

Human-Oriented Leadership and Encouragement to Perform Work: Modelling Organizational Attachment as Mediator

(Kepimpinan Berorientasikan Manusia dan Dorongan Melaksanakan Kerja: Permodelan Keterikatan dengan Organisasi sebagai Pemboleh ubah Pengantara)

Yusniati Ishak

(Graduate School of Business, Universiti Kebangsaan Malaysia)

Azman Ismail

Asyakireen Samsudin

(Faculty of Economic and Management, Universiti Kebangsaan Malaysia)

Umi Hamidaton Mohd Soffian Lee

(Institut Islam Hadhari, Universiti Kebangsaan Malaysia)

Mohd Helmi Ali

(Faculty of Economic and Management, Universiti Kebangsaan Malaysia)

ABSTRACT

This study investigates the relationship between human-oriented leadership, organizational attachment and encouragement to perform work. A survey method was utilized to collect data from employees at a national election agency in Peninsular Malaysia. The SmartPLS was used to analyze the data and revealed two significant findings: First, relationship between supportive leadership style and organizational attachment was significantly correlated with encouragement to perform work. Second, relationship between participative leadership style and organizational attachment was significantly correlated with encouragement to perform work. The findings endorse that effect of human-oriented leadership on encouragement to perform work is mediated by organizational attachment. Further discussions, implications and conclusion are presented in this study.

Keywords: Human-oriented leadership; organizational attachment; encouragement to perform work; SmartPLS

ABSTRAK

Artikel ini mengkaji perhubungan di antara kepimpinan berorientasikan manusia, keterikatan dengan organisasi dan dorongan melaksanakan kerja. Kaedah kajiselidik telah digunakan untuk mengumpul data daripada pekerja di sebuah agensi pilihan raya kebangsaan, Semenanjung Malaysia. Pakej SmartPLS telah digunakan untuk menganalisis data kajian ini dan keputusan analisis ini menghasilkan dua penemuan penting: Pertama, perhubungan di antara gaya kepimpinan sokongan dan keterikatan dengan organisasi mempunyai perkaitan yang signifikan terhadap dorongan melaksanakan kerja. Kedua, perhubungan di antara gaya kepimpinan partisipatif dan keterikatan dengan organisasi mempunyai perkaitan yang signifikan dengan dorongan melaksanakan kerja. Hasil kajian ini mengesahkan bahawa kesan kepimpinan berorientasikan manusia ke atas dorongan melaksanakan kerja dipengaruhi secara tidak langsung oleh keterikatan dengan organisasi. Perbincangan, implikasi dan kesimpulan lanjut turut dibentangkan di dalam kajian ini.

Kata kunci: Kepimpinan berorientasikan manusia; keterikatan dengan organisasi; dorongan melaksanakan kerja; SmartPLS

INTRODUCTION

Nearly five decades ago, management scholars at the Ohio State University discovered that human-oriented leadership (HOLS) is a crucial leadership style that may enhance organizational performance (Asrar-ul-Haq & Kuchinke 2016; Semarco & Cho 2017). The main idea for this leadership style is dependent upon the behavior of a leader who is strongly inspired by the people rather than projects and/or power in attaining organizational strategy and objectives (Leanard 2018; Oh, Cho & Lim 2018). Nowadays, many highly reputable organizations

have implemented HOLs in order to fulfill their needs and expectations. For example, Google was listed in Fortune 100, Walmart and General Motors were listed in the Fortune 500 in 2016/2017 (Fortune 100 Best 2017; Shen 2017) and Toyota Motor, Apple and JP Morgan Chase in the Forbes Global 2000 in 2017 (The Global 2000 2017). These organizations have actively, consistently and properly imparted positive actions, implemented good communication and collaboration in daily job operations, promoted high degree of participation and teamwork among associates and leaders, encouraged openness, provided support, involved in projects and experiments,

bonded with the people, respected them, rewarded them for their successful participation in problem solving, added qualities to the products/services, generated creative ideas flow, promoted innovation and encouraged employees to meet higher standards. As a result, this relationship practice may lead to an enhanced organizational effectiveness in an era of global competition (Corporate Philosophy of Toyota 2017; Leadership Qualities 2009; Life at Google 2017; Muller 2013; Walmart Corporate Leadership 2017).

Irrefutably, implementing HOLS is crucial in successful organizations. The findings of the 21st century leadership behaviour studies disclosed that OGAM is strongly invoked by the capability of the leaders to efficiently implement human-oriented style in performing daily tasks and responsibilities. As a result, this situation may lead to higher encouragement to perform work (ETPW) in organizations (Chi, Tsai & Chang 2017; Oh et al. 2018). Although the relationship is significant, the effect size and nature of OGAM as a mediating variable are little discussed in the considerable organizational leadership research literature (Almutairi 2016). Many scholars argued that this situation may be due to several reasons: First, numerous past studies have given more focus on the features of OGAM such as the conceptual discussions on definitions, elements, purposes and its importance in different types of organization (Çokluk & Yılmaz 2010; Yiing & Ahmad 2009).

Second, most past studies have mainly employed a simple direct effect model to separately assess the relationships: a) between HOLS and OGAM, and d) between OGAM and ETPW. These research models are evaluated by using simple bivariate statistical analyses and the results of this study approach have only highlighted the nature and degree of association between such constructs in organizations (Ismail, Ishak & Yusuf 2016; Setyaningrum, Setiawan & Surachman 2017). The above studies have however produced unconvincing outcomes and this may not offer sufficient justifications for use by practitioners in understanding the complexity of OGAM construct. Unclear understanding on this construct has limited the ability of practitioners to properly design and execute high-commitment administration practices in maintaining and enhancing the organizational competitiveness and performance in an era of global economic turbulence (Al-Ansi, Rahardjo & Prasetya 2015; Ismail et al. 2016; Setyaningrum et al. 2017). In consequence, this situation inspires the present researchers to further investigate this relationship.

This study has two primary objectives: Firstly, to evaluate the relationship between HOLS and OGAM. Secondly, to evaluate the relationship between HOLS, OGAM and the ETPW. The study is organised according to five important aspects: literature review, methodology, findings, discussion and implications, and conclusion.

LITERATURE REVIEW

HUMAN-ORIENTED LEADERSHIP

Human-oriented leadership (HOLS) refers to leaders and followers who develop and maintain high quality of management network in performing daily job operations to support their organizations' strategy and goals (Leanard 2018; Wu 2017). It consists of two influential styles: supportive and participative (Lythreatis, Sayed & Wang 2017; Tahir et al. 2017). Supportive style (SUPP) is developed based on social values where leaders will establish mutual respect, trust and confidence with different employee backgrounds; be concerned with employees' interests, needs and feelings; provide encouragement and support to upgrade employees' personal development; encourage employees to accomplish their job targets; and provide rewards based on employees' performance (Shin et al. 2016; Wu 2017; Xu et al. 2018). Conversely, participative style (PAPN) is normally viewed as a crucial characteristic of high performance management practice where leaders will allow their subordinates to participate in making important decisions; involve employees in decision-making; seek brilliant cooperative voices in work procedures; review and engage with constructive conflict resolutions among employees; and coordinate various tasks among different divisions/departments to enhance organizational competitiveness and performance (Veliu et al. 2017; Leanard 2018). Extant studies on organizational leadership disclose that the competency of leaders to appropriately practice SUPP and PAPN in doing daily job functions can be an important determinant of OGAM (Al-Ansi et al. 2015; Ismail et al. 2016; Saha & Kumar 2017).

ORGANIZATIONAL ATTACHMENT

Organizational attachment (OGAM) is also called as organizational commitment or intention to stay with the organization (Abouraia & Othman 2017; Krishnanathan & Mangaleswaran 2018). According to Zafir and Sheikh Muhamad Hizam (2014), Muhammad Hammad and Imran (2018), and Krishnanathan and Mangaleswaran (2018) state that OGAM is normally interpreted using different viewpoints by various organizational behaviour researchers. For example, Porter et al. (1974) and Mowday, Steers and Porter (1979) generally interpret OGAM as individuals with strong confidence, belief and acceptance of the goals and values of the organization, readiness to exert considerable effort on behalf of the organization, and aspiration to continue being a part of the organization. While, O'Reilly and Chatman (1986) broadly define OGAM as individuals who possess high identification (i.e. desire for affiliation), internationalization (i.e. acceptance of organizational values) and willingness to adhere to identification and international values at work (i.e., willingness to remain in the organization for extrinsic

rewards). Further, Meyer and Allen (1991) suggested three major features of organizational commitment: (1) Affective (e.g. proud to be a member of the organization); (2) continuance (e.g. not thinking about leaving the organization) and (3) normative (e.g. obligation to the organization). Employees with high levels of these components will have lofty intention to stay with the organization (Ali, Farooq & Ud Din 2014; Ismail et al 2016; Ling, Zhang & Fang 2001). Recent studies on organizational behaviour highlight that OGAM is a potential outcome of HOLS (Abouraira & Othman 2017; Ling et al. 2001; Musabah & Al-Zefeiti 2017); and/or it may act as an effective mediating variable between HOLS and ETPW relationships (Almutairi 2016; Yahaya & Ebrahim 2016).

ENCOURAGEMENT TO PERFORM WORK

Encouragement to perform work (ETPW) is normally discussed in the workplace motivation theory (Krishnanathan & Mangaleswaran 2018; Neck, Houghton & Murray 2017). According to Nabi et al. (2017), Krishnanathan and Mangaleswaran (2018), and Wan Idros, Nur Farhah and Maizatul Haizan (2017) ETPW is

strongly inspired by intrinsic and extrinsic motivation. First, it is viewed as an important feature of intrinsic-based motivation (e.g., human needs) as proposed by Maslow’s (1943) Hierarchy of Need Theory, Alderfer’s (1969) ERG theory and McClelland’s (1978) Acquired Needs Theory. Second, it is seen as an essential characteristic of extrinsic factors of motivation (e.g., work, organizational and management conditions) as suggested by Skinner’s (1938) Reinforcement Theory. The above perspectives explain that individuals with high levels of intrinsic and extrinsic motivation will have superior abilities to properly plan and execute the assigned tasks and responsibilities, as well as help other people beyond their normal job scopes (Ismail et al. 2016; Breaugh, Ritz & Alfes 2017). Recent studies on workplace motivation advocate that ETPW is widely recognized as an essential result of the relationship between HOLS and OGAM (Al-Ansi et al. 2015; Ismail et al. 2016; Mahdi et al. 2014).

THEORETICAL FRAMEWORK AND HYPOTHESES

Figure 1 explains that effect of human-oriented leadership (i.e., supportive and participative styles) on encouragement to perform work is indirectly influenced by Organizational attachment.

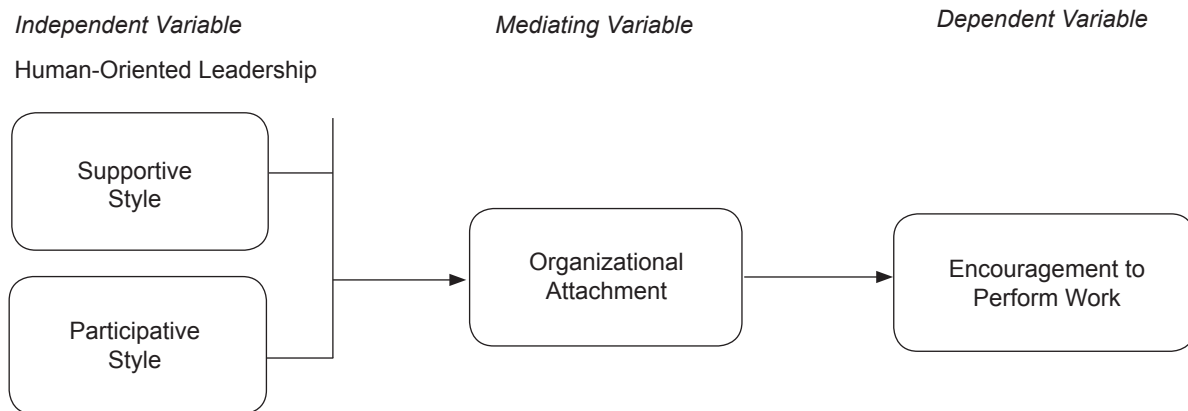


FIGURE 1. Research framework

RELATIONSHIP BETWEEN HUMAN-ORIENTED LEADERSHIP AND ORGANIZATIONAL ATTACHMENT

Results of some past studies revealed that the effect of SUPP on OGAM had remained inconclusive. For example, a study by Aubé, Rousseau and Morin (2007) revealed that implementation of SUPP had only upgraded affective and normative attachment, but could not lead to greater continuance attachment. This outcome describes that tightly controlled environment and surveillance, as well as distressed life, reinforced employees to leave the prisons. While the outcomes from a survey by Wang, Indridason and Saunders (2010) found that supportive style had only influenced affective attachment, but it could not upgrade normative and continuance attachment. This outcome demonstrates that different types of employee

have different needs and expectations which may directly influence their levels of attachment with their organization. Recent studies have provided convincing evidences to support the effect of SUPP and OGAM. The latest studies conducted by Yiing and Ahmad (2009), Mahdi et al. (2014), Al-Ansi et al. (2015), and Ismail et al. (2016) found that the ability of leaders to adequately provide material and moral support in executing daily job (e.g. showing concern on the welfare of the subordinate, respecting their feelings and expressing trust on their capabilities) had been an essential predictor of OGAM. Thus, it can be hypothesized that:

H₁ Supportive leadership style is positively related with organizational attachment.

Several past studies revealed that the effect of PAPN on OGAM was not consistent. For example, results from a study by Mesu (2013) found that PAPN had not enhanced OGAM. This result explained that PAPN was not a universal best practice approach because its effectiveness was dependent on the types of industry. Conversely, some recent studies have proven that anticipative leadership was indeed an important determinant of OGAM (Bell & Mjoli 2014; Hulpia et al. 2010). For example, results from the studies by Lau and Chong (2002), Hulpia et al. (2010), and Bell and Mjoli (2014) advocated that the capability of leaders to correctly apply PAPN in executing daily job operations (i.e. cooperating and consulting with subordinates, allowing them to provide suggestions and voices, promoting empowerment, using decentralization/horizontal organizational structure, and lowering power distance in the interaction with senior management) had been an important antecedent of OGAM. Therefore, it can be hypothesized that:

H₂ Participative leadership style is positively related with organizational attachment

RELATIONSHIP BETWEEN HUMAN-ORIENTED LEADERSHIP, ORGANIZATIONAL ATTACHMENT AND ENCOURAGEMENT TO PERFORM WORK

Previous studies have disclosed that OGAM is not an effective nor significant mediating variable between SUPP and ETPW. For example, findings from the studies led by Wann-Yih and Htaik (2011), and Colakoglu, Culha and Atay (2010) reported that OGAM did not mediate the relationship between SUPP and ETPW in the organizations under study. In contrast, a number of recent studies have proven the role of OGAM as an important mediator in the relationship between SUPP and ETPW. For example, the latest studies conducted by Bishop, Scott and MBurroughs (2000), Chi et al. (2017), and Srithongrungrung (2011) found that the level of OGAM is determined by the ability of leaders to appropriately execute SUPP in doing daily job operations. A high level of OGM will lead to higher ETPW organizations that were studied (Bishop et al. 2000; Chi et al. 2017; Srithongrungrung 2011). Thus, it can be hypothesized that:

H₃ Effect of supportive leadership style on encouragement to perform work is mediated by organizational attachment.

Some past studies revealed that OGAM did not consistently mediate the effects of PAPN on ETPW. For example, results from a study by Mayer and Schoorman (1992) identified that only certain components of OGAM were essential in mediating the relationship. Further, several extant studies that were conducted in different organizational samples supported the mediating effect of OGAM on the relationship between PAPN and ETPW. For example, some recent studies led by Yousef (2000), Steyrera, Schiffingera and Lang (2008), and Yeh and Hong (2012) proved that the competency of leaders to properly

execute PAPN in planning and administering daily job functions had encouraged employees' attachment with their organization. Consequently, this sense of attachment could lead to an enhanced ETPW in the various organizations (Steyrera et al. 2008; Yeh & Hong 2012; Yousef 2000). Thus, the following hypotheses are established:

H₄ Effect of participative leadership style on encouragement to perform work is mediated by organizational attachment.

METHODOLOGY

RESEARCH DESIGN

A cross-sectional research design is applied to collate data from the HOLS literature and the real survey. This collection procedure may help the researcher to gather precise data, reduce bias and maintain the quality of data being collated (Creswell 2014; Sekaran & Bougie 2015). This research was conducted at a national election agency in Klang Valley, Peninsular Malaysia. To maintain confidentiality, the name of this agency is kept anonymous. At the initial stage, a survey questionnaire was drafted based on information sourced from the human-oriented leadership literature. Further, a back translation technique was employed to translate the survey questionnaire into English and Malay languages in order to upgrade the validity and reliability of the research outcomes (Creswell 2014; Sekaran & Bougie 2015).

MEASURES

The survey questionnaire consists of three major sections. First, HOLS; which was assessed using SUPP and PAPN. SUPP had 10 items and PAPN had 12 items adapted from the HOLS literature (Kouzes & Posner 2013; Northouse 2013; Podsakoff, MacKenzie & Bommer 1996). Second, OGAM; which had 6 items adapted from Allen and Meyer's (1990) organizational commitment scale. And third, ETPW; which had 14 items adapted from the workplace performance literature (Koopmans et al. 2013; Williams & Anderson 1991). All items were evaluated using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The sample profile was used as controlling variables as this study focused on employees' perceptions.

SAMPLE

The unit of analysis for this study comprises employees who have worked in the organization studied. A purposive sampling technique was used to distribute 500 survey questionnaires to employees in different divisions/departments in the organization. This sampling technique was chosen because the organization had not provided

a complete employee list and associated details for reasons of privacy. In consequence, researchers selected participants using a non-random procedure. From the survey questionnaires, only 172 (34.4%) valid forms were returned to the researchers. Participation in this study was mainly based on consent, anonymity and willingness to help.

Justifications for using small sample size in the study are as follows: First, the sample size is in compliance with the rule of thumb as recommended by Hair et al. (2017), which states that the minimum sample size should be equal and/or more than 10 times of the largest number of formative indicators used to measure a single construct (Hair et al. 2017). In the survey questionnaire form used, PAPN had 12 items which is considered the largest number of formative indicators in the hypothetical model. Based on this rule, the sample size should be taken at a minimum 120 participants. Relative to the 10 times rule, the number of samples used is thus considered sufficient. Thus, the survey questionnaire data can be used for further analysis. Second, Eichhorn (2014) and Podsakoff et al. (2003) suggested that Harman's (1980) single factor test should be used to detect biases caused by the survey method. Results of this test showed that the variance percentage

was 43.849 and that this value was lower than 50 percent of the variance (Eichhorn 2014; Podsakoff et al. 2003), which proved that bias is not present in the survey method. Further, the survey questionnaire data were analysed using the SmartPLS since the software has capabilities to handle small sample size, and approximate a mediating model that has many latent and manifest variables (Hair et al. 2017; Henseler, Ringle & Sinkovics 2009).

FINDINGS

SAMPLE PROFILE

Table 1 indicates that majority of participants in this study were females (65.1%). Other categories included those between the ages of 25 and 34 years old (52.3%), those with SPM/MCE qualifications (36.6%), married employees (76.2%), permanently employed (93.0%), Grade 1 to 19 (57.6%), state election office employees (51.2%), participants with 6 to 10 years work experience (35.5%), and those with monthly gross incomes from RM1,500 – RM2,499 (41.3%).

TABLE 1. Sample profiles

Respondents' Features	Sub Profile	Percentage
Gender	Male	34.9
	Female	65.1
Age	Below 25 years old	5.2
	25 – 34 years old	52.3
	35 – 44 years old	27.3
	45 – 54 years old	11.6
	55 years old and above	3.5
Level of education	SRP/PMR	1.7
	SPM	36.6
	Diploma	30.2
	Bachelor Degree	25.0
	Master's Degree	6.4
Marital status	Single	23.8
	Married	76.2
Employment status	Permanent	93.0
	Daily part-time worker	7.0
Grade	Grade 1 – 19	57.6
	Grade 20 – 40	27.3
	Grade 41 – 47	7.0
	Grade 48 – 54	8.1
Posting	Headquarters	48.8
	State Election Office	51.2
Length of service	Less than 5 years	29.1
	6 – 10 years	35.5
	11 – 15 years	16.9
	16 – 20 years	5.8
	21 – 25 years	4.7
Gross income	More than 25 years	8.1
	Less than RM1,500	14.0
	RM1,500 – RM2,499	41.3
	RM2,500 – RM3,499	23.8
	RM3,500 – RM4,499	8.7
	RM4,500 – RM5,499	2.9
	RM5,500 – RM6,499	2.9
RM6,500 and above	6.4	

MODEL MEASUREMENT

Table 2 presents the results of convergent validity for all constructs. The loading values for all items were greater than 0.70 in the respective constructs whereas the items-

factors correlation had higher loadings than the items in different constructs. The results show that the items and factors have fulfilled the criteria of convergent validity analysis (Hair et al. 2017).

TABLE 2. The Outcomes of convergent validity

Construct	Factor Loadings				AVE
	SUPP	PAPN	OGAM	ETPW	
SUPP					
(way of leaders practice supportive styles)					0.649
1. Receive subordinates' suggestions		0.853			
2. Encourage collaboration between divisions/units		0.765			
3. Allows subordinates to use discretion		0.799			
4. Allows subordinates to discuss		0.814			
5. Hear subordinates' ideas		0.817			
6. Seeks subordinates' suggestions		0.803			
7. Encourage subordinates to cooperate		0.848			
8. Encourage subordinates to involve		0.817			
9. Support subordinates' decisions		0.759			
10. Hear different subordinates' views		0.785			
PAPN					
(way of leaders practice participative styles)					0.651
1. Maintain a friendly relationship with subordinates	0.797				
2. Provide rewards based on subordinates' creativity	0.748				
3. Belief to subordinates' abilities	0.826				
4. Recognize subordinates' contributions	0.802				
5. Assists subordinates' problems	0.799				
6. Concern on subordinates' needs	0.714				
7. Happy with subordinates	0.862				
8. Give encouragement to subordinates	0.835				
9. Pay attention to subordinates	0.824				
10. Respect subordinates' feelings	0.825				
11. Give appreciation to subordinates	0.845				
12. Commends good work with subordinates	0.783				
OGAM					
(Employees' willing to attach with organization)					0.652
1. Happy to be part of this organization			0.841		
2. Organization's problem is their problems			0.733		
3. Very meaningful			0.890		
4. Want to continue working			0.872		
5. Need and want to stay with organization			0.727		
6. Feel reasonable to contribute			0.765		
ETPW					
(Employees' motivation to perform work)					0.642
1. Like flexible working hours				0.744	
2. Like helping new colleagues				0.810	
3. Care about my colleagues				0.754	
3. Informed leader earlier if unable to attend the assignment.				0.720	
5. Organizational property is kept carefully				0.768	
6. Doing job perfectly				0.849	
7. Carry out responsibilities				0.879	
8. Perform the tasks as directed by the leader				0.868	
9. Reach the level of work performance				0.762	
10. Involve in official activities				0.792	
13. Complete tasks within the stipulated time				0.841	
14. Produce the best work				0.837	
15. Remember the job targets				0.821	
16. Able to distinguish the core tasks and side tasks				0.755	

TABLE 3. Discriminant validity and reliability results

Construct	Discriminant validity				Composite Reliability
	1	2	3	4	
1. SUPP					0.957
2. PAPN	0.901 (0.846, 0.945)				0.949
3. OGAM	0.516 (0.398, 0.646)	0.488 (0.382, 0.640)			0.918
4. ETPW	0.466 (0.306, 0.604)	0.470 (0.304, 0.626)	0.695 (0.588, 0.780)	–	0.962

Table 4 depicts the results of variance inflation factor (VIF) and descriptive statistics. The means for all constructs range from 5.5305 to 5.9170, signifying that the levels of SUPP, PAPN, OGAM and ETPW range from a high (4) to highest level (7). Conversely, the VIF values for the respective correlations are as follows: (a) Between the independent variables (SUPP and PAPN) and the mediating variable (OGAM), and (b) between the mediating variable (OGAM) and the dependent variable (ETPW) were smaller than 5.0, signifying that the data are not affected by serious collinearity problem (Hair et al. 2017). These statistical results have further confirmed that the research constructs met the acceptable standards of validity and reliability analyses.

TABLE 4. Variance inflation factor and descriptive statistics

Construct	Mean	Standard	Variance Inflation Factor	
			3	4
SUPP	5.5305	.80204	3.716	
PAPN	5.5585	.74883	3.716	
OGAM	5.6256	.81316		1.000
ETPW	5.9170	.56632		

TABLE 5. Outcomes of testing the Hypotheses 1 and 2

Relationship between Human-oriented Leadership and Organizational Attachment	Standardized Beta (β)	T Statistics	R ²
H ₁ : SUPP -----> OGAM	0.379	2.798	0.261
H ₂ : PAPN -----> OGAM	0.147	1.036	

Note: Significant at * $t > 1.65$

RESULTS OF TESTING THE HYPOTHESES 3 AND 4

Table 6 presents that the inclusion of SUPP, PAPN and OGAM into the analysis had contributed 43 percent of the variance in ETPW. This result indicated that the model has moderate effect (Hair et al. 2017; Henseler et al. 2009). The results of testing the hypotheses indicated that relationship between HOLS (i.e. SUPP and PAPN) and OGAM was significantly correlated with ETPW ($\beta = 0.653$; $t = 14.242$), therefore

RESULTS

RESULTS OF TESTING THE HYPOTHESES 1 AND 2

Table 5 shows that the inclusion of SUPP and PAPN into the analysis had explained 26 percent of the variance in OGAM. The results indicated that the model has weak effect (Hair et al. 2017; Henseler et al. 2009). Besides, results from the hypothesis tests displayed two significant findings: First, SUPP was significantly related with OGAM ($\beta = 0.379$; $t = 2.798$), therefore H₁ was accepted. Second, PAPN was insignificantly related with OGAM ($\beta = 0.147$; $t = 1.036$), therefore H₂ was not accepted. The overall result presents that SUPP is a significant predictor and PAPN is not a significant predictor of OGAM.

As an extra test, effect size (f^2) and predictive relevance (Q^2) were tested using Bootstrapping and Blindfolding procedures, respectively. The results of the effect size test yield f^2 value of 0.052 for SUPP, which was greater than 0.02, indicating a weak effect on OGAM (Hair et al. 2017). For PAPN, the f^2 value was 0.008, which was smaller than 0.02, indicating no effect on OGAM (Hair et al. 2017). The results of predictive relevant test showed that the Q^2 value for the exogenous latent variable was 0.146, which was greater than zero (Hair et al. 2017), indicating that the model has predictive relevant.

H₃ and H₄ were accepted. The overall finding demonstrates that effect of HOLS on ETPW is mediated by OGAM.

As an extra test, type of mediating effect, effect size (f^2) and predictive relevant (Q^2) were tested using Bootstrapping and Blindfolding procedures, respectively. Results from the type of mediating effect test showed that the direct effects model, i.e., relationship between PAPN and OGAM, was not significant ($\beta = 0.137$; $t = 1.021$) and the indirect effects model, i.e., relationship between

TABLE 6. Outcomes of testing the Hypotheses 3 and 4

Relationship between Human-oriented Leadership, Organizational Attachment and Encouragement to Perform Work	Standardized Beta (β)	T Statistics	R ²
H ₁ : SUPP ----->OGAM	0.383	2.979	0.255
H ₂ : PAPN ----->OGAM	0.137	1.021	
H ₃ : SUPP ----->OGAM----->ETPW			
H ₄ : PAPN ----->OGAM----->ETPW	0.653	14.242	0.426

Note: Significant at *t > 1.96

HOLS (SUPP and PAPN), OGAM and ETPW, was significant ($\beta = 0.653$; $t = 14.242$), indicating that the type of mediating effect is indirect-only mediation (Zhao et al. 2010). The results of effect size test revealed that the value of f^2 for SUPP was 0.053, which was greater than 0.02, signifying that it has weak effect on OGAM (Hair et al. 2017). The value of f^2 for PAPN was 0.007, which was lower than 0.02 (Hair et al. 2017), signifying that it has no effect on OGAM. The value of f^2 for OGAM was 0.743, which was higher than 0.35, signifying that it has large effect on ETPW (Hair et al. 2017). The results of predictive relevant test showed that the value of Q^2 for OGAM was 0.146 and for ETPW was 0.250, which were greater than zero (Hair et al. 2017), signifying that the model has predictive relevance.

DISCUSSIONS AND IMPLICATIONS

The findings of this study indicated that OGAM does act as an important mediating variable between HOLS and ETPW. In the context of this study, top management has highly inspired leaders in every department/division to practice a HOLS in planning and managing job functions. In this leadership style, leaders provide support through on-the-job training (e.g., coaching, mentoring and counselling methods), off-the-job training (e.g., seminars, conferences and workshops organized by training consultants), as well as morale and physical aids to motivate employees to execute their daily job operations efficiently. At the same time, leaders encourage employees to participate at different job levels and categories in the design and operation of job functions. This involvement may inspire employees to share knowledge and experience in making important decisions, initiate open discussion and free flow of ideas, as well as encourage constructive feedback and suggestions in order to achieve their organizations' strategic business vision and missions. As described in Table 4, most participants perceived that the levels of supportive style, participative style, OGAM and ETPW are high. This situation explains that the capability of leaders to appropriately practice SUPP and PAPN in performing daily tasks and responsibilities have strongly invoked employees' attachment with their organization. As a result, this condition may lead to higher ETPW in the organization.

This study provides three major implications: Theoretical contribution, practical contribution and robustness of research methodology. With respect to theoretical contribution, the outcomes of testing the mediating model are consistent with the main idea of organizational attachment theory, namely Meyer and Allen's (1991) Three-Component Organizational Commitment Model and Wang's (2004) Five-Component Organizational Commitment Model, which reveal that OGAM is an important outcome of human-oriented leadership style when a high level of OGAM leads to higher ETPW in the organizations. This outcome also has supported and broadened the human-oriented leadership research literature. Results from the studies by Bishop et al. (2000), Srithongrung (2011), and Chi et al. (2017) advocated that the ability of leaders to appropriately provide material and morale aids in executing daily job operations have strongly invoked employees' attachment with their organization. As a result, this sense of attachment may lead to an enhanced encouragement to perform jobs in different organizations. Further, results from studies by Yousef (2000), Steyrera et al. (2008), and Yeh and Hong (2012) discovered that the capability of leaders to encourage and allow employees to participate in planning and administering daily job functions have strongly invoked employees' attachment with their organization. Consequently, this sense of attachment may lead to greater encouragement to perform these jobs in the respective organizations.

With respect to practical contribution, the findings of this study may be used as guidelines by top management to improve leadership behavior in organizations. This aim will be realized if top management focuses on the following aspects: First, leadership training methods and content should be updated by emphasizing cognitive and affective competencies such as intellectual stimulation, individualized consideration and emotional intelligence. These competencies may help management employees to apply positive interactional styles in handling and fulfilling diverse employees' personalities and behavior, as well as facilitating and motivating employees to achieve their organizational goals. Second, the type, level and/or amount of rewards for high performers should be revised according to present job demands, skills and competitiveness. Application of these conditions may strongly attract, retain and encourage high performers to execute jobs beyond their routines. Third, selection criteria for critical positions should be revisited in order

to hire employees with good academic qualifications, accredited professional management certificates, excellent service track records and sufficient practical experience. Hiring such employees may provide many advantages to an organization because their competencies may be used to coach, mentor and/or counsel junior executives and employees in solving daily work problems, creating positive working conditions, upgrading career well-being, and meeting customer needs and expectations. Lastly, compassionate support should be encouraged to enhance employees' solidarity, brotherhood and good moral ethics in executing daily job operations. This support may help to decrease personal and work conflicts, as well as increase cooperation, teamwork, innovation, quality and professional commitment within organizations. If these suggestions are given more attention the employees may strongly be inspired to achieve their organizations' strategies and goals.

CONCLUSION

This study tested the research hypotheses formulated based on the human-oriented leadership literature. The measurement scale used fulfilled the required criteria for validity and reliability analyses. The findings of SmartPLS path analysis model indicated that OGAM did act as an important mediating variable in the relationship between human-oriented leadership and ETPW within the organization studied. The current research and practice need to incorporate OGAM as an essential element in the human-oriented leadership domain. This study further suggests that the capability of leaders to appropriately execute human-oriented leadership (i.e., supportive and participative styles) in daily job operations will strongly inspire positive employee outcomes (e.g., satisfaction, performance and ethical behavior). Hence, such positive outcomes may lead to maintaining and enhancing organizational competitiveness and performance in an era of globalization and borderless world.

LIMITATIONS AND FUTURE RESEARCH

This study has several conceptual and methodological limitations. First, a cross-sectional design restricts the researchers in assessing detailed causal relationship between the intended variables in the sample data. Second, relationship among the specific elements for the independent variable, the mediating variable, and the dependent variable are not assessed and this may restrict possible exploration on the topic under study. Third, a government owned agency in Malaysia was chosen for this study and the finding may be specific to this organization. Finally, a purposive sampling method used in this study is not able to avoid response bias. The above limitations restrict the findings from being generalized to other settings.

The limitations of this study as mentioned above should be used to guide improvement in future research: First, certain important characteristics for the organization (e.g. branch and department) and employees (e.g., gender, age, education and position) should be explored as they may indirectly affect respondents' attitudes on the mediating effect of OGAM in the hypothesized model. Second, a longitudinal study should be considered because it will show the effectiveness of a hypothesized model between subsamples with the sample data. This approach may explain in detail the patterns of change and the direction, and magnitude of causal relationships among the intended variables. Third, a comparison method should be used to evaluate the effectiveness of mediating effect of OGAM in more than one organizations in order to get better results. Fourth, a larger sample size should be used to decrease response bias and this may characterize the population under study. Fifth, other specific theoretical constructs of organizational commitment, such as affective, normative and continuance should be considered because they have been widely recognized as important connections between human-oriented leadership and employee outcomes (Mesu 2013; Schulkers 2017). Finally, other components of human-oriented leadership such as caring, empathy, respect and trust should be considered because their roles have been extensively acknowledged in the leadership behavior literature (Hasel & Grover 2017; Tzouramani 2016). The significance of these issues needs to be further elaborated in future study.

REFERENCES

- Abouraia, M.K. & Othman, S.M. 2017. Transformational leadership, job satisfaction, organizational commitment and turnover intentions: The direct effects among Bank representatives. *American Journal of Industrial and Business Management* 7: 404-423.
- Al-Ansi, A.M., Rahardjo, K. & Prasetya, A. 2015. Analysis impact of leadership style and pay fairness on job satisfaction and organizational commitment. *IOSR Journal of Business and Management* 17(3): 76-82.
- Alderfer, C.P. 1969. An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance* 4(2): 142-75.
- Ali, A.A., Farooq, U. & Ud Din, S.M. 2014. An investigation to the leadership culture fit and its impact on job satisfaction and work commitment. *World Applied Sciences Journal* 31(4): 427-438.
- Allen, N.J. & Meyer, J.P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology* 63: 1-18.
- Almutairi, D.O. 2016. The mediating effects of organizational commitment on the relationship between transformational leadership style and motivation to perform job. *International Journal of Business and Management* 11(1): 231-241.
- Asrar-ul-Haq, M. & Kuchinke, K.P. 2016. Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal* 2: 54-64.

- Bell, C. & Mjoli, T. 2014. The effects of participative leadership on organizational commitment: Comparing its effect on two gender groups among bak clerks. *African Journal of Business Management* 8(12): 451-459.
- Bishop, J.W., Scott, K.D. & MBurroughs, S. 2000. Support, commitment, and employee outcomes in a team environment. *Journal of Management* 26(6): 1113-1132.
- Breaugh, J., Ritz, A. & Alfes, K. 2017. Work motivation and public service motivation: Disentangling varieties of motivation and job satisfaction. *Public Management Review* 1471-1490.
- Carneiro, J., Saraiva, P., Martinho, D., Marreiros, G. & Novais, P. 2018. Representing decision-makers using styles of behavior: An approach designed for group decision support systems. *Cognitive Systems Research* 47: 109-132.
- Chi, H.K., Tsai, H.P. & Chang, P.F. 2017. Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance: A study of salespeople in Thailand. *The Journal of Human Resource and Adult Learning* 3(2): 199-212.
- Çokluk, Ö. & Yılmaz, K. 2010. The relationship between leadership behavior and organizational commitment in Turkish Primary Schools. *Bilgi* 54: 75-92.
- Colakoglu, U., Culha, O. & Atay, H. 2010. The effects of perceived organizational support on employees' affective outcomes: Evidence from the Hotel Industry. *Tourism and Hospitality Management* 16(2): 125-150.
- Corporate Philosophy of Toyota. 2017. Available at <https://www.toyota-industries.com/company/philosophy/index.html>
- Creswell, J.W. 2014. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 4th edition. California: SAGE Publication.
- Dansereau, F., Graen, G.B. & Haga, W. 1975. A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance* 13: 46-78.
- Eichhorn, B.R. 2014. *Common Method Variance Techniques*. Paper AA11-2014. Cleveland, OH: Cleveland State University. Available at <https://www.lexjansen.com/mwsug/2014/AA/MWSUG-2014-AA11.pdf>.
- Fortune 100 Best. 2017. Available at <http://fortune.com/best-companies/>.
- Hair Jr., J.F., Hult, G.T.M., Ringle, C.M. & Sarstedt, M. 2017. *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd edition. United States of America: SAGE Publications.
- Hasel, M.C. & Grover, S.L. 2017. An integrative model of trust and leadership. *Leadership and Organization Development Journal* 38(6): 849-867.
- Henseler, J., Ringle, C.M. & Sinkovics, R.R. 2009. The use of partial least squares path modeling in international marketing. *Advances in International Marketing* 20: 277-319.
- Hulpia, H., Devos, G. & Van Keer, H. 2010. The influence of distributed leadership on organizational commitment: A multilevel approach. *Journal of Educational Research* 103(1): 40-52.
- Ismail, A., Ishak, Y. & Yusuf, M.H. 2016. Human-oriented leadership and organizational commitment in US subsidiary company based in Sarawak. *Binus Business Review* 7(3): 233-239.
- Koopmans, L., Bernards, C.M., Hildebrandt, V.H., Van Buuren, S., Van der Beek, A.J. & De Vet, H.C.W. 2013. Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management* 62(1): 6-28.
- Kouzes, J.M. & Posner, B.Z. 2013. Leadership practices inventory: LPI: individual feedback report (360 sample). Available at http://www.leadershipchallenge.com/UserFiles/English_LPI4eSampleReport.pdf.
- Krishnanathan, P. & Mangaleswaran, T. 2018. Organizational commitment and employee performance with special reference to administrative officers at the University of Jaffna, Sri Lanka. *Research Journal of Education* 4(6): 82-86.
- Lau, C.M. & Chong, J. 2002. The effects of budget emphasis, participation and organizational commitment on job satisfaction: Evidence from the financial services sector. *Advances in Accounting Behavioral Research* 5: 183-211.
- Leadership qualities. 2009. Available at https://www.jpmorgan.com/cm/Satellite?pagename=JPM_redesign/JPM_Content_C/IB_Generic_Detail_Page_Templateandcid=1159393380189andc=JPM_Content_C
- Leanard, K. 2018. Advantages & disadvantages of people-oriented leadership styles. Available at <https://smallbusiness.chron.com/advantages-disadvantages-peopleoriented-leadership-styles-10299.html>
- Life at Google. 2017. Available at <https://www.google.fr/about/careers/lifeatgoogle>
- Ling, W., Zhang, Z. & Fang, L. 2001. A study of the organizational commitment of Chinese employees. *Social Science in China* 128(2): 90-102.
- Lythreathis, S., Sayed, M.A.M. & Wang, X. 2017. Participative leadership and organizational identification in SMEs in the MENA Region: Testing the roles of CSR perceptions and pride in membership. *Journal Business Ethics*: 1-16.
- Mahdi, O.R., Mohd, E.S.B.G. & Almsafir, M.K. 2014. Empirical study on the impact of leadership behavior on organizational commitment in plantation companies in Malaysia. 2nd World Conference On Business, Economics And Management - WCBEM 2013, *Procedia - Social and Behavioral Sciences* 109: 1076-1087.
- Maslow, A.H. 1943. A theory of human motivation. *Psychological Review* 50(4): 370-396.
- Mayer, R.C. & Schoorman, F.D. 1992. Predicting participation and production outcomes through a two-dimensional model of organizational commitment. *Academic Management Journal* 35(3): 671-684.
- McClelland, D.C. 1978. Managing motivation to expand human freedom. *American Psychologist* 33(3): 201-210.
- Melody, P.M.C., Fu, P.P. & Shang, Y.F. 2013. Relational power and influence strategies: A step further in understanding power dynamics. *Chinese Management Studies* 7(1): 53-73.
- Mesu, J. 2013. Transformational and transactional leadership; Does it work in Small to Medium-Sized Enterprise? Unpublished dissertation, Saxion University of Applied Sciences and the University of Twente.
- Meyer, J.P. & Allen, N.J. 1991. A three-component conceptualization of organizational commitment. *Human Resource Management Review* 1(1): 61-89.
- Mowday, R.T., Steers, R.M. & Porter, L.W. 1979. The measurement of organizational commitment. *Journal of Vocational Behavior* 14: 224-247.
- Muhammad Hammad, A. & Imran, B. 2018. The effect of job satisfaction on teacher's organizational commitment, with

- special reference to private sector universities of Punjab, Pakistan. *International Journal of Scientific and Research Publications* 8(3): 114-125.
- Muller, J. 2013. *How mary barra will lead GM*. Available at <https://www.forbes.com>.
- Musabah, S. & Al-Zefeiti, B. 2017. The influence of transformational leadership behaviours on organizational commitment in Omani Governmental Organizations. *International Journal of Business and Management* 12(4): 111-122.
- Nabi, N, Islam M, Dip, T.M. & Hossain A.A. 2017 Impact of motivation on employee performances: A case study of Karmasangsthan Bank Limited, Bangladesh. *Arabian J Bus Manag Review* 7: 1-8.
- Neck, C.P., Houghton, J.D. & Murray, E.L. 2017. *Organizational Behavior: A Critical-Thinking Approach*. 1st edition. Los Angeles: SAGE Publications.
- Northouse, P. 2013. *Leadership Theory and Practice*. 6th edition. Thousand Oaks: SAGE Publications.
- Oh, J., Cho, D. & Lim, D.H. 2018. Authentic leadership and work engagement: The mediating effect of practicing core values. *Leadership and Organization Development Journal* 39(2): 276-290.
- O'Reilly III, C. & Chatman, J. 1986. Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology* 71(3): 492-499.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. & Podsakoff, N.P. 2003. Common method biases in behavioural research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology* 88(5): 879-903.
- Porter, L.W. Steers, R.M. Mowday, R.T. & Boulian, P.V. 1974. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology* 59(5): 603-609.
- Saha, S. & Kumar, S.P. 2017. Influence of participation in decision making on job satisfaction, group learning and group commitment: Empirical study of public sector undertakings in India. *Asian Academy of Management Journal* 22(1): 79-101.
- Schulkers, J. 2017. *Servant leadership and affective commitment to change in manufacturing organizations*. PhD Dissertation, Walden University.
- Sekaran, U. & Bougie, R. 2015. *Research Methods for Business: A Skill-Building Approach*. 6th edition. New Delhi: Wiley.
- Semarco, S.K.M. & Cho, S. 2017. The predictive influence of headteachers' task-oriented managerial leadership behaviours on teachers' retention intentions in Ghana. *Educational Management Administration and Leadership* 46(3): 1-18.
- Setyaningrum, R.P., Setiawan, M. & Surachman 2017. Organizational commitments are mediation of relationships between servant leadership and employee performance. *Journal of Applied Management* 15(4): 693-701.
- Shen, L. 2017. Here Are the Fortune 500's 10 most successful companies. Available at <http://fortune.com/2017/06/07/fortune-500-companies-list-top/>.
- Shin, Y., Oh, Y., Sim, C.-H. & Lee, J.-Y. 2016. A multilevel study of supportive leadership and individual work outcomes: The mediating roles of team cooperation, job satisfaction, and team commitment. *Journal of Applied Business Research* 32(1): 55-70.
- Siti Fardaniah, A.A. & Salma, C.M. 2017. Pengaruh kepemimpinan transformasi, keberkesanan latihan dan kualiti kehidupan bekerja terhadap kualiti perkhidmatan guru di Malaysia. *e-Bangi (Special Issue 3)*: 2-14.
- Skinner, B.F. 1938. *Behavior of Organisms*. New York: Appleton-Century-Crofts.
- Srithongrun, A. 2011. The causal relationships among transformational leadership, organizational commitment and employee effectiveness. *International Journal of Public Administration* 34: 376-388.
- Steyrera, J., Schiffingera, M. & Lang, R. 2008. Organizational commitment – A missing link between leadership behavior and organizational performance? *Scandinavian Journal of Management* 24: 364-374.
- Tahir, A.H., Tanveer, A., Faheem, F., Rahman, A. & Saeed, Z. 2017. Influence of instrumental and participative leadership style on job performance. *International Journal of Scientific Footprints* 5(2): 1-8.
- The Global 2000. 2017. Available at <https://www.forbes.com/global2000/#6a333509335d>
- Tzouramani, E. 2016. Leadership and empathy. In *Leadership Today: Practices for Personal and Professional Performance*, edited by Marques, J. & Dhiman, S. 197-216. Springer,
- Veliu, L., Manxhari, M., Demiri, V. & Jahaj, L. 2017. The influence of leadership styles on employees' performance. *Journal of Management* 31(2): 59-69.
- Vroom, V.H. & Jago, A.G. 1988. Managing participation: A critical dimension of leadership. *Journal of Management Development* 7(5): 32-42.
- Walmart Corporate Leadership. 2017. Available at <https://corporate.walmart.com/our-story/leadership>.
- Wan Idros, W.S., Nur Farhah, O. & Maizatul Haizan, M. 2017. Hubungan pengkomunikasian budaya organisasi dengan prestasi kerja kakitangan pelaksana sektor awam. *e-Bangi* 12(3):1-18.
- Wang, C.I., Indridason, T. & Saunders, M.N.K. 2010. Affective and continuance commitment in public private partnership. *Employee Relations* 32(4): 396-417
- Wann-Yih, W. & Htaik, L.S. 2011. *The impacts of perceived organizational support, job satisfaction, and organizational commitment on job performance in hotel industry*. The 11th international DSI and the 16th APDSI Joint Meeting, July 12 – 16, Taipei, Taiwan.
- Williams, L.J. & Anderson, S.E. 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management* 17(3): 601-617.
- Wong, A. & Tong, C. 2014. Evaluation of organizational commitment models and their components in Asian Cities. *International Journal of Human Resource Studies* 4(2): 66-96.
- Wu, Y.C. 2017. Mechanisms linking ethical leadership to ethical sales behavior. *Psychological Reports* 120(3): 537-560.
- Xu, Q., Zhao, Y., Xi, M. & Zhao, S. 2018. Impact of benevolent leadership on follower taking charge: Roles of work engagement and role-breadth self-efficacy. *Chinese Management Studies* 12(4): 741-755.
- Yahaya, R. & Ebrahim, F. 2016. Leadership styles and organizational commitment: Literature review. *Journal of Management Development* 35(2): 190-216.
- Yeh, H. & Hong, D. 2012. The mediating effect of organizational commitment on leadership type and motivation to perform

- job. *The Journal of Human Resource and Adult Learning* 8(2): 50-60.
- Yiing, L.H. & Ahmad, K.Z. 2009. The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership and Organization Development Journal* 30(1): 53-86.
- Yousef, D.A. 2000. Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology* 15(1): 6-24.
- Zafir, M.M. & Sheikh Muhamad Hizam, S.K. 2014. Measuring the effect of commitment on occupational stressors and individual productivity ties. *Jurnal Pengurusan* 40: 103-113.
- Zhao, X., Lynch Jr., J.G. & Chen, Q. 2010. Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research* 37(2): 197-206.
- Yusniati Ishak
UKM-Graduate School of Business
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: yuss294@gmail.com
- Azman Ismail (corresponding author)
Faculty of Economic and Management
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: azisma08@gmail.com / azisma12@ukm.edu.my
- Asyakireen Samsudin
Faculty of Economic and Management
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: syakanda1304@gmail.com
- Umi Hamidaton Mohd Soffian Lee
Institut Islam Hadhari
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: hamidatonumi@gmail.com
- Mohd Helmi Ali
Faculty of Economic and Management
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: mohdhelmiali@ukm.edu.my