and deeds to be steadfast in propriety (Lun Yu, n.d.). Also, "Shu" – the practice of what you do not want done to yourself, do not do to others - will eventually lead to benevolent practice (Shen Jian, n.d.). Meanwhile in modern Chinese context, it is widely recognised as a leadership style that provides comprehensive care to subordinates' personal well-being (e.g., Tan et al., 2016; Cheng et al., 2004; Wang & Cheng, 2010; Chen et al., 2011; Chan & Mak, 2012).

2.1.2.2 Conceptualisation and Definitions of Benevolent Leadership

In indicating areas in which authors are in disagreement, there are research papers stated that benevolent leaders are those who create observable benefits or common good (e.g., Daly & Cobb, 1989; Bryson & Crosby, 1992). In contrary, cf. Wu et al. (2014) stated that benevolent leaders are those who do not seek for reward in order to achieve some values. In analysis, the former statement argue that benevolent leaders establish a win-win situation between stakeholders and the leader himself (Alexius, Gustavsson & Sardiello, 2017). Whereas the latter statement argued that, the benevolent leaders absolutely not probe for any profit but offer genuine concern and values to others. In a sentence, the difference between two are the endowment of self-sacrifice.

In another aspect, Wang & Cheng (2010) stated that the actions of benevolent leaders are such as offering opportunities to correct mistakes, avoiding the public embarrassment of employees, providing coaching and mentoring, taking employees as family members. In different viewpoint, cf. Arieli, Grant & Sagiv (2014) stated that the actions are such as helping others, voicing constructive suggestions, donating money and volunteering. In analysis, the former one stand relatively more in the view of amiable and considerate whereas the latter one stand relatively more in auxiliary and supportive.

In merging different authors similar findings, a group of authors stated that the intention of benevolent leaders are they attempt to have mutual benefit or win-win situation (e.g., Karakas & Sarigollu, 2012; Tan et al., 2016; Niu et al., 2009; Wang & Cheng, 2010; Daly & Cobb, 1989; Bryson & Crosby, 1992). Another findings generated is that the types of personal bond created by benevolent leaders' are to build a desirable relationship with subordinates (e.g., Wu, Huang & Hsu, 2014; Niu et al., 2009; Wang et al., 2010 Abbas et al., 2013). Moreover, the value and belief of benevolent leaders are showing self-scarification and

without acting opportunistically (e.g., Wu et al., 2014; Rempel, Holmes & Zanna, 1985). More importantly, the attitude and way of treating people by the leadership style is widely recognised to provide individualised and holistic concern to subordinates' personal and familial well-being (e.g., Tan et al., 2016; Cheng et al., 2004; Wang & Cheng, 2010; Chen et al., 2011; Chan & Mak, 2012).

In essence, by assembling and integrating various sources of authors' viewpoints, BL is defined as a leadership style that focuses on offering individualised and holistic concern to subordinates' personal and familial well-being with the belief of self-sacrifices aiming to establish a desirable mutual benefited relationship.

2.1.3 Worthiness of being Followed

2.1.3.1 Definition of Worthiness of being Followed

On the condition when in time of emergency and instability, particularly in the age of globalisation, leaders call for inclined and agreeable followers, meanwhile followers demand those leaders who are worthy to follow. According to Liborius (2014), role model, loyalty and competence are the components to create the conceptualisation of WBF.

According to Hoek (2013), loyalty in this context is define as the fidelity and devotion of an employee behave towards to the arrangement by leader. As an example, employees believe their leader want the best from them and as a result they will continue to do their best and not consider another leader and job. In fact, the weak relationship with leaders is likely to have negative relationship on loyalty (Olson-Buchanan & Boswell, 2002).

Pursuant to Gabriel (1997), he argued that when followers work jointly with an accomplished, fearless and competent leader, they often develop a sense of loyalty, granting that, at a large extent, loyalty and competence go hand in hand.

In addition, referring to Schein (2004), she said that deliberate role modeling is one of the primary embedding mechanisms by which leaders construct, sustain and sometimes transform their organisational culture. In fact, most effective leaders are said to provide a role model that is consistent with the goals and objectives of the organisation (Rich, 1997).

Altogether, WBF defined as the value of role model, loyalty and competence that will cause an inclination to be followed by others.

2.1.3.2 Benevolent Leadership on Worthiness of being Followed

Although there is no existing studies in the research environment to examine the relationship of BL towards WBF (Google Scholar, 2019). However, as an approaching study mentioned by Liborius (2014), he stated that the perceived WBF is closely related to the leader's virtue and having strong ethical principle. Granted that, Choi, Ullah and Kwak (2015) stated that BL provokes employees to implement ethical practices and reinforce employment relationship. In addition, Niu et al (2009) also stated that employees are willing responding to benevolence due to perceive the BL actions are contemplation of moral virtues. In analysis, the above statements are in accordance with the components of role model that will display work ethic in which worthy to be followed.

Moreover, Simon (2006) suggests that when employees feel disjointed from leadership, a decrease in employees' loyalty is likely to happen. As reported by Wu et al. (2014), BL focus on working out values that are pleasurable in relationships; BL determined to build a relationship of going beyond working boundaries (Abbas et al., 2013) and impactful relation due to personalised care given under BL (Tan et al., 2016). Altogether, the studies stated loyalty: a component under WBF, is positively influenced by practicing benevolence.

Next, Tan (2015) argued that BL is expected to have the capability and know-how in leading. Moreover, Niu et al. (2009) argued that benevolent leaders will help to settle difficulties and emergencies of subordinates whenever they encounter. In accordance with Daly and Cobb (1989) also stated that benevolent leaders are those successfully producing common noticeable advantages. In essence, the statements are showing BL is expected to have competence: a component under WBF.

2.1.4 Innovation

2.1.4.1 Definitions of Innovation

The standpoint of this study about innovation definition is “multi-stage process by which new ideas are generated, promoted and implemented within organisation (Holman, Totterdell, Axtell, Stride, Port, Svensson & Zibarras, 2012 & Pieterse, Van Knippenberg, Schippers & Stam, 2010). Meanwhile creativity, the generation of useful ideas, is crucial to innovation (Wang & Cheng, 2010) with the items such as thought of new ideas, found new way of doing things and etc. (Holman et al., 2012). The key difference between innovation and creativity is the realisation of ideas. After idea generation, ideas are progressed further by idea promotion, i.e., suggesting ideas to others, persuading others to adopt new ideas and gaining support for ideas. Subsequently, it is aided by idea implementation by, for example, announcing a new idea in a systematic way and obtaining resources to support implementation.

2.1.4.2 Benevolent Leadership on Innovation

Scholars in the past have suggested that leaders’ support is important to influence creativity and innovation (Carmeli, Reiter-Palmon & Ziv, 2010). This statement is consistent with the characteristic of BL views as providing support beyond the relationship of working boundaries (Abbas et al., 2013).

A study of 291 employees and 58 workgroups from R&D institutions in Taiwan by Chen and Hou (2016), they found that when direct reports perceive ethical behaviour from their leaders, their creativity is enhanced. In fact, creativity is the fundamental initial step toward innovation (Wallace, Butts, Johnson, Stevens & Smith, 2016).

In accordance with Gumusluoglu et al. (2017), BL has a direct effect on team innovative behaviour. When benevolent leaders create a caring and safe environment, subordinates feel more valued, thus they would increase their behaviour of gratitude towards leader (Wang & Cheng, 2010). With a strong sense of gratitude to the leader, they are likely to exercise more time and effort on their tasks and go beyond their job roles to benefit broader organisational goals (Konovsky & Pugh, 1994). Indeed, Markham and Lee (2014) reported that we-ness or family-like relationships in organisations increased knowledge sharing within and across teams.

2.1.5 Motivation at Work

2.1.5.1 Definitions of Motivation at Work

MAW is a concept created by Gagné et al. (2010) to assess work-related behavioural regulations, i.e. motivation in the work domain. MAW is based on self-determination theory (SDT), which extracted out four components to be examined. The components are intrinsic motivation, identified regulation, introjected regulation and external regulation. Each component consisted three items and so that a total of twelve items will be examine under MAW at individual scale.

To enumerate each four of the components under MAW, intrinsic motivation has a strong association with satisfaction of the needs for independence and competency (Ryan & Deci, 2000); identified regulation refers to independently doing an activity because one identifies with its value and accepts it as one's own (Gagnes et al., 2010). Introjection describes a type of internal regulation that is under supervising because people perform such actions with the feeling of burden in order to avoid worry or to attain self-esteem (Ryan & Deci, 2000). External regulation refers to doing an activity in order to achieve external benefits or prevent from punishing (Gagnes et al., 2010).

In essence, MAW define as, in a restrictive and simple way, the arousal, direction and persistence psychological process in a work place (Mitchell, 1982) factors by satisfaction, belief, ego-enhancement and desire to obtain external rewards.

2.1.5.2 Benevolent Leadership on Motivation at Work

According to a research responded by 304 randomly chosen Taiwanese implemented by (Niu et al, 2009), they have shown benevolence and morality would contribute to work motivation in Chinese context.

In addition, a research done by Aubin and McAdams (1995), which employed 79 adults for survey in Atlanta, generative concern is related to satisfaction and overall happiness, which indirectly shows that the benevolent practices can have a positive relationship with intrinsic motivation. In addition, one of the needs to fulfill intrinsic motivation is relatedness (Deci & Ryan, 2002). Relatedness refers to caring for and being cared for by those others and having a sense of belongingness (Baumeister & Leary, 1995). Meanwhile Wu et al. (2014) stated that benevolent leaders willing to create a condition that is pleasurable in relationship.

A distinct characteristic of BL is to provide comprehensive concern at their individual wellbeing (Cheng et al., 2004) which will make them feel personally important at the workplace rather than just motivated on assigned duties (identified regulation).

Furthermore, BL demonstrates focal partner behaviour and sacrifice of egocentric profit motive (Wu et al., 2014) which will let the followers feel self-worth. In addition, BL also argued to avoid humiliating behaviour (Pellegrini & Scandura, 2008) will push down the possibilities of diminishing the ego and pride of the followers and lead to introjected regulation.

The absence of punishment and humiliating behaviour of BL might have negative impact on external regulation. Although this may be true, however, employees will motivate to do an activity as a result of external rewards provided, such as non-monetary reward of praise from supervisor (Cindy, n.d.), genuine concern and desirable relationship (Wu et al., 2014).

2.1.6 Job Performance

2.1.6.1 Background/Past Studies of Job Performance

Our conceptualisation of job performance stand from (Yousef, 2000) point of view, who defines job performance as quality and productivity of performance when compare with others doing same kind of work. The view of job performance is relied on self-reported performance method.

In different angle of view, Chan & Mark (2012) stated that follower task performance is the finishing of duties assigned by leaders, which is not chosen as the definition has the absence of quality of performance but solely focus on productivity.

In addition, Farh, Dobbins and Cheng (1991) stated that subordinate performance included components of task performance, citizenship behaviour and creativity. For fear of systematic error occurred where creativity is the subset of innovation (Holman et al., 2012), which will be examined as a mediator in this study.

Meanwhile, Chen et al. (2014) stated that employee performance has two types of performance, namely in-role performance and extra-role performance. In-role performance is within a person's mandatory tasks for exchange of rewards whereas extra-role performance is not stated in the job responsibilities but to focus on those behaviours encouraged by the organisation. In fact, this paper point of view is more far-reaching than former three definitions stated.

Both conceptualisation of Farh et al. (1991) and Chen et al. (2014) are more comprehensive, however, not used in this study as (1) the items are reported by employees' managers (2) time constraint (3) beyond resource and capital capability (4) the questionnaire already exceed 50 items.

2.1.6.2 Benevolent Leadership on Job Performance

According to a quantitative study conducted by Chan and Mak (2012), which responded by 223 of leaders and members in Hong Kong. They stated that the role of benevolence has been viewed as an important component of a leader to improve follower performance. The results are BL is positively associated with follower task performance mediated by LMX. Additionally, the link between BL and JP is further supported by Pellegrini & Scandura (2008), who stated that BL could fulfil a role obligation in front of followers, which helps followers to build a more productive work group.

Another approaching leadership style (paternalistic leadership) on employee performance also has been examined by (Chen et al., 2014). Important to realise, one of the similarities of paternalistic leadership with BL is they treat their followers as family members (Rouse, 2016). Referring to a quantitative research conducted by Chen et al. (2014) with sample size of 601 respondents from 27 companies in Taiwan, they found out that benevolence and morality are highly related to greater performance.

2.2 Underlying Theory/Research Framework

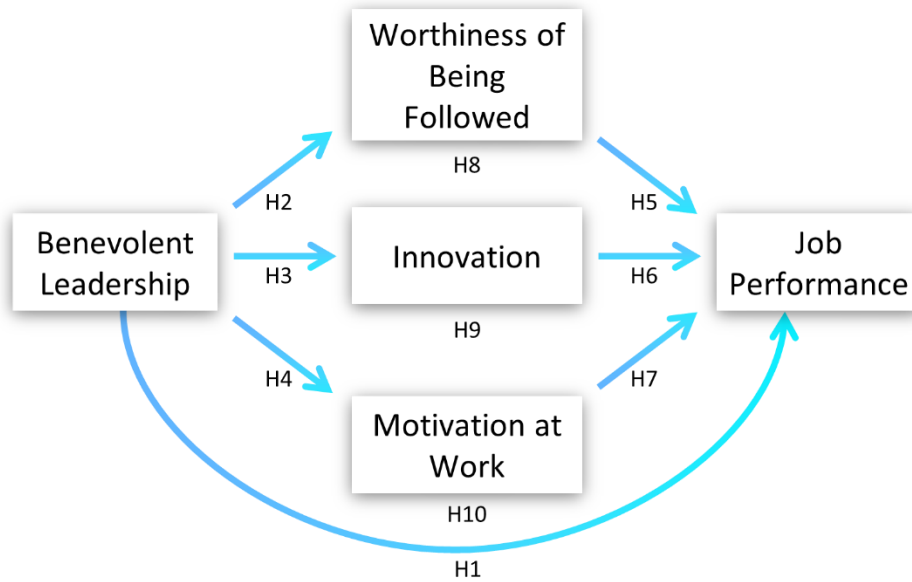
Figure 2.1 above shows the conceptual framework representing an integrated understanding of concepts, demonstrating relationships between all independent, mediating and dependent variables, which enables the researchers to address specific research problems. Conceptual framework is used rather than theoretical because not only apply to one theory and bringing together a number of related concepts to look at the problems (Imenda, 2014). The distinct characteristic of this conceptual framework is consisting of three mediating variables, in which more hypotheses are generated. As a result, this will relatively contribute higher significance and value to the research environment.

BL is used as IV due to many people unaware that it aligns with current global trends and able to resolve the corporate scandals that happening in service industry (e.g., Deloitte, 2019; Aurifeille & Medlin, 2009). Furthermore, WBF, innovation and MAW are function as mediators in this study because to fill the research gaps of unexplored academic world (Google Scholar, 2019). Equally important, JP chosen as DV as it is one of the vital pillar in sustaining the company and to resolve low productive issues among Malaysians (TSO, 2012).

In another aspect, leader–member exchange (LMX) theory is used in H1, H2, H3 and H4, where LMX theory has been broadly used in leadership behaviour research (e.g., Graen & Uhl-Bien, 1995; Wang, Law, Hackett, Wang & Chen, 2005; Lin, Ma, Zhang, Li & Jiang, 2018; Basu & Green, 1997). LMX is defined as the exchange of valued resources and emotional support between leader and follower (e.g., Graen & Uhl-Bien, 1995; Wayne & Green, 1993). This study argues that benevolent leaders that show holistic concern and personal well-being have initiated the return of emotional support for meeting leaders' expectations: WBF, MAW and innovation, in order to complete the exchange. Nevertheless, followers are not function as “passive receiver”, because they may either accept or reject the exchange triggered by their leaders (Wang et al.,

2005). Therefore, this study will examine the correlations as proposed in the conceptual framework.

Figure 2.1: Proposed Conceptual Framework



Source: Developed for Research

2.3 Hypothesis Development

According to Walumbwa, Mayer, Wang, Wang, Workman and Christensen (2011), they stated that when employees perceive their leaders have their best commitments at heart and caring, they are likely to repay by enhancing job performance.

Moreover, the effectiveness of BL in developing a productive workforce has been highly proven in the Chinese context (Cheng et al., 2000). Furthermore, Karakas and Sarigollu (2012) said BL will enable leaders to lead the workforce in order to adapt effective changes.

***H1:** There is a significant positive relationship between benevolent leadership on job performance.*

Liborius (2014) stated that followers' worthiness to follow their leader is affected by leader's ethical and gratefulness attributes. Important to noticed, there is a number of academicians have mentioned several evidences that BL, in matching with the components of WBF, can have positive effect on improving WBF (e.g., Liborius, 2014; Niu et al., 2009; Geyskens et al., 1998; Tan, 2015; Karakas & Sarigollu, 2012).

***H2:** There is a significant positive relationship between benevolent leadership on worthiness of being followed.*

There are various evidences that BL can enhance creativity (idea generation) and innovation (e.g., Carmeli et al., 2010; Hunter et al., 2007; Chen & Hou, 2016). Moreover, according to a research established by Gumusoglu et al. (2017), who stated that BL has a significant, direct and positive effect on team innovative behaviour.

***H3:** There is a significant positive relationship between benevolent leadership on innovation.*

In fact, leaders practice concerning to others or benevolence given rise to satisfaction: a component of intrinsic motivation (Aubin & McAdams, 1995), feelings of personally important: a component of identified regulation (Cheng et al., 2004) and self-worth: component under introjected regulation (Wu et al., 2014). The evidences shown are consistent with MAW, but only perceived negative effect on external regulation (cf. Gagné et al., 2010).

H4: There is a significant positive relationship between benevolent leadership and motivation at work.

Even though there is no existing studies in examining the relationship between WBF and job performance, but approaching data is utilized to examine the relationship in this study. According to Liborius (2014), WBF are expected to augment organisation in some beneficial ways, such as enhancing productivity and quality of works. In view of he former statement justified BL is likely to become a role model, a component of WBF, that exhibit work ethic to others, which will improve employee performance (Walumbwa et al., 2011). They also mentioned that ethical practices would lead to subordinates productiveness and reach their capability at their performance (Bandura, 1997).

In the aspect of loyalty, Cheng (1995) described loyalty to the boss by accepting the boss's goals or values and being faithful would lead to strive additional commitment and exhibiting unreserved adherence. A study by Chen, Tsui & Farh (2002) stated that employee job performance is strongly associated with the dimensions of dedication to leader, or in other word, loyalty.

Moreover, Day and Lord (1988) stated that leaders ability to influence job performance and the skills needed to assure leader effectiveness and subordinates success have changed to factors such as promoting positive interpersonal relationships and social keen penetration (Ahearn, Ferris, Hochwarter, Douglas & Ammeter, 2004). Additionally, understanding effective from ineffective leaders is a crucial part in

establishing a direct link with job performance (e.g., Pfeffer & Davis-Blake, 1986; Smith, Carson & Alexander, 1984). Given these points, above statements are consistent with competence, a component under WBF, towards job performance.

H5: There is a significant positive relationship between worthiness of being followed and job performance.

Referring to Kremer, Villamor and Aguinis (2018), the progressive transformation in 21st century organisations are nothing less than industrial revolution in which innovation now plays a crucial part. With this in mind, it was found that employees performance are influenced by innovation (Sadikoglu & Zehir, 2010). This is because innovation through employees' ideas generation for new products and services would eventually enhance competitiveness (Sadikoglu & Zehir, 2010), augment mechanism of regulatory operation, improve effectiveness and efficiencies at project administration (Walker et al., 2010), increase performance quality (Saaikoglu & Zehir, 2010) and lead to advancement on productivity (Rostami& Branch, 2011). Additionally, another studies also shown that innovation will improve the output quality and efficiency, employees' attendance, and effectiveness of completed task (Tinofirei, 2011).

Conforming to Osman, Shariff and Lajin (2016), the fear that decreased innovation to have negative impact on employee performance is proven empirically. Last but not least, innovative behaviour among employees is a great influence to organisational productivity and sustainability (e.g., Oldham & Cummings, 1996; Scott & Bruce, 1994; Shalley, 1995; West, Hirst, Richter & Shipton, 2004; Woodman, Sawyer & Griffin, 1993).

H6: There is a significant positive relationship between innovation and job performance.

As reported by Google Scholar (2019), there are more than 1,800 research papers have examined about the relationship of motivation and employee performance since 1990. Employee motivation is widely recognised that having a positive relationship with job performance (e.g., Kiruja & Mukuru, 2018; Asim, 2013; Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014; Khan, 2012; Zameer, Ali, Nisar & Amir, 2014).

Under the component of introjected regulation, controlled motivation is negatively related to performance as a result of the activity is not compatible with one's interest and values. Therefore, they will avoid from fully focusing on the activity and thus reducing work quality. Specifically, some researchers have demonstrated that controlled motivation will reduce idea generation and job performance (e.g., Amabile 1982; Benware and Deci 1984; Condry 1977; Joussemet and Koestner 1999). In contrast, other researchers have not found such negative effects (cf. Cameron, Pierce, Banko & Gear 2005; Chantal, Guay, Dobрева-Martinova, & Vallerand, 1996).

Meanwhile in identified regulation, Burton, Lydon, D'alessandro and Koestner (2006) stated that having independent self-regulatory behaviour is associated with psychological contentment and positive emotional outcomes wherein able to adapt wide array of situations, provided along with intrinsic motivation. They stated that this is positively associated to individual performance by getting greater level of standard.

In the past three decades, intrinsic motivation is widely recognised by scholars to have positive relationship with performance (e.g., Fortier, Vallerand & Guay, 1995; Amabile, 1985; Black & Deci, 2000; Boiche', Sarrazin, Grouzet, Pelletier & Chanal, 2008; Burton et al., 2006; Gillet, Vallerand, Amoura & Baldes, 2010; Gottfried 1985; Grolnick & Ryan, 1987; Guay & Vallerand, 199; Grolnick Ryan & Deci, 1991). The intrinsic motivation would be trigger by ongoing experience that would lead to fully focusing on particular activity.

By the same token of MAW, external regulation is the rewards given when meeting a standard level of performance. Many researchers espouse the view that receiving

rewards, in general, would reduce motivation and performance, which are not accurate (Cameron, Banko & Pierce, 2001). In fact, rewards are associated to sensation of effort and intrinsic motivation (Pierce, Cameron, Banko & So, 2003). They also stated that rewards would contribute in meeting demands and attainable standards.

H7: There is a significant positive relationship between motivation at work and job performance.

The mediation effect of WBF on the relationship between BL and JP has not been explored yet WBF also never been used as a mediator between other variables (Google Scholar, 2019). However, referring to Baron and Kenny (1986), the mediating effect can be proved by the three processes, which include (1) the independent variable must correlate the dependent variable; (2) the independent variable must correlate the mediator; and (3) the mediator must correlate the dependent variable.

With step (1) in mind, previous researchers have shown that BL positively influence followers' task performance (Chan & Mak, 2012). In step (2), BL is expected to be endowed with the capability in leading: capability, a component under WBF (Tan, 2015); BL empowers employees to make ethical decision: role model, an item of WBF (Choi et al., 2015). In step (3), employee performance was strongly associated by individual loyalty: a component of WBF (Chen et al., 2002).

Partial mediating effect is expected as there is still a direct positive relationship between the independent and dependent variable in the absence of WBF (e.g., Sobel, 1982; Kenny, 2018; Mediator Variable, n.d).

H8: There is a partial mediating effect of worthiness of being followed on the relationship between benevolent leadership and job performance.

Granted to the mediating conditions stated in hypothesis eighth, Kenny (2018) stated that recent analysts believe that the fundamental stages in establishing mediation are

solely steps (2) and (3). Therefore in step (2), former papers have shown that BL is positively influence innovation (Gumusluoglu et al., 2017). In step (3), researchers have examined that innovation is positively related to job performance (Sadikoglu & Zehir, 2010).

Owing to there is still a direct positive relationship between the independent and dependent variable in the absence of innovation, therefore partial mediating effect is predicted (e.g., Sobel, 1982; Kenny, 2018; Mediator Variable, n.d).

***H9:** There is a partial mediating effect of innovation on the relationship between benevolent leadership and job performance.*

With the mediating conditions stated in hypothesis eighth and ninth in mind, in stage (2), former researchers have shown that BL positively influence motivation (Niu et al., 2009). In stage (3), there are many scholars have examined that motivation is positively related to job performance (e.g., Kiruja & Mukuru, 2018; Asim, 2013; Shahzadi et al., 2014; Khan, 2012; Zameer et al., 2014).

In the light of there is still a direct positive relationship between the independent and dependent variable in the withdrawal of MAW, therefore partial mediating effect is anticipated (e.g., Sobel, 1982; Kenny, 2018; Mediator Variable, n.d).

***H10:** There is a partial mediating effect of motivation at work on the relationship between benevolent leadership job performance.*

2.4 Conclusion

In this chapter, the review of literature regarding to the proposed framework of mediating relationship of WBF, Innovation and MAW between BL and JP have achieved. Subsequently, the ten hypotheses also have been clearly justified by exploring and assessing a wide range of journal articles. This chapter had provided an organised and summarised findings from the sources in order to establish comprehensive knowledge of the research field. In the following chapter, research methodologies will be discussed.

CHAPTER 3: METHODOLOGY

3.0 Introduction

Research methodology refers to the structured and theoretical analysis of operations to explain and apply to a field of study (Rajasekar, Philominathan & Chinnathambi, 2013). This chapter consists of several parts, namely research design, methods of data collection, sampling design, research instrument, measurement of the scales, processing of data and analysis of data.

3.1 Research Design

Basic research was chosen rather than applied research in order to discover the effects of BL towards JP because this study will establish and broaden theoretical knowledge (Surbhi, 2017 & Sekaran et al., 2012). Moreover, quantitative research is used in this study instead of qualitative research in order to evaluate the proposed hypotheses as this research aiming to gather numerical scientific quantifiable results in the form of statistics and numbers so that biased is likely to be reduced (Bhat, n.d.).

Other than that, descriptive research design was adopted owing to the fact that this study has straightforward problem statements, definite hypotheses, quantitative nature and detailed body of knowledge (Malhotra, 2004 & FluidSurveys Team, 2014). Under descriptive research design, cross sectional design is utilised as this study participated by respondents who are dissimilar on demographic characteristics at one particular point in time, namely income level and employment status (Cherry, 2018).

In describing study settings, non-contrived lab setting was used to examine the hypotheses due to minimal intervention of the natural setting by researchers, yet daily activities are still going on as regular routine (Rehman, 2009). In the same fashion, he added non-contrived lab setting will be used whenever correlational researches are conducted.

3.2 Data Collection Methods

The data collection can be attained via two different sources: primary sources of data and secondary sources of data. In this study, both primary and secondary sources of data are executed.

3.2.1 Primary Data

In this research, primary data collection method stands a crucial role as it customised to support specific research questions and more adaptable with unique research objectives and hypotheses (Ghauri & Gronhaug, 2010). Primary data can be interpreted as first-hand experience data that gathered directly by researchers on the variables of interest to support specific objectives of a study (Sekaran et al. 2012). For the reasons of the success of this research, survey questionnaires certainly play a prominent role. This tool is chosen as it has high scalability, respondent anonymity, effective and efficient to collect the first-hand sources in an opportune manner (Sansoni, 2011). The objective of collecting primary data is to provide first-hand quantitative evidences of BL effects on JP by distributing to respondents who have worked in service industry by choosing the most suitable answers.

3.2.2 Secondary Data

According to Ticehurst and Veal (2000), secondary data defines as the information that are already exist, recorded and organised by others, which can be used for latter research. Secondary data is less time-consuming and inexpensive because the data is collected ahead of time and stored in different formats, so that they are readily to be obtained (Hox & Boeije, 2005). The objectives of using secondary data is to, at a large extent, provide justifications

in literature review and formulate hypotheses in Chapter 2. In this study, the methods of collecting secondary data are from journals, research reports, online websites and reference books, in order to acquire relevant information to reinforce the research project.

3.3 Sampling Design

The reasons of using a sample is to gather, analyse and measure the data of the selected target population (Sekaran et al., 2012, Zikmund et al. 2013). Therefore, the objective of sampling is to ensure a better understanding and comprehending the attributes of the selected population.

3.3.1 Target Population

The targeted population in this research are Malaysians who had or have been working in service industry based in Klang Valley regardless of gender and race. The reasons behind choosing this specific group of population are to obtain relevant and specific information to the studies (Saunders, Lewis & Thornhill, 2009), achievable within time constraint, convenience and cost effective.

3.3.2 Sampling Frame and Sampling Location

Zikmund et al. (2013) defines sampling frame as working population with admissible components where it can be chosen as the sample. Since non-probability will be carried out as a sampling technique in this study, therefore sampling frame is not required for this research study.

In addition, Klang Valley is selected as the sampling location because it has condense service establishment amounting to 89.4%. The remaining are 10.6% accounted to manufacturing (6.7%), construction (3.4%) and agriculture (0.5%). Moreover, the location also achieved the third highest population per land area in Selangor with well diverse gender and age group composition (Department of Statistics Malaysia, 2016). The selected research location will provide

relevant and fruitful resources in order to generate sound and valid scholastic data.

3.3.3 Sampling Element

Granted to this research intends to study the effects of BL towards JP in service industry based in Malaysia, the respondents who are the potential workers of service industry based in Klang Valley will be the eligible respondents. The employment status of respondents can be, for example, employed as part-time, full-time, self-employed, unemployed or retired without regard to gender and race. Four major service subsectors have been selected based on most revenue contribution in service industry (Appendix B): Wholesale & Retail Trade; Food & Beverage; Information & Communication; and Transportation & Storage (Department of Statistic Malaysia, 2018).

3.3.4 Sampling Technique

In this research, non-probability sampling techniques are chosen to carry out in this study. Non-probability sampling techniques comprise four types of sampling, which are quota sampling, snowball sampling, convenience sampling and judgment sampling.

Among the four types of non-probability sampling techniques, convenience sampling and judgment sampling are applied in this research. As mentioned by Zikmund et al. (2013), convenience sampling refers to a sampling technique in which easily obtaining and accessing to the target audiences. The major reason of convenience sampling technique being chosen is due to speedy data gathering, handy and low cost.

For the purpose of enhancing the specific and accuracy of the results, judgment sampling is chosen, which defines as the process of samples selection that based on researchers' professional discernment and the data provided in questionnaire (Zikmund et al., 2013). Judgment sampling is applied in this research due to approach target market directly and to select limited and relevant number of individuals who possess unique characteristics (Bhat, n.d.). With this intention, the criteria are (1) respondents who have ever worked in service industry and (2) the working locations are within Klang Valley. On the condition that this technique would filter the respondents from the target population according to the attributes and characteristics listed, thus it will produces a more definite and valid result.

3.3.5 Sample Size

A representative sample is constantly adopted in research due to time and budget constraint. As referring to Cattell (1978), he stated that the minimum desirable number of respondents for correlational analysis is 250. Thus, this study tends to include 300 respondents as this number is regarded as an average sample size in correlational analysis (e.g., Comrey & Lee, 1992; MacCallum, Widaman, Zhang & Hong, 1999).

3.4 Research Instrument

For this study, the research instrument adopted self-administered closed-end questionnaire via both offline surveys (printed hardcopy forms) and online surveys (Google Form) in order to collect primary data from respondents. Self-administered questionnaire method is chosen as it able to collect huge set of standardised data swiftly with the same set of questionnaire. During the process, respondents were invited to complete an anonymous survey questionnaire that took approximately 15 minutes of their time to complete with no rewards provided.

3.4.1 Questionnaire Design

The first section (Section A) of the questionnaire provided eight items of demographic information to potential respondents. The second section (Section B) of the questionnaire examines the tendencies of all the independent, mediating and dependent variables (Appendix A). In the second section, there are forty-nine questions in the form of Likert scale were adopted because scaling enables measurement of the propensity of respondents' answers (Churchill and Brown, 2004, p.329).

3.5 Scale Measurement

The demographic items are comprises of nominal scale and ordinal scale. In detail, the Table 3.1 below shows the nominal scale and ordinal scale examples that was used in demographic section of research questionnaire.

Table 3.1: Nominal Scale and Ordinal Scale

No.	Demographic Question	Scale
1.	Gender <input type="checkbox"/> Female <input type="checkbox"/> Male	Nominal
2.	Income level <input type="checkbox"/> Less than RM1,500 <input type="checkbox"/> RM1,500- RM2,999 <input type="checkbox"/> RM3,000- RM4,499 <input type="checkbox"/> RM4,500- RM5,999 <input type="checkbox"/> RM6,000 and above	Ordinal

Source: Developed for research.

In Section B, a 5-point Likert scale anchored by “strongly disagree” (1) to “strongly agree” (5) was used as the measurement for the independent and mediating variables; while “strongly dissatisfied” (1) to “strongly satisfied” (5) was used as measurement for dependent variable.

The items of the questionnaire in this research were adopted from six different sources of the extant literature. In detail, the items for the independent variable “BL” is adapted from Cheng et al. (2004). Meanwhile the items in mediating variables: “WBF” is adapted from Rich (1997) and Mayer (1999); “Innovation” is adapted from Holman et al. (2012); and “MAW” is adapted from Gagné et al. (2010). In addition, the items for dependent variable “JP” is adapted from Yousef (2000).

3.6 Pilot Study

Pilot study is the feasibility study that investigate on a smaller scale of responses in order to make ready of major research (Polit, Beck & Hungler, 2001). Besides, one of the reasons to use pilot study is enabling to rectify the possible problems that will exist in the questionnaire design prior to the actual study is conducted (Pratt, 2008).

Pilot test for this research study was carried out on a small group of 30 respondents. The feedback will be gathered from respondents and used to enhance the quality of the survey questions by eliminating potential errors that found in the questionnaire. The reliability test was conducted with the use of Statistical Package for Social Science version 23 (SPSS v.23) after the data was collected. Cronbach's Alpha was utilised to examine the internal reliability and outcomes of the pilot test.

Once the pilot test was authenticated, 620 sets of paper questionnaire were printed accordingly and 98 sets of on-line questionnaires were successfully distributed to the respondents.

3.7 Data Processing

Data processing will be taken place before the data analysis and after the data collection. This is because all the information collected should be examined in order to recognise they are in a situation of integrity and adequate for analysing. Data processing involves four activities, namely checking, editing, coding and transcribing.

3.7.1 Data Checking

According to Zikmund (2010), this data checking process is to approve the data collected in a conditions of, for example, following instructions, accurate and have been filled up completely. In contrast, any incomplete and invalid questionnaires are omitted. The process is implemented throughout and after the process of distributing questionnaires. The data checking is also planned to avoid confused answers, such as respondents choose multiple options in a question. The clarifying actions must be taken place by data collectors promptly when data errors appear. Hence, data checking can maintain the reliability and the quality of the results.

3.7.2 Data Editing

The process of data editing consists of editing and correcting any errors detected in the questionnaire before the data can be presented as information. Therefore, in order to create value and remove threat from the data that are collected, the raw data must be edited subsequent to data checking. This is also to ensure the data provided by the respondents are complete and relevant.

3.7.3 Data Coding

Data coding is a critical process as it translates the answers of respondents into certain numerical scores or other character symbols that will be used in the data analysis. To illustrate clearly, Table 3.2 shows the data coding in Section A.

Table 3.2: Data Coding

Number	Questions	Coding
Q1.	Have you ever worked in service industry within Klang Valley?	<input type="checkbox"/> Yes” is coded as 1 <input type="checkbox"/> No” is coded as 2
Q2.	Sector in service industry that you have served.	<input type="checkbox"/> Wholesale & Retail Trade” is coded as 1 <input type="checkbox"/> Food & Beverage” is coded as 2 <input type="checkbox"/> Information & Communication” is coded as 3 <input type="checkbox"/> Transportation & Storage” is coded as 4 <input type="checkbox"/> Others” is coded as 5
Q3.	Gender	<input type="checkbox"/> Female” is coded as 1 <input type="checkbox"/> Male” is coded as 2
Q4.	Race	<input type="checkbox"/> Malay” is coded as 1 <input type="checkbox"/> India” is coded as 2 <input type="checkbox"/> Chinese” is coded as 3 <input type="checkbox"/> Others” is coded as 4
Q5.	Employment status	<input type="checkbox"/> Employed as Part-Time” is coded as 1 <input type="checkbox"/> Employed as Full-Time” is coded as 2 <input type="checkbox"/> Self-employed” is coded as 3 <input type="checkbox"/> Retired” is coded as 4 <input type="checkbox"/> Unemployed” is coded as 5

Q6.	Age	<input type="checkbox"/> 20 and below” is coded as 1 <input type="checkbox"/> 21-30” is coded as 2 <input type="checkbox"/> 31-40” is coded as 3 <input type="checkbox"/> 41-50” is coded as 4 <input type="checkbox"/> 51 and above” is coded as 5
Q7.	Income level	<input type="checkbox"/> Less than RM1,500” is coded as 1 <input type="checkbox"/> RM1,500- RM2,999” is coded as 2 <input type="checkbox"/> RM3,000- RM4,499” is coded as 3 <input type="checkbox"/> RM4,500- RM5,999” is coded as 4 <input type="checkbox"/> RM6,000 and above” is coded as 5
Q8.	Job Tenure	<input type="checkbox"/> 1 year and below” is coded as 1 <input type="checkbox"/> 1-3 years” is coded as 2 <input type="checkbox"/> 4-6 years” is coded as 3 <input type="checkbox"/> 7-10 years” is coded as 4 <input type="checkbox"/> 10 years and above” is coded as 5

Source: Developed for research

In section B, “Strongly Disagree” is coded as “1”, “Disagree” is coded as “2”, “Neutral” is coded as “3”, “Agree” is coded as “4” and “Strongly Agree is coded as “5”. Moreover, “Strongly Dissatisfied” is coded as “1”, “Dissatisfied” is coded as “2”, “Neutral” is coded as “3”, “Satisfied” is coded as “4” and “Strongly Satisfied is coded as “5”.

3.7.4 Data Transcribing

This is the last step of data processing in which researchers will transcribe all questionnaires coded data into computer by typing with keyboard (Malhotra & Peterson, 2006). The data will be proceeded with analysing the coded data by using SPSS v.23 software in order to conduct further analysis.

3.8 Data Analysis

According to Zikmund et al. (2013), data analysis is the process of comprehending the raw data collected and transforming the data with logical interpretation. Data analysis serves three main objectives, which are drawing findings from data, testing righteousness of data and examining the hypotheses (Sekaran et al., 2013). Therefore, the data collected through the questionnaire will be analysed statistically by using SPSS v.23 to generate descriptive analysis, reliability test and inferential analysis.

3.8.1 Descriptive Analysis

Descriptive analysis is a method of transforming the raw data into a form that can be straightforwardly interpreted by describing the characteristics of the respondents and figure out the pattern of responses (Burns & Bush, 2003; Groenewald, 2010). Certain measures like mean, mode and standard deviation are forms of descriptive analysis in order to report the sample data, portray the respondents' demographic information and exhibit the patterns of responses (Burns and Bush, 2006).

Under Section A, frequency, percentage and cumulative percentage are employed to analyse the data (nominal and ordinal scale) and presented with visual summary such as pie charts and tables. Meanwhile, the data (interval scale) in Section B are tabulated in percentage, mean, standard deviation and presented in table form.

3.8.2 Scale Measurement

Zikmund et al. (2013) stated that scale measurement is the process of describing some properties of phenomena by assigning number in a reliable and valid way. The scale measurement is to assist in determining the data's reliability of a study.

3.8.2.1 Reliability Test

According to Phelan and Wren (2005), reliability is the degree in which the data produces consistent and dependable results. Garson (2006) stated that reliability can be measured by Cronbach's Alpha, which interpreted as the percentage of variance where the observed scale will be explained in hypothetical true scale. To illustrate more clearly, the rule of thumb for interpreting Cronbach's alpha is tabulated in Table 3.3.

Table 3.3: Rule of Thumb for Reliability Test

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. International journal of medical education, 2, 53.

3.8.3 Inferential Analysis

Inferential analysis is used to generate conclusion regarding the characteristics of the population based on the sample data (Burns and Bush, 2000). The role of inferential analyses in this study includes ten hypotheses testing and forecasting the correct value of the population based on the provided sample information.

3.8.3.1 Pearson Correlation Coefficient Analysis

Sekaran et al. (2013) mentioned that Pearson's coefficient correlation analysis is a statistical measurement to show the strength, direction and significance between variables. In view of strength and direction, it can be determined by correlation coefficient (r), range from -1.0 to $+1.0$. For instance, if r is equal to -1.0 , it demonstrates a perfect negative relationship between two variables. In contrast, if r is equal to $+1.0$, it denotes a perfect positive relationship between two variables. Besides, the significance test between predictor and dependent variable can be examined by p -value. The criteria is provided if the p -value is less than or equal to 0.01 , a particular hypothesis will be accepted and null-hypothesis will be rejected, vice-versa. In detail, the Table 3.4 below shows the rules of thumb about correlation coefficient.

Table 3.4: Rules of Thumb about Correlation Coefficient

Coefficient Range, r -value	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Hair, Money, Samouel and Page (2007)

3.8.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique to analyse the degree of association in which the effect of independent variable with a dependent variable are examined concurrently (Zikmund et al., 2013). To be more specific, the majority parts of the dependent variable are explained by each independent variable's coefficient value that allows to clearly understand the factors that influence the dependent variable. The general equation of multiple regression analysis is as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

Where,

Y = Dependent Variable

α = Constant

β_1 to β_n = Coefficient Associated with the Independent Variables

X_1 to X_n = Independent Variables

3.8.3.3 Sobel Test

Table 3.5 illustrates the steps for Testing Mediation with Sobel Test. In testing for the mediation effect, Sobel test is adopted to examine whether the mediation effect is statistically significant. In fact, when mediators are included in the regression model, the effect of independent variable towards dependent variable will be diminished (partially mediated) or turned into non-significant (fully mediated) meanwhile effect of mediator remains significant. Commonly, no mediation would be deduced as a result of one or more non-significant relationship derived from Step 1-3. On the contrary step 4 will be proceeded provided steps 1 -3 are all supported. The equation of Sobel test is given in the next page.

$$\mathbf{Z\text{-value}} = \mathbf{a*b/SQRT(b^2*s_a^2 + a^2*s_b^2)}$$

Where,

Z-value = A statistical distribution, to recognise the significance level

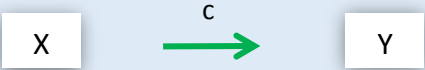
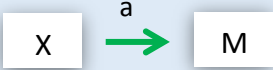
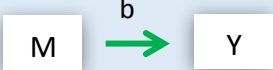
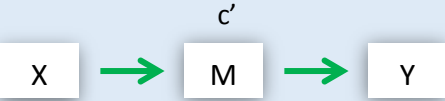
a = Unstandardised coefficients of Beta (path from predictor to mediator)

b = Unstandardised coefficients of Beta (path from mediator to dependent variable)

s_a = Unstandardised coefficients of standard error of path a

s_b = Unstandardised coefficients of standard error of path b

Table 3.5: The Steps for Testing Mediation with Sobel Test

Steps	Analysis	Visual Illustration
Step 1	Conduct a regression analysis with X predicting Y to test for path c solely, $Y = B_0 + B_1X + e$	
Step 2	Conduct a regression analysis with X predicting M to test for path a, $M = B_0 + B_1X + e$	
Step 3	Conduct a regression analysis with M predicting Y to test for path b, $Y = B_0 + B_1M + e$	
Step 4	Conduct a multiple regression analysis with X and M predicting Y, $Y = B_0 + B_1X + B_2M + e$	

Source: Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.

3.9 Conclusion

This chapter has described various research methodologies that followed a series of procedures in a specific research field. The discussion with regard to the operation of, for example, research design, sampling design and data processing, in order to obtain and confirm new and reliable knowledge is achieved. The following chapter will discuss about data analysis.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter begins with descriptive analysis regarding to the respondents' demographic variables, independent and dependent variables to examine the mean and standard deviation from the results of 304 questionnaires. Next, full study of reliability test and inferential analysis covering for all correlations between each variable will be conducted followed by a conclusion.

4.1 Descriptive Analysis

4.1.1 Response Rate of Study

Table 4.1 and Figure 4.1 show the response rate of the study. The overall response rate amounted to 45%, is low due to the conditions of strict and disciplinary data checking process in order to deliver a reliable and finest input. In the course of data checking process, a total of 342 offline questionnaires are omitted as the criteria are not met. To demonstrate the omission, more than a quarter of them neglect in Question one in demographic section. Other factors are such as incomplete data, multiple answer and consistent choice of statements lead to low response rate. Meanwhile online questionnaire has a higher response rate due to the control of technology to ensure all the questions are answered and no multiple answers were chosen.

Table 4.1: Response Rate of Study

	Offline Questionnaire	Online Questionnaire	Total
Collected	575	98	673
Unusable Responses	342	27	369
Usable Responses	233	71	304
Response Rate (%)	41%	72%	45%

Source: Developed for the research.

Figure 4.1: Response Rate of Study



Source: Developed for the research.

4.1.2 Respondents' Demographic Profile

4.1.2.1 Sector of Service Industry

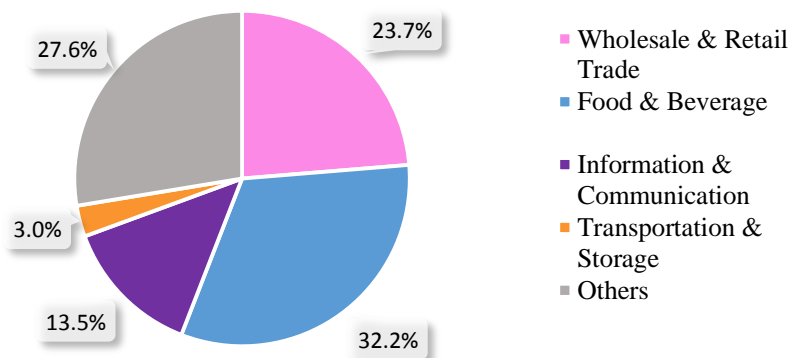
Table 4.2 and Figure 4.2 show the sector of service industry respondents have involved. The mode of the chart is Food & Beverage that accounted to 32.2%. This is due to, at a large extent, the reasons of one of the highest involvement sector in service industry in Malaysia. In following, "others" is accounted to 27.6%, with the involvement such as accounting, education, stationary, banking and etc. There are also 72 respondents involved in Wholesale & Retail Trade (23.7%), 41 respondents involved in Information & Communication (13.5%) and 9 respondents involved in Transportation & Storage (3%).

Table 4.2: Sector of Service Industry

		Frequency	Percent	Cumulative Percent
Valid	Wholesale & Retail Trade	72	23.7	23.7
	Food & Beverage	98	32.2	55.9
	Information & Communication	41	13.5	69.4
	Transportation & Storage	9	3.0	72.4
	Others	84	27.6	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.2: Sector of Service Industry



Source: Developed for the research

4.1.2.2 Gender

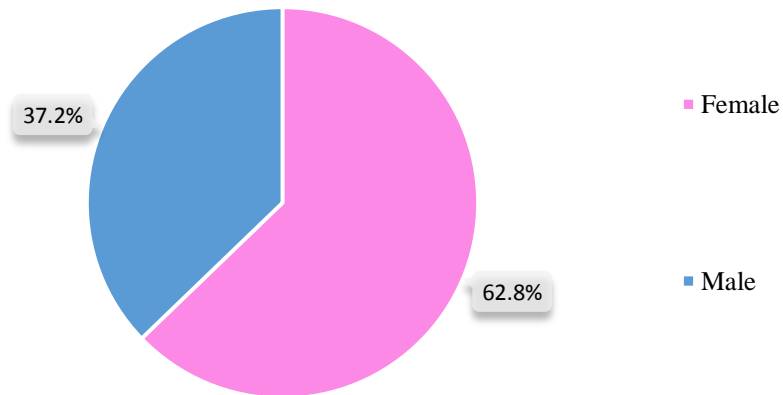
Table 4.3 and Figure 4.3 show the respondents' gender. In the study, female is 26% more than male, this can be explained by the statistic given from Ministry of Human Resource Malaysia (2018), 73.1% of women are employed in service sector, which is 19.4% more than employed men over the total population in Malaysia.

Table 4.3: Gender

		Frequency	Percent	Cumulative Percent
Valid	Female	191	62.8	62.8
	Male	113	37.2	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.3: Gender



Source: Developed for the research

4.1.2.3 Race

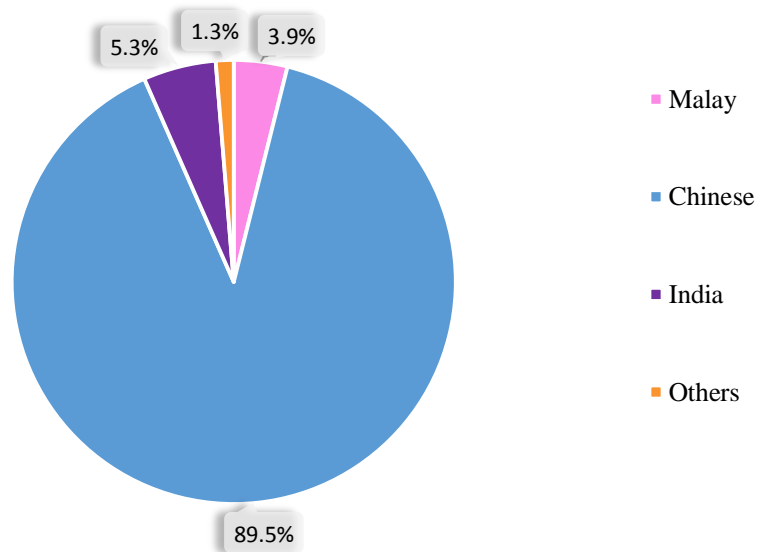
Table 4.4 and Figure 4.4 show the data on race of respondents. Out of total respondents of (N=304), the mode of the race is Chinese who accounted for 272 respondents (89.5%). There are also 16 respondents are Indians (5.3%), 12 respondents are Malays (3.9%) and 4 respondents belongs to other races (1.3%).

Table 4.4: Race

		Frequency	Percent	Cumulative Percent
Valid	Malay	12	3.9	3.9
	India	16	5.3	9.2
	Chinese	272	89.5	98.7
	Others	4	1.3	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.4: Race



Source: Developed for the research

4.1.2.4 Employment Status

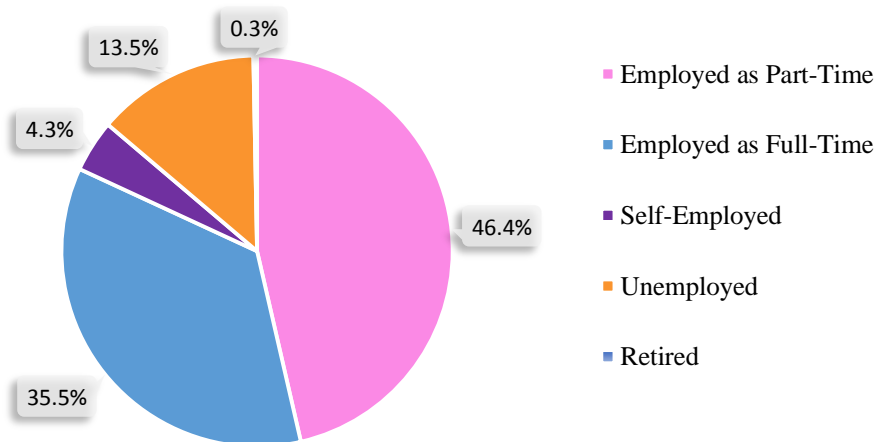
Table 4.5 and Figure 4.5 show the data on employment status of respondents. Out of total respondents of (N=304), the mode of the employment status is employed as part-time who accounted for 141 respondents (46.40%). There are also 108 respondents employed as full-time (35.50%), 41 respondents are unemployed (13.5%), 13 respondents self-employed (4.3%) and one respondent is retired (0.03%).

Table 4.5: Employment Status

		Frequency	Percent	Cumulative Percent
Valid	Employed as Part-Time	141	46.4	46.4
	Employed as Full-Time	108	35.5	81.9
	Self-Employed	13	4.3	86.2
	Unemployed	41	13.5	99.7
	Retired	1	.3	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.5: Employment Status



Source: Developed for the research

4.1.2.5 Age

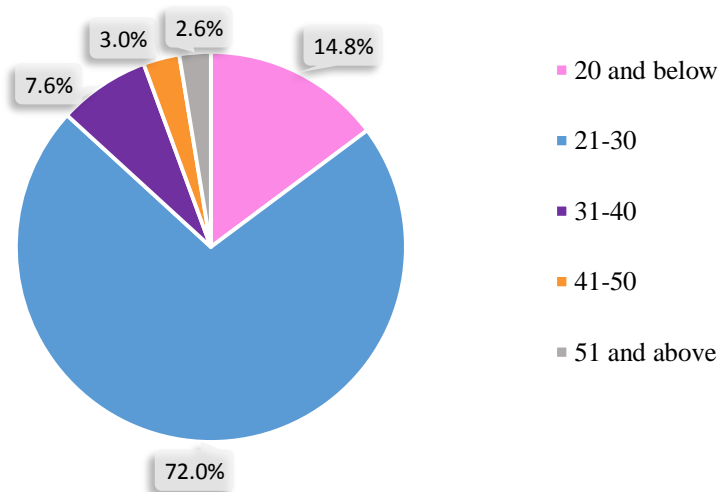
Table 4.6 and Figure 4.6 show the data on age of respondents. Out of total respondents of (N=304), the mode of the age is between 21 and 30 years old who accounted for 219 respondents (72.0%). There are also 45 respondents are age of 20 years old and below (14.8%), 23 respondents are age of between 31 and 40 years old (7.6%), 9 respondents are age of between 41 and 50 years old (3%) and 8 respondents are age of between 51 and 60 years old (2.6%).

Table 4.6: Age

		Frequency	Percent	Cumulative Percent
Valid	20 and below	45	14.8	14.8
	21-30	219	72.0	86.8
	31-40	23	7.6	94.4
	41-50	9	3.0	97.4
	51 and above	8	2.6	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.6: Age



Source: Developed for the research

4.1.2.6 Income Level

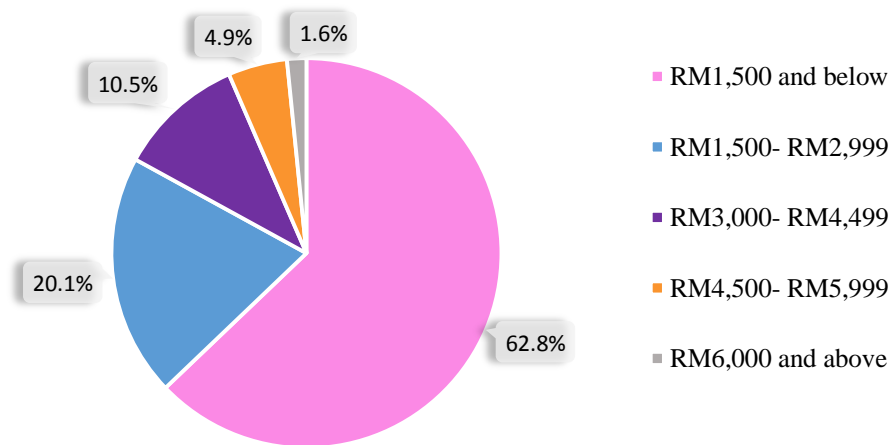
Table 4.7 and Figure 4.7 show the data on income level of respondents. Out of total respondents of (N=304), the mode of the income level is RM1,500 and below who accounted for 191 respondents (62.8%). There are also 61 respondents income level between RM1,500 and RM2,999 (20.1%), 32 respondents have income level of between RM3,000 and RM4,499 (10.5%), 15 respondents have income level of between RM4,500 and RM5,999 (4.9%) and 5 respondents have income level of RM6,000 and above (1.6%).

Table 4.7: Income Level

	Frequency	Percent	Cumulative Percent
Valid RM1,500 and below	191	62.8	62.8
RM1,500- RM2,999	61	20.1	82.9
RM3,000- RM4,499	32	10.5	93.4
RM4,500- RM5,999	15	4.9	98.4
RM6,000 and above	5	1.6	100.0
Total	304	100.0	

Source: Developed for the research

Figure 4.7: Income Level



Source: Developed for the research

4.1.2.7 Job Tenure

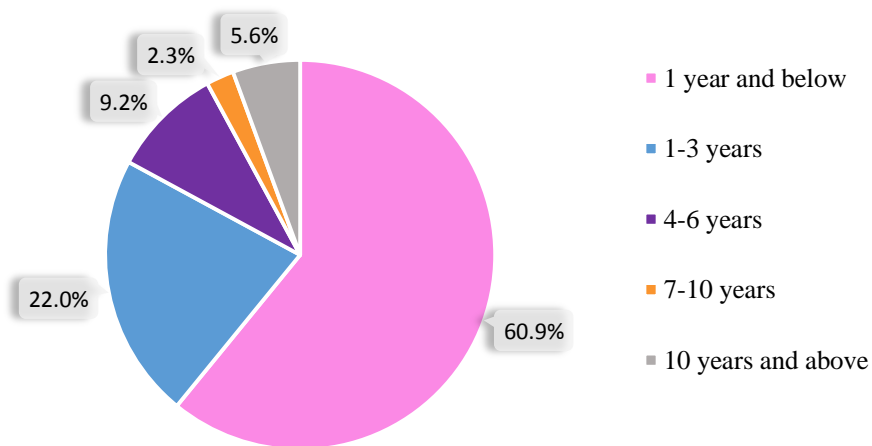
Table 4.8 and Figure 4.8 show the data on job tenure of respondents. Out of total respondents of (N=304), the mode of the job tenure is 1 year and below who accounted for 185 respondents (60.9%). There are also 67 respondents have job tenure between 1 to 3 years (22.0%), 28 respondents have job tenure between 4 to 6 years (9.2%), 17 respondents have job tenure of 10 years and above (5.6%) and 7 respondents have job tenure between 7 to 10 years (2.3%).

Table 4.8: Job Tenure

		Frequency	Percent	Cumulative Percent
Valid	1 year and below	185	60.9	60.9
	1-3 years	67	22.0	82.9
	4-6 years	28	9.2	92.1
	7-10 years	7	2.3	94.4
	10 years and above	17	5.6	100.0
	Total	304	100.0	

Source: Developed for the research

Figure 4.8: Job Tenure







Source: Developed for the research

4.1.3 Central Tendencies Measurement of Constructs

Central tendency is a descriptive overview of the dataset in order to evaluate the numerical value that best constitute to the whole distribution of responses and to determine whether the data has a high or a low central tendency based on its scattering. For the purpose of data visualization, Table 4.9 shows the data labels that will be used in following central tendency tables.

Table 4.9: Data Labels for Central Tendencies

Labels	Explanation
	When value is $\geq 75\%$
	When value is $\geq 50\%$
	When value is $\geq 25\%$
	When value is $< 25\%$

Source: Developed for Research

4.1.3.1 Benevolent Leadership

Table 4.10 shows the central tendency of BL consisting 11 items answered by 304 respondents. The highest mean scored is item (e) amounted to 3.691: my leader will help me when I am in an emergency. Whereas the lowest mean scored is item (i) amounted to 2.500: my leader takes good care of my family members as well. On the other hand, the highest standard deviation is item (i) and the lowest is item (f) amounted to 0.9473: my leader takes very thoughtful care of subordinates who have spent a long time with him/her. As a result, the findings suggested that it has a high central tendency of the respondents perceived their leaders are benevolent style in service industry based in Klang Valley.

Table 4.10: Central Tendencies of BL

Q1	Percentage (%)					Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
a.	4.934	6.908	30.59	42.76	14.80	3.556	0.9901	3	7
b.	3.947	14.47	32.89	37.17	11.51	3.378	0.9975	7	6
c.	7.566	26.97	30.26	27.96	7.237	3.003	1.070	10	3
d.	5.263	14.47	25.99	44.74	9.539	3.388	1.018	6	5
e.	2.632	8.882	24.34	45.07	19.08	3.691	0.9663	1	9
f.	2.632	12.17	31.58	41.45	12.17	3.484	0.9473	4	11
g.	2.961	14.80	35.53	36.84	9.868	3.359	0.9508	8	10
h.	3.289	11.51	24.34	46.38	14.47	3.572	0.9824	2	8
i.	23.03	26.64	32.24	13.49	4.605	2.500	1.123	11	1
j.	5.921	12.17	23.36	46.38	12.17	3.467	1.046	5	4
k.	9.868	19.41	34.87	28.29	7.566	3.043	1.085	9	2

Source: Developed for the research

4.1.3.2 Worthiness of being Followed

Table 4.11 shows the central tendency of WBF consisting 13 items answered by 304 respondents. The highest mean scored is item (j) amounted to 3.930: My leader has much knowledge about the work that needs done. Whereas the lowest mean scored is item (f) amounted to 3.390: I feel a strong loyalty to my leader. On the other hand, the highest standard deviation is item (f) amounted to 1.078 and the lowest is item (j) amounted to 0.9020. As a result, the findings suggested that it has a high central tendency of the respondents perceived their leaders are worthy to follow in service industry based in Klang Valley.

Table 4.11: Central Tendencies of WBF

Q2	Percentage (%)					Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
a.	5.263	8.224	27.30	43.42	15.79	3.560	1.023	9	5
b.	5.592	12.17	22.70	44.41	15.13	3.510	1.065	10	2
c.	3.618	9.539	24.01	48.03	14.80	3.610	0.9720	7	6
d.	3.618	8.553	26.97	47.04	13.82	3.590	0.9540	8	9
e.	5.592	11.51	27.63	41.78	13.49	3.460	1.043	11	4
f.	7.895	8.882	33.22	36.51	13.49	3.390	1.078	13	1
g.	6.908	9.868	32.89	37.17	13.16	3.400	1.057	12	3
h.	3.289	5.263	19.08	48.68	23.68	3.840	0.9550	2	8
i.	3.947	6.579	23.03	48.68	17.76	3.700	0.9680	5	7
j.	2.632	4.934	13.82	54.28	24.34	3.930	0.9020	1	13
k.	2.632	6.579	23.36	46.05	21.38	3.770	0.9470	4	10
l.	3.289	6.250	30.26	43.75	16.45	3.640	0.9410	6	11
m.	2.961	4.934	20.07	51.32	20.72	3.820	0.9170	3	12

Source: Developed for the research

4.1.3.3 Innovation

Table 4.12 shows the central tendency of innovation consisting 9 items answered by 304 respondents. The highest mean scored is item (c) amounted to 3.730: I find new ways of doing things. Whereas the lowest mean scored is item (i) amounted to 3.390: I have my proposals for doing things differently carried out. On the other hand, the highest standard deviation is item (i) amounted to 0.8870 and the lowest is item (e) amounted to 0.7710: I try to get approval for improvements that I suggested. As a result, the findings suggested that it has a high central tendency of the respondents possessed innovation in service industry based in Klang Valley.

Table 4.12: Central Tendencies of Innovation

Q3	Percentage (%)					Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
a.	1.316	8.553	33.88	48.03	8.224	3.530	0.8160	5	7
b.	0.9868	6.250	26.32	54.28	12.17	3.700	0.7990	3	8
c.	0.3289	8.553	23.03	54.28	13.82	3.730	0.8170	1	6
d.	1.645	8.882	27.30	49.01	13.16	3.630	0.8800	4	3
e.	0.329	6.579	26.32	54.93	11.84	3.710	0.7710	2	9
f.	0.9868	10.86	36.51	41.45	10.20	3.490	0.8560	6	5
g.	2.303	11.84	36.51	41.78	7.566	3.400	0.8770	8	4
h.	1.974	12.17	35.20	42.11	8.553	3.430	0.8840	7	2
i.	2.961	11.18	36.84	41.78	7.237	3.390	0.8870	9	1

Source: Developed for the research

4.1.3.4 Motivation at Work

Table 4.13 shows the central tendency of MAW consisting 12 items answered by 304 respondents. The highest mean scored is item (b) amounted to 3.640: I have fun doing my job. Whereas the lowest mean scored is item (k) amounted to 3.069: It allows me to make a lot of money. On the other hand, the highest standard deviation is item (k) amounted to 1.196. In contrast, the lowest is item (a) amounted to 0.9095: I enjoy this work very much. As a result, the findings suggested that it has relatively high central tendency of the respondents possessed MAW in service industry based in Klang Valley.

Table 4.13: Central Tendencies of MAW

Q4	Percentage (%)					Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
a.	1.316	9.868	31.25	42.11	15.46	3.605	0.9095	3	12
b.	2.632	10.20	26.97	40.79	19.41	3.641	0.9916	1	10
c.	2.303	8.882	29.28	44.41	15.13	3.612	0.9267	2	11
d.	5.592	18.75	30.92	30.92	13.82	3.286	1.093	8	5
e.	6.250	21.38	32.24	26.97	13.16	3.194	1.107	10	3
f.	5.592	14.80	31.58	33.88	14.14	3.362	1.072	5	6
g.	4.276	14.80	36.18	32.24	12.50	3.339	1.015	6	9
h.	7.895	16.78	27.96	34.87	12.50	3.273	1.123	9	2
i.	8.553	16.45	34.21	29.93	10.86	3.181	1.101	11	4
j.	5.263	10.53	30.59	40.13	13.49	3.461	1.024	4	8
k.	11.51	19.41	33.88	21.05	14.14	3.069	1.196	12	1
l.	6.250	14.47	31.58	35.86	11.84	3.326	1.060	7	7

Source: Developed for the research

4.1.3.5 Job Performance

Table 4.14 shows the central tendency of JP consisting 3 items answered by 304 respondents. The highest mean scored is item (a) amounted to 3.77: quality of my performance. Whereas the lowest mean scored is item (c) amounted to 3.72: how do I evaluate the performance of myself at my job compared with my peers doing the same kind of work. On the other hand, the highest standard deviation is item (c) amounted to 0.83 and the lowest is item (a) amounted to 0.69. As a result, the findings suggested that it has a high central tendency of the respondents possessed satisfied JP in service industry based in Klang Valley.

Table 4.14: Central Tendencies of JP

Q5	Percentage (%)					Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied				
a.	● 0.33	● 2.63	● 27.96	● 57.89	● 11.18	3.77	0.69	1	3
b.	● 0.99	● 2.63	● 28.62	● 56.25	● 11.51	3.75	0.73	2	2
c.	● 1.32	● 3.95	● 31.91	● 46.71	● 16.12	3.72	0.83	3	1

Source: Developed for the research

4.2 Scale Measurement

4.2.1 Reliability Analysis

In this study, a total of 61 are put in the reliability test, which has been tabulated in Table 4.15. The mode of reliability test is WBF, which accounted ($\alpha = 0.921$). This indicated that this variable has the highest internal consistency and is accurately measuring the variable of interest. It is followed accordingly by BL ($\alpha = 0.921$); MAW ($\alpha = 0.921$); Innovation ($\alpha = 0.921$) and JP ($\alpha = 0.921$).

On the whole, the variables are reliable and consistent as each of the variables has a coefficient alpha value is more than 0.80, therefore the questionnaire in this research was considered good and internal consistent.

Table 4.15: Reliability Test

No.	Variables	No. of Items	Cronbach's Alpha	Strength of Association
1	WBF	13	0.959	Excellent
2	BL	11	0.921	Excellent
3	MAW	12	0.904	Excellent
4	Innovation	9	0.893	Good
5	JP	3	0.827	Good

Source: Developed for the research

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

According to the Table 4.16 below, the Pearson's correlation analysis confirmed that BL obtains positive values (p-value = 0.000) towards all the mediators (WBF, innovation and MAW). Similarly, all the mediators towards JP also obtain (p-value = 0.000). This indicates all the correlations proposed from H1 to H7, are having positive correlations and significant at 0.01 level (2-tailed). Granted to that, null hypothesis from H1 to H7 are rejected. The summarised findings of Pearson Correlation that was tabulated according to its rankings have been shown in (Appendix D).

Table 4.16: Pearson Correlation

		BL	WBF	Innovation	MAW	JP
BL	Pearson Correlation	1	.786**	.444**	.558**	.256**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	304	304	304	304	304
WBF	Pearson Correlation	.786**	1	.384**	.535**	.272**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	304	304	304	304	304
Innovation	Pearson Correlation	.444**	.384**	1	.408**	.421**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	304	304	304	304	304
MAW	Pearson Correlation	.558**	.535**	.408**	1	.407**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	304	304	304	304	304
JP	Pearson Correlation	.256**	.272**	.421**	.407**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	304	304	304	304	304

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

4.3.1 Mediation Test

According to Table 4.17 that shows the results of Sobel's test: all the mediating relationship of model 1, 2 and 3 (WBF, Innovation and MAW) have obtain positive amount of (p-value = 0.000) on the relationships between BL and JP. Therefore, the test implied that all the mediators are having significantly mediating effects between BL and JP. The results are further supported by Aroian test and Goodman test that shown (p-value = 0.000) for all of the models (Appendix C). Additionally, partial mediation effects are deduced because each mediator has both indirect and direct effects (Baron & Kenny, 1986). Given these points, all of the three mediators are deduced to have significantly partial mediation effects between BL and JP.

Table 4.17: Sobel Test

Model	Inputs			Outputs			
	a	b	s _a	s _b	Test Statistic	Std. Error	p-value
1	0.836	0.218	0.038	0.044	4.793	0.038	0.000
2	0.361	0.441	0.042	0.055	5.889	0.027	0.000
3	0.539	0.359	0.046	0.046	6.458	0.030	0.000

Source: Developed for research.

4.3.2 Multiple Linear Regression Analysis

According to Frazier, Tix and Barron (2004), they have proposed four steps in proving mediation effect. First, a significant correlation between BL and JP (Path c) must be proven. Second, there must be significant correlation between BL and each mediator (Path a_1 , a_2 , a_3). Third, there must be significant correlation between each mediator towards JP (Path b_1 , b_2 , b_3). Forth, the association between the BL and the JP must be significantly less after controlling for the variance shared between the mediator and dependent variable. That is, Path c' must be significantly less than Path c.

As a result organised in Table 4.20, first in path c, BL is positively and significantly associated with JP (Beta = .256, $p < .01$). Second, there are significant correlations between BL and each mediator of path a_1 , a_2 , a_3 (Beta = .786, $p < .01$); (Beta = .444, $p < .01$); (Beta = .558, $p < .01$) respectively. Third, there are significant correlations between each mediator and JP of path b_1 , b_2 , b_3 (Beta = .272, $p < .01$); (Beta = .421, $p < .01$); (Beta = .407, $p < .01$) respectively. Forth, Path c'_1 , c'_2 , c'_3 are significantly less than Path c (Beta = .111 < .256, $p = .218$); (Beta = .086 < .256, $p = .140$); (Beta = .042 < .256, $p = .511$) respectively. For the purpose of visual illustration, the findings have been summarised in Figure 4.9.

According to Imai, Keele, and Tingly (2010), they have put forward the application of $c - c'$ as the formula of the indirect effect, which is also called amount of mediation. The calculated indirect effect of model 1, 2 and 3 are 0.124, 0.145 and 0.182 respectively.

In view of judging partial mediation effect, the two criteria proposed by (Kenny, 2018) have been met, which are (1) BL is still affecting JP after each mediator has been controlled and (2) direct effect unequal to zero ($c' \neq 0$), therefore partial mediation effect is deduced.

For the purpose of examining the significant mediation effect, the results are supported by Sobel Test in which each of the p-value generated by the calculations are having p-values less than 0.01. To sum up, table 4.21 summarised the findings of WBF, Innovation and MAW that have significant partial mediating effects between BL and JP.

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a ₁	.786	.618	.617	.49942
a ₂	.444	.197	.194	.55531
a ₃	.558	.311	.309	.60950
b ₁	.272	.074	.071	.62364
b ₂	.421	.178	.175	.58767
b ₃	.407	.166	.163	.59187
c	.256	.066	.062	.62645
c' ₁	.280 ^a	.079	.072	.62310
c' ₂	.428 ^a	.184	.178	.58652
c' ₃	.409 ^a	.167	.162	.59243

Source: Developed for the research

Table 4.19: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
a ₁	Regression	122.018	1	122.018	489.204	.000
	Residual	75.325	302	.249		
	Total	197.344	303			
a ₂	Regression	22.821	1	22.821	74.005	.000
	Residual	93.127	302	.308		

	Total	115.948	303			
a ₃	Regression	50.735	1	50.735	136.574	.000
	Residual	112.189	302	.371		
	Total	162.924	303			
b ₁	Regression	9.374	1	9.374	24.102	.000
	Residual	117.456	302	.389		
	Total	126.830	303			
b ₂	Regression	22.533	1	22.533	65.246	.000
	Residual	104.297	302	.345		
	Total	126.830	303			
b ₃	Regression	21.036	1	21.036	60.050	.000
	Residual	105.794	302	.350		
	Total	126.830	303			
c	Regression	8.312	1	8.312	21.180	.000
	Residual	118.518	302	.392		
	Total	126.830	303			
c' ₁	Regression	9.966	2	4.983	12.835	.000 ^b
	Residual	116.864	301	.388		
	Total	126.830	303			
c' ₂	Regression	23.285	2	11.642	33.844	.000 ^b
	Residual	103.545	301	.344		
	Total	126.830	303			
c' ₃	Regression	21.188	2	10.594	30.185	.000 ^b
	Residual	105.642	301	.351		
	Total	126.830	303			

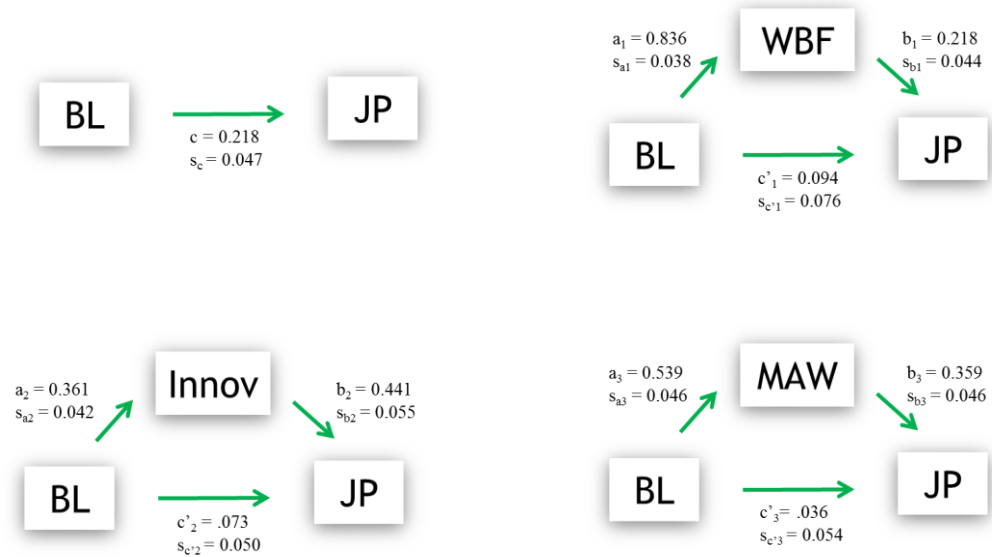
Source: Developed for the research

Table 4.20: Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
a ₁	(Constant)	.864	.128		6.729	.000
	BL	.836	.038	.786	22.118	.000
a ₂	(Constant)	2.361	.143		16.543	.000
	BL	.361	.042	.444	8.603	.000
a ₃	(Constant)	1.578	.157		10.069	.000
	BL	.539	.046	.558	11.687	.000
b ₁	(Constant)	2.955	.165		17.894	.000
	WBF	.218	.044	.272	4.909	.000
b ₂	(Constant)	2.178	.197		11.050	.000
	Innovation	.441	.055	.421	8.077	.000
b ₃	(Constant)	2.539	.160		15.909	.000
	MAW	.359	.046	.407	7.749	.000
c	(Constant)	3.024	.161		18.780	.000
	BL	.218	.047	.256	4.602	.000
c' ₁	(Constant)	2.896	.172		16.862	.000
	BL	.094	.076	.111	1.235	.218
	WBF	.148	.072	.185	2.064	.040
c' ₂	(Constant)	2.077	.208		9.980	.000
	BL	.073	.050	.086	1.478	.140
	Innovation	.401	.061	.383	6.597	.000
c' ₃	(Constant)	2.490	.176		14.146	.000
	BL	.036	.054	.042	.658	.511
	MAW	.339	.056	.384	6.057	.000

Source: Developed for the research

Figure 4.9: Mediation Mechanism Models



Source: Developed for the research

Table 4.21: Mediation Test Summary

Model	Total Effect, c	Direct Effect, c'	Indirect Effect, c-c'	c' < c	Complete Mediation Effect (c' = 0)	Findings
1	0.218	0.094	0.124	Supported	c' > 0, not supported	Significantly partial mediation effect
2	0.218	0.073	0.145	Supported	c' > 0, not supported	Significantly partial mediation effect
3	0.218	0.036	0.182	Supported	c' > 0, not supported	Significantly partial mediation effect

Source: Developed for the research

4.4 Conclusion

Overall, this chapter fulfilled the purpose of data analysis by presenting patterns of the results and analyses of the results, which are relevant and successfully fulfill to all the research questions and research objectives. The following chapter will further discuss about the discussion, conclusion and implications

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

This chapter will begin with discussion of major findings followed by implications of the study. Next, it will discuss limitations of the study followed by recommendations of future research. Lastly, it will ended with a conclusion.

5.1 Discussion of Major Findings

While never documented in the prior literature, the statistical results confirm that BL has statistically significant effect on JP through significant partial mediation effect of WBF, Innovation and MAW. The findings are important as filled up the research gap of BL towards WBF; BL towards MAW; and mediating relationship of WBF, Innovation and MAW between BL and JP.

To make it clearer, with Standardised Coefficients Beta or $B = 0.256$ in mind, every increase of 1 unit standard deviation of follower individualised care and support from a benevolent leader, in an individual predictor to a dependent variable approach, JP rises by .2 standard deviations. Similarly, WBF ($B = 0.786$); Innovation ($B = 0.444$); and MAW ($B = 0.558$) applied respectively.

According to partial mediation conditions provided by Kenny (2018), partial mediation effect is deduced due to (1) the direct effect is not zero, $c' \neq 0$ and (2) the direct effect is lesser than total effect after a mediator involved, $c' < c$.

In accordance with LMX theory, the findings shown that when followers receive individualised support and concern from a benevolent leader, they will return a higher degree of JP, WBF, Innovation, MAW. The results are consistent with the findings of BL towards follower performance conducted by Chan and Mak (2012); BL towards team innovation conducted by Gumusluoglu et al., (2017); BL towards motivation conducted by Niu et al, (2009) respectively.

With regard to research questions and research objectives, the outcomes of the study have fulfilled completely and positively. The proposed hypotheses are all supported as demonstrated with explanations in Table 5.1. The practicality and generalisation of BL theory have been widen by virtue of additional potential positive outcomes of BL were revealed.

Table 5.1: Summary of Hypotheses Findings

Hypothesis	Analysis	Findings
H1: There is a significant positive relationship between benevolent leadership on job performance.	p-value < 0.01 Beta = 0.256 Adjusted R Square = 0.062	Supported
H2: There is a significant positive relationship between benevolent leadership on worthiness of being followed.	p-value < 0.01 Beta = 0.786 Adjusted R Square = 0.617	Supported
H3: There is a significant positive relationship between benevolent leadership on innovation.	p-value < 0.01 Beta = 0.444 Adjusted R Square = 0.194	Supported
H4: There is a significant positive relationship between benevolent leadership and motivation at work.	p-value < 0.01 Beta = 0.558 Adjusted R Square = 0.309	Supported
H5: There is a significant positive relationship between worthiness of being followed and job performance.	p-value < 0.01 Beta = 0.272 Adjusted R Square = 0.071	Supported
H6: There is a significant positive relationship between innovation and job performance.	p-value < 0.01 Beta = 0.421 Adjusted R Square = 0.175	Supported
H7: There is a significant positive relationship between motivation at work and job performance.	p-value < 0.01 Beta = 0.407 Adjusted R Square = 0.163	Supported

<p>H8: There is a significant partial mediating effect of worthiness of being followed on the relationship between benevolent leadership and job performance.</p>	<p>p-value < 0.01 Beta = 0.145 c' ≠ 0</p>	<p>Supported</p>
<p>H9: There is a significant partial mediating effect of innovation on the relationship between benevolent leadership and job performance.</p>	<p>p-value < 0.01 Beta = 0.170 c' ≠ 0</p>	<p>Supported</p>
<p>H10: There is a significant partial mediating effect of motivation at work on the relationship between benevolent leadership job performance.</p>	<p>p-value < 0.01 Beta = 0.214 c' ≠ 0</p>	<p>Supported</p>

Source: Developed for the research

5.2 Implications of the Study

Unethical issues that often abounding with enthralling examples of business leaders who abuse power and act selfishly in service industry (Maccoby, 2000) might be getting controlled after demonstrating statistical results of delivering holistic concern to subordinates can improve their performance. Yet, a fully caring workplace culture is expected to be observed by diminishing self-centred, uncaring and inhuman acts.

This study imparts solutions for the job burnout issues that often suffered in service industry by proving the eminence of BL. The results would stimulate the hiring of benevolent talents and cultivation of BL behaviours from existing workforce.

Moreover, one of the negative outcomes of globalisation: racing to bottom in service industry is minimising innovation. To the end that, the statistical results is aligning with service sector future trends (innovation) and resolving social problems brought by other leadership behaviour (e.g., Deloitte, 2019; Aurifeille & Medlin, 2009). Correspondingly, the mediating relationship of innovation between BL and JP deduced in this empirical study is expected to be the middle ground to both direction of concerns.

Furthermore, stronger employment relationship and job retention is expected after proving the empirical studies of significant mediating relationship of WBF and MAW in between BL and JP. Practitioners will be motivated to have a higher solicitation of feedback, helping the subordinates effectively along the labor relations.

Finally yet importantly, the implications of significant mediating relationships of WBF, innovation and MAW between BL and JP will help to build an innovative and high job performance service establishments; establishing fully caring society and a caring culture; and achieving prosperous and competitive society.

5.3 Limitations of the Study

Even though this study utilised cross-sectional design that offers a completeness with key data points in one specific time point, however, it allows bias to affect the results. This is because with cross-sectional design, researchers unable to analyse behaviour over a period of time.

The raw data were mostly collected only in an educational service provider, thus the extension of leadership theory cannot fully be generalised in the business sector. Moreover, the data majority were collected from a Chinese sample, which may raise concerns about the generalisability of the findings, that is, the extent of the results will generalise to other cultural groups

Next, the questionnaire only required subordinates rated all variables rather than the involvement of leaders, which given rise to possible common source of bias in which the view of job performance, for example, might be different.

Moreover, there are still have research gaps in order to strengthen the mediating mechanisms of BL, such as BL towards WBF, innovation, MAW and job performance, in the absence of LMX.

Resource limitation such as time constraint, capital constraint and software constraint are the predictors, at a large extent, towards the limitations listed above. In light of the scare resource provided in a constricted time, a high determination is committed to discover the current major findings to fill up the research gap in the research world.

5.4 Recommendations for Future Research

Future research should adopt a longitudinal research design to conduct several observations of the same subject over a period of time. The research design would sometimes continue a few years ahead a single moment in time, which can recognise evolutions, developments and progress of a circumstance (At Work, 2015).

Second, a variety of ethnographic, psychometric and experimental methods can be applied for further exploration and analysis of BL in organisations. For instance, interview-based methodologies can provide fruitful and flexible descriptions on how benevolent leaders develop beneficial changes in organisations.

Third, future research should reproduce the investigation in different cultural contexts, such as collecting the data majority from Malay and Indian ethnic groups. Besides, the questionnaire design can be executed in two versions in order to be filled up by subordinates and their leaders respectively to avoid potential bias.

Forth, future research should further examine the mediating mechanism on followers' outcome (Pellegrini & Scandura, 2008), such as LMX as a mediator between BL and (e.g., WBF, Innovation, MAW and JP). Apart from that, it is advantageous for researchers to address other relevant variables that would potentially mediate the relationships between BL and followers' outcomes (Lau, Liu, & Fu, 2007). Equally important, future research should also delve into potential moderators between BL and job performance correlation.

Fifth, in order to obtain a comprehensive assimilation of the connection between BL and, for example, innovation, researchers must take into account for both contextual factors and individual differences that occurred in this relationship.

5.5 Conclusion

Our findings suggested that WBF, innovation and MAW have significant partial mediation effects between BL and JP. All research objectives and research questions stated in this study have been met positively, as well as all the hypotheses proposed are supported. The significance of benevolent behaviours of leaders in intensifying employees' job performance through the mechanism of mediation effects have been strengthened.

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APPENDICES

Appendix A: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT
BACHELOR OF INTERNATIONAL BUSINESS (HONS)

Dear respondents,

We are undergraduate students of UTAR and currently pursuing a bachelor's degree in International Business (HONS). We would like to conduct a research study upon the subject of Research Project (UKMZ 3016) concerning to “The Effects of Benevolent Leadership on Job Performance in Service Industry based in Klang Valley: A Study of Mediators.” The general objective of this study is to examine the relationship between benevolent leadership towards job performance. This questionnaire comprises of two sections, which are Section A and Section B. It may take you approximately fifteen (15) minutes to complete it. It is required to complete every part of the questionnaire where your valuable responses will be the important inputs of our findings in this research project. Please take note that all information or data collected will be kept strictly **PRIVATE & CONFIDENTIAL** as this questionnaire is for academic purpose only. We appreciate your precious time and efforts in completing this questionnaire. Thank you for your participation and cooperation.

Group Members:

Name	Student ID
Chew Yee Mun	1200630
Lee Kah Win	1405564

Section A

Demographic Information

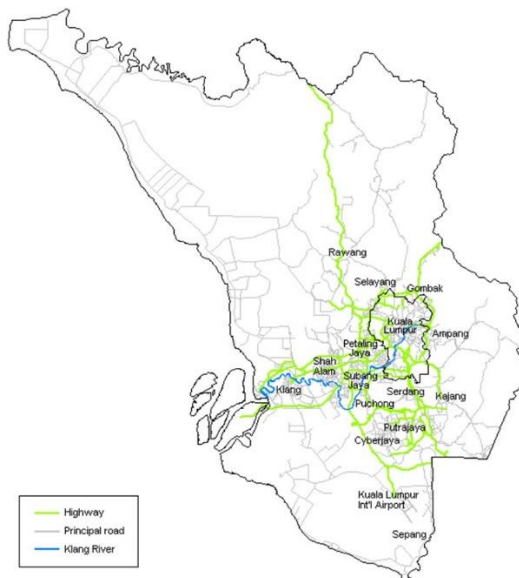
Please tick “✓” for each of the question below. Each question will only have **ONE (1)** answer.

1. Have you ever worked in service industry within Klang Valley?

Note: Klang Valley included Ampang, Kl, Petaling, Gombak, Puchong, Hulu Langat & etc.

Service industry is the tertiary sector that provides intangible goods, occasionally goods as well, but is not involved in manufacturing (Kenton, 2018).

Figure 1.1: Map of Klang Valley Source: Anggerik (2006)



Yes

No

2. Sector in service industry that you have served (Choose only one).

Wholesale & Retail Trade

Food & Beverage

Information & Communication

Transportation & Storage

Others (Please fill in) _____

3. Gender

- Female
- Male

4. Race

- Malay
- India
- Chinese
- Others

5. Employment status

- Employed as Part-Time
- Employed as Full-Time
- Self-Employed
- Unemployed
- Retired

6. Age

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

7. Income level

- RM1,500 and below
- RM1,500- RM2,999
- RM3,000- RM4,499
- RM4,500- RM5,999
- RM6,000 and above

8. Job Tenure

- 1 year and below
- 1-3 years
- 4-6 years
- 7-10 years
- 10 years and above

Section B

This section focuses on the questionnaire regarding to effects of benevolent leadership on the job performance in service industry based in Klang Valley. This section comprises of five (5) questions.

Instruction: Please circle only **ONE (1)** option for each of the statement below to indicate how strongly you are either agreeing or disagreeing with the statements, **and all items are referring to a specific leader in the service sub-sector that you selected in Section A.** Kindly choose the most appropriate number that represents your opinion. The five point scale is given, ranging from "**Strongly Disagree**" to "**Strongly Agree**" will be used in Question One (1) to Question Four (4); while "**Strongly Dissatisfied**" to "**Strongly Satisfied**" will be used in Question Five (5).

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Question 1

This question discusses on the information concerning to the "**Benevolent Leadership**". Please choose the most suitable number to imply your rating.

(Note: benevolent leadership define as a leadership style that provides holistic care to subordinates' personal well-being.)

	Statement	SD	D	N	A	SA
a.	My leader is like a family member when he/she gets along with us.	1	2	3	4	5
b.	My leader allocates all his/her energy to taking care of me.	1	2	3	4	5

c.	Beyond work relations, my leader expresses concern about my daily life.	1	2	3	4	5
d.	My leader ordinarily shows a kind concern for my comfort.	1	2	3	4	5
e.	My leader will help me when I am in an emergency.	1	2	3	4	5
f.	My leader takes very thoughtful care of subordinates who have spent a long time with him/her.	1	2	3	4	5
g.	My leader meets my needs according to my personal requests.	1	2	3	4	5
h.	My leader encourages me when I encounters difficult problems.	1	2	3	4	5
i.	My leader takes good care of my family members as well.	1	2	3	4	5
j.	My leader tries to understand what the cause is when I do not perform well.	1	2	3	4	5
k.	My leader handles what is difficult to do or manage in everyday life for me.	1	2	3	4	5

Question 2

This question discusses on the information concerning to the “**Worthiness of being Followed**”. Please choose the most suitable number to imply your rating.

	Statement	SD	D	N	A	SA
a.	My leader provides a good model for me to follow.	1	2	3	4	5
b.	My leader leads by example.	1	2	3	4	5

c.	My leader sets a positive example for others to follow.	1	2	3	4	5
d.	My leader shows the kind of work ethic and behavior that I try to imitate.	1	2	3	4	5
e.	My leader acts as a role model for me.	1	2	3	4	5
f.	I feel a strong loyalty to my leader.	1	2	3	4	5
g.	I have a strong sense of loyalty toward my leader reputation.	1	2	3	4	5
h.	My leader is very capable of performing its job.	1	2	3	4	5
i.	My leader is known to be successful at the things to do.	1	2	3	4	5
j.	My leader has much knowledge about the work that needs done.	1	2	3	4	5
k.	I feel very confident about my leader's skills.	1	2	3	4	5
l.	My leader has specialized capabilities that can increase our performance.	1	2	3	4	5
m.	My leader is well qualified.	1	2	3	4	5

Question 3

This question discusses on the information concerning to the “**Innovation**” when you work with your leader. Please choose the most suitable number to imply your rating.

	Statement	SD	D	N	A	SA
a.	I can think of new ideas.	1	2	3	4	5
b.	I have ideas about how things might be improved.	1	2	3	4	5
c.	I find new ways of doing things.	1	2	3	4	5

d.	I attempt to get support from others for my idea.	1	2	3	4	5
e.	I try to get approval for improvements that I suggested.	1	2	3	4	5
f.	I involve in persuading others to adopt my proposals for doing things differently.	1	2	3	4	5
g.	I have my ideas implemented.	1	2	3	4	5
h.	I have my suggestions for improvements adopted.	1	2	3	4	5
i.	I have my proposals for doing things differently carried out.	1	2	3	4	5

Question 4

This question discusses on the information concerning to the “**Motivation at Work**” when you work with your leader. Please choose the most suitable number to imply your rating.

	Statement	SD	D	N	A	SA
a.	I enjoy this work very much.	1	2	3	4	5
b.	I have fun doing my job.	1	2	3	4	5
c.	For the moments of pleasure that this job brings me.	1	2	3	4	5
d.	I choose this job because it allows me to reach my life goals.	1	2	3	4	5
e.	This job fulfills my career plans.	1	2	3	4	5
f.	This job fits my personal values.	1	2	3	4	5
g.	I have to be the best in my job; I have to be a “winner”.	1	2	3	4	5

h.	My work is my life and I do not want to fail.	1	2	3	4	5
i.	My reputation depends on it.	1	2	3	4	5
j.	This job affords me a certain standard of living.	1	2	3	4	5
k.	It allows me to make a lot of money.	1	2	3	4	5
l.	I do this job for the paycheck.	1	2	3	4	5

Question 5

This question discusses on the information concerning to the “**Job Performance**” when you work with your leader. Please choose the most suitable number to imply your rating.

(Note: “strongly dissatisfied” (1) to “strongly satisfied” (5) was used as measurement for this variable.)

Strongly Dissatisfied (SD)	Dissatisfied (D)	Neutral (N)	Satisfied (S)	Strongly Satisfied (SS)
1	2	3	4	5

	Statement	SD	D	N	S	SS
a.	Quality of my performance.	1	2	3	4	5
b.	My productivity on the job.	1	2	3	4	5
c.	How do I evaluate the performance of myself at my job compared with my peers doing the same kind of work?	1	2	3	4	5

The end of questionnaire.

Thank you for your participation and cooperation in completing this survey.

All responses will be kept private and confidential.

Appendix B: Revenue of Services Sectors, Third Quarter 2018

Services by Segment	RM Billion	YoY (%)	QoQ (%)
Wholesale & Retail Trade and Food & Beverages	338.3	9.4	3.0
Information & Communication and Transportation & Storage	60.5	8.0	-1.8

Appendix C: Significant Test of Mediators

Model	Inputs				Methods	Outputs		
	a	b	S _a	S _b		Test Statistic	Std. Error	p-value
1	0.836	0.218	0.038	0.044	Aroian Test:	4.788	0.038	0.000
					Goodman Test:	4.797	0.038	0.000
2	0.361	0.441	0.042	0.055	Aroian test:	5.868	0.027	0.000
					Goodman Test:	5.910	0.027	0.000
3	0.539	0.359	0.046	0.046	Aroian test:	6.442	0.030	0.000
					Goodman Test:	6.475	0.030	0.000

Appendix D: Summary of Pearson Correlations

No.	Correlation of Variables	Significance (2-tailed)	Significant Relationship	Pearson Correlation	Direction	Strength of Association	Rank
1	BL →WBF	<0.0001	Yes	0.786	Positive	High	1
2	BL →MAW	<0.0001	Yes	0.558	Positive	Moderate	2
3	BL → Innovation	<0.0001	Yes	0.444	Positive	Moderate	3
4	Innovation →JP	<0.0001	Yes	0.421	Positive	Moderate	4
5	MAW →JP	<0.0001	Yes	0.407	Positive	Moderate	5
6	WBF →JP	<0.0001	Yes	0.272	Positive	Small but definite relationship	6
7	BL →JP	<0.0001	Yes	0.256	Positive	Small but definite relationship	7