

THE MEDIATING ROLE OF LEADERSHIP ON ANTECEDENTS TO EMPLOYEE PERFORMANCE

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Abstract: The current study adds to the existing literature of understanding the employee performance since it is the first study to include the variables. Therefore, this study aims to develop more understanding job satisfaction, training and leadership connection. The findings of this analysis concerning the employees' performance and leadership relationship found to be in contrast with the previous research. This study has been employed the structural equation modelling (SEM) as it is a multivariate technique for the examination of structural relations. For researcher's SEM is most appropriate technique as in an analysis multiple interrelated association can be assessed at the same time. The scale has been adopted from the literature. In this study the response rate was 60% which is greater than the threshold response rate. The findings highlight that the employees' job performance is linked with their mental well-being which employees achieve through different characteristics of their job, and thus, the satisfied employees lead to more buyers which increase their achievements. It is perceived that general research on job satisfaction level is an interesting topic of research for the scholars.

Keywords: leadership, job satisfaction, employee performance, employee training, antecedents to employee performance

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Introduction

Nations tend to be more successful than others, however they face difficulties arising from the demographic changes, globalization, and lack of skilled workforce which may influence the employees' job performance and thus determine the ability of a nation to sustain its competitive position (Hannula, 2018). One of the difficulty that employees face is the workplace dynamism that influence their performance. Their job performance is assessed through different roles and responsibilities and through different styles of leadership (June, 2020). Therefore employees' capabilities should be improved and outstanding employee performance must continuously be achieved

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through employee development in accordance to the required skills, to ensure that the business has not been witnessing risk or bad luck due to lack of desirable attitude at global and local levels, and professional degrees and highly educated professionals is not an exception in this scenario (Shazadi, Nadeem, & Nisar, 2017). Employee performance is directly linked with the organizational performance because it is observed that employee performance has a vital role in a company. They take part as crucial parameters in the progress and growth of a company by contributing with their best performance as they are considered as the means for organizational strategies and competitive advantage. To attain the academic goal and objectives of universities, qualified academic staff is identified as the backbone. This can rightly be stated as, attaining the targets of universities depends upon the skills and proficiency of the qualified faculty members. Thus universities' administration tend to be more focused in faculty development as it is one of the most important factors (Alghamdi, 2018).

Different factors that were mostly explained and highlighted in definitions are the job environment and characteristics of job. Anand (2017) explained and derived different levels of job satisfaction such as, the colleagues, the salary, job progress, leader, the type of task assigned and promotion. On the other hand, author specified seven factors of job satisfaction: the salary, the colleagues, the leader, the project or task assigned, and the repute of the organization, job progress, and work environment.

In study Vieira (2019), authentic evidence regarding a U-shaped relationship between age factor and job satisfaction was provided. In addition, they also clearly presented an example of comparative age, and suggested that employee's unconfined behavior and mental health is associated with peace of mind, and job satisfaction are also affected by personal factors i.e. individual circumstances and life-phases.

Murray (2020) stated two factor theory for the job satisfaction in which he explained that job dissatisfaction seems apparent when there is absence of job hygiene practices (Wang, Gao, & You, 2017). On the contrary, when healthy practices are common in an organization, complete job satisfaction level might still not be achieved however the dissatisfaction regarding job is certainly reduced (Wang et al., 2017).

Moreover, it may also be related to poor performance, low standard products, fraudulent activities, complaints regarding workers, troubles and other different problems (Hakimah et al., 2019; Saragih et al., 2020; Utami et al., 2019). On the other hand, higher level of job satisfaction then results in lesser employees leaving their jobs or higher employee retention rate, less absence from job, more specialist available and high satisfaction level among workers. According to Farahani and Zare (2018), the work positivity and its influence at work comes with high level of job satisfaction, as a

result a positive nation develops. Pandey (2019); Marbun et al., (2019) showed different independent factors, including, instructive level, age, educational background or qualification level and personality differences which were found to affect job satisfaction level. He mentioned that job satisfaction starts in order like, high, then it goes off and then enriched with time. Koponen, Bonsdorff, and Innanen (2016); Lubis et al., (2015) reported low employee satisfaction if they were to be associated with a company for a longer period of time, while their satisfaction level improved when they switched from one to the other companies.

Literature review

Employee's performance and job satisfaction share a strong connection. It can be established that job satisfaction explains the satisfaction level of employees towards their job, which include psychological as well as passionate components (Atrizka et al., 2020; Danilwan et al., 2020). It develops intemperate satisfaction level (Conte, Aasen, & Jacobson, 2019). The link between job performance and job satisfaction level has been discussed more during the last few years and few variables have been included to show this link (Candrasa et al., 2020; Mira, Choon, & Voon, 2020; Sibuea et al., 2020). However, the improved working environment is assumed to lift the satisfaction level among employees (Gözükara & Çolakoğlu, 2016). Latest studies recommend job satisfaction level as a measurement of employees' achievements (Afshar & Doosti, 2016; Chandra, 2019; Dekoulou & Trivellas, 2017). On the other hand, some studies contradict it (Jelenko, 2020). They recommend that this relationship needs more research and suggested that job satisfaction level is one of the factor of employee's achievements and it has positive relationship. According to the researchers, the employees' job performance is linked with their mental well-being which employees achieve through different characteristics of their job, and thus, the satisfied employees lead to more buyers which increase their achievements. It is perceived that general research on job satisfaction level is an interesting topic of research for the scholars. Worker's interest in their tasks and loyal behavior towards company play a vital role in company's progress. Satisfaction at work is a good parameter to encourage employees to reach to the company's milestones (Hennekam, 2015; Marhayani & Ibrahim, 2019). However satisfied employee and his/her performance share a close connection (Hennekam, 2015). In addition, Marhayani and Ibrahim (2019) also identified and explained different factors which create a strong relationship between work performance of an employee and job satisfaction.

Alshery, Ahmad, and Al-Swidi (2015) identified that performance of employee and job satisfaction level are co-related variables. Satisfaction level of an employee can be

determined by determining how happily workers achieve their tasks, it also include factors like, cognitive and emotional factors, how passionate they are (Conte et al., 2019). In addition, various studies proved that job satisfaction is significantly associated to employees' performance (Afshar & Doosti, 2016; Chandra, 2019; Dekoulou & Trivellas, 2017). Although, few studies explained it as inverse (Jelenko, 2020). It indicates that the relationship has been established however it needs more research and investigation. Thus, the first hypothesis stated as:

Hypothesis 1: Job Satisfaction (JSAT) has significant impact on the employee performance (EMLP)

Stating in reference to previous research on management and performance, that history depends on various key stages of development and evolution. Initial studies have explained that the person who intends to become a superior leader than others must have natural abilities that would act as a key to success as quoted by Turel, Liu, and Bart (2017). Although, it is very difficult to recognize these inhabited abilities and characteristics in a person as it may cause arguments and dissatisfaction regarding the underlying research, which results in the emergence of behavioral theories and born of style leadership theories. Extensive and prolonged research over a long time period has recommended that a leader who follows democratic and participative management is likely to achieve more goals and tasks together with his team and becomes an achiever (Turel et al., 2017). The initial stages of research in this area have mainly considered and laid interest in comparing and evaluating best leadership styles and the way they are practiced managing staff and improving their performance. High rates of work performance indicate effective leadership which influences the progress of the company and workers.

However, this research approach had its limitation, that is, it has failed to include the situational variables which play a significant role to measure efficiency of a skilled leader. Due to these limitation in their research, a scope of a new research approach developed regarding the studies on leadership, these include "situational" and "contingency" models of leadership (June, 2020). However, early stage research approach to find a best leadership method rule was kept aside after the appearance of these two factors. So, in every case importance of variables can vary because it is completely up to the leader's efficiency that how he manages the situational variables and how he responds and acts in accordance to the situation, and his timely reaction according to the situation.

The term leadership refers to a process which converts an idea or a thought process into realistic product or service in a group's life (June, 2020). It is a collective effort of a group's brainstorming process to collectively solve problems. It is a method through

which workable objectives are developed, capital is allocated to these objectives, and execution plans are made to achieve the political group's objectives and all requirements.

It is a confirmed reality that if team leader encourages his employees and use soft and motivated approach then team members would work really hard and will prove to be helpful in achieving company's tasks (Widodo, 2017). The great bond among employees and leaders lead to loyalty with company beyond everyday tasks and responsibilities (Gözükara & Çolakoğlu, 2016). The bond among working staff and among transformational leadership and employees play critical role on the worker's performance (Benedictus, 2018; Hussain et al., 2019). According to this study, it is noteworthy that there exists comparatively higher connection among employees' job performance and transformational leadership than the bond among transactional leadership and workers task related output (Qolo, 2018).

Apparently, the latest research on the style of leadership re-examined the one best leadership style concept, and compared between the concepts of transformational and transactional leadership. Transactional leadership styles concern with fluctuating bond and changing relationship with workers. A transformational leader on the other hand was stated as an idealistic, passionate and visionary towards motivating the employees (Robert, Dunne, & Iun, 2016).

Earlier studies have shown that leadership studies have faced serious criticism, but the recent studies examined the contribution of a successful leader in a company. One of the reputed scholar, had pointed out the importance of efficient leaders in a company and business. His conclusion was that leader plays a vital role in the success and failure of a company. Ideally it has also been discussed that in order to eradicate doubts and uncertainty due to external surroundings, a company should train their leaders who could dealt with these factors and play their part in company's growth (Ukaidi, 2016).

Hence, most of the research reported that the bond of leadership and performance is unreliable because the facts were still not approved and documented by other scholars. Some studies also faced the problem of over-concentrated, particularly in transformational leaders case which was considered as a strong influence in achieving goals (Benedictus, 2018). More research and extensive research are required to describe the bond among these two factors.

Employees who receive encouragement from company results in employee performance which lead to develop an affectionate bond with the company to improve company's performance (Benedictus, 2018). Additionally, Marhayani and Ibrahim (2019) also pointed out that leadership plays a main role in explaining job performance model. They explained that visual sensation, leadership, abilities and guidance

encourage their workers which influence in a way that they make employees to give their more input for desirable outcomes (Marhayani & Ibrahim, 2019), In addition to this, latest studies proved that leadership styles exert considerable effect on workers output (Kertiriasih, Sujana, & Suardika, 2018; Prabowo, Noermijati, & Irawanto, 2018). However, the second hypothesis is

Hypothesis 2: Leadership (LEAD) has significant impact on the employee performance (EMLP)

Reviewing the literature indicates enough evidence on the Ericsson's foundational work. The foundational research review in terms of corporate training shows extensive research concerning the application of training programs within business environments. The literature includes those research which have investigated the effects of training on profitability of organization, employees' performance, and retention within organization.

Environmental uncertainty and rapid changes that are occurring in business world had made leadership to recognize its targets and problems while achieving it. However, companies should make investments in different employee trainings and courses to develop abilities in workers to face instabilities and uncertainties, because training provides confidence to make decision on time so that they could keep up their achievements in market. furthermore, effective training were considered as helpful for the companies in different ways like, they are essential in structuring and maintaining the abilities at organizational and individual levels, so they could take part in organizational process (Gorondutse, Abdullah, & Rogo, 2018).

Training is considered to make a link among the desirable performance and current performance. Trainings may be provided using methods like teaching and mentoring, teamwork and the contribution subordinates. If workers cooperate as a team during completion of tasks, then company may gain fruitful results and also gets ease in completion of goals. Different courses and trainings not only helped workers to perform well but also helped the leader of a business to know that how they can utilize their human resources efficiently and achieve their favorable targets. However, it seems necessary for the companies to arrange training sessions for the employees' improvement and as well as their capabilities and outputs, and also to achieve business goals (Wadhwa & Tripathi, 2018).

Basically, trainings are provided not only to improve employees' skills, but to polish worker's mind set and creative thinking and use them in the way that the company could achieve competitive advantage (Khan, Abbasi, & Waseem, 2016). In addition to this, it also helps workers to cater customers with more efficient ways and as a result it

makes them more capable to handle and solve their complaints on time. Training grows self-belief which leads to better job performance (Talwar & Thakur, 2016). Pervious research has shown interrelationship among employees performance and training, training bring changes in workers behaviors which then influence their performance. For the sake of customers and stakeholders, firm must focus more on worker's skills and their abilities (Khan et al., 2016). Supervising frequent trainings lead to great organizational culture that eventually increases the motivation in workers which ultimately lead to the achievement of company's goal. According to Jalal, Zaheer, and Sultan (2017), training has been considered as a powerful component in accomplishing employees' task.

Training creates favorable circumstances for the employees in completion of their tasks, it also considered as an important component of employees performance (Garg, 2019). Rapid changes have been taking place in market requirements and organizational mechanism, therefore organizations are required to make quick and efficient changes in their policies, for instance, updating employees' capabilities, changes in their training plans, and being innovative. According to Ghadi (2017), efficient planning can be useful in many ways, such as, upgrading employee change operations (Ghadi, 2017). In addition, training is considered as one of the components which lead to the increase in workers performance which thus result achieving organizational goals and objectives.

Training upgrades or improves the existing performance to benchmark level, therefore is does not merely improves the workers abilities and skills, but also allows to effectively utilize the available human resource. Marhayani and Ibrahim (2019) also explained different determinants for achieving employee performance, these include, declarative knowledge (DK), motivation and procedural knowledge and skills (PKS). They argued that organizations should pay attention on DK and PKS by restructuring employee personalities, personal abilities, improved training, and experience enhancements through using innovative techniques and instruments and job-specific training. Thus, the third hypothesis is explained below:

Hypothesis 3: Training (TRAIN) has significant impact on the employee performance (EMLP)

After discussing leadership behavior in the initial part and job satisfaction in the subsequent part, this part of the study tries to observe experimental proof of job satisfaction and leadership behavior connection. It is a known fact that it is an important obligation of a leader to get the things done through their subordinates (Mohiuddin, 2017). A successful leader obtains data through interacting with others in the organization (Narula & Chaudhary, 2018). Thus, in order to achieve the final

objective a leader must be fully involved and devoted. Some of the important responsibilities of leader include, to become a good team counsellor to make the employees aware of their true potential as a team, to increase their capabilities and recognize their abilities to perform their best.

Team leader should be more like a role model, he/she should look after all the problems face by the workers, because team leader or founder is considered as an influencer, and subordinates follow them while doing their tasks (Narula & Chaudhary, 2018). Since every person is unique and belong to different origins, requirements, educational backgrounds, family, acquaintances different beliefs, localities and more (Narula & Chaudhary, 2018), therefore, a leader must keep in mind all facts, and consider the employees desires, their views and capabilities before (Narula & Chaudhary, 2018).

The literature review confirmed the existence of a relation among job satisfaction and leadership. For instance, Gorondutse, Abdullah, and Sherry (2018) recognized that these two factors i.e. leadership and job satisfaction were found to be inter linked, they found positive relationship between these variables while investigating the cops in Malaysia. Alshery et al. (2015) reported that job satisfaction and leadership behavior were considered interlinked whereas, job satisfaction and structural leadership behavior had negative relationship. However after considering lots of research work it is found that leadership behavior plays a significant role in job satisfaction of workers. Monika and Kaliyamurthy (2017) and Alessandri, Borgogni, and Latham (2017) found no link among these two factors.

Hypothesis 4: Leadership (LEAD) mediates the relationship between the job satisfaction (JSAT) and employee performance (EMLP)

Hypothesis 5: Leadership (LEAD) mediates the relationship between the training (TRAIN) and employee performance (EMLP).

Materials and methods

This study has been employed the structural equation modelling (SEM) as it is a multivariate technique for the examination of structural relations. For researcher's SEM is most appropriate technique as in an analysis multiple interrelated association can be assessed at the same time. In addition, the sample size is more than hundred and the testing of hypotheses is the purpose of the study are the other reasons to adopt SEM in the study. After the selection of methodology, the cluster sampling technique was used for data collection. Firstly, for the estimation of sample size, total population was determined. This study has been used the table of Krejcie and Daryle (2015) for determining the sample size and also has been obtained the robust results by using

SEM as it is a second-generation technique. The scale has been adopted from the literature. In this study the response rate was 60% which is greater than the threshold response rate.

Results

In PLS-SEM there are two types of models, the first one is measurement model (MM) whereas the second one is known as structural model (SM). The MM describes that how the particular theory is presented by the measured variables, whereas with the help of SM, this study has checked the construct in a model have association with the other constructs or not. The first step of PLS-SEM is the Confirmatory factor analysis CFA which determines the MM. for the assessment of models which are involved in a model, this study has employed CFA. The constructs validity must be linked with the CFA results. All the items of this study are of dynamic nature therefore there is a prediction of robust correlation among the variables. The loadings of the items are larger than 0.70 that is the indication of valid convergent validity of the constructs that are given in Table 1 and Figure 1.

Table 1. Outer Loadings

	EMP	JST	LDRSH	TR
EMP1	0.844			
EMP2	0.836			
EMP3	0.814			
EMP4	0.804			
EMP6	0.805			
EMP7	0.820			
EMP8	0.839			
JST10		0.876		
JST2		0.867		
JST3		0.881		
JST4		0.856		
JST5		0.903		
JST6		0.877		
JST7		0.892		
JST8		0.846		
JST9		0.889		

LDRSH1			0.848	
LDRSH2			0.802	
LDRSH3			0.874	
LDRSH4			0.893	
LDRSH5			0.833	
LDRSH7			0.779	
LDRSH8			0.784	
TR1				0.872
TR2				0.852
TR4				0.917
TR5				0.913
TR6				0.925
TR8				0.868
JST1		0.882		

The items and constructs validity and reliability is explained by the MM. the outer loadings of each items is the main criteria. This study has been checked the outer loadings of each item and all items with loadings less than 0.70 were deleted.

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
EMP	0.922	0.930	0.936	0.677
JST	0.967	0.967	0.971	0.769
LDRSH	0.925	0.925	0.940	0.691
TR	0.948	0.950	0.959	0.795

In this study for the determination of model's validity the Fornell-Larcker criterion was used. The square root of average variance extracted (AVE) is linked with the assessment of Fornell-Larcker criterion. The AVE shows the values which are highly correlated with the latent variables of the constructs. For this study the value of AVE is per the criterion.

Table 3. Validity

	EMP	JST	LDRSH	TR
EMP	0.893			
JST	0.711	0.877		
LDRSH	0.829	0.720	0.891	
TR	0.877	0.702	0.851	0.892

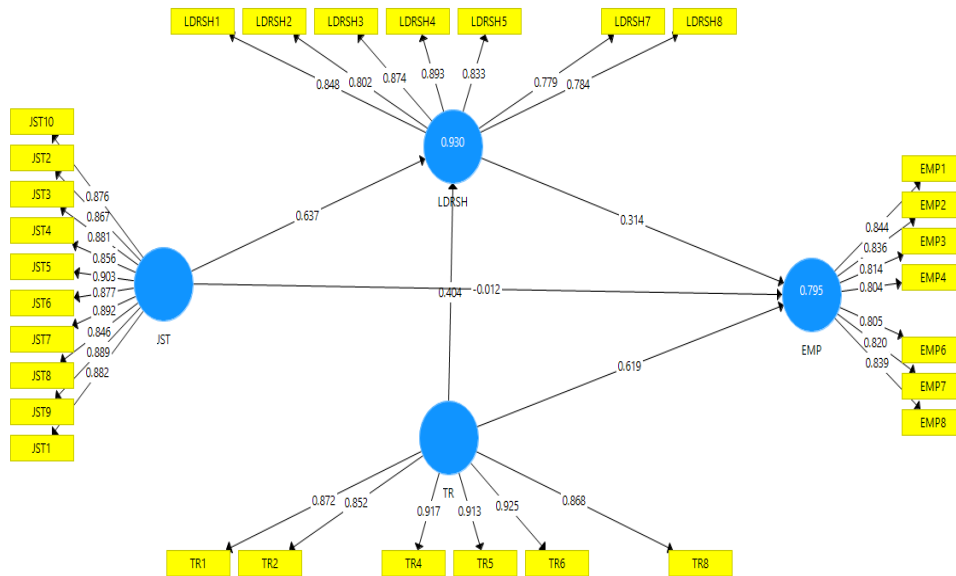


Figure 1: Measurement Model

The next step in PLSEM is the estimation of structural model. In this step the structural paths are illustrated between the constructs. For the representation of structural association between the latent constructs the single-headed arrow was used. The relation between the constructs described by the SM, whereas the existence of relation among the latent constructs is defined by the MM. the direct and in direct effects of the model are also controlled by the SM. This study has also been carried out the Bootstrapping analysis to assess the significance of relation by taking a sample of 275 observations. The p value is significant at 5%. The results also show the t-values are larger than 1.64 and p-values are less than 0.05 that is the indication of significant association among variables and these values are highlighted in Table 4 and Figure 2.

Table 4. Direct Relationship

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
JST -> EMP	0.187	0.190	0.065	2.866	0.002
JST -> LDRSH	0.637	0.635	0.039	16.179	0.000
LDRSH -> EMP	0.314	0.316	0.118	2.656	0.004
TR -> EMP	0.746	0.745	0.054	13.690	0.000
TR -> LDRSH	0.404	0.406	0.034	11.763	0.000
JST -> LDRSH -> EMP	0.200	0.201	0.077	2.584	0.005
TR -> LDRSH -> EMP	0.127	0.128	0.048	2.651	0.004

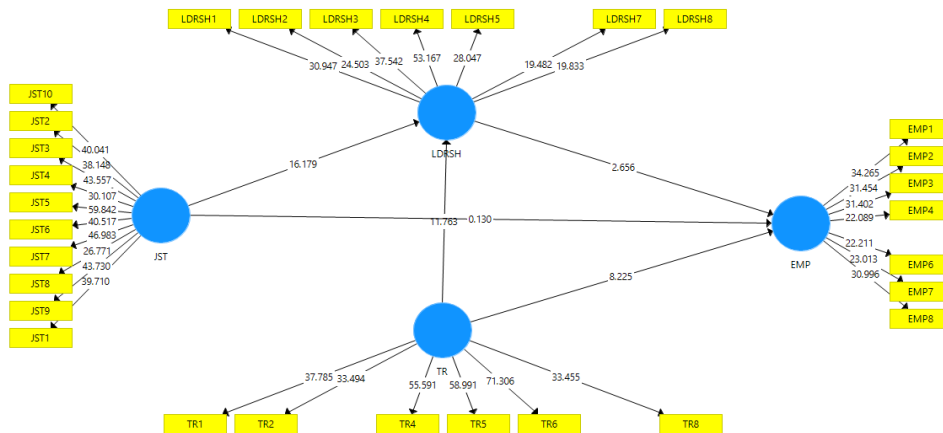


Figure 2: Structural Model

Result discussions

The results exposed that employee performance and job satisfaction level have a positive relationship. The job satisfaction depicts the worker’s comfort and satisfaction level that he/she gets from his or her job would and is dependent upon two factors, these are, emotional and cognitive (Conte et al., 2019). Whereas, the link between employee performance and job satisfaction has been impressing the researchers for a long time, so some theoretical explanation was given for defining its relationship (Mira,

Choon, & Voon, 2020). However, the anticipated cognitive and social speculations were assumed as: (a) peace of mind regarding job satisfaction (b) preparedness at the job or reward on achievement which also leads to the peace of mind; and (c) job satisfaction is correlated. The findings obtained in this study were consistent with the previous studies, for instance, Khan et al. (2016), Alshery et al. (2015), and Monika and Kaliyamurthy (2017) studies. Whereas, Turel et al. (2017) explained that there exists a complex relationship among employee performance and training because of difference in their parameters. For example, Ghadi (2017) suggested that workers' training improve their abilities and skills and raise their performance levels.. Hence, the study results are consistent with the earlier studies such as, Prabowo et al. (2018) and Kertiriasih et al. (2018). This study results are also matched with the outcomes of Stacho, Stachová, and Raišienė (2019) who also examined the positive links among the employee performance and employee training. In addition, Habanik, Martosova, and Letkova (2020) also exposed that employee motivation with training have positive nexus with employee performance. Finally, Stojanovic, Milosevic, Arsic, Urosevic, and Mihajlovic (2020) also exposed that employee loyalty and satisfaction could increase the employee performance in the organization.

Conclusion

Based on all the above studies, this study has concluded that high correlation exists between employee performance and job satisfaction along with the positive association among employee training and employee performance. In addition, leadership has also play positive mediating role among employee training, job satisfaction and employee performance. The Indonesian organizations have effective employee training and high job satisfaction along with effective leadership that is the reason of high employee performance in the organization. However, this study has some limitations that may be the future directions for future studies. This study results are generalized only on the Indonesian industries and suggested that future studies should add organizations under study other than the Indonesia. In addition, this study used the mediating impact in the model and recommended that upcoming studies should add moderating role in their theoretical models. Finally, the present study has taken only two predictors and suggested that future studies should add more predictors in their analysis.

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MEDIACYJNA ROLA PRZYWÓDZTWA W OCENIANIU WYNIKÓW PRACOWNIKÓW

Streszczenie: Obecne badanie uzupełnia istniejącą literaturę dotyczącą zrozumienia wydajności pracowników, ponieważ jest to pierwsze badanie uwzględniające zmienne. Dlatego to badanie ma na celu lepsze zrozumienie satysfakcji z pracy, szkolenia i powiązań przywódczych. Wyniki tej analizy dotyczące wyników pracowników i relacji przywódczych są sprzeczne z wynikami poprzednich badań. W badaniu wykorzystano modelowanie równań strukturalnych (SEM), ponieważ jest to wielowymiarowa technika badania relacji strukturalnych. Dla SEM badacza jest to najbardziej odpowiednia technika, ponieważ w analizie można jednocześnie ocenić wiele powiązanych powiązań. Skala została zaczerpnięta z literatury. W tym badaniu odsetek odpowiedzi wyniósł 60%, czyli więcej niż progowy wskaźnik odpowiedzi. Wyniki wskazują, że wydajność pracy pracowników jest powiązana z ich dobrostanem psychicznym, które pracownicy osiągają dzięki różnym cechom wykonywanej pracy, a tym samym zadowoleni pracownicy prowadzą do większej liczby kupujących, co zwiększa ich osiągnięcia. Uważa się, że ogólne badanie poziomu satysfakcji z pracy jest interesującym tematem badań dla naukowców.

Słowa kluczowe: przywództwo, satysfakcja z pracy, wyniki pracowników, szkolenia pracowników, czynniki poprzedzające wyniki pracowników

领导力对员工绩效的中介作用

摘要:由于它是第一个包含变量的研究,因此本研究为了解员工绩效的现有文献增色不少。因此,本研究旨在加深对工作满意度,培训和领导联系的理解。有关员工绩效和领导关系的分析结果与以前的研究相反。这项研究已被采用的结构方程模型(SEM),因为它是一种用于检查结构关系的多元技术。对于研究人员的SEM是最合适的技术,因为在分析中可以同时评估多个相互关联的关联。该量表已从文献中采用。在这项研究中,响应率为60%,高于阈值响应率。调查结果强调,员工的工作绩效与员工的心理健康相关联,员工通过不同的工作特点实现了这种幸福感,因此,满意的员工会吸引更多的购买者,从而增加他们的成就。人们认为,关于工作满意度的一般研究是学者们感兴趣的研究课题。

关键字:领导,工作满意度,员工绩效,员工培训,员工绩效的前提