

EXAMINING THE INFLUENCING FACTORS OF JOB PERFORMANCE

Muthuswamy V.V., Tajuddin A.H.*

Abstract: The article aims to examine the impact of leadership, organizational identification, and work engagement on the job performance of the wooden furniture industry in Malaysia. This study also investigates the moderating impact of proactive personality among the nexus of leadership, organizational identification, leadership and work engagement. The present research also explores the mediating role of organizational identification and work engagement among the links between leadership and job performance in the wooden furniture industry in Malaysia. This research has used survey questionnaires to gather the data and smart-PLS for analyzing the data. The results exposed that leadership, organizational identification and work engagement are positively associated with the job performance of the wooden furniture industry in Malaysia. The findings also revealed that proactive personality significantly moderates the links between leadership and organizational identification and leadership and work engagement. The outcomes also indicated that organizational identification and work engagement significantly mediate the links between leadership and job performance in the wooden furniture industry in Malaysia.

Keywords: Leadership, Organizational identification, Work engagement, Job performance, Proactive personality

DOI: 10.17512/pjms.2022.25.2.13

Article history:

Received February 17, 2022; Revised April 22, 2022; Accepted June 20, 2022

Introduction

In any business management, job performance takes a major role, and it has become one of the significant indicators in management studies. The present study considers job performance as an important factor, which is examined by the variables such as leadership, organizational identification and work engagement. Besides, the researchers have also taken the moderating role of proactive personality in the job performance of the wooden furniture industry in Malaysia. Though many studies have been conducted concerning leadership, organizational identification, work engagement and proactive personality in job performance separately. According to the reviewed literature, it is identified that there is no such study that has explored the impact of all these factors, collectively, on job performance. Thus, the present research has taken the privilege to examine all these factors on job performance in a single research. So, the novelty of the study lies here.

* **Vimala Venugopal Muthuswamy**, Dr. Associate Professor -Business Administration Department, King Faisal University, Alhasa, Saudi Arabia. **Ahmad Hakimi Tajuddin**, School of Accounting and Finance, Taylor's University, Selangor, Malaysia
✉corresponding author: fmuthuswamy@kfu.edu.sa
✉ahadhakimi.tajuddin@taylors.edu.my

The authors aim to investigate the impact of leadership, organizational identification, work engagement and proactive personality on the job performance of the wooden furniture industry in Malaysia because the wooden furniture industry in Malaysia is considered one of the important industries in Malaysia, which gives considerable revenue to the Malaysian economy. This motivates the researchers to examine further. The research has been conducted based on the quantitative data obtained from leaders of wooden industries in Malaysia. The purposive sampling technique was employed, and the data were collected using the questionnaire. The policymakers and government can observe the present research outcomes to improve this sector better.

Every research gets its key elements based on the literature. Literature can provide a vast understanding and also give clear gaps in the literature to the researchers. Thus, the current research also considers the same. It can be understood from the following section, literature review.

Literature Review

Leadership has a positive role in the performance of jobs in the wooden industry in Malaysia. These jobs may be comprised of the organizational objectives on which the organizations usually prevail. For the wellness of employees' work, the role of leadership is enumerated by the support of supervisors (Heyns, McCallaghan, & Roos, 2021). It is necessary to realize the approach of leadership that takes the companies to their peaks. It could be possible if a proper leadership role is applied by having the ability of efficient leadership skills that could enhance job performance (van der Westhuizen & Ntshingila, 2020; Deng et al., 2022). There are so many complex situations in organizations and industries that require a proper role of capability. These capabilities may exist among the employees and maybe in the leadership. Therefore, the role of leadership is dominant because of the numerous responsibilities and broader areas of jobs and performance, usually in the wooden industry of Malaysia. Fostering the role of transformational leadership improved working behaviors and innovativeness (Bin Saeed, Afsar, Shahjeha, & Imad Shah, 2019). With the capability of leadership, various constraints may be easily resolved through the inducement of efficient administration. These solutions not only realize and create solutions but also develop structures according to changing and complex situations. The concentration of leadership is toward the elements of organizational hierarchy. These elements comprise a variety of settings like job performance and effectiveness, especially in the wooden industry of Malaysia. Although many areas depend on leadership, significant relationships exist between them. The controls and demands of jobs are certain in many industries, which contributes to process engagement. The market factors are taken into consideration with the positive role of leadership that assesses the measures for job performance. Many instances have been taken while considering the leadership that inserts its bifurcated capabilities. These capabilities are beneficial for the uplifting of job performance as well as the

involvement of smooth organizational function and leadership. The hypothesis derived from the above debate is as follows.

H1: Leadership significantly influences job performance.

The past few decades have positively depicted personnel activity that has encouraged the elements of function among organizations. These activities are positive development among the employees and organizations of the wooden industry of Malaysia. This is through the eminent use of organizational identification. It is necessary to analyze organizational identification for the management of employees and job performance among the employees. Strategic management helps tackle the orientation and challenges in industries (Sassi, Jyrämä, & Pihlak, 2019). The rapid advancements of technology have inserted many changes in organizations. Therefore, organizational identification is a proper assortment of such advancements that put an image on the job performance. It is crucial to insert the importance of organizational identification to meet the unpredictable demands of consistent changes. This awareness has been coped with advanced capabilities from organizational identification (Skare & Soriano, 2021; Meekaewkunchorn et al., 2021). Although changing structural reforms and advanced technology has a wider impact on job performance, organisational success depends on its active functioning. This necessity has witnessed the up-gradation among organizations and has settled many developing changes in the wooden industry of Malaysia. The role of self-efficacy and work systems are significant toward organisational identification goals (Ma, Gong, Long, & Zhang, 2021). Thus, the following hypothesis has been constructed.

H2: Organizational identification significantly influences job performance.

The engagement of employees is a must in organizations. Work engagement refers to opening the ways for better benefits in the wooden industry of Malaysia. These benefits comprise the elements of job performance influenced by work engagement. There is a significant relationship between subsequent process engagement and the expressions of individuals (Li, Yang, Lin & Liu, 2020; Jędrzejczyk 2022). When work engagement is induced in the negotiating environments, the rates of job performance are automatically enhanced. This enhancement refers to the improved terms for work engagement adapted by many international organizations. The workplace is designed by the organizations and is supported by worker engagement. There is a need for collaboration among employees and organizations that induces the elements among these workers. This engagement directly influences job performance due to the objectives of industries like the wooden industry of Malaysia. While reinforcing the levels of engagement among employees, the workers could also enhance their values and interest. The enhancement is due to the committed approach of employees that work for an organization to uplift their job performance. The empowerment of work engagement helps the organization set its measures in a particular way in the wooden industry of Malaysia. This particular way asserts work engagement by utilizing the capabilities of employees effectively. With the role of CSR, the work engagement contributes its role toward performance with

psychological safety (Ahmad, Donia, & Shahzad, 2019). This involvement is important in leading the organizations to increased performance and enhanced market share. This market share depicts job performance, indicating work engagement. The above literature leads to frame the following hypothesis.

H3: Work engagement significantly impacts job performance.

Significant linkage exists between leadership and job performance. This relation is also significantly elaborated and influenced by organization. With the prominent role of organization, the influence of leadership is asserted upon job performance. Many methods of work engagement have a prime view among the staff personnel. The view of identified constraints is a positive approach for uplifting quality job performance (Hernández-Perlines, Ariza-Montes, & Araya-Castillo, 2020). The dominant role of work engagement influences leadership and job performance. Various environments are generated through the activities of personal initiatives. These initiatives are prominent characteristics of a proactive personality. This states the approach of a behavioral tendency toward creating favorable environments. The effect of proactive personality on the domains of organizations is in the limelight. This clear indication also specifies the importance, which significantly asserts the hike in the performance of jobs. Among the factors prevalent in organizational performance, proactive personality induces a vital role. Work engagement is quite a complex means for the organization due to the diversified involvement of workers. Therefore, the use of job performance elements strengthens the approach of work engagement to increase employee interest. A proactive personality inserts an eminent role in work engagement and job performance through various symbolic elements. In frontline employees, the effect of performance and work engagement in the service sector is prominent (Sumaneeva, Karadas, & Avci, 2021). Organizational identification is also enumerated by the significant role of a proactive personality. This role is inserting a moderating effect upon the factors that are involved in the organizational structures. The structures are positively defined among leadership, organizational identification, and work engagement. With the values of job crafting, career satisfaction, task performance, and work engagement could not be eliminated (Dubbelt, Demerouti, & Rispens, 2019). The moderating impact of proactive personality indicates the dominant role, which raises the constraints toward work engagement. Although employee engagement/performance depends on many factors of the organization, like workers, the element of its active role raises job performance. The factors of proactive personality are important in the attitudes and behaviours of workers (Rau, Liao, Guo, Zheng, & Jing, 2020; Wei et al., 2021). Therefore, the proactive personality specifies the moderating effect of the relationship between leadership, work engagement and organizational identification. The following hypotheses have been formulated based on the above discussion.

H4: Effective organization significantly mediates the relationship between leadership and job performance.

H5: Work engagement significantly mediates the relationship between leadership and job performance.

H6: Proactive personality significantly moderates the relationship between leadership and organizational identification.

H7: Proactive personality significantly moderates the relationship between leadership and work engagement.

Research Data, Material and Methods

The study's major aim is to examine the impact of leadership, organizational identification and work engagement on job performance. This study also investigates the moderating impact of proactive personality among the nexus of leadership and organizational identification, leadership and work engagement. Also, it explores the mediating role of organizational identification and work engagement among the links between leadership and job performance in the wooden furniture industry in Malaysia. This research has used the survey questionnaires to gather the data, and the wooden furniture industry leaders are the respondents. These respondents were selected by purposive sampling and forwarded the surveys by personal visit and mail in the period of January-June 2021. A total of 292 completed survey answers were analyzed.

This article has followed the smart-PLS for analyzing the data due to the large sample size and hypotheses testing purpose of the research (Hair Jr, Babin, & Krey, 2017). This study has taken leadership (L) as the independent variable with sixteen items, and job performance (JP) is taken as the dependent variable with five items. Moreover, organizational identification (OI) and work engagement (WE) have been considered mediating variables with five and eight items, respectively. Finally, this article is used the proactive personality (PP) as the moderating variable with twelve items.

Research Results

This study's findings have shown convergent validity that shows the correlation between items. The statistics have been mentioned that Alpha and CR values are not less than 0.70, and loadings and AVE values are not lower than 0.50. These statistics are shown a high correlation among items. These values have been highlighted in Table 1.

Table 1. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Job Performance	JP1	0.635	0.836	0.885	0.607
	JP2	0.824			
	JP3	0.822			
	JP4	0.761			
	JP5	0.836			

Leadership	L1	0.859	0.967	0.970	0.669
	L10	0.740			
	L11	0.824			
	L12	0.786			
	L13	0.837			
	L14	0.825			
	L15	0.820			
	L16	0.789			
	L2	0.819			
	L3	0.781			
	L4	0.862			
	L5	0.847			
	L6	0.833			
	L7	0.837			
L8	0.822				
L9	0.796				
Organizational Identification	OI1	0.955	0.970	0.977	0.894
	OI2	0.928			
	OI3	0.962			
	OI4	0.918			
	OI5	0.963			
Work Engagement	WE1	0.827	0.938	0.950	0.730
	WE2	0.863			
	WE3	0.855			
	WE4	0.828			
	WE5	0.878			
	WE6	0.872			
	WE8	0.856			
	Proactive Personality	PP1			
PP10		0.844			
PP11		0.866			
PP12		0.875			
PP2		0.879			
PP3		0.898			
PP4		0.835			

PP5	0.863
PP6	0.901
PP7	0.848
PP8	0.882
PP9	0.911

This study's findings have also shown the discriminant validity that shows the correlation between variables. The statistics have been mentioned that Heterotrait Monotrait (HTMT) ratios are not larger than 0.85. These statistics are shown that there is no high correlation among variables. These values have been highlighted in Table 2.

Table 2. Discriminant Validity

	JP	L	OI	WE	PP
JP					
L	0.580				
OI	0.527	0.501			
WE	0.443	0.471	0.454		
PP	0.208	0.153	0.351	0.169	

The results exposed that leadership, organizational identification and work engagement positively correlate with the job performance of the wooden furniture industry in Malaysia and accept H1, H2 and H3. These links have been highlighted in Table 3.

Table 3. Direct Path

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
L -> JP	0.353	0.066	5.361	0.000	0.253	0.455
L -> OI	0.443	0.051	8.693	0.000	0.357	0.526
L -> WE	0.438	0.052	8.469	0.000	0.363	0.526
OI -> JP	0.234	0.066	3.517	0.000	0.112	0.316
WE -> JP	0.136	0.082	1.649	0.049	0.020	0.275

The findings also revealed that proactive personality significantly moderates the links between leadership and organizational identification and leadership and work engagement and accepts H4 and H5. The outcomes also indicated that organizational identification and work engagement significantly mediate the links between

leadership and job performance in the wooden furniture industry in Malaysia and accept H6 and H7. These links have been highlighted in Table 3.

Table 4. Indirect Path

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
L -> OI -> JP	0.104	0.033	3.153	0.001	0.051	0.150
L -> CWE -> JP	0.059	0.035	1.680	0.048	0.008	0.117
L*PP (OI) -> OI	-0.137	0.036	3.813	0.000	-0.204	0.083
L*PP (WE) -> WE	0.117	0.056	2.077	0.020	0.012	0.212

Discussion

The study results have also indicated that leadership positively affects job performance. The study implies that if the style adopted by the leaders to arouse abilities and willingness in the team members to think by themselves and try to handle the situations and problems to the largest possible extent is useful in getting the employees to perform their business functions more effectively. These results are in line with the past study of Hu, Gu, Liu, and Huang (2017), which shows that the organizations where the team leaders adopt an effective manner to interact with their followers, pass instructions to them and make them act upon that instructions while performing their duties. The employees working under the leader have cognitive and emotional support from a team leader in generating new ideas, alternatives, solutions and opportunities. Thus, effective leadership promotes the job performance of employees. These results are also in line with the past study of Olszak, Bartuś, and Lorek (2018), which shows that when the leader adopts such a leadership style as cannot only motivate the team members to perform their duties but can also arouse knowledge abilities and skills in his followers, there is more possibility that the team members put more focus and more efforts to perform a particular task effectively. The study results have also indicated that leadership has a positive association with the development of organizational identification.

The study implies that it is an effective leadership style through which the team leader can develop similarities between the thinking of employees, their productive oriented values, beliefs, and skills and those of an organization along with its owner or top management. These results are in line with the past study of Kim and Zhong (2017), which indicates the importance of identifying between the organizational goals, values, beliefs, and policies and those of the people working in that organization to generate high innovation in the organization. This study concludes that leadership enables the team leader to bring employees close to the organization, identify their thinking and organizational goals and make this identification more effective. These results are also in line with the past study of Castillo-Vergara, Alvarez-Marín, and Placencio-Hidalgo (2018), which also suggests that commitment

between employees and organization can be formed by the adoption of an effective leadership style as it makes a perception of organizational support, its objectives, and leading behavior in the heart and mind of employees.

The results have also shown that leadership positively correlates with work engagement. These results are supported by the past study of Luqman, Talwar, Masood, and Dhir (2021), which states that the adoption of a leadership style which aims to prepare team members who can understand the circumstances, issues, and challenges and ideas and invent new things to get the team goals, the team leader can create passion and motivation in the employees to work more effectively to the best of their abilities. The study results have revealed that organizational identification plays a mediating role between leadership and job performance on the part of employees. These results align with the past study of Malik, Ahmad, Kamran, Aliza, and Elahi (2020), which shows that leadership enables the leader to identify the organizational goals, values, and norms of employees. Thus, it constructs an emotional attachment between the employees and the organization and results in job performance. These results are in line with the past study of Rzayeva (2020), which indicates that organizational identification, which is possible under effective leadership, can further improve the performance of employees in a particular job.

Moreover, the results have also indicated that work engagement plays a mediating role between leadership and job performance. These results are also in line with the past study of Li and Sandino (2018), which shows that effective leadership enhances work engagement by employees and thus, improves their performance in a particular job. The study results have also indicated that proactive personality is a significant moderator between leadership and organizational identification. These results are supported by the past study of Olszak and Kisielnicki (2018), which states that the proactive personality of a leader improves his leadership skills, and the proactive personality of a leader and employees improves identification between employees and the organization. Thus, proactive personality improves the mutual association of leadership style and organizational identification. The study results have also indicated that the proactive personality plays a moderating role between leadership and work engagement. These results are supported by the past study of Glaveanu et al. (2020), which shows that the proactive personality of the leader and other employees improves the leadership style and the work engagement of employees and the influences of leadership on work engagement.

Implication

The current study carries theoretical as well as empirical implications. This study is very significant theoretical because it greatly contributes to the literature on business administration. This study first analyzes the influences of leadership on organizational identification and work engagement on job performance in a single whole. This study adds significantly to the literature with the analysis of two organizational factors organizational identification and work engagement, as mediators between the adoption of leadership style and job performance on the part

of employees. Moreover, although in the existing literature, many authors have analyzed the proactive personality of team leaders and employees and checked their influences on leadership style and organizational identification and work engagement, little attention has been given to the proactive personality of leaders and employees as the moderator between leadership style and organizational identification and work engagement. So, this literary workout is an excellent extension of the existing literature as it explores the moderating influences of proactive personality on the mutual association of leadership and organizational identification and work engagement. This literary workout has significance to the economists in the emerging economy of Malaysia because it provides a theoretical guideline to the economists on how to improve employees' job performance. It suggests that job performance can be improved with an effective leadership style, organizational identification and work engagement enhanced by leadership style. Similarly, leadership, organizational identification and work engagement are enhanced by the proactive personality of leaders and employees.

Conclusion

The success of an organization depends on its personnel's performance in all departments. So, the study was conducted to check how much the employee performance is improved by leadership, organizational identification and work engagement. One of its objectives was to check how much the proactive personality matters in the association between leadership and organizational identification and work engagement. The study analyzed the employee performance within the wooden furniture industry in Malaysia on the basis of leadership, organizational identification and work engagement. It also analyzed the effects of proactive personality on leadership, organizational identification and work engagement. The study drives its results on the basis of this analysis. The study examined that leadership could enhance organizational identification. Under effective leadership, the leaders not only build similarities among the organizational goals, policies, behavior, motives, thinking, behaviors of employees and thus, bring employees closer to the organization but also make their identification and commitment. The study analyzed that when the organizational identification is oriented to involvement, the employees perform their job functions by applying effective involvement. A proactive personality could effectively improve leadership organizational identification and work engagement. This study has a number of limitations that have an opportunity for the scholars to show their intellectual efficiency while replicating and extending the conceptions of this study. First of all, this study has analyzed the influences of only one factor like the adoption of leadership on organizational identification, work engagement, and job performance. Many other organizational, economic, and social factors that deeply impact organizational identification, work engagement and job performance have been utterly ignored by this study. This has made the scope of the study limited and demands the upcoming researchers and practitioners to analyze the influences of

more factors affecting organizational identification, work engagement and job performance of employees. Moreover, this study has addressed the proactive personality of leaders and other employees as a moderator among leadership, organizational identification and work engagement. Leadership plays a significant role in shaping proactive personality in employees. Thus, the proactive leadership style may be used by upcoming authors as a mediator among leadership, organizational identification and work engagement.

Acknowledgement

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Project No. GRANT278].

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BADANIE CZYNNIKÓW WPLYWAJĄCYCH NA WYKONANIE PRACY

Streszczenie: Celem artykułu jest zbadanie wpływu przywództwa, identyfikacji organizacyjnej i zaangażowania w pracę na jej wykonywanie przez przemysł mebli drewnianych w Malezji. Badanie to analizuje również moderujący wpływ proaktywnej osobowości na splot przywództwa, identyfikacji organizacyjnej, przywództwa i zaangażowania w pracę. Niniejsze badanie analizuje również pośredniczącą rolę identyfikacji organizacyjnej i zaangażowania w pracę wśród powiązań między przywództwem a wydajnością pracy w przemyśle mebli drewnianych w Malezji. W badaniu wykorzystano kwestionariusze ankiety do gromadzenia danych oraz smart-PLS do analizy danych. Wyniki pokazały, że przywództwo, identyfikacja organizacyjna i zaangażowanie w pracę są pozytywnie powiązane z wykonywaniem pracy przez przemysł mebli drewnianych w Malezji. Wyniki ujawniły również, że proaktywna osobowość znacząco moderuje powiązania między przywództwem a identyfikacją organizacji oraz przywództwem i zaangażowaniem w pracę. Wyniki wskazały również, że identyfikacja organizacji i zaangażowanie w pracę znacząco pośredniczą w powiązaniach między przywództwem a wydajnością pracy w przemyśle mebli drewnianych w Malezji.

Słowa kluczowe: Przywództwo, Identyfikacja organizacyjna, Zaangażowanie w pracę, Wydajność pracy, Proaktywna osobowość

检查影响因素 工作绩效

摘要: 本文旨在探讨领导力、组织认同和工作敬业度对马来西亚木制家具行业工作绩效的影响。本研究还调查了主动人格在领导力、组织认同、领导力和工作投入之间的调节作用。本研究还探讨了组织认同和工作投入在马来西亚木制家具行业的领导力和工作绩效之间的联系中的中介作用。本研究使用调查问卷收集数据并使用智能 PLS 分析数据。结果表明，领导力、组织认同和工作投入与马来西亚木制家具行业的工作绩效呈正相关。研究结果还表明，积极主动的人格显著调节了领导力与组织认同以及领导力与工作投入之间的联系。结果还表明，组织认同和工作参与显著调节了马来西亚木制家具行业的领导力和工作绩效之间的联系。

关键词: 领导力，组织认同，工作投入，工作绩效，主动人格