

# The Moderating Effect of Leadership Style in Relation between Workplace Innovation on Employee Performance

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**Abstract--Purpose** *The purpose of this research is related to determining the moderating effect of leadership style affecting the relationship between workplace innovation and employee performance.*

**Design/ Method/ Approach**

*The study has been formed on the basis of the quantitative analysis by means of SEM as a statistical technique. The study concerned with determining the moderating effect for which the SmartPLS has been preferred to analyse the survey questionnaire collected from 369 employees working for different organisations operating in Malaysia.*

**Findings**

*The findings of this study suggest that leadership style significantly moderates the relationship of workplace innovation and employee performance in the context of employees working at different corporate sectors of employees.*

**Limitations**

*The study has limitation in the form of unavailability of the qualitative evidence. Moreover, the employees from diversified sectors were approached despite concentrating on the employees of a single sector thereby adding complexity in comprehending on what particular sectors the phenomenon can be applied.*

**Keywords---***Employee performance, leadership style, leadership style.*

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## I. Introduction

The study is based on determining the moderating effect of leadership style in relationship between workplace innovation and employee performance. It is stated that the world is rapidly changing due to the innovation that brought changes in various sectors to get a favourable outcome (Totterdill, 2015). The current research aims to study the change in performance of employees from workplace innovation at workplaces in Malaysia. Moreover, the major innovation in the workplace had been experienced in the late 20<sup>th</sup> century (Dhondt, and Van Hootegem, 2015). Furthermore, the innovation at the workplace can be employed in various fields such as human resources, finance, marketing and more. While the innovation, as a process of change, can bring favourable as well as unfavourable outcome (Dhondt, and Van Hootegem, 2015).

It has been determined that innovation is derived from intrinsic motivation within oneself (Howaldt et al., 2016). Also, some studies reflect that there are various factors that led to lack of innovation at the workplace; the factors include, low diversity, low empowerment of employees, lack of innovation strategy, low opportunities of collaboration and more (Howaldt et al., 2016; Serrat, 2017). Moreover, the growth of any organisation has widely reflected as being achieved from

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innovation (Dhondt, and Van Hootegem, 2015). Furthermore, workplace innovation has been reflected to improve the performance of employees in various scenarios (Totterdill, 2015; Howaldt et al., 2016). The current study attempts to address the effect the leadership style has in relation between workplace innovation and employee performance.

### **Aims and Objectives**

The aim of this research work is to determine the impact of workplace innovation on the employee performance with the consideration of the moderating effect of the leadership style. The objectives of the research are defined as:

- To measure the importance of workplace innovation in enhancing the employee performance.
- To determine the relationship between the workplace innovation and employee performance.
- To determine the moderating effect of leadership style effecting the relationship between workplace innovation and employee performance in the context of Malaysian's organisations.

### **Research Problem and Literature Gap**

In today's contemporary business environment, the challenges for businesses has become more intensified while maintaining and developing a competitive edge (Haseeb, Hussain, Kot, Androniceanu, & Jermisittiparsert, 2019; Haseeb, Hussain, Slusarczyk, & Jermisittiparsert, 2019; Saengchai & Jermisittiparsert, 2019). Since employees are considered as one important organisational asset that play contributory role in achieving a competitive edge for businesses, therefore, developing employee competencies and high quality working attributes have become the key subject area for businesses and especially for the HRM. In this context, the workplace innovation is also considered as an essential and key driving force for organisations for the purpose of driving and fostering innovative and creativity within an organisation (Xerri, 2013). Nonetheless, the study of Laschinger(2014), has also suggested that the leadership role and its style also forms the association in developing the desired workplace culture and working environment. Meanwhile, leadership style and attributes also play key role in influencing the employee performance. However, the literature lags significantly in determining whether the construct like leadership style moderates the relationship between workplace innovation and employee performance in the context of organisations operating in Malaysia for which the current study has been undertaken.

## **II. Literature Review**

The literature of current study discusses the factor in the workplace that drives innovation. The study also covers the factors that impact employee performance at a workplace other than innovation in order to differentiate between innovation and other factors. The current study reflects employee performance as one of the reasons that bring innovation to the workplace. The study takes two theoretical models in order to support the association between workplace innovation and employee performance, but the major concern for the study is to identify the impact of workplace innovation on employee performance. The multiple kinds of literature related to a similar phenomenon had been mentioned below.

It had been regarded that workplace innovation is considered to be the main driver of employee performance (Oeij, Rus, and Pot, 2017). However, some studies reflect other factors such as intrinsic motivation, and other internal aspects of employees that increase their performance at the workplace (Totterdill, 2015; Howaldt et al., 2016). Moreover, it had been stated that the virtue of employee towards an organisation also impacts their performance to a substantial level (Totterdill, Dhondt, and Boermans, 2016). The innovation itself had been regarded as a factor that impacts the internal environment of a workplace, the employee as part of that internal environment gets impacted from it (Dhondt, and Van Hootegem, 2015).

Innovation at the workplace has been applied from multiple factors such as workplace culture, strategic orientation, management of change, integration among staff, and collaboration (Howaldt et al., 2016; Serrat, 2017; Dhondt, and Van Hootegem, 2015). Moreover, the diversity had been referred to as one of the factors that allow a group of employees to work together collaboratively and enforce innovation at workplace activities (Oeij, Rus, and Pot, 2017). Innovation at the workplace had been regarded as elements that help a firm in getting a competitive advantage over other firms (Howaldt et al., 2016). The four kinds of innovation such as incremental innovation, disruptive innovation, architectural innovation and radical innovation at workplaces had been impacting various activities of the workplace (Totterdill, 2015; Oeij, Rus, and Pot, 2017; Howaldt et al., 2016). It had been reflected that the primary elaboration of innovation at the workplace was an idea that aimed to bring certain yet favourable changes in the activities, operations, and performance of a workplace (Dhondt, and Van Hootegem, 2015). Moreover, the source of innovation had been stated as a consumer; as the consumer had been considered to be the one that experiences a product or a service from a core offered by a particular organisation (Serrat, 2017). The employee, however, had been regarded to be the driver of innovation at the workplace (Totterdill, 2015). Additionally, several studies had stated that the morale and performance of an employee at workplace assist the organisation in identifying the need for change or innovation (Serrat, 2017; Dhondt, and Van Hootegem, 2015).

Employee performance had been regarded as an overall output of employee towards a particular activity undertaken at the workplace (Shields et al., 2015). It had been stated that the performance of employees varies significantly due to the internal practices of an organisation (Shields et al., 2015). The workplace morale had been an element among employees at the workplace that impacts the performance of them (Dhondt, and Van Hootegem, 2015). Moreover, it had been identified that the change within the organisation also impacts the performance of an employee (Oeij, Ziauberyte-Jakstiene and Dhondt, 2015). The culture within the organisation had been associated as a factor that can affect employee performance (Pot, Totterdill and Dhondt, 2016). Also, it had been highlighted that different set of norms and culture within a firm impacts the behaviours of employee towards an employee that either led to motivation or demotivates them resulting in reduction in performance of an employees (Oeij, Ziauberyte-Jakstiene and Dhondt, 2015; Shields et al., 2015; Dhondt, and Van Hootegem, 2015).

Leadership is considered as one of the important and fundamental aspects for an organisation and its workplace environment. It is notable that leadership believes in influencing the attitudes and behaviour of employees. Moreover, the leadership is also considered as necessary aspect of achieving goals. Since one of the purposes of leadership is also concerned with the motivation and accomplishment of tasks, therefore the notion of leadership and leadership styles are essentially discussed in the context of workplace culture. In realisation of this, the importance of leadership styles becomes more important in developing a desired working environment. With reference to the findings of Avcı (2016), the leadership styles and approaches play vitally important role in developing a desired workplace environment. Moreover, it has also been discussed in the study of Holten (2015), an appropriate leadership style is responsible for developing a desired workplace environment and culture that derive employee performance. In this context, it can be suggested that leadership styles and approaches are considered crucial in influencing the employee performance. This can also be supported with the one of the researches conducted by Keskes (2014), suggesting different leadership styles can be responsible for influencing the behaviour and attitude of employees that foster high employee engagement and dedication. However, the leadership style such transformational leadership, invitational leadership, invitational leadership are more prudently discussed in the case of excelling employee performance.

### **III. Theoretical Concepts and Frameworks**

### Theoretical Contribution

In order to reflect the association between workplace innovation and employee performance, the study takes two theories into consideration to build a conceptual framework. The theories are the innovation diffusion theory and expectancy theory.

#### IDT (Innovation Diffusion Theory)

The innovation diffusion theory or IDT had been regarded as a framework that elaborates the stages of innovation being accepted by a particular group of people in terms of adopting a particular innovation (Agag, and El-Masry, 2016). The theory reflects the pace of spreading innovation such as the idea of technology that can be adopted by individuals or organisation (Hosseini, et al., 2016). The theory had considered an idea and technology to be an element of innovation. The theory consists of four stages such as innovators, early adopters, early majority, late majority and laggards (Agag, and El-Masry, 2016). Each of these stages shows statuses of innovation being introduced, understood, accepted, adopted and replaced respectively (Agag, and El-Masry, 2016; Hosseini, et al., 2016).). The stage was elaborated via a bell curve illustrated below:

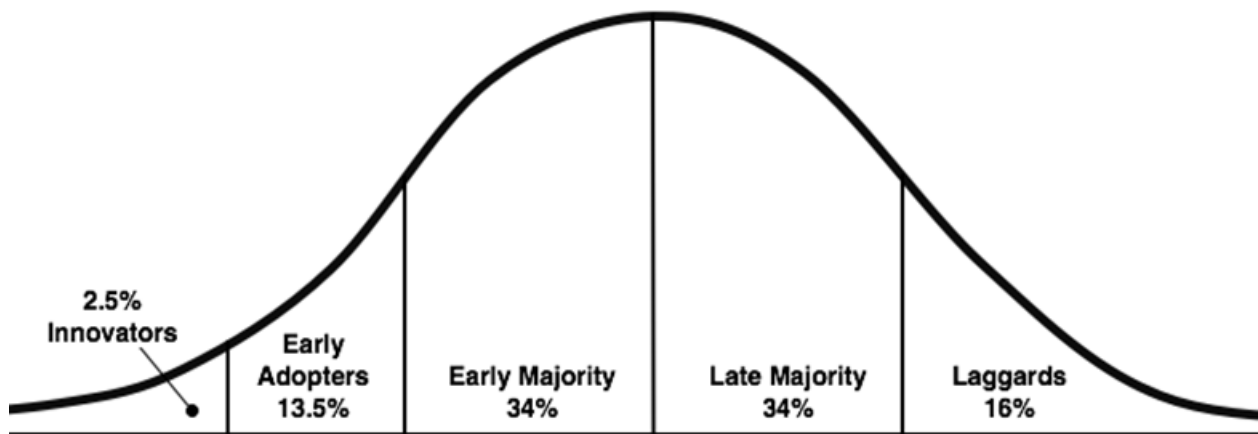


Figure 1: Innovation Diffusion Theory

There had been several studies that regarded the diffusion of innovation theory to be directly associated with the performance of an organisation. (Hosseini, et al., 2016). The study used this theory in order to discuss workplace innovation in Malaysia and how their acceptance impacted the performance of employees.

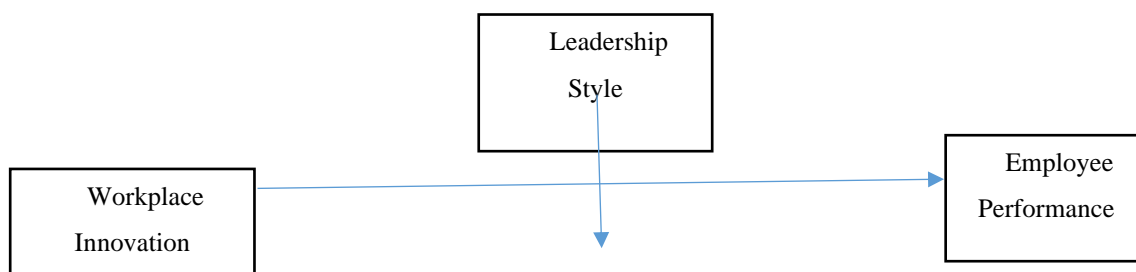
#### Expectancy Theory

The study uses expectancy theory in order to relate the impact of behaviour on the performance of an employee at the workplace. It had been regarded that often, the behaviour of employees played a dominant role in reflecting their performance at the workplace (Schaarschmidt, 2016). Also, the expectation of certain outcomes reflects an employee to act in a certain way as stated in the study of Purvis, Zagenczyk, and McCray, (2015). The expectancy theory had been utilised in order to understand the behaviour aspect of employees towards giving certain outcome that will be counted towards their performance (Schaarschmidt, 2016). The current study proposed this theory in order to elaborate the impact of a certain kind (incremental, disruptive, architectural, and radical) of innovation on the performance of employee (favourable or unfavourable), as the employee expects to behave in a certain way due to innovation of some activity.

### Practical Contribution

The empirical evidence illustrated the importance of expectation and innovation of organisation performance, the current study proposes to test the framework of research and hypothesis based on workplace innovation and employee performance. The study would be using quantitative analysis in order to elaborate on the association between the two phenomena. The types of innovation would specifically highlight various innovation being introduced at the workplace of Malaysia that impacts the performance of the employee, the expectancy theory would be assisting the study in terms of identifying the behaviour of the employee towards a certain innovation taken place at the workplace and the behaviour towards the performance would be evaluated. While the diffusion theory of innovation would be assisting in evaluating the acceptance of certain innovation of the workplace by an employee from which the performance would be impacted.

### Conceptual Framework



## IV. Research Methodology

### Population and Data Collection Procedure

The following study is concerned with determining the moderating effect of leadership style in relation between workplace innovation and employee motivation with respect to organisations operating in Malaysia. However, the findings of the study conducted by Fugard (2015), has suggested that the larger the population or target audience is, the more credible and reliable the data can be claimed. In the current study, the questionnaire has been provided to 369 participants working at various organisations of Malaysia and had experienced an innovation phase in that organisation.

The calculation for the sample size helps in determining the required sample for the purpose of conducting a research based on the desired population. With reference to the findings of Bonett(2015), the estimation of required sample size can be supported with the following expression:

$$n = \frac{z^2 \times p \times (1 - p)}{e^2}$$

In the above expression, the z denotes critical value at 95% confidence level which is calculated to 1.96. Moreover, the p identifies the variability proportion in the concerned population which is assumed as 50% (0.5). While, the error of 0.05 is also supposed. Upon calculation, the expression suggests the sample of 384 as the possible sample size.

$$n = \frac{(1.96)^2 \times 0.5 \times (1 - 0.5)}{(0.05)^2} = 384$$

Therefore, the researcher intended to provide survey questionnaire to 390 employees from which 369 were retrieved in the acceptable form. Therefore, the response rate was 94.6%.

### Sampling Technique

The data has been collected from primary sources particularly survey questionnaires based on the factors workplace innovation leadership style and employee performance. For the purpose of sampling, different sampling techniques such as convenience, simple random sampling, quota and other techniques are followed (Hibberts, 2012). However, in the context of this research, the researcher has followed simple random sampling technique. This technique has allowed the researcher to access the employees from desired and randomly selected employees.

### **Research Instrument and Sample Size**

Different kinds of research instruments are being followed in academics for the purpose of collecting the data from the targeted audience. The research instruments in the form of survey questionnaire, interviews, and focused groups are being utilised. However, in the current research, the researcher has intended to adopt survey questionnaire as the research instrument.

## **V. Data Analysis**

In the current study, the researcher has intended to determine the moderating effect of leadership style effecting the relationship between workplace innovation and employee performance. In realisation to determine the moderating effect, the data analysis technique which has been utilised in the current study is SEM. SEM technique has the two dimensions and are referred to as confirmatory factor analysis (CFA) and path analysis. CFA allow researchers to execute the validation of constructs. However, the predecessor step is the path analysis which is concerned with the evaluation of relationship and moderating effect. Moreover, the study conducted by Scrima (2015) suggested that SEM is deemed as an effective statistical analysis technique which becomes more important in terms of determining the reliability of constructs involved in the study in a more comprehensive manner. Therefore, the first step which is used in SEM modelling is concerned with validating the constructs by means of reliability, convergent validity and discriminant validity and which represents confirmatory factor analysis.

More specifically, while validating the constructs, the reliability of constructs is determined first by means of Cronbach's Alpha and composite reliability. With regards to this, the study of Peterson (2013), is important to discuss where the researcher has suggested that the values of Cronbach's Alpha and composite reliability is considered threshold at 0.6. By referring to Cronbach's Alpha from Table 1, it can be asserted that the all the latent constructs are reliable. It has been because of the reason that values have been identified as 0.9, 0.7, 0.7 for employee performance, leadership style and workplace innovation. Furthermore, the composite reliability for the same latent constructs have also been found as 0.9, 0.8 and 0.8 respectively. In this sense, it can also be articulated that the latent constructs are reliable on the basis of the both composite reliability and Cronbach's Alpha. In the same vein, the factor loadings' threshold is also 0.6 and in the context of this study, all indicators are found to have higher loadings.

The validation is also supported through convergent validity. The study of Afthanorhan (2013) has suggested that convergent reliability is measured through the AVE also demonstrated in the Table 1. In addition to this, it has also been discussed that convergent validity has the threshold of 0.5. This suggests that all the values of constructs must be greater than 0.5 thereby suggesting constructs possess convergent validity. The values have been obtained as 0.7, 0.6 and 0.6 for employee performance, leadership style and workplace innovation respectively.

Table 1: Evaluation of Reliability and Convergent Validity

Research Constructs	Indicators	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Employee</b>					
Performance	EP1	0.8***	0.9	0.9	0.7
	EP2	0.8***			
	EP3	0.9***			
	EP4	0.8***			
Leadership Style	LS1	0.7***	0.7	0.8	0.6
	LS2	0.8***			
	LS3	0.8***			
	LS4	0.7***			
<b>Workplace</b>					
Innovation	WPI1	0.6***	0.7	0.8	0.6
	WPI2	0.8***			
	WPI3	0.8***			
	WPI4	0.7***			

Discriminant validity is also considered as the crucial aspect of CFA. Considering the study of Henseler (2015), discriminant validity helps in testing the distinct nature of variables by testing against each other. The threshold of 0.85 for HTMT ratio is considered in the SmartPLS. Nonetheless, it has also been discussed by Ab Hamid (2017), the threshold till 0.9 can also be accepted. The threshold of 0.9 suggests the values must be lesser than 0.9 in order to claim the constructs are distinct. Referring to the Table 2, it can validate that all the values have been appeared as lesser than 0.9 thereby suggesting all the variables are distinct.

Table 2: Discriminant Validity of the Constructs

	Employee Performance	Leadership Style
Leadership Style	0.690	
Workplace Innovation	0.585	0.715

In the current study, SEM has mainly been applied in order to test the moderating effect of leadership style in the relationship between workplace innovation and employee performance. In this aspect, it is justified to say the path analysis

is considered as the most important aspect of SEM. In the below mentioned table (Table 3), the path analysis for the current research phenomenon has been demonstrated. In the table below, the two values are important to consider that are path coefficient and p-values. The path coefficient values must be in positive in order to claim the effect is positive. Moreover, the p-values are considered in determining whether the impact is significant or insignificant. The value must appear lesser than the threshold error set. In the current study, the values are significant at 5 % making the threshold for p-value as 0.05.

With reference to the Table 3, the moderating effect of leadership style has been appeared as statistically positive and significant between the relationship of workplace innovation and employee performance. It has been because of the reason that values obtained as  $B=0.071$ ,  $p=0.032<0.05$ . In this sense, it can be stated that moderating effect of leadership style in relation between workplace innovation and employee performance exists thereby suggesting leadership is also considered as important construct while discussing workplace innovation and employee performance.

Moreover, the direct effect of leadership style on the dependent variable (employee performance) has also been determined. The obtained results from path analysis suggests that the leadership style also establish positive and significant relationship with employee performance. It has been because of the values  $B=0.438$  and  $p\text{-value}=0.000<0.05$ . This suggest that in the context of selected organisations of Malaysia, leadership style also significantly and positively affect employee performance.

Furthermore, the direct relationship of workplace innovation with the employee performance has also been identified through path analysis. With reference to the Table 3, it has been found the direct effect of workplace innovation and employee performance has also been found as positive and significant. The values such as  $B= 0.255$  and  $p\text{-value}= 0.000< 0.05$  suggests that workplace innovation also positively and significantly affect the employee performances in the context of Malaysian organisations approached for the current study.

Table 3: Path Analysis

	Path		P Values
	Coefficient	T Statistics ( $ O/STDEV $ )	
LS*WPI -> Employee Performance	0.071	2.154	0.032
Leadership Style -> Employee Performance	0.438	9.677	0.000
Workplace Innovation -> Employee Performance	0.255	5.711	0.000

.Assessment of the quality of model is also demonstrated in the table below (Table 4). In order to determine this quality, the values of R-square and adjusted R-square have been computed. The variance in workplace innovation and the moderating effect of leadership style has been found explaining 37.3% variance in employee performance. Meanwhile, with the adjustment of errors, the percentage has been computed to be 36.8%.

Table 4: Quality Equation Model

	R Square	R Square Adjusted
Employee Performance	37.3%	36.8%



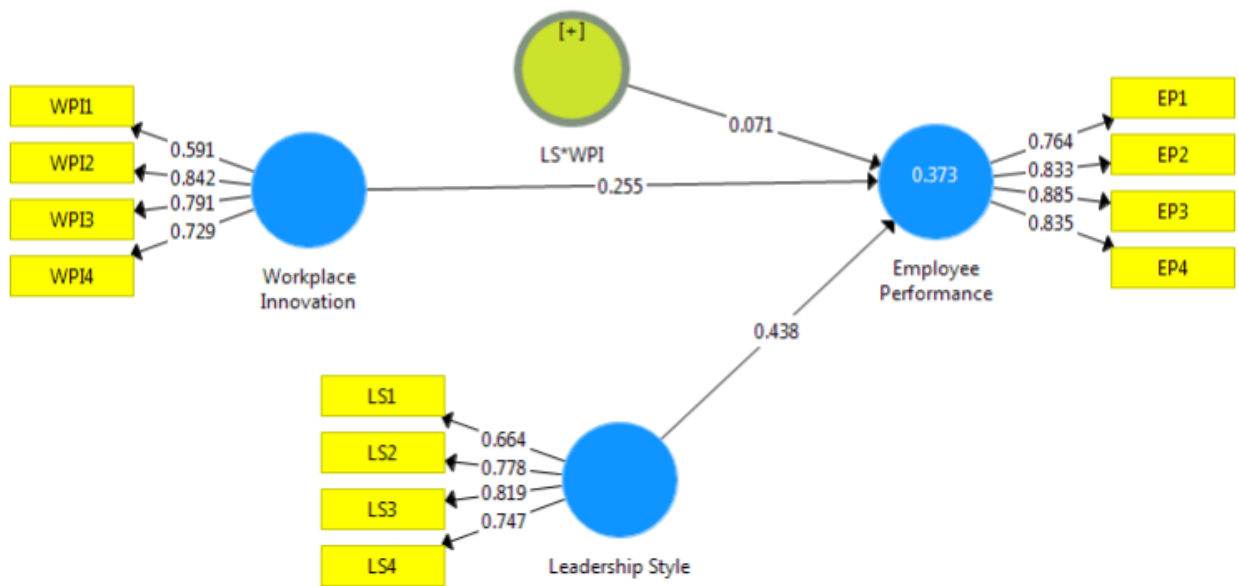


Figure 2: PLS Model

## VI. Results of hypotheses

S.No.	Hypotheses	Accepted/Rejected
1.	There is a positive and significant relationship between workplace innovation and employee performance.	Accepted.
2.	Leadership style significantly moderates the relationship between workplace innovation and employee performance.	Accepted.

## VII. Recommendations

In the currently conducted research, it had been mentioned that the workplace innovations can be implemented with great simplifications so that it can bring the employee motivation to a level that supports the increase in the organisational performance. The innovation practices that are performed in the organisation for supporting the employee performance had to be in terms of bringing the certain radical level of innovation, administrative innovation.

Still, it is been recommended by Howaldt, *et al.*, (2016) that the workplace innovations can be brought into the practice of the organisation through the successful implication of research and development in the workplace that can be supportive of such workplace innovation that can support the organisational growth. It was also recommended by Lu, *et al.* (2017) that the effective development and implication of the research and development practices in the Malaysian organisations for improving the employee performance can be a major factor that can easily support the employee growth.

Therefore, it is highly recommended to the current research that when the employee performances had to improve then the organisations had to perform a level of collaboration among each other so that the companies around Malaysia can have similar practices of measuring the employee performance. In this manner, the overall impact of workplace innovation can be measured on the employee. Further, the innovation management knowledge must be shared among the workers at the

workplace. As there is no implementation of innovation management in the workplaces, hence, it is highly recommended to the organisation that they must develop such effective practices.

Moreover, it is also recommended that the workplaces must make innovation practices in the workplace when the workforce of the company had enough work experience that can easily help them in accepting the changes and innovation in the workplaces. It was also observed by Adnan, *et al.* (2017) that the organisations in Malaysia lack the innovation workplace culture in the local companies that become the hurdle in describing the performance level of the employees. This lack was supportive through the country conditions of Malaysia. Therefore, it was highly recommended to the organisations for making governmental integration while conducting workplace innovation.

Moreover, it was highly recommended to the current research that the organisations of Malaysia must have developed plans that can support the growth in employee performance. In this manner, the organisation can easily have good practices that are supportive of innovative workplace practices and can support an increase in employee performance. Further, in respect of increasing the employee performance, it is recommended that the organisations working in Malaysia along with their leadership should to develop a performance building plan that can easily support the growth of the employees working. This performance building plan will help the workplaces of Malaysia in performing innovation practices at workplaces. Further, the employees of the organisation should also develop their skill level in a manner that they can easily identify the changes made through innovative practices in the workplace.

It is also highly recommended to the Malaysian organisations that they must be working efficiently in the country before introducing workplace innovation in the organisations for supporting the innovation practices in the workplace. Further, the Malaysian market had to support the workplace innovation practices that are helping the employees in improving the overall performance of the employees. For describing the scope of future research on the same topic, it is also been recommended that they must consider the factor of the organisational behaviour of the companies working in Malaysia for determining the impact of workplace innovation on the employee performance. Further, future research should also include the human resources practices of the Malaysian organisation for assessing the impact of the workplace. Both inclusion of human resources practices (HR) and the organisational behaviour (OB) practice in the determination of the practices used for measuring the employee performance can help the future researchers in explaining the major impact of the innovative organisational practices on the overall performance of the employees in the organisations of Malaysia.

## **VIII. Limitation and Ethics**

### **Limitation**

The limitations of the study can be described through the topic of study. The topic of study is based on the determination of the workplace innovation on the performance of the employees who are working in different industries of Malaysia. Therefore, the first limitation is based on the collection of data from the employees who are currently working in Malaysian organisations. The current study only caters the workplace innovation practices for reviewing employee performance and ignore all other social variables that can directly impact employee performance at the workplace. This makes the biggest limitation of the study. The second identified limitation of the study is based on the selected time horizon of the study (Ariffin, and Ha, 2015).

That is, the current study is analysing the employee performance of the current period that had experienced workplace innovation at a faster pace. The current study neglects the workplace innovations that had been conducted in the past. So the current study lacks the completeness of research in terms of determining the workplace innovations in the workplaces of Malaysia over a long period of time.

### **Ethical Consideration**

While conducting research in any chosen topic, it has been notified by the researchers that ethical research is very much important. It was further added that no type of research can be successful if it does not address its ethical considerations. In respect of conducting ethical research, the researchers had identified ten points (Roberts, and Allen, 2015). These ten points are as follows:

1. Priority is given to the dignity of the respondents.
2. The research participants must not be harmed in any manner.
3. Before collecting responses, complete consent of the respondents must be acquired.
4. The privacy of the respondents of research must always be protected.
5. The collected data for the research must be kept confidential from the third parties.
6. No particulars of the respondents must be disclosed while explaining the results.
7. No deviation from research aim and/or research objectives.
8. Any raised conflicts while collected the responses must be stated in words.
9. Any communication done for the purpose of the research must have complete transparency.
10. Any biased collection of results must be avoided.

Further, it had been described by Tozzo, Picozzi, and Caenazzo, (2018) that the researchers must deliver the desired information to the respondents so that the respondents can easily understand the implication of the research and provide the desired responses of research.

### **IX. Conclusion**

Innovation had been very much supportive of the organisations in the industry that are working in any country. The innovation can be performed in the organisations for attaining their business objectives and other organisational favourable outcomes. In the start of the 21<sup>st</sup> century, the business world had been subjected to the different level of innovations that are been supportive of the organisational growth and business success in an effective manner. The current developed research had been developed to understand the relationship between workplace innovation and employee performance influenced by the leadership style. Based on such research aim, the current research proposal develops the research objectives and research hypotheses that support the completion of research in an effective manner.

Further, the research also develops a literature review that explains different practices used in workplace innovations that can help the employees in bringing more motivation so that they can perform better. Further, in the literature review part, the employee performance was explained to be affected by the workplace practices that are conducted in the Malaysian organisation. It was explained in the literature that the performance of the organisational workers is directly linked with the innovative work practices that been conducted in the workplace (Shields et al., 2015). Further, it was also explained in the literature that the work environment practices had been a component been a specific component for the employee growth as it can support the overall success for the employees. Likewise, it had been discussed in the literature that diverse arrangement of standards and culture inside the firm affects the employees' performance towards in a positive manner. The literature further discusses certain theories that can easily help the researchers in developing a conceptual framework for the current study that can help the current research to reach its end with effective and supportive results.

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**X. Appendix**

Please tick mark one choice for each of the following statement

[1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree]

**GENDER**

- Male
- Female

**AGE**

- 20-24
- 25-28
- 29-32
- 33 years and above

	<b>Workplace Innovation</b>	1	2	3	4	5
1	Development and implementation of the new channels products and services are subject to workplace innovation.					
2	Emphasising on introducing more creativity and innovation in the workplace.					
3	Workplace Innovation helps in fostering skills and knowledge.					
4	Management of the organisations welcomes the ideas for making workplace innovation.					
	<b>Leadership Style</b>					
1	Adequate Leadership motivates and direct employees towards innovation.					
2	Leadership style provides freedom and facilitate employees with innovative procedure and processes.					
3	Appropriate leadership style can inspire employee and entertain innovative ideas.					
4	Adequate Leadership style develop trust and commitment among employees.					
	<b>Employee Performance</b>					
1	Employee performance is influenced through trust and motivation.					
2	Productivity and creativity of employees is fostered after workplace innovation.					
3.	Employees feel committed to the organisation after workplace innovation.					

4	Employee performance and creativity increase through workplace innovations.					
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