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**The Influence of Leadership Style on Company Performance in
Food and Beverage Service Industry of Malaysia**

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STUDENT'S DECLARATION

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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List of Table

Abstract

CHAPTER ONE	1
1.0 Overview	1
1.1 Introduction to the study	1
1.2 Problem Statement	3
1.3 Research Objective	7
1.4 Research Question	8
1.5 Significance of Study	8
1.5.1 Industry	9
1.5.2 Academia	9
1.6 Scope of Study	10
1.7 Limitations of Study	10
1.7.1 Geographical Constraints and Limitation on Sample Size	10
1.7.2 Limited Time Frame	11
1.8 Operational definitions	11
1.9 Organization of Chapters	12
CHAPTER TWO	13
2.0 Overview	14
2.1 Company performance	14
2.1.1 Global Perspective on Company Performance	16
2.1.2 Malaysia's perspective on Company Performance	18
2.2 Influencers of Company Performance	21
2.2.1 Yukl (1989) Leadership Style	22
2.2.1.1 Transformational Leadership Style	26
2.2.1.2 Transactional Leadership Style	30
2.3 Gap in literature	34
2.4 Fundamental Theory	36
2.5 Theoretical Framework	38
2.6 Hypothesis	39
2.7 Conclusion	39
CHAPTER THREE	41
3.0 Overview	41
3.1 Research Design	41
3.2 Unit of Analysis and Time Horizon	42
3.3 Sampling Design	43
3.3.1 Research Population	44

3.3.2 Sampling Plan	44
3.3.3 Sampling Size	45
3.4 Questionnaire Design	47
3.5 Measuring Instrument	49
3.5.1 Pilot Testing	50
3.5.2 Factor Analysis	50
3.5.3 Reliability Test	51
3.5.5 Descriptive Analysis	52
3.5.6 Correlational Analysis	52
3.5.7 Hypothesis Testing	52
Multiple Regression	53
Regression ANOVA	53
Beta Coefficient	53
Multicollinearity	54
3.5.8 Ethic consideration	54
3.6 Conclusion	55
CHAPTER FOUR	57
DATA ANALYSIS	57
4.0 Overview	57
4.1 Pilot Test Analysis	58
4.1.1 Factor Analysis Results	58
4.1.1.1 KMO and Bartlett's Test for Sphericity	58
4.1.1.2 Factor Loadings	59
4.1.1.3 Pilot test- Eigenvalues	61
4.1.2 Pilot test- Reliability Test	63
4.1.3 Conclusion for pilot test	63
4.2 Descriptive Analysis - Demographic profile of respondents	64
4.3 Preliminary Analysis- Factor Analysis	67
4.3.1 Preliminary test- Factor Loading	69
4.3.2 Preliminary Test- Eigenvalues	72
4.4 Preliminary Analysis- Reliability test	73
4.5 Correlational Analysis	74
4.6 Hypotheses Testing	74
4.6.1 Multiple Regression Analysis	76
4.6.2 Regression ANOVA	77
4.6.3 Beta Coefficients	77
4.6.4 Multicollinearity	78
4.7 Summary of Findings	80

4.8 Chapter Conclusion	81
CHAPTER FIVE	82
5.0 Overview	82
5.1 Summary of Findings	83
5.2 Discussion	84
5.2.1 Demographic Profile	84
5.2.2 Factor Analysis, Reliability Test and Hypothesis Testing	85
5.2.3 Hypothesis Testing	86
5.2.3.1 Hypothesis 1	87
5.2.3.2 Hypothesis 2	89
5.3 Recommendation	91
5.4 Research Limitation	92
5.5 Future Research Direction	94
5.6 Conclusion	96
Personal Reflections	97
References	100
Appendix	120

List of Table

Table 1.3 Operational Definition.....	12
Table 3.1 Research Design Diagram.....	47
Table 3.2 Questionnaire Design Table.....	49
Table 4.1 KMO and Bartlett’s Test (Dependent Variable).....	58
Table 4.2 KMO and Bartlett’s Test (Independent Variables).....	58
Table 4.3 Factor Loading of Pilot Test (Dependent Variable).....	59
Table 4.4 Factor Loading of Pilot Test (Independent Variables).....	60
Table 4.5 Total Variance Explained of Pilot Test (Dependent Variable).....	61
Table 4.6 Total Variance Explained of Pilot Test (Independent Variable).....	62
Table 4.7 Pilot Test- Reliability Statistic.....	63
Table 4.8 Response Rate of the Study.....	64
Table 4.9 Demographic Profile of Respondents.....	66
Table 4.10 KMO and Bartlett’s Test (Dependent Variable).....	68
Table 4.11 KMO and Bartlett’s Test (Independent Variable).....	68
Table 4.12 Factor Loading of Preliminary Test (Dependent Variable).....	69
Table 4.13 Factor Loading of Preliminary Test (Independent Variable).....	69
Table 4.14 Component Matrix.....	70
Table 4.15 Total Variance Explained of Preliminary Test (Dependent Variable).....	72
Table 4.16 Total Variance Explained of Preliminary Test (Independent Variable).....	72
Table 4.17 Preliminary Test- Reliability Statistic.....	73
Table 4.18 Correlation Analysis.....	74
Table 4.19 Summary of Dependent Variable and Independent Variables	75

Table 4.20 Research Hypotheses.....	75
Table 4.21 Multiple Regression Model Summary	76
Table 4.22 Regression ANOVA.....	77
Table 4.23 Beta Coefficient Result from Multiple Linear Regression	78
Table 4.24 Multicollinearity of Independent Variables.....	79
Table 4.25 Results from Multiple Regression.....	80

List of Figure

Figure 1.1 Company Performance In Malaysia from 2018-2021 (Quarterly).....	4
Figure 1.2 Factor Influence the Company Performance.....	5
Figure 2.5 Theoretical Framework of Research Hypotheses.....	39
Figure 3.3.3 Determination of Sample Size for a Population	45

Abstract

Company performance is important because it shows the company's ability to achieve high profits, good product quality, market share and good financial results over a period of time. However, Malaysia is currently under low performance in the company's finances or marketing due to ineffective management on leading the employees that lead to low performance in the operating activities and lower productivity that directly influence the company performance in the food and beverage service industry Malaysia. Therefore, the purpose of this study is to describe the company performance, verifying leadership style in the food and beverage service industry in Malaysia and use the performance theory to further study the influencers. Additionally, transactional and transformational leadership as the dimension of Yukl (1989) leadership style will be reviewed to determine the influence on company performance.

The study was therefore conducted in a quantitative method by using questionnaires to collect data on the factors which are influencing company performance. The research design and research methodology adopted in this study is to collect the data via questionnaire distribution to the food and beverage service industry in Malaysia. Besides, correlation design is also used to investigate the relationship between the constructs and the phenomenon under study.

Keywords: Company Performance, Transformational Leadership Style, Transactional Leadership Style, Malaysia

CHAPTER ONE

INTRODUCTION

1.0 Overview

Chapter 1 is about the introduction of the purpose of this research study. The chapter provides an overview on the leadership style and company performance in the food and beverage service industry in Malaysia. It covers the study of company performance to determine the research's intention and provide justification to the study's rationale. This chapter one also covered the problem statement, research question and research objectives. Lastly, it stated the operational definition which covered the key definition of the terms.

1.1 Introduction to the study

Company performance is defined as the composite assessment of a company's capability or ability to exploit the available resources efficiently in operational activities (Issor and Taouab, 2019). This is supported by Elena-Iuliana and Maria (2016), company performance defined as the sum of work effect that provides the strongest relationship to align with the company's strategic objectives from customer's satisfaction and the economic contribution. This is also reaffirmed by Zeng, Van Blokland, Santema et. al. (2020) that company performance can also be defined as the effectiveness and efficiency of action for decision-makers to monitor performance to meet its own needs for profit and the needs of stakeholders that lead to the achievement of shared purpose. Furthermore, Alrowwad, Obeidat, Tarhini et. al. (2017) stated that company performance can be viewed in different points such as process point that refers to the transformation of inputs into outputs to achieve specific outcomes, while company performance from the economic point of view is related to the effective cost and realized output.

According to Al Khajeh (2018), company performance is important to analyze because it reflects how well the manager contributes to the management process and growth that helps the company to increase the value, achievement, and core market competitiveness. The evaluation of company performance is a crucial part for management that determines the impact of business management decisions on the performance result as well as the direction to improve the decision (Narkuniene and Ulbinaite, 2018). This was affirmed by Pang and Chin (2018) that company performance evaluation helps the company to gather the information regarding the quality of operational activities, implementing a strategic plan and determine the fulfillment of organization objective through the financial measurement such as the return on investment or profit, shareholder return and the product or service's market performance. Even though the process of measuring company performance is complex, company performance must be measured effectively because it will influence stakeholder satisfaction, company communication, team collaboration, strategic performance and company growth (Tomic, Tesic, Kuzmanovic, et. al., 2018).

Samson and Ayodeji (2019) mentioned that company performance helps in identifying the financial performance from various perspectives to survive under the pressure of market competition. Alhawamdeh and Alsmairat (2019) also stated that there are two important elements

taken into account of the company performance which are financial performance and market performance to indicate the profitability and sales growth compared to the competitors in the overall economic performance. On the other side, the meaning in the theoretical construct on company performance is the accomplishment of the outcome to gain competitive advantages when the company performs via other similar competitors in the same industry (Widarti, Subiyanto, and Pramajaya, 2018).

However, Kuzmanovic et. al. (2018) argued that the financial evaluation of company performance is encouraging for the short-term view that it lacks strategic focus and failed to provide the customer requirement and quality of the competitors' performance. Alrowwad et. al. (2017) believe that a company should focus on long-term success to assess the changes in the business environment, management strategies, systems or processes in order to have the ability to achieve competitive advantages. This is also supported by Al Khajeh (2018), the success of company performance in achieving goals and objectives should include internal and external dimensions which are the relevance of the company to stakeholder needs, effectiveness and efficiency of the company management, and the financial viability.

Therefore, as seen above from the various literatures (Alrowwad et. al., 2017; Al Khajeh; Samson and Ayodeji, 2019) that company performance has been extensively studied from different perspectives within the context in Malaysia. The academic studies that attempt to ascertain the relationship between the dimension of Yukl (1989) leadership style in transformational leadership and transactional leadership are still lacking. From the above literature, company performance has yet to include the different contexts and the leadership style are also different from the studies that worth having an in-depth study to better understand company performance and increase the company competitiveness.

1.2 Problem Statement

Company performance is still critical academic research because company performance has a multidimensional phenomenon with many function variables (Alhawamdeh and Alsmairat, 2019). Many researchers (Pang and Chin, 2018; Hoxha, 2019; Sheshi and Kercini, 2017) have done on the factors that are more focused on employee job satisfaction, working environment, attitudes and corporate culture that influence the company performance. The success or failure of performance is depending on how the company establishes the strategy and the evaluation of overall management and operation activities to improve performance and ultimately achieve the company goal (Narkunienė and Ulbinaitė, 2018). However, there is no corresponding performance evaluation on the company as different perspectives are focusing on the financial or profit achievements like sales revenue or return of investment (Bhasin, 2017). Whereas other researches focus on non-financial measurement in customer relationship and internal business process that align with company's vision (Al Khajeh, 2018). Nevertheless, Sandybayev (2019) described that company performance relies on each managerial process and company construct for the long-term operation that should be improved continuously to reach market competitiveness.

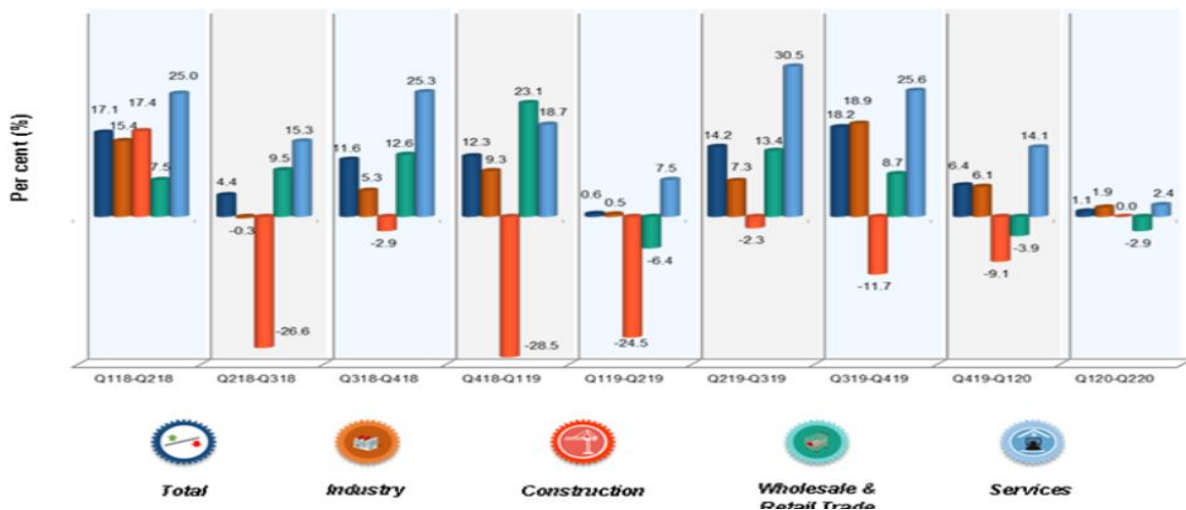


Figure 1.1. Company Performance in Malaysia from 2018 till 2020 (Quarterly)

Source: Department of Statistics Malaysia Official Portal (2020)

In Malaysia, food and beverage service are one of the sub-sectors in the service industry and this sub-sector industry is growing rapidly due to the growing demand of consumers (Mahafzah,

Aljawarneh, Alomari et. al., 2020). The service sector is one of the important ventures of Malaysia to support the country's economy and thus it has a critical commitment to the gross domestic product of Malaysia (Flanders Investment and Trade, 2020). As per O'Neill (2021), the service industry in Malaysia had contributed 54.78% of Malaysia's GDP in 2020. From the above figure 1.1, the company performance in Malaysia is regressing year by year which shows that there is an unstable condition of company performance where there are a variety of external and internal environments that are influencing the company performance (Department of Statistic Malaysia Official Portal (2020). Additionally, 68.9% of the local companies in Malaysia have more than 50 percent drop in profit that slowed down the economy of Malaysia (Marie, 2020). Therefore, it is necessary to have further study the company performance in order to identify the major factors that influence this problem.

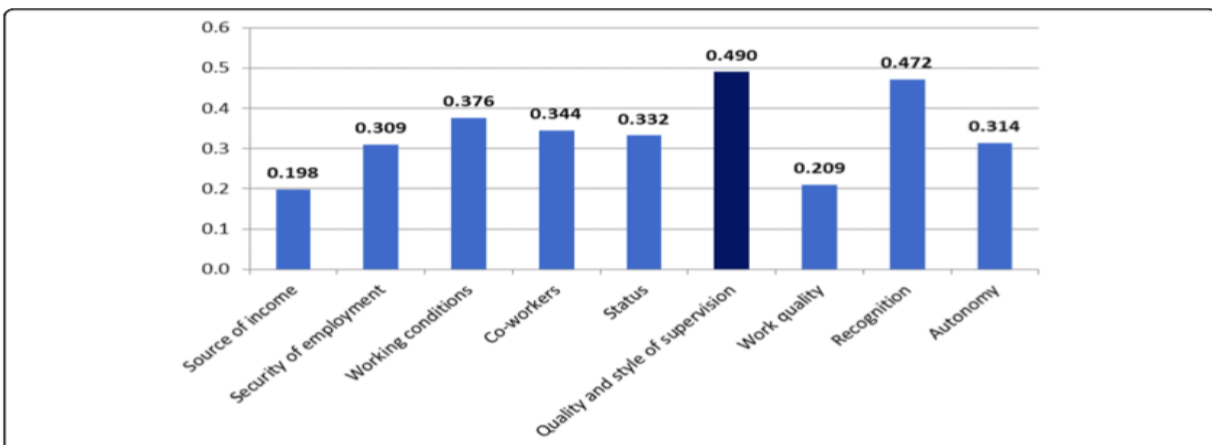


Figure 1.2.: Factor influence the company performance

Source: Chmielewska, Stokwiszewski, Filip et. al. (2020)

From the statistics shown above, the major factor that influences the company performance is the quality and style of supervision and followed by the recognition that brings a significant influence on the company performance (Chmielewska et. al., 2020). Approximately, there is a low level of company performance in the food and beverage service industry of Malaysia due to the ineffective management that results in the falls of listed companies in Malaysia from 987 in the year 2007 to 903 in the year 2015 (Jakpar, Tinggi, Tan, Johari, and Myint, 2019). According to Mahmud, Hilmi, Mustapha et. al. (2019), there are 35.75% of the small-medium enterprises (SMEs) in Malaysia had a lower level of company performance compare with large companies in Malaysia.

Company performance in the food and beverage service industry is low as they are always contributing to numerous challenges such as delay in production, lack of mentors, rigid work shift, unequal reward and opportunities especially on the management of human capital that lead to the high customer dissatisfaction and low service quality (Arlanda and Suroso, 2018). This is also reaffirmed by Razali, Salmizi, Ali et. al. (2020) that 42.6% of companies in Malaysia meet the low- performance challenges because of the managerial role that creates an unfair workplace and ineffective employee management that directly influences employee's productivity and company performance. According to Al-Khaled and Chung (2020), poor management of the company results in lasting damage to employee relations and leads to a toxic and uninviting working atmosphere that causes ineffective company performance. Many of the companies' management does not perceive the inner signals of disappointment and external changes that led to business decline (Lo, Wah, Wang, et. al, 2016). Due to poor management, many companies are facing unethical practices, poor financial performance and high turnover that meet difficulty to accomplish the stated objective (Al-Khajeh, 2018). The relationship between management and employees is always crucial to the success of the company because they have a direct cause-effect relationship that contributes to achieving the company's shared goals (Pang and Chin, 2019). This is also supported by Gonfa (2019) where poor management causes a lack of direction and loss of purpose that is unable to maintain high performance in managerial function which again harms the productivity of the company. This was further confirmed by Alhawamdeh and Alsmairat (2019) that poor management causes the loss of the ability in creative problem solving, motivating employees, and inability to make sure the organization accomplishes objectives with high performance.

Nevertheless, a study by Al Khajeh (2018) discovered that poor management and leadership led to wrong decision making which influences the company's performance. This is reaffirmed by Gonfa (2019) that the management is lacking the adaptation of subordinate's opinions and the rapidly changing business environment led to the situations of making a wrong decision in strategic planning and forecasting that influence the financial or profit of the company. As a result, the burden of achieving a high company performance lies directly on the management of the company to implement a decision strategy to achieve the company's goals and objectives (Abubakar, Elrehail, Alatailat et. al., 2017).

In conclusion, several studies identify the management have a significant influence on company performance that led to the low productivity of the employees and accomplishment on task because performance is a result achieved when the employees are motivated with work satisfied (Berraises and Bchini, 2018; Al Khajeh, 2018; Smriti and Das, 2018). Currently, many food and beverage service companies are challenged by environmental factors such as rough competition, changing customers' needs, and speed of technological development that influence performance (Widodo and Silitonga, 2020). Internally, companies are also faced with the challenges of unethical practices, high labor turnover, and poor financial management that exert a negative impact on company performance (Alrowwad et. al., 2017). Hence, company performance is still an important variable to investigate in the management field due to a variety of factors that influence its financial and marketing performance within the company in order to keep survival and improve business sustainability (Gonfa, 2019).

1.3 Research Objective

The main research objective is to identify the key factors that influence the company performance based on the transformational leadership and transactional leadership under the dimension of Yukl (1989) leadership style and to examine the association of leadership style and company performance. Therefore, research objectives should be carried out by using the most appropriate methodology to understand the entire research work effectively and align with the objective of the study (Al-Shukaili and Al-Maniri, 2017). The following are the research objectives for this study:

RO1: To determine whether Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

RO2: To determine whether Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

1.4 Research Question

The main purpose of this research question is to assess the factors that are influencing the company performance in food and beverage service industry of Malaysia (Sekaran and Bougie, 2019). There are two main research questions based on the research objective above being discussed and thus identified below. Through identifying the question below, the dependent variable and independent variable can be determined.

RQ1- Does Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia?

RQ2- Does Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia?

1.5 Significance of Study

1.5.1 Industry

The main finding for this study is to examine the influence of the leadership styles on the company performance in food and beverage service industry of Malaysia. Leadership style is the most significant determinant that is correlated with the company's success or failure because leadership style is considered as the leader behavior that has a powerful effort to coordinate the employees in order to achieve the company's shared goal or vision (Al- Khajeh, 2018). Nowadays, many of the companies are facing problems especially in food and beverage service industry that create customer dissatisfaction in turn affecting the company performance due to the lack of effectiveness of leadership (Pang and Chin, 2019). Thus, the identification of leadership style will help the food and beverage service industry to lead and motivate the employees to accomplish the goal that improves the company's performance in Malaysia. Through this research, the companies in food and beverage service industry will have sufficient knowledge of how the Yukl (1989) leadership style will influence company performance in terms of financial or non-financial performance (Narkuniene and Ulbinaite, 2018). Therefore, companies in food and beverage service industry of Malaysia will be more aware of the behavior of different leadership styles through identifying the strength and weaknesses to implement the accurate leadership style according to the needs of the employees. Additionally, the companies in food and beverage service industry can apply this analysis or knowledge to gain competitive advantages in Malaysia because the deep understanding of leadership style and the implementation of the right leadership will result in excellent employee engagement to help the company achieve the mission.

1.5.2 Academia

This research focused on the significant influence of Yukl (1989) leadership style and the company performance in Malaysia when it comes to the food and beverage service industry. This study will help in academia by providing a better understanding and critical analysis of the leadership style that influences the organization which in turn influences the output of the company such as financial performance, shareholder return and market performance especially in the Malaysian context (Al Khajeh, 2018). Many of the previous researchers are done outside of Malaysia that lack empirical comparative studies in Malaysia and some of the researchers are more focusing on

job satisfaction or engagement of employees instead of company performance (Saleh, Nusari, Habtoor et. al., 2018). Furthermore, Yukl (1989) leadership style and its dimensions of transformational leadership style and transactional leadership are also understudied in the Malaysian context. Consequently, this research will grant the knowledge and more insight into the relationship between the variables in the current journal. In short, this research will result in providing the latest information that can be used for future reference on the related topics such as the influencer on company performance in Malaysia.

1.6 Scope of Study

This research is focusing on identifying the relationship between the dimension of Yukl (1989) leadership style in transformational leadership and transactional leadership on the company performance in food and beverage service industry of Malaysia. Action research will be done by distributing the survey questionnaire via Qualtrics. The target respondents of this research are those aged 18 years old and above who are currently working in food and beverage service industry of Malaysia. People who are aged below 18 years old and not working in food and beverage service industry of Malaysia will be excluded from this study.

1.7 Limitations of Study

This research is filling the knowledge gap for the company regarding the leadership styles as influencers to company performance especially in the food and beverage service industry in Malaysia. Despite that, there are still some existing limitations in this research study.

1.7.1 Geographical Constraints and Limitation on Sample Size

First of all, the limitation of the study is geographical constraints. According to the title of the study, the focus context is Malaysia and also the outcome is only applicable to Malaysia. Furthermore, this study has limited research that is available for references in the current study due to geographical constraints. This is so because the previous studies on leadership style to link company performance are more focusing on the western countries instead of Malaysia. Moreover, non-probability sampling limits the chance of each member of the population to participate. The chance to get the respondent from the entire population in food and beverage service industry of

Malaysia is limited, which might cause the researcher unable to ascertain how well the data obtained was used in this research. As a result, the sample for this research is not typical or representative of the overall employees who are working in food and beverage industry service industry of Malaysia.

1.7.2 Limited Time Frame

The following limitation of the study is the time constraints for completing this research. Due to the nature of this course structure, the researcher is required to complete the research in about three months which includes the write-up for the chapter, data collection and also data analysis. For example, the use of the Statistical Package for Social Science (SPSS) for data analysis is not familiar to the researcher. Consequently, the researcher is using more time to identify the use of the SPSS method. Additionally, the collection of quantitative data by distributing the questionnaire is always using a lot of time to get at least the minimum number of respondents to continue the research analysis. To mitigate this limitation, future research is encouraged to start the distribution of surveys in the early of the semester in order to ensure the researcher has enough time to collect sufficient data for future findings.

1.8 Operational definitions

Table 1.3: Operational Definition

DV: Company Performance	Company performance is the overall view of the company in utilizing the resources owned that result in the profit achievement in the company's operational activities (Widodo and Silitonga, 2020).
Yukl (1989) Leadership Style	Leadership style is defined as a behavioral norm of a leader in influencing others to understand and agree about what needs to be done in order to accomplish objectives through harmonizing the perception and behavior of people (Yukl, 1989).
Dimension: Transformational Leadership	Transformational Leadership is a style of leader behavior where the leaders encourage and inspire the followers to innovate and create change to exceed the initial performance expectation in order to grow and shape the company's future success (Choi, Kim, and Kang, 2017).
Transactional Leadership	Transactional leadership is defined as a result-oriented leadership style that focuses on the basic management process of controlling and organizing which deals to motivate the followers by calling on their interest (Wahyuni, Purwandari, and Syah, 2019).
Food and beverage service industry	Food and beverage service industry defined as an economic segment that involved in transforming raw agricultural goods into consumer food and beverage products which include the food preparation, presenting and serving to the customers (Sodiku, Musa, and Ashaolu, 2019)

1.9 Organization of Chapters

Chapter 1 encloses the phenomenon study of the dependent variable which includes the definition, problem statement, research objectives, research questions, the scope of the study, limitation of the study and also the operational definitions. In chapter 1, it provides a better understanding of the study to the reader with an overview study.

Chapter 2 are focusing on the literature review which is related to this study where the company performance as the dependent variable which are the main study and transformational leadership and transactional leadership as the dimension of Yukl (1989) leadership style as the factors or influencer to the company performance. The literature review will mentioned in detail as well along with the research framework. Furthermore, the gap in the literature, fundamental theory, theoretical framework and also research hypothesis will also be discussed in chapter 2.

Meanwhile, chapter 3 covered the research methodology. This chapter started with the research design which consists of the population, unit of analysis, sampling size, and also data collection method. The following is the questionnaire design that was used to collect the data from the participants and a measurable table for the data analysis. SPSS software is the research methodology that will be used in chapter 3 for obtaining the data and further analysis used in the study.

Chapter 4 is the research result which presents the outcomes or findings of the survey questionnaire that had been collected. In this chapter, all the findings collected from the survey questionnaire will be analyzed in order to support the study.

In the last chapter 5 of this study, it will further discuss the research findings to identify the relationship between the dependent variable and independent variable with its dimensions. Besides, chapter 5 will also identify the research limitation and also provide recommendations for the future research direction.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

In this chapter, there is a review of existing literature for the study to be discussed in order to have a deeper understanding of all established theories and the development of the hypotheses. Chapter 2 will identify the importance of the study by covering the background and overview of the literature. This chapter will also include the key factors that influence company performance such as Yukl (1989) leadership style and the dimension in transactional leadership and transactional leadership. Furthermore, the focus of this chapter will describe the relationship between the independent variable and dependent variable. Besides, a theoretical framework will be established, and hypotheses will be drawn at the end of this chapter.

2.1 Company performance

Company performance describes the company's ability to achieve high profits, good product quality, market share and good financial results over a period of time (Widodo and Silitonga, 2020). This is also supported by Issor and Taouab (2019) that company performance can be seen as a determination on whether the company can meet the stakeholders' needs or goals for its survival in the market competitiveness. The effectiveness of the company's performance is influenced by employees with skills and knowledge, technology, equipment, working environment, strategic setting, and process of human interaction in the company (Widarti, Subiyanto, and Pramajaya, 2018). Company performance is an overall view of the company that identifies the result and achievement of the company by utilizing the resources owned in the operation activities (Alrowwad et.al., 2017). Besides, this is also reaffirmed by Widodo and Silitonga (2020) that company performance can be considered as the performance or quality of work by a person or group of people that carry out the work duties in the company reach the higher company achievement no matter tangible or intangible return.

Company performance is critical for the company and now is a key objective for the company to examine how to improve it (Ali, 2020). The current objective for any company is not only to survive but also to sustain its existence to improve higher performance to meet the competitive market (Widodo and Silitonga, 2020). The success of the company's performance depends on the three basic performance elements which are efficiency, HR relation, and modernization and adapting (Hashim, 2019). Efficiency is defined as the company's ability to execute all main job activities to minimize the expenses applied to the employees and resources in order to enhance the net operating margin and gain competitive advantages (Capella, 2016). The following element on company performance is human resource relation among the employees in being integrated, trust, and commitment to contribute a common and shared interest for the company (Yukl, Gordon, and Taber, 2002). Capella (2016) also described that one of the characteristics of company performance is innovation adoption which means enhancing the sales and customer growth, rising in market share, retaining the customers and reaching targets. There are various ways to understand the company performance in marketing performance, financial performance and management performance which can lead toward the company financial outcome (Narkuniene and Ulbinaite, 2018).

Company performance is a concept where the company's prominent in management through the fulfillment of the task to obtain output over a period of time (Yu, Huo, and Zhang, 2020). Narkuniene and Ulbinaite (2018) described the theoretical importance of company performance as a fundamental piece of the company administration which permits deciding the effect of business and the board choices on the exhibition results. Company performance overviews the relation between minimal and effective cost in the economy, the output and achieved outcome to reach effectiveness and between effective cost and realized output to reach efficiency (Fujianti, 2018). When the companies are using appropriate strategies and action plans, the company can achieve high performance which denotes the company's ability to perform the goal that led to profitability and the strong financial result (Ali and Islam, 2020). According to Kuzmanovic et. al. (2018), company performance is a continuous process that used to be innovation and advancement together with the growth of the company that requires the participation of all level management and employees to raise the performance.

2.1.1 Global Perspective on Company Performance

Company performance provides a significant perspective on the operational progress and company development that go toward the accomplishment of company goals (Yu et. al., 2020). The global purpose to evaluate the company's performance is to analyze whether the company can create value and gain competitive advantages (Koohang, Paliszkiwicz, and Goluchowski, 2017). Company performance has become especially important to determine the growth and different variables that influence company performance due to its complex phenomena (Alhawamdeh and Alsmairat, 2019).

According to Fujianti (2018), the current study on company performance is dominated by different variables which refer to internal conditions like innovation, culture, capital structure, and also external conditions such as the country's economy and political situation. Based on Alrowwad, Abualoush, and Masa'deh (2020) previous study on company performance in Irbid, leadership is the major function in management where strong leadership can help the company to expand its competitiveness. This is also supported by Jia, Chen, Mei et. al. (2018) that a good leadership or management behavior helps to align the employees, resources, and timing to achieve the company goals because a leader has the direct influence on the follower behaviors to create innovation for better decision making. According to the findings by Yalabik, Rayton, and Rapti (2018) in Jordan, employees are the key elements that influence the company performance because the employees compete internally and externally in their task roles that impact the business in a greater sense. This is also reaffirmed by Al-dalahmeh, Masa'deh, Khalaf et. al. (2018) that many researchers support managerial behavior and employee engagement to company performance because it indicates the cause-effect relationship in achieving higher performance which is critical for the company to face globalization and stay competitive. As a result, the overall company performance indicates the extent to which a company can meet the needs of stakeholders and its own need for survival (Neema, Bonsu, Isaac, 2019).

Furthermore, company performance can also refer to two aspects which are seen from financial performance and market performance in achieving company profitability (Samson and Ayodeji, 2019). Kuzmanovic et. al. (2018) stated a high market stock return on investment and net profit is the perception of the successful performance management in the company. Each country and sector are using different measurements on company performance that help them to identify the

strategies and coordinated management process including the company's goal setting, decision making and performance evaluation (Bhasin, 2017). According to Kuzmanovic et. al. (2018), performance measurement is a fundamental principle of management that has an important link between strategy and management activities such as key performance indicators (KPI) which are critical to the current and future success of the company. However, Balance Scorecard (BSC) is one of the popular financial performance measurements in western and also non-western countries by measuring the financial metrics and non-financial measures on customers, internal process, growth, and learning perspectives (Narkuniene and Ulbinaite, 2018). This is reaffirmed by Ahmadu and Nguavese (2019) stated that Nigeria is one of the countries that implement the use of balanced scorecards in response to the growing need for the company to come out with an accurate design on successful strategic planning and measuring tools.

Due to the changes, today's worldwide economy has ended up multifaceted, energetic, and competitive (Daniel, 2018). The success or failure of performance is depending on how the company can fulfill the customer demand and client requirement while also maximizing the available resources and capability (Abualoush et. al., 2019). Marketing strategy has become a strategic tool for the company to gain higher profit and have a stronger ability to stand out of the competitive market environment (Daniel, 2018). Marketing strategy is a continuous process that influences the company's performance which identifies what the company should do on a long-term basis to achieve superior performance (Semuel, Siagian, and Octavia, 2017). Previous studies have shown the significant importance of well-conceived marketing outlining to provide the ability for the company to execute strategic decisions to pursue higher performance (Daniel, 2018).

2.1.2 Malaysia's perspective on Company Performance

Malaysia's perception of company performance is generally similar to those found in the international context which refers to the company's position in the marketplace and the ability to fulfill the performance objectives (Lo, Wang, Wah, et. al., 2016). However, many companies in Malaysia are still losing their competitive advantages within the worldwide trend environment because of poor performance on the management and employees that led to low productivity (Mokhtar and Ibrahim, 2020). Hence, the companies in Malaysia nowadays had to make changes from a different perspective by looking toward the performance of employees and the company itself to achieve the goal (Berraies and Bchini, 2018).

Many companies in Malaysia identify that compensation and incentives strategies influence on improving the company performance to achieve higher financial and growth (Wang, Abbasi, Babajide, and Yekini, 2019). Many employees feel that higher compensation will let them have more work secured due to the current high pressure on living costs or higher risk when performing the task in the company (Mokhtar and Ibrahim, 2020). There are several types of incentives or compensation that can be given to enhance the company's performance such as salary, bonus, profit-sharing, or stock option (Yin, Yang, Ao et. al., 2021). So, the company will usually try to satisfy the employees in terms of higher pay or bonus to keep their motivation in order to increase the productivity in the operational activities (Berraies and Bchini, 2018). As a result of appropriate compensation for the employees, employees will be more appreciated and willing to focus on their tasks to achieve a shared goal of the company (Mabaso and Dlamini, 2019). Compensation or incentives became a crucial point for companies in Malaysia to achieve outstanding company performance especially for the employees who will be motivated to deliver better accomplishments when the employees have higher job satisfaction (Tamilwanan, 2020).

Many researchers in Malaysia also have identified that corporate social responsibility is an important factor that influences company performance especially in finance (Manaff, Lokman, and Tahir, 2019). Corporate social responsibility is defined as the company's self-regulation to contribute to societal goals by engaging in ethically oriented practices among shareholders, employees, and the public (Kraus, Rehman, and García, 2020). Corporate social responsibility is recognized by the society where all the companies should take wider responsibility for society and the environment rather than the profit earned (Selvarajah, Murthy, and Massilamani, 2018).

Hassan, Saleh, and Ibrahim (2020) argued that many public companies in Malaysia are slower in responding to corporate social responsibility issues regarding preservation and protection of the environment and social welfare. However, this action by companies will influence their financial performance such as sales growth and profitability (Massilamany et. al., 2018). This is because the company with high corporate social responsibility will increase the firm reputation and indirectly gain competitive advantages compared with other lower corporate social responsibility (Manaff et. al., 2019). A good corporate social responsibility can generate a good reputation that enhances financial performance, increases customer loyalty, attracts the investor, attracting and retaining talented employees to work for the company (Kaymak and Bektas, 2017). In short, corporate social responsibility held by the companies in Malaysia is influencing how well the company performs to achieve the goal and raising their financial profit (Hassan et. al., 2020).

Furthermore, the performance measurement system is one of the measurement systems used by Malaysian companies to evaluate the performance of employees and ensure the employees play an active role to achieve the desired outcome of the company (Mahmud, Saudi, and Saudi, 2017). Employees are the key elements for the company because their performance directly influences the company to achieve the objectives and higher profit earned (Micheli and Mura, 2017). This performance measurement system (PMS) brings the two major roles that influence the company performance which ensure the working attitudes of the employees follow the policy that protects the interest of the company and have the ability to motivate the employees to act toward a shared company goal (Mahmud et. al., 2017). The methods used are six sigmas, a balanced scorecard and social return on investment that are able to transform the company vision based on the management's strategy (Gupta, Modgil, and Gunasekaran, 2019). Through this measurement, employees can know the specific contributions of the overall company outcome and understand their function and role as part of the company (Narkuniene and Ulbinaite, 2018). Many scholars claimed that performance management can lead to higher company performance and hence companies must analyze and implement this measurement toward employee performance to raise the performance and productivity of the company to generate the desirable net profit (Saudi, 2016).

Although there are many studies (Gupta et. al., 2019; Mokhtar and Ibrahim, 2020; Manaff et. al., 2019) on company performance where different factors influencing were researched upon, there is still a need to research on company performance. This is because according to Massilamany et.

al. (2018) the constructs from different researches provided are coming out with different findings due to different perspectives. Furthermore, the success in achieving higher company performance depends on many variables that are necessary for the management to control and view from time to time due to the changes in the environment (Lo, 2018). Hence, there is still a need to contribute to the academic body of knowledge related to the phenomenon of company performance.

2.2 Influencers of Company Performance

The common factors that influence the company's performance can be divided into two main groups which are internal such as managerial or employee engagement and external factors such as the country's economy and government policy (Al-Tit, 2017). Financial factors are the most common influencers of the company's performance (Samson and Ayodeji, 2019). A considerable number of studies approach the financial factors that are reflecting the influencing on the company's effectiveness and efficiency of utilizing the resources to stay competitive and survive under fierce competition (Narkuniene and Ulbinaite, 2018). However, different studies (Al Khajeh, 2018; Pang and Chin, 2018; Fujianti, 2018) have shown that total assets (ROA), financial return, invested capital, or return on assets (ROA) are the key elements of the profitability that influence the company performance which is most frequently researched upon. Internal factors are also one of the common factors that influence company performance (Gonfa, 2019). Several studies (Pang and Chin, 2018; Hoxha, 2019; Sheshi and Kercini, 2017) have gone through the leadership style are influencing the company performance in terms of job satisfaction and managerial behaviors that lead to low productivity. Thus, given the diverse perspective on factors influencing the company performance, there needs a further delve into understanding the probable factors that will influence the company performance (Al-Khaled and Chung, 2020). In the current study, leadership style in management perspective is the main construction to ascertain how it influences company performance because each operation decision or process lies on how the management construct the company's long-term operation (Sheshi and Kercini, 2017).

2.2.1 Yukl (1989) Leadership Style

Yukl (1989) leadership style is defined as a behavioral norm of a leader in influencing others to understand and agree about what needs to be done in order to accomplish objectives through harmonizing the perception and behavior of people. Nidadhavolu (2018) also further supported leadership style is where the leader takes in his or her interaction with subordinates towards influencing attainment of the company objectives. The general definition of leadership style is the skill or specific approaches used by a leader or manager to communicate with the subordinates in order to get the task done (Yukl, Mahsud, Prussia et. al., 2019). This is also reaffirmed by Khan, Busari, Abdullah et. al. (2018) different leaders have different behaviors in managing their members toward achieving the shared company goals. Thus, Yukl (1989) leadership style is also considered as a way of a leader influences the members through encouraging, motivating and coordinating in a predetermined way under various tasks or programs (Widodo and Silitonga, 2020). According to Bourne and Smith-Sherwood (2018), leadership style refers to how individuals collect input, present ideas, and manage people that are able to influence the commitment of the followers or employees within the organization. Thus, Yukl (1989) leadership style has a strong connection with managerial behavior can integrate the company goal and personal interest to enhance the follower's engagement for a common goal and objective (Khajeh, 2019). This is because leadership style is the behavior that influences people to fulfill shared goals which is not only a personal trait but also an interactive process between leader and followers (Gerçek, 2018).

Yukl (1989) stated there are two important leadership styles in transformational and transactional leadership that bring a significant influence on the company performance. Transformational leadership expressed the moral values of their followers in their efforts to raise awareness about the ethical issues and mobilize the resources to reform institutions while transactional leadership is the involvement of values that are relevant to exchange the processes like honesty, responsibility and reciprocity (Hoxha, 2019). This is also supported by Kark, Johnson, Matta, et. al. (2020) that transformational and transactional leadership is a leader style that influences the people to work together in order to achieve the company goals. Hansen and Pihl-Thingvad (2018) stated that leadership can occur anywhere that influences or motivates the behavior of others towards achieving a common goal. According to Tawas (2019), the leaders in the company are possible to

have two different leadership styles: transformational and transactional that integrated into one person to expand the boundary and performance beyond expectation or reach a series of completely new company goals. This is reaffirmed by Bourne and Smith-Sherwood (2018) that leaders with transformational leadership are more targeted in innovating, stimulating and encouraged to challenge the status quo. On the other hand, transactional behavior is relying on the expectation of the followers that usually discourages the followers from going beyond expectation (Saleh, Nusari, Habtoor et. al., 2018). Yukl (1989) leadership in transactional leadership is useful for institutionalizing and refining existing knowledge, whereas transformational leadership is useful for challenging the existing state of affairs (Top, Abdullah and Faraj, 2020).

Moreover, Yukl (1989) leadership style is concerned with the three behaviors that contribute to the way the leader in leading the employees which include task-oriented, relation-oriented and change-oriented which provides a basic framework for the transactional and transformational leadership style (Yukl et. al., 2018). Task-oriented behavior is where the leader provides support to the followers based on their interest in demand or well-being (Borgmann, Rowold, Bormann, 2016). This behavior of leadership style can clarify the responsibility and monitor the performance toward the company operation activities (Henkel, Marion, and Bourdeau, 2019). The following behavior is relation-oriented that leads and treats followers friendly and equal which is open to input from others (Yukl et. al., 2018). Relation-oriented behavior influences leadership style because it identifies the individualized consideration as part of transformational leadership (Behrendt, Matz, and Göritz, 2017). This is also supported by Mikkelsen and Olsen (2018) transformational leadership encourages the high change-oriented leader to encompass the action in developing and communicating the vision for change. In short, Yukl (1989) clarifies that the distinction between the three behaviors is relevant to understand the effective leadership that might influence the company's performance and growth.

According to Behrendt et. al. (2017), there are three main characteristics in the leadership style which are influence, power and tactic. Firstly, influence is the essence of the Yukl (1989) leadership style because there will be no leader when there is no influence (Bourne and Smith-Sherwood, 2018). The influence in leadership style is the element that strongly focuses on followership that can result in the ineffective or effective leader in the workplace (Yukl et. al., 2019). Yukl (1989) highlighted that it is necessary to influence people to carry out a request,

support a proposal and implement the decision where the followers are motivated to follow the leader's instruction. This is also supported by (Bourne and Smith-Sherwood, 2018) an effective leader can stimulate and massages the cognition of his or her followers into action through harmonizing the perception of people. The following characteristic is power where the leader can understand how to influence the followers in the company (Yukl et. al., 2019). Power is an action that is carried out by a leader to stimulate the response from his or her followers and stir the followers to action (Anand, Liden, and Vidyarthi, 2016). In Yukl (1989) leadership style, the degree of leader's power is differentiated into seven different categories which include legitimate, reward, coercive, referent, expert, information and ecological power (Lord, Day, Zaccaro et. al., 2017). Different power of leaders will come out with result on the followers such as coercive power of a leader is based on the authority and punishment over the subordinates while referent power is where the leader influences the followers due to the follower's admiration and respect to the leader (Epitropaki, Kark, Mainemelis et. al., 2017). Another characteristic is tactics that are also known as strategies to achieve a specific goal (Bourne and Smith-Sherwood, 2018). However, each leader or manager might desire different tactics to handle their subordinates such as impression management, political and proactive influence (Khajeh, 2019). Impression management is the tactic used by leaders to distribute scarce resources, rewards and provide unconditional decisions to influence followers' willingness to follow and like the leaders (Widodo and Silitonga, 2020). Besides, certain leadership styles will include the political tactic because this type of tactic is more deceptive, manipulative and an abuse of power (Lord et. al., 2017). Yukl (1989) leadership style categorized that proactive influence tactics as an immediate action that changes the procedure for the current task by targeting the person (Bourne and Smith-Sherwood, 2018). A leader can further identify the tactic in rational, persuasion, inspirational, consultation, collaboration, personal appeals or legitimating tactic according to the different behavior of the target person (Epitropaki et. al., 2017).

Both transformational and transactional leadership styles showed significant positive relationships with company performance measured as sales growth, employment growth, market value growth, profitability and perception of overall performance (Hoxha, 2019). Yukl (1989) leadership style has a significant influence on the company performance through the commitment of employees within the company (Rahman and Jantan, 2019). The leadership style positively influences job satisfaction which may lead to high productivity or low productivity of employees that directly

influence the company's financial and marketing performance (Sandybayev, 2019). This is also supported by Bourne and Smith-Sherwood (2018), Yukl (1989) leadership style is essential on each managerial strategy because the leader's attributes and behavior are influencing the employee's performance toward achieving the shared goals. Liao, Chen, Hu et. al. (2017) supported that Yukl (1989) leadership style emphasizing the relationship between leader and subordinates to achieve higher performance. This is because Yukl (1989) leadership style can help the leaders to manage the increasing volatility and uncertainty in a dynamic environment that aligns with the external and internal environment of the company (Khan et. al., 2018). This is also reaffirmed by Bourne and Smith-Sherwood (2018) that Yukl (1989) leadership style can ascertain ideas in the management process, set the specific accomplishment and encourage initiatives from the followers to enhance the long-term company operation and stand out from the fierce competition in the market. In short, Yukl (1989) leadership style stated that transformational leadership has been linked to a dynamic external environment, unsatisfactory company performance, and times of revolutionary change whereas the transactional leadership has been associated with stable and predictable environments and acceptable company performance (Baskarada, Watson, and Cromarty, 2017).

2.2.1.1 Transformational Leadership Style

Transformational originate from 'transform' that refers to the changes from the beginning state to another (Hijazi, Kasim, and Daud, 2016). Transformational leadership is a style of leader behavior where the leaders encourage and inspire the followers to innovate and create change to exceed the initial performance expectation in order to grow and shape the company's future success (Choi, Kim, and Kang, 2017). This is also reaffirmed by Yukl (1989) that the definition of transformational leadership is the behavior that transforms the employees and company toward to appeal the long-term goal by adapting the changes of social, physical, environmental or psychological in best practice. Meanwhile, transformational leadership is the leadership style used by a leader when he or she wants a group to expand its authority and have performance outside the status quo to reach an entirely new set of organizational goals (Purwanto, Bernarto, Asbari et. al., 2020). Transformational leaders can successfully change the status quo in their company by practicing appropriate behavior at each stage of the transformation process because it goes beyond exchange or appreciation only for the performance shown by followers but is based more on trust and commitment (Delegach, Kark, Katz-Navon, et. al., 2017). Furthermore, transformational leadership is the leader who has a shared vision for the future, stimulus their followers and identifies the differences among the subordinates (Hashim, 2019). Alrowwad et. al. (2017) also supported that transformational leadership is a process to forecast the value of employees by developing people to accomplish the laid-out objectives. On the other hand, transformational leadership define as a motivational leader who connects with their employees by understanding their needs to inspire them for the potential outcome of the company through presenting a clear vision (Berraies and Bchini, 2018). Hashim (2019) described that there are three elements that influence the productivity of a transformational leader such as the company's position on receptivity, the corresponding between transformational process and actual process and the leader capabilities under the operational activities of the company.

Transformation leaders play the mentor role in the team or department that pays attention to the people's developmental, personal learning and accomplishment of the followers (Nidadhavalu, 2018). Transformational leadership highlighted four characteristics which are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration that can transform individual interest to common interest to do more than what is expected (Alrowwad et.

al., 2017). Firstly, the characteristics of idealized influence of transformational leadership (Nidadhavolu, 2018). Transformational leaders can gain the subordinates' or followers' trust and respect because the leader in this style will demonstrate determination and a sense of power that provide a clear vision and sense of mission to their followers (Widodo and Silitonga, 2020). The following characteristic of the transformational leadership style is inspiration motivation (Capella, 2016). Transformational leadership can communicate with their subordinates through the communication of high expectations on how to perceive the desirable future (Purwanto et. al, 2020). This is also supported by (Hashim, 2019) inspiration motivation articulates the vision in simple ways and explains further based on the employees' need. The characteristic of transformational leadership usually is employing emotional qualities and challenges the subordinates to inspire them to pay effort to fulfill the objectives of the organization (Alrowwad et. al., 2017). The latter follows the character of intellectual stimulation to seek intelligent, rational and careful problem solving based on the followers' capabilities (Hashim, 2019). The transformational leader is more willing to act as a role model to provide an example for their subordinates on finding a new or different perspective to solve the problem or come out with more alternative's ways (Samson and Ayodeji, 2019). This is also reaffirmed by Purwanto et. al (2020) that transformational leaders encourage their subordinates to generate a sense of participation and self-determination by coming out with creative chaos or thinking out of the box. The fourth character of transformational leadership is individualized consideration where the leader is giving specific attention to the particular employees and treats each of them individually (Widodo and Silitonga, 2020). As a result, transformation leaders can boost their self-development because leaders will provide coaching and give advice to their followers differently based on the needs of subordinates (Nidadhavolu, 2018).

Transformational leadership is important to the company because it was able to identify the employees' needs in order to retain their employees by managing the workload in a more friendly way that led the subordinates to feel satisfied with their work (Hashim, 2019). Many researchers (Purwanto et. al, 2020; Berraises and Bchini, 2018; Nidadhavolu, 2018) stated that transformational leadership is the most effective leadership style in the company because transformational leaders are taking the concern to maximize the human capabilities and enhance the trust relationship through the influencing of their behavior. This is supported by Hansen and Pihl-Thingvad (2018) that transformational leadership imbued the employees with inspiration,

motivation and a collective sense of mission that feel excited and aspiration with the heightened awareness of goal. Transformational leadership is especially needed for the company during a crisis because people are suffering and burnout (Capella, 2016). This is reaffirmed by Ke, Lee, Ming et. al. (2021) that the adoption of transformational leadership to deal with the movement control order (MCO) in Malaysia aid the employees from being struggling because the transformational leader would allow the followers and employees to get closer with each other by building a sense of community motivates in the workplace that would bring the more openness. Transformational leaders can make the organization grow and thrive because the transformational leaders are breaking down from the traditional hierarchical system of the organization that can adapt to the external changes and also gives room for them to take their initiative and risk on their respective job (Purwanto et.al., 2020). Besides, the transformational leader usually communicates in delivering a future vision that can motivate the employees to develop new methods in problem-solving and the leaders are willing to listen to the employee's complaints and needs (Hoxha, 2019). The leader with these characteristics will undoubtedly act as a trainer, advisor or consultant that creates a good working environment for the employees because it does not limit the employees or require them to follow any rules or guidelines when completing the task (Herminingsih and Supardi, 2017). This is reaffirmed by Tawas (2019) transformational leadership is aimed to transform the personal values and self-concepts of followers and shift them to a new level of needs and aspirations. The transformational leader always encourages the employees to have an awareness of the output, put the group interest first and uphold the higher needs of employees that strive to motivate the employees to achieve a work performance that exceeds the company expectation (Purwanto et. al., 2020).

The effectiveness of transformational leadership is linked directly to the company's performance because the leader will pay a high focus on inspiring, challenging and stimulating the employees to enhance the innovation ability of the company that led to higher profitability (Atan and Mahmood, 2019). This is because transformational leaders always promote the new way in decision making, exploratory thinking or doing the task by coming up with a new method of measurement that commits to a long-term goal and enhances the financial performance (Arif and Akram, 2018). Further, the transformational leader will often change the processes and systems to reach an exciting future by providing delegate authority to employees in decision making (Ahmad and Ejaz, 2019). This is reaffirmed by Arif and Akram (2018) transformational leader helps

followers to become more proactive and hence explore new opportunities with a better focus on important company issues and processes leading to value addition and goal alignment in order to weigh more collective profit of company over personal interest. According to Alrowwad et. al. (2017) transformational leaders move followers beyond their self-interest that creates a motivated and energized environment for the employees in a supportive climate that provides more effective customer service and leading to financial gains for shareholders. As a result, this leadership style increases the followers' awareness of company goals, fuels the company changes and improves the internalization into best practices especially in the current rapid change of technology and economic uncertainty situation (Hashim, 2019). The company's effectiveness and high financial performance always require a leader to be cooperative, flexible and adaptive to environmental change (Baskarada, Watson and Cromarty, 2017). Even though transformational leadership is one of the common factors that influence the company performance, this leadership style is the main element of the company to transform the people by enlarging their vision and insight (Purwanto et. al., 2020). It can bring permanent changes to the company in order to achieve higher performance while the lack of transformation leadership might influence the low productivity of employees and wrong decision making that influence the operation process (Sheshi and Kercini, 2017). In short, transformational leadership is really working toward company goals that have never been achieved before that are able to push the company to a higher performance level and stand out from the current economic situation (Purwanto et. al., 2020).

2.2.1.2 Transactional Leadership Style

Wahyuni et. al. (2019) defined transactional leadership as a result-oriented leadership style that focuses on the basic management process of controlling and organizing by calling on the followers' interests. This is also further explained by Kark, Van Dijk, and Vashdi (2018) transactional leadership are the leader who clarifies the roles and task and defined the goal which requires the subordinate to follow. Transactional leadership is the leadership style that focuses on a leader-subordinates relationship without creating any changes for his or her subordinates (Khan et. al., 2018). This is because the transactional leader is contributing the task to the subordinates according to the general rules and proper management system in the operation process (Adam, Indradewa, and Syah, 2020). This is also supported by Hashim (2019) where the transactional leaders define as the leading style which is more stick to the rules and followed the organization as the leader more prefer to complete the task and achieve the goal in a more systematic and straight toward to the process. On the other hand, transactional leadership can also consider as reward and punishment-oriented leader where the leaders are concerned about success or failure in completing the task (Adriansyah, Setiawan, and Yuniarinto, 2019). The transactional leadership style also represents the exchange relationship process where the leaders and employees can negotiate the task for different types of rewards and form a mutual agreement with the employees to keep close the responsibility and expectation to the agreement (Hoxha, 2019).

Hashim (2019) stated that there are three characteristics of transactional leadership which are contingent rewards, management by exception (active), and management by exception (passive). The first character of a transactional leader is the contingent reward given after the employees reach the desired goals (Adam et. al., 2020). This authoritative leadership style will force the subordinate to follow the guideline to meet the company's expectations due to the leader paying more attention to the company's goals rather than personal benefits (Kalsoom, Khan, and Zubair, 2018). So, transactional leaders need to continuously enhance the subordinates' productivity by rewards schema to keep motivation on performing the task (Adam et. al., 2020). This is also reaffirmed by Adriansya et. al. (2019) transactional leader creates a clear vision on how to perform the task to their subordinates with the agreement of reward in return on the achievement. The contingent reward can be considered as an exchange of rewards for efforts because it offers rewards for excellent achievement, but poor performance will result in punishment when the

subordinates are not performing well in a certain project or task (Hashim, 2019). Under this transactional leadership, each of the subordinates is understanding all the requirements of the achievement and the reward schema to achieve the expectation of the leader in order to better perform the task (Sheshi and Kercini, 2017). Furthermore, the punishment for non-productive behaviors also becomes one of the rules where the subordinates will work harder to achieve the goal that has been set by leaders from any penalty or loss of job position (Hashim, 2019). The following character of transactional leadership is management by exception (active) where the leader will evaluate and determine the subordinates' level of performance and guide them to the correct pathway (Khan et. al., 2018). The leader will act as a mentor to watch the deviation from the guideline and rules to improve changes to get the desired result (Kark et. al., 2018). The transactional leader will take corrective action during the observing process before the wrong task result as a tremendous issue will influence department performance or company performance (Kalsoom et. al., 2018). Besides, Purwanto et. al. (2020) described another character of transactional leadership is management by exception (passive). The transactional leader's managerial style is on the low-level needs as the leader will only intervene accordingly when the issue arises in the task such as not meeting the company's requirement or standard (Widodo and Silitonga, 2020). The leader will not determine the task before the task completes whereas leaders are waiting for the complete task and then determine with either rewards or punishment to the subordinates (Sheshi and Kercini, 2017). However, transactional leadership's characteristics are well explained in Blake and Mouton (1964) theory as it identifies a company in terms of two dimensions which are a concern for people and concern for production. It provides a framework for transactional leadership that is consistent with social work principles (Burke, 2017). Blake and Mouton theory also emphasized the relationship among the task behavior and also emphasizes the importance among people and the environment (Cho, Yi, and Choi, 2018).

The main focus of transactional leadership in the company is the lead between leader and employees which allows the employees to meet the needs, reduce the anxiety of completing the task and focus on the company vision (Hoxha, 2019). The transactional leader is able to gain the maximum benefit to the company because the leaders are emphasizing the clarification of goals, work standards and equipment that resists the change and only concentrate on attempting to support the status quo (Saleh, Nusari, Ameen et. al., 2018). According to Antonopoulou, Halkiopolous, Barlou, and Belgiannis (2021), the transactional leadership style is important to

the company to deal with Covid-19 as the transactional leader has the positive implication that creates willingness of the employees. This is also supported by Abdullah and Anwar (2021) stated that transactional leadership style is significant to the company especially in current Covid-19 pandemic because the transactional leader has made well-defined roles and structures that enable the progression in the employees where reduce the struggling of the employees when they work independently. Moreover, the transactional leadership style made a stronger contribution to employees' affective commitment that results in a stronger contribution to employee performance and job dedication (Cho et. al., 2018). After all, the leaders in this leadership style are indicating to persuade the employees to perform well (Hoxha, 2019). This is also reaffirmed by Saleh et. al. (2018) that there is an exchange role between leader and subordinates as the transactional leader will use the contingent rewards and punishment to enforce the motivation of the employees for an appropriate action to improve the performance and also increase the satisfaction among both parties.

Transactional leadership is linked to company performance because the transactional leader helps to achieve the short-term vision and mission (Adam et. al., 2020). Many research studies (Purwanto et. al., 2020; Sheshi and Kercini, 2017; Widodo and Silitonga, 2017) show that transactional leadership can foster the financial performance of the company. This is also reaffirmed by the character of management by exception, able to identify the issue and make a further implementation and enhancement by the transactional leader that is able to come out with a more relevant strategy (Khan et. al., 2018). Instead of introducing change, transactional leaders perform much better under the conditions of certainty, stability, routine tasks and less dynamic context (Hoxha, 2019). Transaction leaders also consider rigid and centralized behavior because the transactional leader monitors closely the performance of the followers and checks for any deviances in order to preserve the stability of the company (Herminingsih and Supardi, 2017). Besides, transactional leadership has a positive influence on job performance which in turn raises the company performance when the employees are motivated by the transactional leader in performing certain tasks (Hashim, 2019). This is because the contingent reward and punishment create a fair and justice working environment for the subordinates and the subordinates are all motivated to complete the task effectively to get the self-interest reward by the leader (Adam et. al., 2020). It will directly increase the quality and quantity of task performance of the employees that lead to higher production to deal with the customers and marketplace demand (Saleh et. al.,

2018). Even though the transactional leader does not encourage the subordinates to have innovative behavior, thus the leader provides a clear direction and expectation by following the company's rules and guidelines that can avoid the risk of wrongdoing and fail to meet the company's expectations (Widodo and Silitonga, 2020). As a result, the transactional leader is a task-oriented leader where the leader pays attention to monitor the subordinates and provide feedback on the task to make sure the work is aligning with the company's short-term goals (Kalsoom et. al., 2018). Transactional leadership is the common factor that influences company performance because leadership style is significant in the managerial heart that significantly influences performance no matter for employees or company (Adriansya et. al., 2019). However, it is able to come out with a different perspective influence on company performance compared with other leadership styles (Al Khajeh, 2018). In short, transactional leadership can make sure all the tasks are performed by following the guidelines and rules set by the company that can reduce the errors that happen will influence the company performance and competitiveness (Saleh et. al., 2018).

In any company today, leaders play a prominent part which influence the company's performance because the leaders are the ones who established the vision or goal and also coaxing the followers to understand the vision to work together (Alrowwad, Abualoush, and Masa'deh (2020). The leadership style will significantly influence the company's success or failure because a successful leader with an accurate leadership style will create the well-being of all the company's interest groups for achieving the quantified goals (Gupta et. al., 2019). In this regard, transformational leadership and transactional leadership as the dimension of Yukl (1989) leadership style as the influencer to the company performance discussed in the literature are relevant to the context of this study because the behavior or characteristic of the leaders are manifested by how they realize the goal in sequence to increase the company performance (Keskes, Sallan, Simo et. al., 2018).

2.3 Gap in literature

Many researchers researched the topic related to leadership style, but the information is still very limited due to there are a variety of different leadership styles that impact a different perspective on either employees or job satisfaction (Daniel and Ibrahim, 2019). There are limited studies on how Yukl (1989) leadership style influences the profitability or behavior of the leader that directly influences the accomplishment of the goal to achieve higher company performance (Saleh et. al., 2018).

In a previous literature review on the topic, transformational and transactional leadership had a significant influence on innovation that was recognized as an essential aspect to the company performance in terms of survival and growth (Kalsoom et. al., 2018). Nevertheless, some of the relevant studies identify different views of point in the transformational and transactional leadership on its influences on the company's effectiveness (Liao et. al., 2017). Daniel and Ibrahim (2019) stated that some of the Malaysian studies that investigated the relationship between leadership styles and positive organizational outcomes such as organizational performance and employee performance found out that both transformational and transactional leadership styles influence positive outcomes that are able to influence the decision making to stand out from the competitors. However, some of the research studies (Alrowwad et. al., 2017; Berraies and Bchini, 2018; Kalsoom et. al., 2018; Saleh et. al., 2018) stated that transactional leadership had the mixed result that influences the company performance. This is also argued by Berraies and Bchini (2018) that the character of transactional leadership in contingent rewards and management by exception is not relevant for the company-long term performance and the contingent rewards seem to be counterproductive. Hoxha (2019) has identified that some studies are favoring transformational leadership in Malaysia where transactional leadership is still observed to be effective and needed to practice in Malaysia culture.

In the prior studies of the researchers, there are different variables and different leadership styles such as autocratic or laissez-faire which influence company performance (Pawirosumarto, Sarjana and Gunawan, 2017). Furthermore, there is only a few empirical comparative studies in the Yukl (1989) leadership style influences on company performance have been examined (Liao et. al., 2017). However, despite the extensive research (Kang et. al., 2017; NawoseIng'ollan and Roussel, 2017; Nidadadhavolu, 2018) that has been to examine the employee's engagement and team

effectiveness that pays attention to solve the high turnover or employee job satisfaction on the employee perception. More specifically, Yukl (1989) leadership style is still a limited study to link company performance specifically in Malaysia because previous works on leadership style and company performance have been based on western cultures. So, the purpose of this study is to fill the gap by continuing the study on transformational leadership and transactional leadership's influence on company performance in Malaysia.

2.4 Fundamental Theory

The concept of performance is exploited in academic studies to describe the result of the business or operation activities performed by the company's stakeholders (Narkunienė and Ulbinaitė, 2018). Performance theory is defined as the perceived relationships between different performance dimensions and company performance (Kotane, 2015). Besides, performance theory is existing in the minds of individuals that are consciously or subconsciously that will evolve over time (Beer and Micheli, 2018). Performance theory is important for the company as a dimension of the basis for reward, staffing and development of decisions which are implied in current and future performance (Hashim, Che Omar, Hamzah et. al., 2018).

According to Tawas (2019), the performance focuses on the result of its work, which is a universal concept that shows the operational effectiveness of the company and part of the work based on established standards to achieve the desired results. In general, performance theory highlighted the part on how to demonstrate across different works and performance antecedents to combine as performance results (Krausert, 2009). Performance theory proposes the cognitive ability, personal traits and experiences to show a performance-relevant behavior which includes an action taken, decision or cognition that significantly influences how well the organization operates in terms of financial and marketing performance (Hashim et. al., 2018). Performance theory produces outputs as immediate and tangible consequences of behavior then, further influenced by distal context factors such as market conditions to yield intangible and lagging performance outcomes (Joy, Belk, Charters et. al., 2018). The performance measurement system is one of the measurements used to evaluate the performance of employees and ensure the employees play an active role to achieve the desired outcome of the company (Mahmud, Saudi, and Saudi, 2017). However, the behavior results in different output and outcomes when the employees represent the contribution to the company with various context factors which include technology, markets, and the behaviors of employees for achieving higher performance outcomes (Beer and Micheli, 2018). Thus, performance and performance results may be more, or less correlated and performance appraisal frequently involves the appraisal of individual results in assisting the company to accomplish the goal and objective (Joy, 2018). As conclude, performance theory is defined in terms of relevant behaviors and it is distinguished from performance results (Narkunienė and Ulbinaitė, 2018). The proposed definition of performance theory does not preclude that employees take into account all

relevant contextual factors in deciding which actions to take (Hashim et. al, 2018). Performance theory is against the backdrop of relevant factors that performance requirements be defined, and performance evaluated because it is a continuous process to align performance with the organization goal (Semuel et. al., 2017).

2.5 Theoretical Framework

Based on the literature reviewed, the factor shown in the below figure 2, in which independent variable is Yukl (1989) Leadership Style that have 2 dimensions also known as **Transformational leadership and Transactional Leadership**. There is also one dependent variable which is **Company performance**.

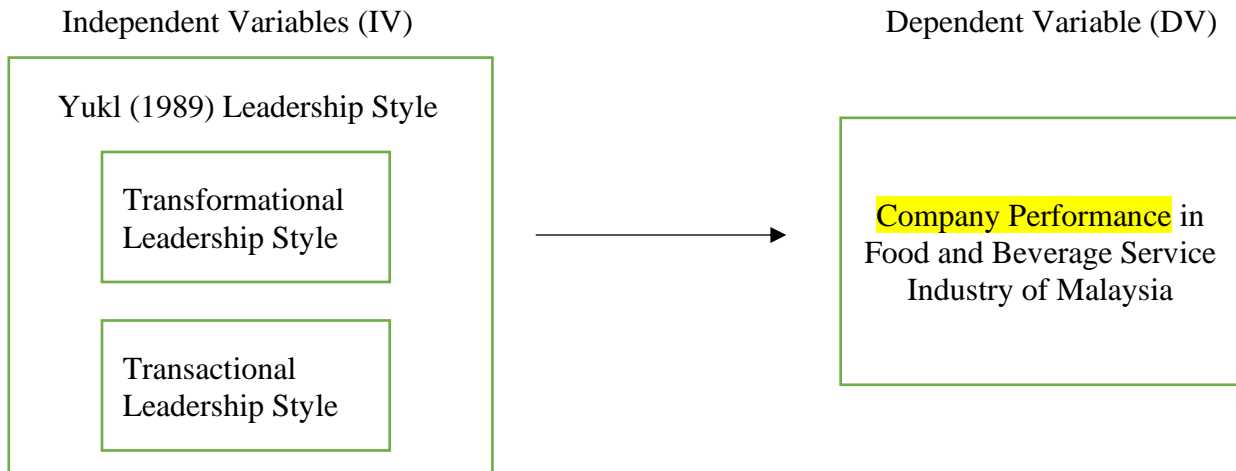


Figure 2.5: Theoretical Framework of Research Hypothesis Formation

2.6 Hypothesis

H1: Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

H2: Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

2.7 Conclusion

In chapter 2, the main focus is to review the literature, which is concerned with the topic of this study, and followed by the gaps in the literature, fundamental theory, theoretical framework and hypotheses.

From the beginning of the literature review, this chapter 2 had provided a clear study on the dependent variable of company performance by covering the definition of the company performance and also the different perspectives of the company performance in global and also Malaysia perspective. Besides, the current existing literature on Yukl (1989) leadership style and the dimensions which include transformational leadership and transactional leadership are elaborated in-depth that has positively related as the influencer on company performance.

Furthermore, gaps in the literature reviews were also identified. From the literature review in chapter 2, there were limited studies on Yukl (1989) leadership style to link company performance specifically in Malaysia due to previous research on leadership style has been on western culture. Additionally, there are limited studies on how Yukl (1989) leadership style influences the profitability or behavior of the leader that directly influences the accomplishment of goals to achieve higher company performance. Lastly, the fundamental theories related to company performance, theoretical framework and study proposal were also presented to further understand the research as a whole.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

In chapter three, it will further focus on the study of business research to find out better knowledge and understanding of the phenomenon under study and to examine the availability of developed theories and models that are directly related to situations or facts that may change over time. Chapter three will show the essence of continuous academic research because of the gaps between theories and actual practice in the work environment. This research methodology link with the research topic that is transformational leadership and transactional leadership as the dimension of Yukl (1989) leadership style and company performance in food and beverage service industry of Malaysia. Under the structure of chapter three, it will be divided into three sections which are the research design, questionnaire design and followed by the showing of the measurement table for this research study. Thus, chapter three will identify the measurement in this study such as sampling technique, the tool in data collection, and data analysis in the discussion of this chapter.

3.1 Research Design

Research design is the plan or method that is used for data collection, measurement, and analysis that is related to the research issue (Sekaran and Bougie, 2019). Research design is also considered as a specific procedure that is able to investigate the causes and types of information for answering the research question (Abutabenjeh, and Jaradat, 2018). In general, the research design is a foundation for the entire research because it provides a detailed procedure that is necessary to obtain the information needed to structure accurately and economically (Sekaran and Bougie, 2019).

The main focus of this study is to describe the phenomenon of company performance in food and beverage service industry of Malaysia. This research is quantitative-based research because it creates numerical information to study the population (Stockemer, 2019). Thus, this study is a descriptive correlation type of investigation as it evaluates whether the relationship exists between the independent variable and dependent variable in a population of the research (Aggarwal and Ranganathan, 2019). According to Rahi (2017), descriptive research is a popular research tool that can collect quantifiable data for statistical analysis which allows the researcher to gather accurate data from a huge population.

According to Sekaran and Bougie (2019), the study events normally occur by obtaining the perceptions of the respondents and thus, the extent of researchers' interferences of this study is minimal on the respondents. There is no interference when the data is collected from the secondary data like journals or articles, whereas the data collected through questionnaire surveys are the extent of interference is minimum (Schindler, 2019). Furthermore, this research study will be done under a non-contrived research setting because it will be conducted the cause-effect-relationship under the same natural environment in the organization with the normal flow of events (Sekaran and Bougie, 2019). Thus, it will not be manipulating any variables or factors under the non-contrive type of research setting (Zikmund, Babin, Carr et. al., 2013).

3.2 Unit of Analysis and Time Horizon

Unit of analysis described the parameter of data collection at the subsequent data analysis stage (Sekaran and Bougie, 2019). The most common unit of analysis that is used in the research study is usually individual and organization where the unit analysis of individuals is usually understanding the relationship people have with the core problem (Cooper and Schindler, 2018). On the other hand, the unit of analysis in an organization is different from an individual, it will be a more formal way to collect the data from the people around the specific goals and norms (Sekaran and Bougie, 2019).

The time horizon for the study of research is categorized as cross-sectional and longitudinal studies (Rahi, 2017). Cross-sectional also known as one-shot that will be undertaken over a period of time in a week or months for the respondent to answer and data will only be collected once in descriptive form (Easterby-Smith, Jackson, Jaspersen, and Thorpe, 2017). On the other side, the longitudinal time horizon is where the phenomena of study require more than one point in time to answer (Stockemer, 2019).

This study is focusing on the company performance of the food and beverage service industry of Malaysia, the unit analysis of the study is deemed to be individual because the questionnaire will be distributed to the employees in executive or management level who are working in food and beverage service industry of Malaysia. Besides, the time horizon for this study will also be cross-sectional. The questionnaires are distributed to the respondents of organizations in the food and beverage service industry to answer for one time only and the survey's data collection will be collected in a one-shot or single moment in time.

3.3 Sampling Design

Sampling design is the process of selecting the right population as representatives that will influence the study and also refer to the foundation of every research and it is a crucial part of statistics to design a best-fit sampling method for real-life situations (Sekaran and Bougie, 2019). Sampling design is important in defining the target population in terms of elements, geographical boundaries and time (Leavy, 2017). According to research on the topic, the population of employees engaged in the food and beverage service industry in Malaysia is 852,102 people (Department of Statistic Malaysia Official Portal, 2021). The reason for choosing this population

is because its wide range of respondent data will be collected as it includes the variety of food and beverage service companies in Malaysia such as restaurant or catering and the numbers of companies is large no matter in large scale or small business in Malaysia.

3.3.1 Research Population

According to Stockemer (2019), the research population is where the researcher wants to get the information of the specific groups instead of the entire group because of the sheer size. In this research, the population is including the employees which are engaged in the food and beverage service industry in Malaysia. The total number of employees engaged in the food and beverage service industry of Malaysia is 852,102 persons (Department of Statistics Malaysia Official Portal, 2021).

3.3.2 Sampling Plan

The sampling plan is providing an outline based on the conducted research such as the time, the material and by whom during the research procedures (Stockemer, 2019). Sampling plans are designating in a manner where the result data contain a representative sample of the parameters of interest and are able to answer all the questions in the survey (Sekaran and Bougie, 2019). There are three major decision will be made in sampling plan no matter probability or non-probability sampling which are the sampling unit which refers to the population, sample size and sampling procedures (Babin et. al., 2013). Probability samplings are used when each element in the population has a non-zero chance of being selected for the wider generalizability (Rahi, 2017). In the probability sampling, the change of each element will be included, and each element has some chance of inclusion no matter how small or the number above zero (Leavy, 2017). On the other hand, non-probability is non-random selection that does not have a known or predetermined chance of being selected as subjects that are generally used when the criteria like time and other factors become critical rather than generalizability (Sekaran and Bougie, 2019). In this study, the sampling design is non-probability sampling which does not involve a random process for selecting the participants (Leavy, 2017). This is because the respondents are selected by distributing the questionnaires to the employees in the food and beverage service industry.

3.3.3 Sampling Size

Sample size is a count of the number of sample units that can be utilized for an accurate analysis over a population for data collection (Taherdoost, 2017). The sample also consider a representative of the real population for the research study that overviews the respondents answers for the statistical significance in the selected population (Krejcie and Morgan, 2017).

TABLE 1
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

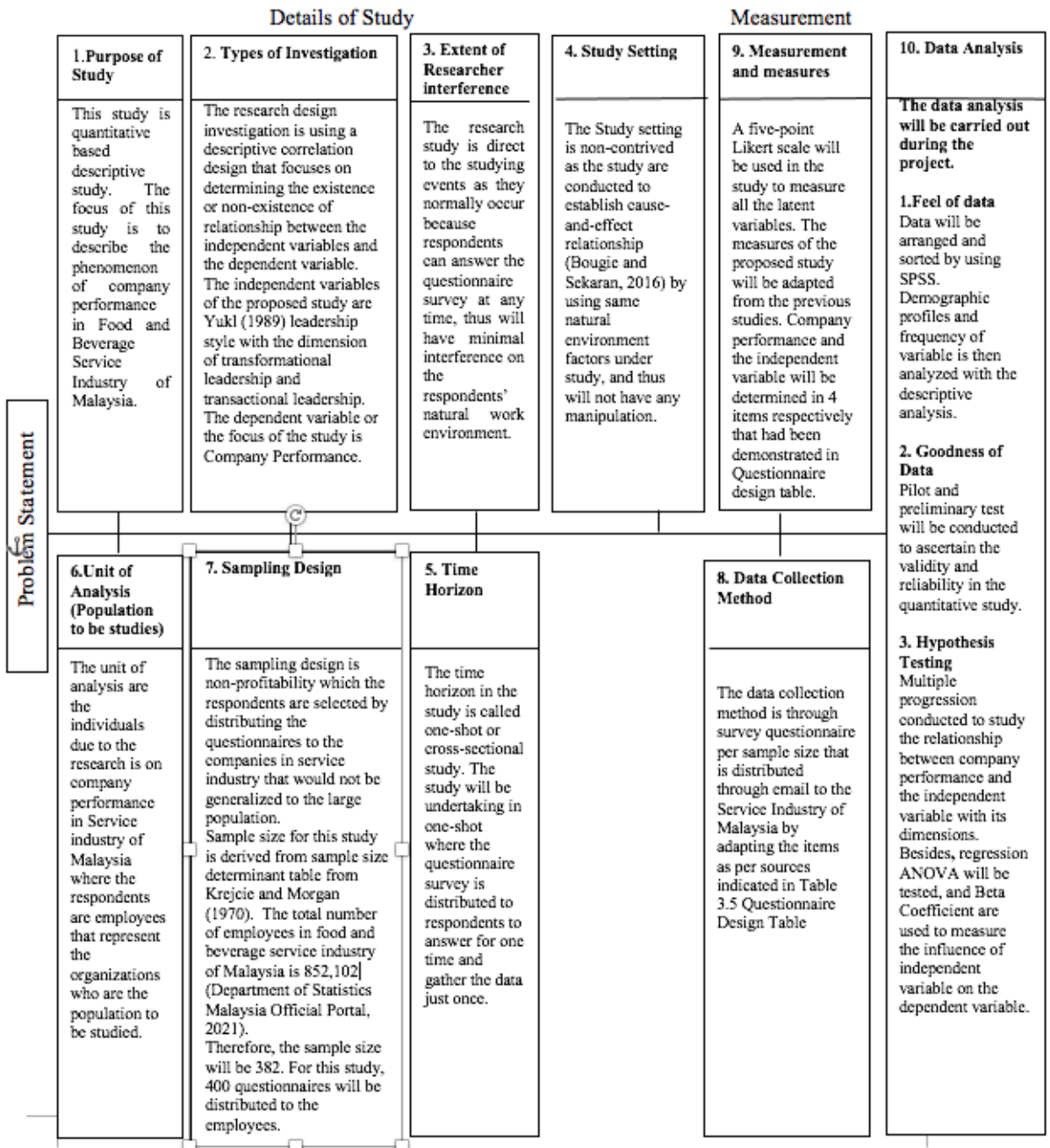
Figure 3.3.3 Determination of Sample Size from a Population

Source: Krejcie and Morgan (1970)

In this research study, the determination of sample size will be used based on Krejcie and Morgan's table as shown above. Krejcie and Morgan's (1970) formula stated that for determining the sample size from categorical data, the questionnaire should be distributed based on the population size to ensure that the confidence interval is narrow enough for analysis (Ahmad and Halim, 2017). According Department of Statistic Malaysia Official Portal (2021) stated that Malaysia had 852,102 employees engaged in food and beverage service industry, thus the sample size for this research study will be 382 which represent over 75,000 but not more than 1,000,000 population size and 400 questionnaires will be distributed in this research. The sample size is essential for all the research studies no matter in the quantitative or qualitative methods as supported by Taherdoost

(2017) that the decision of sample size plays a significant role to generalize from a random sample and avoid sampling errors with the adequate size.

Table 3.1 Research Design Diagram



3.4 Questionnaire Design

Questionnaire design is a convenient way of collecting information from a large population within a period of time because it can ensure the accurate data is collected and the result of data can be generalizable and interpretable (Sekaran and Bougie, 2019). The main purpose of questionnaire design is to collect large numbers of data in quantitative methods, research instruments must be predefined and require analyzing the finding of samples to the whole population (Rahi, 2017). When preparing the questionnaire, it must ensure that all the items must be relevant to the current research and also three main focus areas should be a concern which is the wording of the questions, the planning of issues with regard to how the variables are categorized and scale during analysis and the general appearance of the questionnaire to minimize bias in the research study (Cooper and Schindler, 2018). Additionally, there is a three-common type of questionnaire design used include personally administered questionnaire is confined to the local area to personally administer the questionnaire that consists of series of closed-ended and open-ended questions, mail questionnaire that is sent to the respondent via email, and electronic and online questionnaire is sending through the invitation by posting a link on websites or social network for statistical analysis (Sekaran and Bougie, 2019).

According to the questionnaire design table shown in Table 3.2, there are 21 items will be asking in questionnaire for the study that will be divide into three main section 1, 2, 3, 4. In Section 1, the questionnaire started with the consent form for the respondents to agree before proceeding to the following section. In Section 2, the questionnaire is about the demographic profile of the participants that contain 5 questions that adopts from Ko and Kang (2019) which include the gender, position, size of the organization and location of the company. Section 3 is a question focused on dependent variables on company performance which carry 6 items. These questions in Section B will be directly adapted from Hashim (2019) due to the researcher having similar research on leadership behavior and organizational performance which are suitable to be adapted in this research study. The following section in the questionnaire is Section 4 on the independent variable of this study and its dimension. In Section 4, the questionnaire begins with Yukl (1989) leadership style where the question will be adapted from Heimann, Ingold, and Kleinmann (2019) because the source researched the leadership style and behavior constructed on Yukl leadership style. The following is the question based on the Yukl (1989) leadership style's dimension on

transformational leadership style and transactional leadership style which consists of 5 items for each dimension that are adapted from different researchers which are Alrowwad et. al. (2017); Hashim (2019) and Ko and Kang (2019). Ultimately, the questionnaire design for the participant to respond to the survey will be the Five-point Likert Scale from Section 3 to Section 4 that offered a choice of 5 for the participants to choose from 1= Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, to 5=Strongly Agree (Stockemer, 2019)

Table 3.2: Questionnaire Design Table

Section	Variable	Items	Source
1	Consent Form for the questionnaire		
2	Demographic Profile	5	1. Gender 2. Age 3. Education level 4. Working experience 5. Area/ location
3 (Dependent variable)	Company Performance	6	Adaption from Hashim (2019)
4 (Independent Variable) Yukl (1989) Leadership Style Dimension:	Transformational Leadership	5	Adaption from Alrowwad et. al. (2017); Hashim (2019)
	Transactional Leadership	5	Adaption from Hashim (2019); Ko and Kang (2019)

3.5 Measuring Instrument

3.5.1 Pilot Testing

Based on Morris and Rosenbloom (2017), the pilot test is also described as a rehearsal for the research to observe the research approach whether the execution of the entire research is proper and sufficient enough to apply in the research before the real implementation. The pilot test is significant because it determines the feasibility of the study and examines which item should be removed and changed to make sure the accuracy of the constructs in hypothesis testing (Fraser, Fahlman, Arscott et. al., 2018). The implementation of the pilot test is not only able to ensure the accuracy of data collected and also provide an indication or determination for the researchers to know whether the research is feasible enough (Bolarinwa, 2015). According to Schindler (2019), the sample size must be 10% or 20% of the actual sample size of the study. Based on Krejcie and Morgan (1970), the sample size for this research study is 382. Thus, there are 40 of the respondents are required to run the pilot test.

3.5.2 Factor Analysis

According to Sekaran and Bougie (2019), factor analysis is to determine the dimension that has been operationally defined with the items which are most appropriate to establish the construct validity. Factor analysis is a good statistical device that can explore the variable connection and interconnection factors that help to pull out similar factors to get more accurate and adequate data in the research (Fidell and Tabachnick, 1996).

KMO Bartlett's test, Factor loading, and Eigenvalue are tested in the factor analysis. KMO Bartlett's test of sphericity is to examine the acceptability of sampling and the rule of thumb in KMO Bartlett's test of sphericity is where the dependent variable and independent variable must achieve more than 0.6 (Sreejesh, Mohapatra and Anusree, 2014). The KMO values among 0.5 to 0.7 are moderate whereas the KMO values above 0.7 to 0.9 are good (Hair et. al, 2019). When the value is less than 0.5, it means the component is insufficient (Schindler, 2019). The following is the factor loading that is used to weigh how closely related among the variables to the factors that are useful for future analysis (Tabachnick and Fidell, 2019). The rule of thumb for factor loading should be more than 0.5 whereas, the relevant items should be removed if the value of the factor

loading is lesser than 0.5 (Zikmund et. al., 2013). Besides, eigenvalues are the sum of the variance of factors that are used to measure each factor and their relationship with variables where the constructs and dimension should be more than 1 to ensure the construct is viable to use in the study (Sekaran and Bougie, 2019). The rule of thumb for eigenvalues must be more than one and equate to the number of independent variables in the study (Cooper and Schindler, 2018). Nevertheless, the construct is needed to remove if the eigenvalues are less than 1 (Hair et. al., 2019).

3.5.3 Reliability Test

According to Mohajan (2017), reliability tests are the main indicator for the goodness of data as reliability tests can secure the consistency and repeatability data in the research study. Through utilizing the reliability test as a statistical tool in the research study, it can ensure all the data collected from the survey questionnaire is reliable and valuable to further analysis (Rovai, Baker, and Ponton, 2013). The main purpose of the reliability test is to test data's internal consistency and the reliability of data obtained for future prediction (Hair et. al., 2019). In the reliability test, Cronbach's Alpha will be utilized to measure the reliability of the data collected and thus the dependent variable and independent variable must be tested differently in order to get the precise Cronbach's Alpha (Ursachi, Horodnic and Zait, 2015).

Hair et. al. (2019) stated that there is the rule of thumb in reliability tests where the Cronbach's Alpha must be reached the acceptable value between 0.6 to 0.7. When the Cronbach's Alpha value is close to 1, it is a high internal consistency that results in the items of the questionnaires being associated with another confidently (Sekaran and Bougie, 2019). However, if the Cronbach's Alpha value is less than 0.6, the data is considered not reliable and the items should be changed or removed from the hypothesis testing (Johnson and Christensen, 2017).

3.5.4 Data Analysis Method

SPSS software is the analysis method that will be used in this study. After all the data are collected, SPSS will be utilized for further analysis on the data collected to use for the pilot test, reliability test and hypothesis testing (Wagner, 2015). SPSS was chosen in this study due to SPSS being an integrated statistical software that grants the data management, data analysis and also presents the output in the table or graph format that can provide a clearer insight especially for the huge population that is needed in this study (Stockemer, 2019). Furthermore, Field (2017) also

reaffirmed that SPSS is useful software to perform analysis for the research as SPSS can automatically set up the variable name and value labels that can make the analysis process much easier and more accurate.

3.5.5 Descriptive Analysis

Descriptive analysis is providing the researcher an idea for the distribution of data by outlining the sample of the study to identify the association among variables to conduct a further statistical analysis (Kaliyadan and Kurkarni, 2019). Hair et. al. (2019) also reaffirmed that the data in descriptive analysis can conduct or present the data in the form of histograms and charts that can provide a clear picture of the collected data. In this research study, descriptive analysis can be used to conduct the demographic profiles of the participant in the survey questionnaire.

3.5.6 Correlational Analysis

Correlational Analysis is an analytical method used to observe the dependent variable and independent variables and how strong the relationship may be in the research study (Franzese and Luliano, 2019). The aim of the correlational analysis is to investigate as it can take off the correlated factors and non-correlated factors to initiate the possible connections among the variables in the study by conducting the Pearson Correlation Coefficient (Bommarito and Duran, 2018). In correlational analysis, the determination of the strength relationship is the value of Pearson r between -1 is a perfect negative correlation, 1 is perfect positive correlation and the value with 0.00 representing of absence in correlation (Stockemer, 2019). As a rule of thumb, Pearson r value above 0.8 is strong correlation, 0.5 to 0.8 is moderate to strong correlation, 0.3 to 0.5 indicate as a weak to moderate correlation.

3.5.7 Hypothesis Testing

The main purpose of using Hypothesis testing in the research study is to examine whether the statement is correct, and model fit with the study between the dependent variable and independent variable (Sekaran and Bougie, 2019). From this project, the hypothesis will be done in order to examine the relationship between the company performance in the food and beverage service industry of Malaysia (dependent variable) and Yukl (1989) leadership style (independent variable) and its dimension transformational leadership style and transactional leadership style. Three types

of hypothesis testing that will be used in this study is ANOVA, Beta Coefficient and multicollinearity test.

Multiple Regression

The focus of the hypothesis testing is R-squared which is a statistical measure to the fitted regression line for multiple regression. According to Sekaran and bougie (2019), multiple regression in hypothesis testing is to analyze how a single dependent variable (company performance) linked to multiple independent variables Yukl (1989) leadership style and its dimension of transformational and transactional leadership style. This is also reaffirmed by Field (2017) where the main purpose of the multiple regression is to summarize the relationship between multiple predictors and its dependent variable. The rule of thumb in multiple regression is where the R-Squared is between 0-1 because it will result in no variation in independent variables that can be attributed dependent variable on condition when the R-Squared equals 0 (Levine, Szabat, and Stephan, 2016). Thus, Sekaran and Bougie (2019) stated the goodness fit of R-squared must be more than 0.4 to predict the influence on the phenomenon under the study whereas if R-squared is less than 0.4 that means there will not be a fit conceptual framework (Hair et. al., 2019).

Regression ANOVA

Regression ANOVA is utilizing the extent of variances and movement between independent variables toward company performance in the food and beverage service industry of Malaysia (Dependent Variable). Through the regression ANOVA, it is able to determine the significance level of whether the overall data is a significant fit with the model (Field, 2017). When examined with ANOVA, the P-Value should be less than 0.05 at 95% of the confidence level that shows a crucial relationship between the dependent variable and independent variable (Sekaran and Bougie, 2019). The combined analysis of variance cannot be attributed if P-Value > 0.05 (Field, 2017).

Beta Coefficient

Beta coefficient is to determine the factors that have a high influence on the independent variables on the phenomenon under study (Sekaran and Bougie, 2019). When the value beta coefficient is nearer to 1, the higher the influence on the phenomena study (Cooper and Schindler, 2018). Keith (2019) also stated that when there is an increased value in both independent and dependent variables, it will be a positive coefficient while the negative coefficient will lead to an increase in the independent variable and a decrease in dependent variable. As conclude, there will be a higher influencing power on the dependent variable when there is a higher Beta Coefficient for the factor in the study (Sekaran and Bougie, 2019).

Multicollinearity

Multicollinearity will be the last hypothesis analysis in the study. Multicollinearity aims to discover the extent of skewness data (Kim, 2019). There is the rule of thumb in multicollinearity where the VIF value should be lower than 10 that can indicate well-distributed data and tolerance value more than 0.10 considered as no multicollinearity in the study (Daoud, 2017). There would be data overlapping and high inter-construct correlation when the VIF value is more than 10 (Yin, 2018). When VIF values more than 10, it will result in type 1 error that causes the skewed in the study (Field, 2017). Type 1 error is an alternative hypothesis that can be accepted instead of a null hypothesis (Sekaran and Bougie, 2019).

3.5.8 Ethic consideration

When designing the questionnaire for the survey, simple English will be used to ensure all the participants are able to understand the question easily. After completely setting the question for the survey, all the questions will be reviewed and checked by the supervisor to ensure the question asked is related to the current study. Additionally, the researcher must be able to have an ethical manner during the data collection process to ensure the probability and also research quality (Sekaran and Bougie, 2019). All the participants that participate in the survey will be protected as the researcher will use data only for the study purpose without sharing to the public except the supervisor in order to keep it private and confidential. After finishing data analysis, the data will be stored for a one-year period as proof of data and its accuracy if requested by examiners. It will be digitally stored, kept privately and all the data will only be used by researchers for the study

without being distributed to third parties and the storage location and file name will only be known by the researchers only.

3.6 Conclusion

In chapter 3, it sums up the research methodology used in this study. The study is carrying out descriptive research that focuses on describing the phenomenon of company performance in the food and beverage service industry of Malaysia by using quantitative-based correlation. At the first part of this chapter 3, it identifies the unit analysis, measurement, time horizon, and sampling design that is related to this current study. However, this is a one-shot also known as cross-sectional study which is using a non-probability sampling method and the sample size for this study is 382 respondents.

The following part of this chapter is the questionnaire design that has a total of 21 questions asked in the survey and a total of three sections. Section 1 is consent form, Section 2 is the demographic profile, Section 3 is the dependent variable (Company Performance) and Section 4 is the independent variable (Yukl, 1989) and its dimension (Transformational Leadership Style and Transactional Leadership Style). The survey questionnaire will be created by using Qualtrics and the questionnaire will be distributed to the participants via online such as email or social media.

Subsequently, the data collected from the survey questionnaire will undergo data analysis by using the SPSS software. The data collected will go through factor analysis and reliability testing and thus, the researcher can analyze from different aspects such as multi regression, One-way ANOVA and multicollinearity analysis. The measurements or analysis of data are giving top to bottom measurable data that gives inferential outcomes on the wonder under examination to more likely clarify the phenomenon. This section records all methodologies used in this research and hypothetical establishment for future chapters are spread out.

CHAPTER FOUR

DATA ANALYSIS

4.0 Overview

Chapter four is representing the result of data collected from the respondent by using IBM-SPSS software. Firstly, it will start with the pilot test with 40 set of questionnaires that is used to examine the variables' reliability and validity are sufficient enough to complete the full data collection. There are a total of 420 questionnaires distributed to the respondents through the survey link created from Qualtrics. The following will be the descriptive analysis which summarized the respondents' demographic to present the data collection of the overall responses in the survey questionnaire. Furthermore, the factor analysis, reliability test and correlational analysis will also include inside this chapter for further analysis. Finally, the hypothesis of this study will be developed through the multiple regression analysis in order to determine the relationship between the different variables under the phenomenon of this study.

4.1 Pilot Test Analysis

A pilot test was done in this study to ensure all the items in the survey questionnaire are reliable and valid to continue the full data collection and further analysis. As a pilot test, it took about 10% to 20% of the sample size, which is 382 respondents (Sekaran and Bougie, 2019). Therefore, the total number of pilot tests conducted in this chapter was 40 respondents.

4.1.1 Factor Analysis Results

The aim of factor analysis is to identify the constructs whether it is appropriate to establish construct validity in a future research study (Sekaran and Bougie, 2019). In factor analysis, KMO Bartlett's test, factor loading, and eigenvalue are tested. KMO Bartlett's test is to examine the acceptability of sampling where the value must be greater than 0.6. If less than 0.6, there is no requisite for data validation in further study (Bell, Bryman, and Harley, 2018).

4.1.1.1 KMO and Bartlett's Test for Sphericity

Table 4.1: KMO and Bartlett's test (Dependent Variable)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.725
Bartlett's Test of Sphericity	Approx. Chi-Square	201.236
	df	15
	Sig.	.000

Table 4.2: KMO and Bartlett's Test (Independent Variable)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	314.006
	df	45
	Sig.	.000

KMO Bartlett's test of sphericity provides the Kaiser-Meyer-Olkin measure of sampling with the rule of thumbs where the KMO value must be greater than 0.6 (Tabachnick and Fidell, 2019). The higher the KMO values than 0.5 are appropriate as the threshold for factor analysis. Table 4.1 is the result of the KMO test for Dependent Variable which is 0.725 and table 4.2 shows the result of KMO value for both dependent variables which is 0.740. Both of the KMO values are greater than 0.60 that indicates the sample is adequate and validated to go for further analysis. Furthermore, the significant level for Bartlett's sphericity for both variables are 0.000 that results in less than 0.05 in table 4.1 and table 4.2.

The above findings are all compliant with the requirement in factor analysis that can proceed further to factor loading and validity test. In sum, the questionnaire is sufficient enough for future review as the independent variables are the statistically relevant correlation between dependent variables.

4.1.1.2 Factor Loadings

Factor loading is used to weigh how close an item communicates with other items in the questionnaire (Sekaran and Bougie, 2019). Factor loading is also known as commonalities and the which is a variance measurement that represents each variable and the factor loading value must be more than 0.6 (Lohana, Nasuredin, and Kumar, 2019). When the commonalities are high, it shows that the derived components all well reflect the variables whereas the low extraction in communalities results in does not meet the rule of thumbs (Bell et.al., 2018).

Table 4.3 Factor Loading for Pilot Test (Dependent Variable)

Factor Loading for Pilot Test (DV)		
	Initial	Extraction
Our company had achieved a very positive financial outcome	1	.755
We have the higher return on investment that our competitors	1	.665
We are satisfied with our return on sales	1	.700
Our company is growing steadily in the past three years	1	.748
Our customers have the high level of satisfaction toward our company	1	.713

Our company provide better quality service than our competitors do	1	.751
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Table 4.4 Factor Loading for Pilot Test (Independent Variable)

Factor Loading for Pilot Test (DV)		
	Initial	Extraction
My supervisor guarantees the investment, resources and support needed for changes and decision making	1	.724
My supervisor empowered followers, boost trust and self-efficacy to sustain performance	1	.639
My supervisor foster innovation thinking among followers in order to enhance the individual and group performance	1	.807
My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways	1	.707
My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	1	.800
My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal	1	.745
My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance	1	.565
My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	1	.763
My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake	1	.857
My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	1	.740

According to tables 4.3 and 4.4, the majority of the value is above 0.6 that meets the rule of thumbs in the factor loading test. Based on table 4.4, there is one item in the independent variable that is lower than 0.6. Ong and Puteh (2017) stated that extraction in pilot tests between 0.5 to 0.599 is

still acceptable but values lower than 0.5 must be removed. Since all the metrics of 40 sample size values are greater than 0.5, the questionnaire survey does not need to delete any items and all the items are valid and suitable to apply to future analysis.

The correlations of one item with other items are the extent of the factor loading. The result ranges for the factor loading in the pilot test for this study is from 0.565 to 0.857 based on table 4.4.

4.1.1.3 Pilot test- Eigenvalues

According to Tabachnick and Fidell (2019), the main purpose of eigenvalues is to measure the variance in a correspondence matrix and further analysis on the variable where the value achieves an eigenvalue of 1 or greater than 1. The key data-extraction in this research involves 2 factors which include transformational leadership style and transactional leadership style in relation to company performance with an average significance of greater than 1.0 and the total variance for the pilot test is 72.212% in table 4.5.

Table 4.5 Total Variance Explained of Pilot test (Dependent Variable)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.333	72.212	72.212	4.333	72.212	72.212
2	.694	11.568	83.779			
3	.499	8.316	92.095			
4	.259	4.309	96.404			
5	.150	2.497	98.901			
6	.066	1.099	100.000			

Table 4.6 Total Variance Explained of Pilot Test (Independent Variables)

Total Variance Explained						
Components	Initial Eigenvalues			Extraction Sums of Squared Loadings		
1	6.131	61.310	61.310	6.131	61.310	61.310
2	1.214	12.141	73.451	1.214	12.141	73.451
3	.678	6.780	80.232			
4	.612	6.122	86.354			
5	.450	4.496	90.850			
6	.335	3.352	94.202			
7	.226	2.255	96.457			
8	.161	1.612	98.070			
9	.143	1.427	99.497			
10	.050	.503	100.000			

According to Sekaran and Bougie (2019), eigenvalues must be more than one and equate to the number of independent variables in the study (Cooper and Schindler, 2018). Nevertheless, the construct is needed to remove if the eigenvalues are less than 1 (Hair et. al., 2019). Based on Table 4.6, it extracted 2 eigenvalues which are also equal to the sum of independent variables in the analysis and table 4.5 alone extracted 1 eigenvalue that is proportional to the amount of dependent variable. Each of the extraction conditions is meeting the rule of thumbs (Sekaran and Bougie, 2019).

Nyagilo and Njeru (2020) stated that the selected variables must meet the variance by at least 60% to 80%. The two variables in Table 4.6 reached the eigenvalue greater than 1 and the total variances is 73.451% which is above 60%. Table 4.5 the dependent variable also reached 72.212% that fulfilled the criterion.

Therefore, the eigenvalue greater than 1 and equate with the number of independent variables is acceptable and do not need to amend the items because the independent variable and dependent variable are applying with correlation matrix (Cooper and Schindler, 2018).

4.1.2 Pilot test- Reliability Test

Reliability test in SPSS is to test whether the problems were sufficient to generate a positive outcome for future research and ensure the consistency and repeatability data in this research study. The main purpose of Cronbach's Alpha is to measure internal consistency between each item on a scale. The calculation of Cronbach Alpha for each variable must reach at least 0.7 to ensure the questionnaire has an acceptable level of consistency and reliability (Johnson and Christensen, 2017). When the value is closer to 1, it means that there is a high internal consistency for each variable in this research study.

Table 4.7 Pilot test- Reliability Statistic

Variable	Cronbach's Alpha	N of Items
Company Performance	0.922	6
Transformational Leadership Style	0.880	5
Transactional Leadership Style	0.869	5

The value of Cronbach's alpha must be above 0.7 which means the measure of value is trustworthy (Mohajan, 2017). According to table 4.7, the dependent variable in the table (company performance) is assumed to be strong because Cronbach's alpha is higher above 0.7. Besides, the independent variable of leadership style influencer as transformational Leadership style and transactional leadership style also has a high Cronbach's Alpha over 0.7. In sum, the Cronbach's Alpha value of 0.922 to 0.869 in the table implies that the high reliability of each item in the variable.

4.1.3 Conclusion for pilot test

As conclude, this result of factor analysis and reliability test is obtained based on 40 respondents from the survey questionnaire. As all the data and result shown in the 4.1 pilot test, all the items in this research study are appropriate and applicable for continuous collecting the data according to the sample size needed.

4.2 Response rate

The response rate applies to the number of respondents in the research survey questionnaire. In this research analysis, there are a total of 420 sets of survey questionnaires distributed to the employees who are working in the food and beverage service industry in Malaysia. Survey questionnaires were distributed via Qualtrics and each of the items in the questionnaire is compulsory to be answered. At the end of data collection, there are a total of 410 respondents received back that exceed the initial sample size of 382 respondents and therefore deemed acceptable (Krejcie and Morgan, 1970).

Table 4.8 Response Rate of the Study

Determined Sample Size	Total Questionnaire Distributed	Total Questionnaire Received	Total Usable Questionnaire	Total Unusable Questionnaire
382	420	410	397	13

According to Fincham (2008), the total respondent rate must reach at least 60% for the target population. In this survey, the total respondent rate reached 96.8% that exceeded 60% of the target population. However, table 4.8 results in 13 unusable questionnaires and where the total number of respondents that will be used for data analysis is 397 sets of respondents.

4.2.1 Descriptive Analysis - Demographic profile of respondents

As shown in Table 4.9, the respondents' demographic characteristic has been analyzed and transformed into a table format that is more presentable and clearer to show the descriptive analysis of 397 respondents. Based on table 4.9, the respondents who participated in this survey were male with 52.9% (n=210) and female was 47.1% (n=187).

Furthermore, the majority of respondents were coming from the age band of 20-29 years old (38%) and followed by 30-39 years old (33.5%). The age band of 50 years old and above is the lowest range (7.1%) and respondents in the age of 40-49 years old also contributed to 21.4%. As mentioned in the consent form, the respondents to this research study must be above 18 years old and thus all the respondents in this survey are eligible where all of them are 20 years old and above.

Additionally, the majority education level of respondents is degree or bachelor (47.4%) and followed by certificate/ diploma (25.2%) and secondary education (12.8%). Primary Education contributed to only 4% and master achieved 9.3%. However, the fewest education level of respondents in this survey is PHD (1.3%).

Besides, most of the respondents in this research study had 10 years and above working experience (41.6%), followed by 6-9 years (21.7%) and less than 2 years (18.6%). The working experience of respondents among 2-5 years (18.1%) reached the lowest in this survey. Finally, the last item in the survey for this research study is the current company location of respondents.

The majority of the respondents are working in central (Selangor, Kuala Lumpur and Putrajaya) that contributed 46.9%). The following are the respondents who are working in Northern (Perlis, Kedah, Penang and Perak) with 19.6% and after that is Southern (Negeri Sembilan, Melaka and Johor) with 18.6%. Respondents who are working in Sabah and Sarawak are the least (7.1%) and Eastern (Kelantan, Terengganu and Pahang) is 7.8% out of 397 numbers of respondents.

Table 4.9 Demographic Profile of Respondents

Statements	Options	Frequency	Percent	Cumulative Percent
Q1: What is your gender?	Male	210	52.9	52.9
	Female	187	47.1	100
	Total	397	100	
Q2: What is your age?	20-29 years old	151	38	38
	30-39 years old	133	33.5	71.5
	40-49 years old	85	21.4	92.9
	50 years old and above	28	7.1	100
	Total	397	100	
Q3: Highest Education level	Primary Education	16	4	4
	Secondary Education	51	12.8	16.9
	Certificate/ Diploma	100	25.2	42.1
	Degree/ Bachelor	188	47.4	89.4
	Master	37	9.3	98.7
	PHD	5	1.3	100
	Total	397	100	
Q4: Years of Working Experience?	Less than 2 years	74	18.6	18.6
	2-5	72	18.1	36.8
	6-9	86	21.7	58.4
	10 years and above	165	41.6	100
	Total	397	100	
Q5: Where is your current company located?	Central (Selangor, Kuala Lumpur and Putrajaya)	186	46.9	46.9
	Northern (Perlis, Kedah, Penang and Perak)	78	19.6	66.5
	Southern (Negeri Sembilan, Melaka and Johor)	74	18.6	85.1

	Eastern (Kelantan, Terengganu and Pahang)	31	7.8	92.9
	Sabah/Sarawak	28	7.1	100
	Total	397	100	

4.3 Preliminary Analysis- Factor Analysis

In this analysis, the process is similar to the previously 4.1 Pilot test. A factor analysis was applied by using the principal component. Kaiser-Meyer-Olkin (KMO) is used in this analysis where the KMO value must be > 0.6 and Bartlett's test of sphericity must be less than 0.05 to determine the relevance of analysis constructs (Sekaran and Bougie, 2019).

Table 4.10 KMO and Bartlett test (Dependent Variable)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	1106.870
	df	15
	Sig.	.000

Table 4.11 KMO and Bartlett test (Independent Variables)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	1852.684
	df	45
	Sig.	.000

Table 4.10 is the result of the KMO test for Dependent Variable which is 0.896 and Table 4.11 shows the result of KMO value for both dependent variables which is 0.856. Both of the KMO values are greater than 0.60, which indicates the sample is adequate and validated to go further analysis. Furthermore, the significant level for Bartlett's sphericity for both variables are 0.000 that result in less than 0.05 in Table 4.10 and Table 4.11. The KMO and Bartlett's test shown in the above table complies with the rule of thumbs which are greater than 0.6 (Cooper and Schindler, 2018). In sum, the questionnaire is sufficient enough for future review as the independent variables are the statistically relevant correlation between dependent variable.

4.3.1 Preliminary test- Factor Loading

Table 4. 12 Factor Loading of Preliminary Test (Dependent Variable)

Factor Loading of Preliminary Test (DV)		
	Initial	Extraction
Our company had achieved a very positive financial outcome	1	.621
We have the higher return on investment that our competitors	1	.624
We are satisfied with our return on sales	1	.642
Our company is growing steadily in the past three years	1	.619
Our customers have the high level of satisfaction toward our company	1	.632
Our company provide better quality service than our competitors do	1	.645

Table 4.13 Factor Loading of Preliminary Test (Independent Variable)

Factor Loading of Preliminary Test (DV)		
	Initial	Extraction
My supervisor guarantees the investment, resources and support needed for changes and decision making	1	.655
My supervisor empowered followers, boost trust and self-efficacy to sustain performance	1	.602
My supervisor foster innovation thinking among followers in order to enhance the individual and group performance	1	.638
My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways	1	.664
My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	1	.620
My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal	1	.626
My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance	1	.607

My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	1	.643
My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake	1	.637
My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	1	.630

Table 4.12 shows the factor loading of a dependent variable which is company performance. The extracted values of majority items value are greater than 0.6 that meet the rule of thumbs in the factor loading test. The display extraction value displayed in Table 4.12 is between 0.619 to 0.645 which exceeds the rule of thumb of 0.6. This is also supported by Ong and Puteh (2017) the extraction greater than 0.6 is acceptable but the value lower than 0.6 must be removed.

Table 4.13 shows the factor loading of independent variables which are transformational leadership style and transactional leadership style. The factor loading test shows the value from 0.602 to 0.664 for both independent variables. The extracted value for all the items in table 4.13 is greater than 0.6. Therefore, all the items independent variable and dependent variable are considered valid and appropriate for this research study (Ben and Agu, 2012).

Table 4.14 Component Matrix

	Component Matrix		
	Company Performance	Transformational Leadership	Transactional Leadership
CP1: Our company has achieved a very positive financial outcome	.788		
CP2: We have the higher return on investment than our competitors	.790		
CP3: We are satisfied with our return on sales	.801		
CP4: Our company is growing steadily in the past three years	.787		

CP5: Our customers have the high level of satisfaction towards our company	.795		
CP6: Our company provide better quality service than our competitors	.803		
TM1: My supervisor guarantees the investment, resources and support needed for changes and decision making		.681	
TM2: My supervisor empowered followers, boast trust and self-efficacy to sustain performance		.696	
TM3: My supervisor foster innovation thinking among followers in order to enhance the individuals and group performance		.673	
TM4: My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.		.720	
TM5: My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.		.714	
TS1: My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal			.704
TS2: My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.			.664
TS3: My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.			.717
TS4: My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.			.671
TS5: My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.			.697

4.3.2 Preliminary Test- Eigenvalues

Table 4.15: Total Variance Explained of Preliminary Test (Dependent Variable)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.783	63.052	63.052	3.783	63.052	63.052
2	.594	9.904	72.956			
3	.447	7.453	80.409			
4	.426	7.106	87.515			
5	.398	6.640	94.154			
6	.351	5.846	100.000			

Table 4.16: Total Variance Explained of Preliminary Test (Independent Variable)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.819	48.192	48.192	4.819	48.192	48.192
2	1.502	15.022	63.214	1.502	15.022	63.214
3	.756	7.560	70.775			
4	.622	6.219	76.993			
5	.542	5.415	82.409			
6	.452	4.516	86.925			
7	.404	4.038	90.963			
8	.351	3.507	94.470			
9	.315	3.146	97.616			
10	.238	2.384	100.000			

Eigenvalue in Table 4.15 shows the value is more than 1 which means that the dependent variable is appropriate in this research. The first factor with eigenvalues must be greater than 1 and the table shows 63.052% of the total variance of compensation constructs.

As shown in Table 4.16, the eigenvalues for independent variables are also acceptable. The eigenvalue indicates the value is greater than 1 and matches with the two independent variables that are suitable enough for this research. All the independent variables have a positive effect on the dependent variables. The factor in table 4.16 had an eigenvalue of more than 1 and the results

show there are 63.214% of total variance constituted. Thus, it can be concluded that the data can proceed further to run the reliability test in the following section.

4.4 Preliminary Analysis- Reliability test

A reliability test is an analysis to indicate the goodness of data to ensure consistency and repeatability in the research study (Mohajan, 2017). Sekaran and Bougie (2019) stated that the reliability test is a statistical tool to assess uncertainty accuracy to maintain the stable variable for the research study. To ensure there is reasonable internal accuracy, the rule of thumbs is where the Cronbach's Alpha must be equal or above 0.7 (Hair et. al., 2019).

Table 4. 17: Preliminary Test- Reliability Statistic

Variable	Cronbach's Alpha	N of Items
Company Performance	.883	6
Transformational Leadership Style	.856	5
Transactional Leadership Style	.852	5

The calculated Cronbach's Alpha for each variable was at least 0.70 in table 4.15. As the result shown in table 4.17, the questionnaire has an acceptable level of consistency and reliability. The Alpha value from Cronbach for the dependent variable is 0.883 which is defined as standard consistency by Cooper and Schindler (2018).

The Cronbach Alpha for independent variables are from 0.856 (Transformational leadership Style) and 0.852 (Transactional Leadership Style). The Cronbach's Alpha for the data analysis is between 0.883 to 0.856 that shows good enough reliability for each variable in the question (Mohajan, 2017). All the independent variables are of good consistency that reveals that all the 16 items tested agree with the rule of thumb and are suitable for future study.

4.5 Correlation Analysis

According to Franzese and Luliano (2019), correlation analysis is used to observe the relationship between the dependent variable and independent variables in order to initiate the possible connection between the variables. The relationship of the independent variables and dependent variable can be investigated by conducting the Pearson Correlation (Bommarito and Duran, 2018).

Table 4.18 Correlation Analysis

		CPtotal	Transformational	Transactional
CPtotal (Company Performance)	Pearson Correlation	1	.413	.657
	Sig. (2-tailed)		.000	.000
	N	397	397	397
Transformational	Pearson Correlation	.413	1	.527
	Sig. (2-tailed)	.000		.000
	N	397	397	397
Transactional	Pearson Correlation	.657	.527	1
	Sig. (2-tailed)	.000	.000	
	N	397	397	397

Table 4.18 shows that transformational leadership style has a Pearson correlation of 0.413, transactional leadership style has a Pearson correlation of 0.657. Besides, the correlation shown in Table 4.18 is significant at 1%. Based on the result at the above table, each variable in this study is correlated with one another positively and each correlation is statistically significant due to their respective p-value is less than 0.05 (Ahmad and Ejaz, 2019). The strength of correlation in transformational leadership style is weak to moderate whereas transactional leadership is moderate to strong (Patten and Newhart, 2018).

4.6 Hypotheses Testing

Hypothesis testing is to determine whether the statement is correct, and model fit with the current study between the dependent variable and the independent variables (Sekaran and Bougie, 2019). The below Table 4.19 shows the summary of the dependent variable which is company performance, and the independent variables are transformational leadership style and transactional leadership style.

Table 4.19 Summary of Dependent Variable and Independent Variables

Dependent Variable	Independent Variables
Company Performance	Transformational Leadership Style
	Transactional Leadership Style

Table 4.20 Research Hypotheses

Hypotheses	Statements
Hypothesis 1	Transformational Leadership style as a dimension of Yukl (1989) leadership style has a significant influence on company performance in food and beverage service industry of Malaysia.
Hypothesis 2	Transactional Leadership style as a dimension of Yukl (1989) leadership style has a significant influence on company performance in food and beverage service industry of Malaysia.

There are a total of two hypotheses based on Table 4.19 that was proposed in this report. In chapter 2, these two hypotheses have been developed and data analysis will be tested by using the multiple linear regression.

4.6.1 Multiple Regression Analysis

Multiple regression in hypothesis testing is to predict the result of the response variables and how a single dependent variable is linked to multiple independent variables (Sekaran and Bougie, 2019). The goodness fit of R-square must be more than 0.4 to predict the influence on the phenomenon under the study (Hair et. al., 2019).

Table 4.21 Multiple Regression Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.661	.437	.435	2.02899	1.381

a. Predictors: (Constant), Transactional, Transformational

b. Dependent Variable: CPtotal

Table 4.21 is the multiple regression model summary with the two predictors (Transformational and Transactional) and dependent variable (Company Performance). The results identified that the factors of transformational and transactional are significantly correlated with the influence on company performance as the correlation coefficient is ($r=0.661$). In the model summary table 4.21, R-squared value for this multiple regression model indicated the effect on the independent variable in terms of transformational leadership style and transactional leadership style to the dependent variable. Model summary in Table 4.21 shows the R-square 0.437 that mean transformational and transactional leadership style is representing 43.7% of total variance influencing the company performance in the food and beverage service industry of Malaysia. According to Sekaran and Bougie (2019), the value of R-square in the model summary should be greater than 0.4 to nearer 1 that can just be considered the model is fit. Thus, the model is fit for the study because the R-square reached the minimum value of 0.4 (Ahmad and Ejaz, 2019).

Besides, the value of Durbin-Watson is 1.381. Based on the rule of thumb in multiple regression analysis, the Durbin-Watson value must be within the range of 1.5 to 2.5 (Hair et. al., 2019). If the value of Durbin-Watson does not reach approximately 2 or within the acceptance range of 1.5 to 2.5, the residual is not correlated. In sum, there is minimal autocorrelation since the value is between 0 to 4 which is 1.381.

4.6.2 Regression ANOVA

Table 4. 22 Regression ANOVA

Model	Sum of Squares	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1260.869	2	630.434	153.138	.000 ^b
	Residual	1622.013	394	4.117		
	Total	2882.882	396			

a. Dependent Variable: CPtotal

b. Predictors: (Constant), Transactional, Transformational

In regression ANOVA, the dependent variable and independent variables are determined in Table 4.22. Field (2017) stated that the F-test p-value must be less than 0.05 at 95% of confidence level to identify whether the data is a significant fit to the model. Thus, Table 4.22 shows that the F-value for the dependent variable and two independent variables is 153.138. The P-value of Table 4.22 is 0.000 that shows the value meets the rule of thumb which is required to be <0.05 . As a conclusion, the independent variables in this research are accepted and the model is fit.

4.6.3 Beta Coefficients

Beta coefficient is to determine the factors that have a high influence of the independent variables on the phenomenon under study (Sekaran and Bougie, 2019). When the value beta coefficient is nearer to 1, the higher the influence towards the phenomena study (Cooper and Schindler, 2018). In general, there will be a higher influencing power on the dependent variable when there is a higher Beta Coefficient for the factor in the study (Sekaran and Bougie, 2019).

Table 4.23 Beta Coefficient Results from Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.854	1.191		6.596	.000
	Transformational	.114	.055	.092	2.080	0.038
	Transactional	.729	.053	.608	13.673	0.000
a. Dependent Variable: CPtotal						
b. Independent Variable: Transformational, Transactional						

According to Cooper and Schindler (2018), the P-value of all the variables must be <0.05 to meet the rule of thumbs in order to support the model. Upon evaluating Table 4.23, the result shows the analysis transformational leadership style (P-value=0.038, significant at 0.05 level) and transactional leadership style (P-value= 0.000, significant at 0.05 level). Based on the result shown in Table 4.23, the independent variables were perceived to be the predictor for company performance (Ahmad and Ejaz, 2019).

Besides, the beta-coefficient of transactional leadership style is 0.729 which tends to be the most dominant predictor that influences the company performance in the food and beverage service industry of Malaysia and is followed by the beta-coefficient of transformational leadership style is 0.114. Therefore, all the variables in this research study have a positive influence and significant relationships with company performance in the food and beverage service industry of Malaysia.

4.6.4 Multicollinearity

Multicollinearity is only tested when the VIF value is greater than 10 which shows the data are overlapped and high inter-constructs correlation (Field, 2017). In order to ensure there is no multicollinearity in this study, multicollinearity is analyzed to discover the extent of skewness data (Kim, 2019).

Table 4.24 Multicollinearity of Independent Variable

Model	Collinearity Statistic	
	Tolerance	VIF
Transformational Leadership Style	0.722	1.384
Transactional Leadership Style	0.722	1.384

Based on the collinearity statistic shown in Table 4.24, the result shows there was no multicollinearity of variables due to the VIF values being less than 10. The VIF value for both independent variables (transformational leadership style and transactional leadership style) is 1.384 for each variable. Besides, the rule of thumbs of tolerance value in multicollinearity analysis must be greater than 0.1 (Daoud, 2017).

Based on Table 4.24, the tolerance value of both independent variables is exceeded 0.1 where the transformational leadership style (0.722) and transactional leadership style (0.722). Hence, there is no multicollinearity issue with the data that skew the results and all the results in this research are considered statistically valid (Kim, 2019).

Saunders, Lewis and Thornhill (2016) stated that the Beta coefficient is used to identify the extent of each predictor variable that affects the result of the dependent variable. The positive number of beta coefficients indicates that the dependent variables will increase one value for every additional unit of the independent variables.

The resultant equation from the analysis is as follow:

$$\begin{aligned} &\text{Company performance in food and beverage service industry of Malaysia} \\ &= 7.854 + 0.114 (\text{Transformational Leadership Style}) + 0.729 (\text{Transactional} \\ &\quad \text{Leadership Style}) \end{aligned}$$

In sum, the transformational leadership style and transactional leadership style increase by 1 unit, the company performance is expected to raise up by 0.114 and 0.729 on average. Based on the result, transactional leadership style has the highest influence on company performance in the food and beverage service industry of Malaysia with 0.729 and then followed by transformational leadership style.

4.7 Summary of Findings

Table 4.25 Results from Multiple Regression

Hypotheses	Statements	Result	Confirmation
H1	Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.	p-value: 0.038 β : 0.114	Accepted
H2	H2: Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.	p-value: 0.000 β : 0.729	Accepted

4.8 Chapter Conclusion

The collected sample size in this research study is 397 that reached the sample size of 382. In this chapter, the first analysis is the pilot test. In the pilot test, the factor analysis and reliability test were obtained based on 40 respondents via Qualtrics. Subsequently, all the data results shown in the pilot test are appropriate and applicable for continuous collecting data.

The following is the data analysis after collecting the requirement of the sample size of 382. Based on Krejcie and Morgan (1970), the sample size required is 382 and this research had distributed 420 questionnaires, received back a total of 410 sets of respondents and there is total 13 set is incomplete. So, the total number of respondents used in this research is 397. Firstly, this research started with a descriptive analysis to determine the demographic profile of 397 respondents. There are 5 demographics items included in the descriptive analysis which are gender, age, highest education level, years of working experience and current company location in Malaysia. Additionally, the following is the preliminary test in Chapter 4 for factor analysis that had an adequate level of sufficiency and reliability testing had the high reliability of items in the questionnaire.

Finally, hypothesis testing is done in Chapter 4. Based on the result run via SPSS, the multiple regression, regression ANOVA, Beta-Coefficients and multicollinearity, this research study can be finalized as the independent variables of transformational leadership style and transactional leadership style have a positive and statistically significant relationship with company performance. Consequently, this chapter 4 provides a better statistical understanding of the extent and viability of the relationship between independent variables toward the phenomenon of the company performance study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 Overview

Chapter 5 will be providing the summary of research findings from chapter 1 to chapter 4 along with the conclusion for the entire research. It will include the summary, discussion of the relationship between the dependent variables and independent variables, recommendation and the limitation of the research. Last but not least, this chapter five will address the potential recommendation for future research direction and a conclusion for this research.

5.1 Summary of Findings

From a total of 420 sets of questionnaires distributed via Qualtrics, the total received 410 sets of questionnaires. Nevertheless, there are thirteen sets of respondents that are incomplete, of which only 397 sets of questionnaires have been used to do data analysis for this research study. In the survey questionnaire, there are four sections. Firstly, section 1 is the consent form for doing the survey and there is only yes or no to participate in this survey for the respondents to respond. Section 2 of the questionnaire is focusing on the demographics profile of the respondents such as gender, age, education level, years of working experience and current company location. The following Sections 3 and Section 4 are focusing on the rating scale for the dependent variable (company performance) and independent variables (transformational leadership style and transactional leadership style).

Chapter 4 is presenting the data analysis of the 397 sets of questionnaires that focus on identifying the relationship between transformational leadership style and transactional leadership style on company performance in the food and beverage service industry of Malaysia through hypothesis testing. Research finding results in both independent variables of transformational leadership style and transactional leadership style had a significant positive relationship with the company performance as the dependent variable that was shown in hypothesis testing in previous chapter 4. Based on the hypothesis testing, the transactional leadership style has the highest influencing power on company performance and followed by the transformational leadership style. According to the research, leadership style plays an important role in today's company as they act as the supervisor or mentor for the employees which not only influences motivation and productivity but also directly influences the effectiveness of the company in terms of financial and non-financial performance (Liao et. al., 2017). The success of leadership style or suitable leadership that matches with the needs of followers or subordinates can increase the followers' appreciation that has the direct link to improve the company performance (Gupta et. al., 2019). In general, both independent variables are positively and statistically related to dependent variables and the variables will bring significant influence on company performance in the food and beverage service industry of Malaysia.

5.2 Discussion

The main purpose of doing data analysis is to identify whether the transformational leadership style and transactional leadership style have a substantial or positive influence on company performance in the food and beverage service industry of Malaysia. There are two hypotheses established in Chapter 3 in order to answer the research objective that had been implemented in Chapter 1. The finalized test result had been presented in Chapter 4 and this following section in Chapter 5 will be presenting throughout discussion to conclude this research report.

5.2.1 Demographic Profile

From the data analysis and data collection of 397 respondents, the majority of subjects were male (52.9%) while the following is female (47.1%) who engages in the food and beverage service industry of Malaysia. Next, the highest subjects came from the age range of 20-29 years old (38%) and followed by 30-39 years old (33.5%) whereas the subjects who aged between 50 years old and above just 7.1% in overall 397 subjects. This finding is consistent because the median age of Malaysia's population is 29.2 that supports the Malaysians in the older age group who are still working are much fewer than younger age groups (DOSM, 2020). This research sampling method is non-probability convenience were the majority of the respondents were closely related to the researcher's age group in between 20-29 years old. However, this research finding is still insufficient enough to be representative of the overall Malaysian employee who is working in the food and beverage service industry.

Next, the huge majority of the subjects have the highest education level at Degree/Bachelor that contributed 47.4% and the fewest subject was studying till PHD with only 1.3% that creates a huge gap between the degree holder and PHD holder. According to Statista (2019), the education level employed by the Malaysian companies had secondary education as a common level of educational attainment with 8 375 ('000) and followed by tertiary education 4 435.2 ('000). This finding is slightly different from Malaysian general education levels that result in the lack of representation of the subjects involved in this research. Additionally, the majority of the working experience of the subject is those who have 10 years and above working experiences (41.6%) and the opposite side of the fewer subjects is 2-5 years (18.1%).

Lastly, the majority of subjects which indicate 46.9% are working in the central (Selangor, Kuala Lumpur and Putrajaya). On the other hand, the least representation were those subjects who are working in Sabah and Sarawak with only 7.1%. According to DOSM (2020), the number of people being employed in the service industry, especially in central places like Selangor and Kuala Lumpur is increasing by 1000 plus employees which reached the highest compared with other regions with only 100-300 up and down in each year. However, the the high number of subjects who are working in the central region shows that there is still not a complete representation of the population in the overall region in Malaysia.

5.2.2 Factor Analysis, Reliability Test and Hypothesis Testing

The factor analysis successfully ascertained that all the items in the distributed questionnaire are able to validate the theorized dimension. There are two factors extracted and each item was found to have a factor loading of at least a minimum of 0.5 that results in the adequacy of closeness for that particular variable (Ong and Puteh, 2017). The KMO values are shown to be 0.856 to 0.896 for both dependent and independent variables that exceed the threshold value of 0.60. Additionally, Bartlett's sphericity value for both variables is 0.000 which shows the variables meet the rule of thumbs <0.05 that have a high degree of correlation.

The reliability test also successfully ascertained the items are measurement and consistent for this research study. The calculated Cronbach's Alpha for each variable was at least 0.70 that confirmed the questionnaire has an acceptable level of consistency and reliability. The Cronbach's Alpha for the data analysis is 0.852 to 0.883 that shows good enough reliability for each variable in the questionnaire.

The correlational analysis for this research is considered as moderate correlation. The Pearson r value for both independent variables (transformational and transactional leadership style is the range of 0.413 to 0.657 that shows each independent variable is positively correlated with company performance.

Lastly is the multiple regression analysis that shows the results have a linear relationship among dependent variables and independent variables and the overall data fit with the model. Besides, there is no multicollinearity for this research study because the VIF value for each variable did not exceed the threshold value of 10 and the p-value for F-test <0.05 .

5.2.3 Hypothesis Testing

5.2.3.1 Hypothesis 1

Research Objective, RO1: To determine whether Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

Hypothesis, H1: Transformational Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

Based on the data analysis result, the correlation between transformational leadership style and company performance in the food and beverage service industry of Malaysia is moderate as evident from the Pearson R value of 0.413. Additionally, t-statistic in transformational leadership style achieved the rule of thumb where the p-value must be less than 0.05. The result shows the transformational leadership style has a p-value of 0.038 which is less than 0.05 and the Beta coefficient of transformational leadership style was 0.114. This indicates that the transformational leadership style is positively related to company performance in the food and beverage service industry of Malaysia and the result also described that the relationship between transformational leadership style and company performance was statistically important. Thus, the finding of this analysis supported hypothesis 1 in this research.

This research finding supported the same views with other researchers where the transformational leadership style is correlated with company performance in the food and beverage service industry of Malaysia (Ahmad and Ejaz, 2019; Arif and Akram, 2018; Atan and Mahmood, 2019). Additionally, research was done by Purwanto et. al. (2020) also confirmed that the implementation of the transformational leadership style is able to nurture the company function to achieve the required productivity of the company performance. This is also reaffirmed by Al-Khaled and Chung (2020) that transformational leadership style should be well-implemented to the company's management level or senior staff because its impact on the employee competency in terms of productivity has a direct influence on company performance. Furthermore, food and beverage service companies must realize the effectiveness of transformational leadership style in their

company in order to ensure and recognize their employee competency's function and employ appropriate accurate motivation tools to improve the company performance (Atan and Mahmood, 2019). In spite of that, transformational leadership has the second highest Beta coefficient results and transformational leadership style is also an important independent variable on company performance in the food and beverage service industry of Malaysia.

5.2.3.2 Hypothesis 2

Research Objective, RO2: To determine whether Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia.

Hypothesis, H2: Transactional Leadership Style as a dimension of Yukl (1989) Leadership Style has a significant influence on company performance in food and beverage service industry of Malaysia

The research showed the Pearson r value for transactional leadership style is 0.657 which shows the moderator to strong correlation between transactional leadership style on company performance in the food and beverage service industry of Malaysia (Patten and Newhart, 2018). This transactional leadership style has the highest correlation among the two independent variables. Besides, the t-statistic for transactional leadership style achieved the p-value of 0.00 which is less than the rule of thumb 0.05 and the Beta coefficient for transactional leadership style is 0.729. This result can be confirmed that the transactional leadership style is significant and positively related to company performance in the food and beverage service industry of Malaysia. Therefore, this research findings support this hypothesis 2.

This research finding supports the view with previous researchers as the company performance is affected by transactional leadership style in the food and beverage service industry of Malaysia (Sheshi and Kercini, 2017; Wahyuni et. al., 2019; Widodo and Silitonga, 2017). However, few of the researchers (Al-Khajeh, 2018; Berraies and Bchini, 2018; Hashim, 2019; Hoxha, 2019) stated that transactional leadership style was found to have a negative influence on company performance compare with transformational leadership due to transactional leadership style is concerning on the followers or employees' low-level needs whereas transformational leadership style is boosting employees' morale that focuses on high-level needs of employees. This research is more supporting than transactional leadership has the most influence on company performance that is different from other researchers that favor transformational leadership style (Hoxha, 2019). This is due to most of the researchers conducting their research and survey in western culture where the leadership behavior and needs of employees are totally different from Asia and Malaysia. Even

though some researchers stated that there is a negative correlation of transactional leadership style on company performance, Ahmad and Ejaz (2219) reaffirmed that transactional leadership style in company had boosted the performance and it had a higher impact compared with transformational leadership style. This is because transactional leaders are emphasizing the task performed by following the standard and recognizing the hard work of employees that led them to accomplish higher company achievement (Hisham, 2019). In spite of that, the transactional leadership style has the highest Beta coefficient compared with other independent variables (transformational leadership style). Therefore, transactional leadership style is the most important independent variable that influences the company performance in the food and beverage service industry of Malaysia.

5.3 Recommendation

This research has determined that two different leadership styles influence the company performance in the food and beverage service industry of Malaysia. The result of data analysis found that transformational leadership style and transactional leadership both have a positive influence on company performance. Transactional leadership style has the highest effect on company performance then followed by transformational leadership style. Hence, the F&B service companies should be emphasizing the transformational leadership style and transactional leadership style to improve and achieve higher company performance. Some of the recommendations have been proposed in order to help the organization to achieve better performance.

In terms of transformational leadership style, the findings indicated that the transformational leadership style had a significant influence on company performance. This leadership style is important for the company because it introduces the changes, identifies a clear vision and focuses on the future long-term plan that can improve the company performance (Ahmad and Ejaz, 2019). Hence, the suggestion for the food and beverage service company is to promote the existence and continued development of transformational managers to increase company performance (Strukan, Nikolic, and Sefic, 2017). Therefore, the company can identify the potential employees in the management level to go for training in transformational leadership style development to improve leadership practices and overall company performance at the same time (Samson and Ayodeji, 2019). Due to the changing dynamic business environment, the training of management or senior employees on transformational leadership style must be regular to ensure the senior employees and managers are proactive enough to meet the fierce competition in food and beverage service of Malaysia. Besides, human resource department in the food and beverage service industry in Malaysia also plays an important role as they must ensure their training scope and development activities are aligned with the company objective to improve the company performance. The implementation of proper training for transformational development can focus on providing learning on how to communicate the high expectation and how to motivate their followers with extra effort and articulate shared goals (Nazarian, Soares, and Lottermoser, 2017). Indeed, this training on developing transformational leaders will result in the changing of the leadership behavior that encourages the management to be more open to change and strengthen themselves

to meet the needs of employees and the current dynamic market (Strukan et. al., 2017). Not only that, the management needs to participate in the improvement activities and review improvement in processes and the most important is to stimulate the cooperation among followers by listening without neglecting them to achieve and meet the needs of communities and company clients (Lorena, Daniel, Rafael et.al., 2018).

As shown in the findings of data analysis, transactional leadership styles are the most important independent variables that influence company performance in the food and beverage service industry of Malaysia. Transactional leadership is characterized with contingency rewards that will influence the company performance where the leader or manager recognized the employees' performance by giving the reward in exchange for effort and good performance. To improve the performance, food and beverage service companies of Malaysia are suggesting paying high attention to the low-level needs of their employees (Nazarian et.al., 2017). This study recommends the management, executive or supervisor in F&B companies use inspiration and motivation to excite their employees on what they can exchange once they complete the goal. Consequently, the seniors and management in the company must focus on the latest information on the compensation package of the current market in the food and beverage service industry of Malaysia by doing market research to design a set of compensation or rewards that meet the needs of employees when they achieve the goal set by the company. Especially in the food and service industry that highly depends on customer satisfaction, the transactional leadership style that links the company performance to reward is important no matter financial or non-financial reward (Saeed and Mughal, 2019). This recommendation is able to motivate the employees to work effectively and productivity to accomplish the shared goal that helps the company to achieve higher financial achievement in terms of profit or market share. Additionally, the food and beverage service companies should also obtain feedback regarding the leadership style of their supervisor or management from the employees to ensure that the reward exchange on their hard work is satisfied.

5.4 Research Limitation

Throughout this study, there are certain limitations identified. First of all, the time constraint is the biggest challenge to complete this research. This research gave 14 weeks to complete as we need to complete Chapter One till Chapter 5. The time frame is rushed and short for the researchers especially the data collection is time-consuming to collect the numbers of the respondent that correlated with the sample size. As per schedule, we have only 4 weeks to distribute our survey and data collection till a sufficient amount is needed, run the SPSS for data analysis and write up for the chapter and chapter 5 within these four weeks. Furthermore, some of the companies might need more time to respond to the email whether they would like to participate in this research. This results in time-consuming waiting for the response from the independent employees or companies.

Secondly, the limitation of this research is that data distribution might not reach the whole of Malaysia. Due to the non-probability convenience research sampling method and sample size by Krejcie and Morgan (1970), the sample size is unable to be representative of all employees who are working in the food and beverage service industry of Malaysia. Even though the research sample reached 397 sets of respondents, the result of the demographic analysis shows that the respondents at the age of 20-29 years old stand out of 38% over 397 subjects. This shows that the research result of this younger age range is overrepresentation whereas those respondents in the age of 50 and above are the fewest age range in this research. Thus, this research did not capture all the subgroups in the food and beverage service industry of Malaysia.

Not only that, incomplete data in each survey questionnaire is also one of the drawbacks of this research. During the data analysis, there are many missed out questions in the pilot test and also whole data collected by the subjects that should be pulled out to avoid inaccurate data analysis when running the SPSS. The main reason for this drawback is the wrong setting when designing the questionnaire. It increases additional work for the researchers because the researchers need to figure out the missed questionnaire set before the write-up of the data analysis chapter. This drawback raised challenges for the researchers as the sample size collected is not enough if the researchers only collected the actual sample because those incomplete questionnaires should be removed before data analysis.

Lastly, the drawbacks for this research study are the lack of consideration on other factors that will influence the company performance in food and beverage service industry of Malaysia. The additional independent variables can provide better support for the study rather than only 2 independent variables. When analyzing the total set of questionnaires received from the subjects, the two independent variables are not enough to support the study if one of the independent variables is rejected. Even though the current two independent variables (transformational leadership style and transactional leadership) in this research's result are acceptable, the more independent variables should be more efficient to apply in this study to avoid the whole research study being rejected.

5.5 Future Research Direction

The limitation of this study has been highlighted in the previous section 5.3 in Chapter 5 that shows there is still a certain limitation that needs to further improve for future research. Firstly, future research should be started early, and the time must be more organized to deal with time constraints. When the research, especially the earlier to start the distribution of survey questionnaires, the longer time allocated to collect a larger sample size that can reach the larger target audience to respond to the survey. It will enhance the reliability of research results and it can provide better insight for data analysis because the sample collected is closely representative of whole employees who is working in the food and beverage service industry of Malaysia.

Moreover, future research should include more independent variables such as servant leadership style or autocratic leadership style. Based on the research study in chapter 4, the R square is 0.437 which means that transformational and transactional leadership are representing 43.7% influence on company performance in the food and beverage service industry. This result shows that 56.3% of other independent variables that are not included in this report influence on company performance. Al Khajeh (2018) showed that the success and failure of the company are depending on the servant leadership style. This is also supported by Sihombing, Astuti, Al Musadieg et. al. (2018) that servant leadership brings positive influence on company performance in a different term such as excellent service, role modeling, cooperation and integrity that enhance and improve the company performance. On the other hand, Al Khajeh (2018) also identifies that autocratic leadership style has a positive correlation toward company performance as well. Thus, the addition of these two additional independent variables can provide a more comprehensive and integrated factor that will influence the company performance in the food and beverage service industry of Malaysia.

Lastly, the questionnaire design should be further enhanced for future research. There are many sets of questionnaires that are incomplete when running for the whole 410 sets of questionnaires or during the pilot test. This is because the structure of the questionnaire design created in Qualtrics is not convenient enough for the researcher as many of the respondents missed out one to two questions in section 3 and section 4. Thus, for future research, the suggestion would be adding the requirement by choosing forced to respond for each section to avoid the missed-out questionnaire.

This will enhance the more accurate data collection and it will also remind the respondents when they missed out on any question in the section. Moreover, the sample size for the data distribution in future research can be clearer. Since the food and beverage service industry have a huge population in Malaysia, future research can specifically identify the population of either large or small and medium food and beverage service companies. This will help the researchers in the future to be more critical identify and distributed the questionnaire to the right target respondents.

5.6 Conclusion

Chapter 5 is the final chapter in this research study. The summary findings of data analysis have been clearly discussed in this chapter. Based on the findings in this research, both independent variables on transformational leadership style and transactional leadership style have a statistically significant positive relationship toward company performance in the food and beverage service industry of Malaysia. The data analysis results in this research show that transactional leadership style was the most influencing and correlated with company performance and followed by transformational leadership style.

Additionally, this chapter also wraps up the entire research by highlighting the recommendation, limitation, future research direction and personal reflection as well. Some recommendations have been proposed in this chapter to improve the company performance. The suggestions include providing training on transformational development to management and senior employees, review improvement, market research on compensation package, pay high attention on low level need and obtain employee feedback to improve the F&B service company performance. In chapter 5, this research study stated some limitations that make challenges to complete this research which is limited-time constraints, lack of consideration on other factors, incomplete survey responses and the data not being representative of the whole of Malaysia. However, there are few suggestions for future research direction to solve the limitation such as including additional independent variables to better support the title, implementing questionnaire design and time management on the data distribution.

Personal Reflections

When doing this research for my MBA project, I learned a lot of knowledge and have many of my first-time experiences to complete this research study. First of all, the beginning of Chapter One and Chapter Two in this research, it was my first-time experiencing hundreds of literature reviews compared with my previous study life. To complete and understand my study, I had spent a lot of time searching and reading the journals or articles related to my topic. From here, I learn a lot of tactics to find the journal needed such as the keyword functions, access to different databases for journal searching and the most important is the ability to understand and digest the information gathered from the different sources to write up for my research paper. From the beginning of this research till the end of completing this research, I had improved the way of my writing skill and also organized the information and clear framework in each section for my research that enables me to have a better understanding and presenting what I had done from Chapter one to Chapter five.

Another attractive part when I write up for my research is questionnaire design and structure. When adopting the questionnaire items, it was using up a lot of time to search for the journal that consists of questionnaire items that are usable for my research topic. After adopting the question for each dependent variable and independent variables, the Qualtrics format by UH also challenged me because it was my first time using Qualtrics to do the survey questionnaire. In completing this part from designing the questionnaire till distributing out the questionnaire, I feel very challenging because there is a whole new format and the time for collecting data is also limited. Nevertheless, I was able to manage my time properly by setting a due date for myself in each write-up and data collection process that motivates and pushes me ahead to distribute more and more surveys to people. At last, I was able to complete my data collection within five days and it resulted in more productivity for me to complete the research earlier than I expected.

Last but not least, the data analysis part is the most impressive section I found in my whole research study. Through the data analysis, I was able to understand the usage of each testing like hypothesis, factor analysis and other analyses used in this research. I realized that all the relationship between each variable or construct is necessary for the research that provides a better flow and interpretation for the analysis.

Throughout this research study, I gained a lot of experiences that will be beneficial in my entire life and I am more appreciative of other researchers that provide a clear and informative journal for referring that help in better understanding when completing this research study. Again, I would like to special thank you to my beloved supervisor, Ms Ah Huai Ah Chan, who has been such a caring and lovely supervisor that assists me to complete my research in smoother and more successful ways. Not only that, Ms Ah Huai also gives me constant guidance when I meet any issue at each step and provides useful feedback to my project for further improvement that results in a high-quality project within four months under her supervision. Lastly, I would like to thank you to all those who participate and assist in my research paper on the final portion of my master's journey.

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Appendix

Appendix 1: Survey Question

Section 1: Consent

The Influence of Leadership Style to Company Performance in Food and Beverage Service Industry of Malaysia.

You are being invited to complete an online survey as part of a Master's course being undertaken by Poa Yee Ling, a Master in Business Administration (MBADI) student at Hertfordshire Business School, University of Hertfordshire, UK. Please read the following information carefully before deciding whether to take part. Please ask if there is anything that is not clear or if you would like more information.

You are eligible to take part in this study if you are 18 or over.

The purpose of the study is to examine the influence of leadership style to company performance, particularly in the food and beverage service industry of Malaysia.

What does take part involve? If you agree to take part in this study, you will be asked to complete an online survey/questionnaire. This survey/questionnaire will ask about the influences of leadership style to company performance, and it will take you approximately 15-20 minutes to complete.

Do I have to take part? No. It is up to you to decide whether or not to take part. You are free to withdraw from the study at any time and without giving a reason. If you choose not to take part, you do not need to do anything further.

Are there any benefits or risks for me if I take part? You may not directly benefit from this research; however, we hope that your participation in the study may provide useful information on how leadership style influence company performance.

There are no expected risks for participants. Any data that you provide will be treated as confidential and the questionnaire is anonymous.

All data from the study will be stored securely in the researcher's UH OneDrive account when it is downloaded from the survey system. The data will be deleted when the degree award is confirmed.

What will happen to the findings of this study? The findings will be included in the recommendation section of Chapter 5 in my research study.

If you would like to receive more information and for any other queries about this project you can contact me by emailing to i17012786@student.newinti.edu.my or my supervisor ahhuai.ahchan@newinti.edu.my

If you do not wish to participate in this survey, click NO and close your browser.

If you are interested in taking part, please read the statements below and click 'yes' to consent to participate.

I confirm that I have read the study information.

I have had the opportunity to consider the information and ask questions.

Any questions have been answered satisfactorily.

I understand that my participation is voluntary, and I am free to withdraw from the study at any time without giving a reason by closing the browser.

I am 18 or over.

Yes I Consent

No I do not Consent

Section 2: Demographics

Please select one answer from the following choice that best described yourself.

1. What is your gender?

- Male
- Female

2. What is your age?

- 20-29 years old
- 30-39 years old
- 40-49 years old
- 50 years old and above

3. Highest Education Level

- Primary Education
- Secondary Education
- Certificate/ Diploma
- Degree/ Bachelor
- Master
- PHD

4. Years of Working Experience?

- Less than 2 Years
- 2- 5 years

- 6 to 9 years
- 10 years and above

5. Where is your current company located?

- Central (Selangor, Kuala Lumpur and Putrajaya)
- Northern (Perlis, Kedah, Penang and Perak)
- Southern (Negeri Sembilan, Melaka and Johor)
- Eastern (Kelantan, Terengganu and Pahang)
- Sabah/Sarawak

Section 3: Company Performance

Based on your company, please select one answer from the following rating scale to express the extend of agreement and disagreement that best reflect your company.

[1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4= Agree, 5=Strongly Agree]

Company Performance	Rating Scale
1. Our company has achieved a very positive financial outcome	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
2. We have the higher return on investment than our competitors	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
3. We are satisfied with our return on sales	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
4. Our company is growing steadily in the past three years	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
5. Our customers have the high level of satisfaction toward our company.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]

6. Our company provide better quality service than our competitors do.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
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Section 4: Leadership Style Influences

Transformational Leadership Style	Rating Scale
1. My supervisor guarantees the investment, resources and support needed for changes and decision making.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
2. My supervisor empowered followers, boast trust and self-efficacy to sustain performance.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
3. My supervisor foster innovation thinking among followers in order to enhance the individual and group performance.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
4. My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
5. My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]

Transactional Leadership Style	Rating Scale
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1. My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
2. My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
3. My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
4. My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]
5. My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	[1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]

Appendix 2- SPSS Output for Data Analysis (Pilot test- Factor analysis Result)**Scale- Dependent Variable****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.725
Bartlett's Test of Sphericity	Approx. Chi-Square	201.236
	df	15
	Sig.	.000

Communalities

	Initial	Extraction
Company Performance - Our company has achieved a very positive financial outcome	1.000	.755
Company Performance - We have the higher return on investment than our competitors	1.000	.665
Company Performance - We are satisfied with our return on sales	1.000	.700
Company Performance - Our company is growing steadily in the past three years	1.000	.748
Company Performance - Our customers have the high level of satisfaction toward our company.	1.000	.713
Company Performance - Our company provide better quality service than our competitors do.	1.000	.751

Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Total Variance Explained		
	Total	% of Variance	Cumulative %	Extraction Total	Extraction % of Variance	Extraction Cumulative %
1	4.333	72.212	72.212	4.333	72.212	72.212
2	.694	11.568	83.779			
3	.499	8.316	92.095			
4	.259	4.309	96.404			
5	.150	2.497	98.901			
6	.066	1.099	100.000			

Extraction Method: Principal Component Analysis.

Scale- Independent Variable

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	314.006
	df	45
	Sig.	.000

Communalities

	Initial	Extraction
Transformational Leadership Style - My supervisor guarantees the investment, resources and support needed for changes and decision making.	1.000	.724
Transformational Leadership Style - My supervisor empowered followers, boost trust and self-efficacy to sustain performance.	1.000	.639
Transformational Leadership Style - My supervisor foster innovation thinking among followers in order to enhance the individual and group performance.	1.000	.807
Transformational Leadership Style - My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	1.000	.707
Transformational Leadership Style - My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	1.000	.800
Transactional Leadership Style - My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	1.000	.745
Transactional Leadership Style - My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	1.000	.565

Transactional Leadership Style - My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	1.000	.763
Transactional Leadership Style - My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	1.000	.857
Transactional Leadership Style - My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	1.000	.740

Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Total Variance Explained		
	Total	% of Variance	Cumulative %	Extraction Total	Sums of Squared Loadings % of Variance	Cumulative %
1	6.131	61.310	61.310	6.131	61.310	61.310
2	1.214	12.141	73.451	1.214	12.141	73.451
3	.678	6.780	80.232			
4	.612	6.122	86.354			
5	.450	4.496	90.850			
6	.335	3.352	94.202			
7	.226	2.255	96.457			
8	.161	1.612	98.070			
9	.143	1.427	99.497			
10	.050	.503	100.000			

Extraction Method: Principal Component Analysis.

Appendix 3- SPSS output for Data Analysis (Pilot test- Reliability Test)**Scale: Company Performance (DV)**

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.922	6

Scale: Transformational Leadership Style (IV)

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.880	5

Scale: Transactional Leadership Style (IV)

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.869	5

Scale: Overall

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.948	16

Appendix 4- SPSS output for Data Analysis (Descriptive Analysis)**Frequency Table****Gender**

Statistics		
What is your gender?		
N	Valid	397
	Missing	0
Mean		1.47
Median		1.00
Mode		1
Std. Deviation		.500
Variance		.250
Range		1
Minimum		1

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	210	52.9	52.9	52.9
	Female	187	47.1	47.1	100.0
	Total	397	100.0	100.0	

Age

Statistics		
What is your age?		
N	Valid	397
	Missing	0
Mean		1.97
Median		2.00
Mode		1
Std. Deviation		.937
Variance		.878
Range		3
Minimum		1

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years old	151	38.0	38.0	38.0
	30-39 years old	133	33.5	33.5	71.5
	40-49 years old	85	21.4	21.4	92.9
	50 years old and above	28	7.1	7.1	100.0

Total	397	100.0	100.0	
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Highest Education Level

Statistics		
Highest Education Level		
N	Valid	397
	Missing	0
Mean		3.49
Median		4.00
Mode		4
Std. Deviation		1.007
Variance		1.013
Range		5
Minimum		1

		Highest Education Level			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Primary Education	16	4.0	4.0	4.0
	Secondary Education	51	12.8	12.8	16.9
	Certificate/ Diploma	100	25.2	25.2	42.1
	Degree/ Bachelor	188	47.4	47.4	89.4
	Master	37	9.3	9.3	98.7
	PHD	5	1.3	1.3	100.0
	Total	397	100.0	100.0	

Years of Working Experience

Statistics		
Years of Working Experience		
N	Valid	397
	Missing	0
Mean		2.86
Median		3.00
Mode		4
Std. Deviation		1.152
Variance		1.327
Range		3
Minimum		1

Years of Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 Years	74	18.6	18.6	18.6
	2- 5 years	72	18.1	18.1	36.8
	6 to 9 years	86	21.7	21.7	58.4
	10 years and above	165	41.6	41.6	100.0
	Total	397	100.0	100.0	

Company Location

Statistics

Where is your current company located?

N	Valid	397
	Missing	0
	Mean	2.09
	Median	2.00
	Mode	1
	Std. Deviation	1.264
	Variance	1.599
	Range	4
	Minimum	1

Company Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Central (Selangor, Kuala Lumpur and Putrajaya)	186	46.9	46.9	46.9
	Northern (Perlis, Kedah, Penang and Perak)	78	19.6	19.6	66.5
	Southern (Negeri Sembilan, Melaka and Johor)	74	18.6	18.6	85.1
	Eastern (Kelantan, Terengganu and Pahang)	31	7.8	7.8	92.9
	Sabah/Sarawak	28	7.1	7.1	100.0
	Total	397	100.0	100.0	

Appendix 5: SPSS output for Data Analysis- Preliminary Test (Factor Analysis)**Scale- Dependent Variable**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.896
Bartlett's Test of Sphericity	Approx. Chi-Square
	1106.870
	df
	15
	Sig.
	.000

Communalities

	Initial	Extraction
Company Performance - Our company has achieved a very positive financial outcome	1.000	.621
Company Performance - We have the higher return on investment than our competitors	1.000	.624
Company Performance - We are satisfied with our return on sales	1.000	.642
Company Performance - Our company is growing steadily in the past three years	1.000	.619
Company Performance - Our customers have the high level of satisfaction toward our company.	1.000	.632
Company Performance - Our company provide better quality service than our competitors do.	1.000	.645

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.783	63.052	63.052	3.783	63.052	63.052
2	.594	9.904	72.956			
3	.447	7.453	80.409			
4	.426	7.106	87.515			
5	.398	6.640	94.154			
6	.351	5.846	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
Company Performance - Our company has achieved a very positive financial outcome	.788
Company Performance - We have the higher return on investment than our competitors	.790
Company Performance - We are satisfied with our return on sales	.801
Company Performance - Our company is growing steadily in the past three years	.787
Company Performance - Our customers have the high level of satisfaction toward our company.	.795
Company Performance - Our company provide better quality service than our competitors do.	.803

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Scale- Independent Variables

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.856
Bartlett's Test of Sphericity	Approx. Chi-Square
	1852.684
	df
	45
	Sig.
	.000

Communalities

	Initial	Extraction
Transformational Leadership Style - My supervisor guarantees the investment, resources and support needed	1.000	.655

for changes and decision making.		
Transformational Leadership Style - My supervisor empowered followers, boost trust and self-efficacy to sustain performance.	1.000	.602
Transformational Leadership Style - My supervisor foster innovation thinking among followers in order to enhance the individual and group performance.	1.000	.638
Transformational Leadership Style - My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	1.000	.664
Transformational Leadership Style - My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	1.000	.620
Transactional Leadership Style - My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	1.000	.626
Transactional Leadership Style - My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	1.000	.607
Transactional Leadership Style - My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	1.000	.643
Transactional Leadership Style - My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	1.000	.637

Transactional Leadership Style - My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	1.000	.630
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Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.819	48.192	48.192	4.819	48.192	48.192
2	1.502	15.022	63.214	1.502	15.022	63.214
3	.756	7.560	70.775			
4	.622	6.219	76.993			
5	.542	5.415	82.409			
6	.452	4.516	86.925			
7	.404	4.038	90.963			
8	.351	3.507	94.470			
9	.315	3.146	97.616			
10	.238	2.384	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
Transformational Leadership Style - My supervisor guarantees the investment, resources and support needed for changes and decision making.	.681	-.436
Transformational Leadership Style - My supervisor empowered followers, boast trust and self-efficacy to sustain performance.	.696	-.343
Transformational Leadership Style - My supervisor foster innovation thinking among followers in order to enhance the individual and group performance.	.673	-.430
Transformational Leadership Style - My supervisor has a clear common view of its	.720	-.381

final aims by encouraging the follower to reflect on past issues in new ways.		
Transformational Leadership Style - My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	.714	-.330
Transactional Leadership Style - My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	.704	.360
Transactional Leadership Style - My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	.664	.407
Transactional Leadership Style - My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	.717	.359
Transactional Leadership Style - My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	.671	.432
Transactional Leadership Style - My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	.697	.380

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Appendix 6- SPSS Output for Data Analysis- Preliminary test (Reliability Test)**Scale- Dependent Variable (Company Performance)**

Case Processing Summary

		N	%
Cases	Valid	397	100.0
	Excluded ^a	0	.0
	Total	397	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.883	6

Item Statistics

	Mean	Std. Deviation	N
Company Performance - Our company has achieved a very positive financial outcome	4.63	.533	397
Company Performance - We have the higher return on investment than our competitors	4.48	.580	397
Company Performance - We are satisfied with our return on sales	4.47	.588	397
Company Performance - Our company is growing steadily in the past three years	4.43	.558	397
Company Performance - Our customers have the high level of satisfaction toward our company.	4.43	.567	397
Company Performance - Our company provide better quality service than our competitors do.	4.48	.571	397

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Company Performance - Our company has achieved a very positive financial outcome	22.30	5.310	.686	.864
Company Performance - We have the higher return on investment than our competitors	22.44	5.136	.688	.863

Company Performance - We are satisfied with our return on sales	22.45	5.077	.701	.861
Company Performance - Our company is growing steadily in the past three years	22.49	5.220	.685	.864
Company Performance - Our customers have the high level of satisfaction toward our company.	22.50	5.170	.694	.862
Company Performance - Our company provide better quality service than our competitors do.	22.45	5.132	.705	.860

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.93	7.280	2.698	6

Scale- Independent Variable (Transformational Leadership Style)

Case Processing Summary

		N	%
Cases	Valid	397	100.0
	Excluded ^a	0	.0
	Total	397	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.856	5

Item Statistics

	Mean	Std. Deviation	N
Transformational Leadership Style - My supervisor guarantees the investment, resources and support needed for changes and decision making.	4.49	.562	397
Transformational Leadership Style - My supervisor empowered followers, boost trust and self-efficacy to sustain performance.	4.56	.550	397
Transformational Leadership Style - My supervisor foster innovation thinking among followers in order to enhance	4.44	.531	397

the individual and group performance.			
Transformational Leadership Style - My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	4.51	.553	397
Transformational Leadership Style - My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	4.48	.553	397

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transformational Leadership Style - My supervisor guarantees the investment, resources and support needed for changes and decision making.	17.98	3.134	.676	.824
Transformational Leadership Style - My supervisor empowered followers, boast trust and self-efficacy to sustain performance.	17.92	3.211	.650	.831
Transformational Leadership Style - My supervisor foster innovation thinking among followers in order to enhance the individual and group performance.	18.04	3.246	.663	.828
Transformational Leadership Style - My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	17.97	3.128	.696	.819
Transformational Leadership Style - My supervisor is accessible, listen actively and respond the people to promote organizational citizenship behavior and vision to induce the commitment to organizational goal.	17.99	3.182	.663	.827

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.48	4.796	2.190	5

Scale- Independent Variable (Transactional Leadership Style)

Case Processing Summary

		N	%
Cases	Valid	397	100.0
	Excluded ^a	0	.0
	Total	397	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.852	5

Item Statistics

	Mean	Std. Deviation	N
Transactional Leadership Style - My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	4.46	.583	397
Transactional Leadership Style - My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	4.63	.547	397
Transactional Leadership Style - My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	4.51	.562	397
Transactional Leadership Style - My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	4.61	.565	397
Transactional Leadership Style - My supervisor links the goal to rewards, clarify	4.44	.582	397

expectation, provide necessary resources and set mutually agreed upon goal for successful performance.			
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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transactional Leadership Style - My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal.	18.19	3.303	.671	.819
Transactional Leadership Style - My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance.	18.03	3.464	.639	.828
Transactional Leadership Style - My supervisor gives positive feedback and show his or her appreciate of subordinates to keep performance aligned with what is expected.	18.14	3.345	.682	.816
Transactional Leadership Style - My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	18.05	3.382	.656	.823
Transactional Leadership Style - My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	18.21	3.314	.667	.820

Appendix 7- SPSS Output for Data Analysis (Correlational Analysis)

Correlations

		CPtotal	Transformational	Transactional
CPtotal	Pearson Correlation	1	.413**	.657**
	Sig. (2-tailed)		.000	.000
	N	397	397	397
Transformational	Pearson Correlation	.413**	1	.527**
	Sig. (2-tailed)	.000		.000
	N	397	397	397
Transactional	Pearson Correlation	.657**	.527**	1
	Sig. (2-tailed)	.000	.000	
	N	397	397	397

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

Appendix 8- SPSS Output for Data Analysis (Multiple Regression Analysis)

Descriptive Statistics

	Mean	Std. Deviation	N
CPtotal	26.9270	2.69815	397
Transformational	22.4761	2.18987	397
Transactional	22.6549	2.25055	397

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Transactional, Transformational ^b	.	Enter

a. Dependent Variable: CPtotal

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.661 ^a	.437	.435	2.02899	1.381

a. Predictors: (Constant), Transactional, Transformational

b. Dependent Variable: CPtotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1260.869	2	630.434	153.138	.000 ^b
	Residual	1622.013	394	4.117		
	Total	2882.882	396			

a. Dependent Variable: CPtotal

b. Predictors: (Constant), Transactional, Transformational

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.854	1.191		6.596	.000		
	Transformational	.114	.055	.092	2.080	.038	.722	1.384
	Transactional	.729	.053	.608	13.673	.000	.722	1.384

a. Dependent Variable: CPtotal

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Transformational	Transactional
1	1	2.991	1.000	.00	.00	.00
	2	.005	24.675	.92	.06	.49
	3	.004	25.789	.08	.94	.51

a. Dependent Variable: CPtotal

	Residuals Statistics ^a				
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	20.4959	28.9237	26.9270	1.78438	397
Residual	-6.73727	5.29018	.00000	2.02386	397
Std. Predicted Value	-3.604	1.119	.000	1.000	397
Std. Residual	-3.321	2.607	.000	.997	397

a. Dependent Variable: CPtotal

Appendix 9- UH Protocol Number Approval



SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA ETHICS APPROVAL NOTIFICATION

TO Poa Yee Ling
CC Ah Huai Ah Chan
FROM Dr Ian Willcock, Social Sciences, Arts and Humanities ECDA Chair
DATE 26/07/2021

Protocol number: cBUS/PGT/CP/05193

Title of study: The influence of Leadership Style to Company Performance in Food and Beverage Service Industry of Malaysia

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

no additional workers named

Conditions of approval specific to your study:

Ethics approval has been granted subject to the following conditions being seen and approved as addressed by the supervisor prior to recruitment and data collection:

- The EC3 and EC67 are not required – the PIS and collection of explicit consent in the survey are adequate on their own.
- The data should be retained until the assessment process is complete, i.e. the exam board has met and confirmed final grades.
- The collection of data covered by this permission may be extended to 13th August if required.

General conditions of approval:

Ethics approval has been granted subject to the standard conditions below:

Permissions: Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

External communications: Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

Invasive procedures: If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and copies of your completed consent paperwork to this ECDA once your study is complete.

1

Appendix 10- MBA Project Logbook**PROJECT PAPER LOG**

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for dissertation.

Student Name:	Poa Yee Ling
Supervisor's Name:	Ms Ah Huai Ah Chan
Dissertation Topic:	The Influence of Leadership Style on Company Performance in Food and Beverage Service Industry of Malaysia.

Section A. MONITORING STUDENT DISSERTATION PROCESS

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each section.

Activity	Milestone/Deliverable Date								
	21/5-4/6	16/6	8/7	26/7	26/7-31/7	1/8-7/8	7/8	10/8	21/8
Writing of Chapter 1, 2, 3	/	/							
Draft Questionnaire		/							
Prepare proposal defense (PD) and completed PD			/						
Obtain UH approval for Ethic Protocol				/					
Data Collection					/				
Analysis Data						/			
Review of document							/		
Viva preparation and completed Viva								/	
Final submission of thesis									/

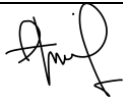
SECTION B. ETHICS

Ethics form protocol number: cBUS/PGT/CP/05193


SECTION C. RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and the meeting should be recorded.


Week 2

Date of Meeting	17-21 May 2021
Progress Made	1. Contacted supervisor, Ms Ah Huai 2. Send Chapter 1-3 proposal to Ms Ah Huai Via email 3. Concerned on UH Ethic Form for protocol number approval 4. Look at the problem statement and correct variable for chapter 1
Agreed Action	1. Update the progress of project in the coming week
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 3-4

Date of Meeting	24 May-4 June 2021
Progress Made	1. UH Form Discussion
Agreed Action	<ol style="list-style-type: none"> 1. Submission of ethic form 2. Write up for Chapter 1-3 3. Complete Chapter 1-3 and send for supervisor review via email by week 6
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 6

Date of Meeting	11 June 2021 (Friday)
Progress Made	<ol style="list-style-type: none"> 1. Need to further elaborate Chapter 3 into paragraph 2. Discussion on the topic to be more specific and focus on particular area 3. Enhance the Chapter 1 (Research objective and Research Question) 4. Questionnaire Design
Agreed Action	<ol style="list-style-type: none"> 1. After discussion and analysis, I agree with the suggestion and change the topic of the project to 'Leadership Style and Company Performance in Food and Beverage Service Industry of Malaysia'. 2. For Chapter 1, I changed the research objective based on our discussion. 3. For Chapter 3, I need to find more info for the statistic in food and beverage service industry 4. I amended the Chapter 3 by writing in paragraph and adding more content
Student Signature	POA YEE LING
Supervisor's Signature	Ms  Ah Huai Ah Chan


Week 7

Date of Meeting	18 June 2021 (Friday)
Progress Made	<ol style="list-style-type: none"> 1. Update the changes and correction made by last week in Chapter 1-3 2. Enhancement Chapter 1 and 3 as per advice by supervisor 3. Need to do certain correction on questionnaire design setting (without putting Yukl (1989)) 4. Proposal Defense Slide Sample
Agreed Action	<ol style="list-style-type: none"> 1. Create Questionnaire in word format and send via email to supervisor 2. Questionnaire: Just focus on transactional and transformational items 3. Completed work of Chapter 1-3 send to supervisor for review 4. Prepare proposal defense slide and send for review before week 9
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 8

Date of Meeting	3 July 2021 (Saturday)
Progress Made	<ol style="list-style-type: none"> 1. Practice for Proposal Defense 2. Start Prepare Questionnaire 3. Adding academic support to the Chapter 3 4. Change the unit analysis in research methodology 5. Proposal Defense on week 9 and email invitation for Dr. Asokan.
Agreed Action	<ol style="list-style-type: none"> 1. Send amended questionnaire for review via email 2. Add in more content for Chapter 3 with intext citation 3. Unit Analysis changed from organization to employees in order to easy collect and distribute the survey questionnaire 4. Confirmation of Proposal Defense on 8 July 2021 at 1 pm via BB. 5. I have amended the proposal defense slide based on discussion and suggestion.
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 9

Date of Meeting	9 July 2021 (Friday)
Progress Made	<ol style="list-style-type: none"> 1. Successfully done the Proposal Defense with Dr Asokan and supervisor on 8 July 2021 2. Update Proposal defense feedback from second panel 3. Second Panel Feedback: <ul style="list-style-type: none"> • Change the RO, RQ and Hypothesis • Change the title of project to be clearer on what is your research about (New title: The influence of Leadership Style to Company Performance in Food and Beverage Service Industry of Malaysia) • Change the theoretical framework in Chapter 2 • Suggestion on adding on questionnaire item for each DV and IV
Agreed Action	<ol style="list-style-type: none"> 1. Amended according to the feedback and suggestion from second panel 2. Amended questionnaire and adding two more question to each dv and IVs. 3. Send the latest update questionnaire and Chapter 1-3 for supervisor review via email
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 10

Date of Meeting	18 July 2021 (Friday)
Progress Made	<ol style="list-style-type: none"> 1. Update the changes and correction made by last week in Chapter 1-3 2. Enhancement Chapter 1 and 3 as per advice by supervisor 3. Request Qualtrics Account for survey questionnaire
Agreed Action	<ol style="list-style-type: none"> 1. Send the latest update Chapter 1-3 to supervisor via email 2. Questionnaire approved by supervisor to further proceed 3. Received Qualtrics account and further proceed on survey questionnaire
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan


Week 12

Date of Meeting	28 July 2021 (Wednesday)
Progress Made	1. Pilot test data collected and analysis via SPSS 2. 420 set of data collection completed over the gap between week 12 to week 13
Agreed Action	1. Initiate data analysis 2. Completed entire project
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan

Week 13

Date of Meeting	7 August 2021
Progress Made	<ol style="list-style-type: none"> 1. Viva Presentation Proposed date 2. Data analysis for chapter 4
Agreed Action	<ol style="list-style-type: none"> 1. Make amended on project Literature Review 2. Proceed Viva presentation slide 3. Viva slide send to supervisor for review 4. Completed Chapter 4-5 and send to supervisor for review
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan

Week 14

Date of Meeting	10 August 2021
Progress Made	<ol style="list-style-type: none"> 1. Viva Presentation on 10 August 2021 2. Check the grammar and formatting for the project
Agreed Action	<ol style="list-style-type: none"> 1. Completed Viva Presentation 2. Submit full report of MBA project to supervisor and second panel 3. Logbook submission
Student Signature	POA YEE LING
Supervisor's Signature	 Ms Ah Huai Ah Chan

SECTION D. COMMENTS ON MANAGEMENT OF PROJECT

(to be completed at the end of the dissertation process)

Student Comments:

I am very grateful to have Ms Ah Huai as my supervisor in my whole project journey. Under the supervision of Ms Ah Huai, she is willing to answer each of question and provide me feedback that really useful throughout my MBA project. Even though the MCO create difficulty to face to face, but Ms Ah Huai also able to arrange the time for me to have a discussion and further improve on my project. Not only that, I really very appreciate to Ms Ah Huai that give me a very supportive guidance on my VIVA and PD that let me to be more prepare before the actual presentation date.

Supervisor Comments:

Satisfaction performance of Master thesis. Overall, all research process elements undertaken. She is very good in time management, hardworking towards her project, always provide good output after the feedbacks received reviewed with supervisor immediately. Well prepared and provided very structured of Final Thesis write up. Well Done.

Signature of Student: POA YEE LING	Date: 11 August 2021
Signature of Supervisor:	Date:
Ethics Confirmed	Date: 26 June 2021

Appendix 11- SafeAssign Report

Blackboard
SafeAssign Originality Report
MBA PROJECT • Plagiarism Check [View Originality Report - Old Design](#)

POA Yee Ling -

Total Score:  Low risk 10 %

Submission UUID: 82ba0bb5-beef-440d-3971-ea58f49448d3

Total Number of Reports	Highest Match	Average Match	Submitted on	Average Word Count
1	10 % Project-Poa.pdf	10 %	08/06/21 09:04 AM GMT+8	19,961 Highest: Project-Poa.pdf

 Attachment 1 10 %

Word Count: 19,961
Project-Poa.pdf

Institutional database (6)

9 %