

The background of the cover is a dynamic, abstract composition. It features a blurred image of a person, likely a runner, in motion. The person is wearing a white athletic top and red shorts. Overlaid on this image are numerous bright, streaky lines of light in shades of blue, teal, and orange, creating a sense of speed and energy. The overall aesthetic is modern and high-tech.

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EXTENDED ABSTRACT

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EXAMINING LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: A QUANTITATIVE STUDY AT A COUNTRY RESORT IN MALAYSIA

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I. INTRODUCTION

This research aims to identify which leadership styles can foster a positive work environment to enhance performance outcomes [1]. Previous studies have shown that high-quality leaders nurture their teammates' intrinsic motivation, build their team confidence and identification, instill team cohesion, and ultimately improve employee work performance [2].

II. METHODS

This study employed a quantitative research design using purposive sampling. A total of 58 employees formed the population, with a sample size of 50 respondents who are staff at Stafffield Country Resort. Data was collected through surveys using the Leadership Styles Questionnaire (LSQ) [3], and Work Performance Questionnaire (WPQ) [4]. Indicators of the Likert scale are as follows: 1: Never, 2: Rarely, 3: Occasionally, 4: Frequently, 5: Always were used for each parts B and C of the questionnaire.

III. RESULTS AND DISCUSSION

A. Leadership styles are mostly applied among managers at Stafffield Country Resort.

The study identified autocratic, democratic, and laissez-faire leadership styles, with laissez-faire being the most prevalent (3.41 ± 0.62), the autocratic leadership style (3.22 ± 0.57), and finally the democratic leadership style (3.40 ± 0.68). Reliability analysis for this research objective indicates that ($\alpha = 0.830$). This highlights the laissez-faire leadership style that is the most preferred at the Stafffield Country Resort.

B. Employee performance among employees at Stafffield Country Resort

The results of the Independent T-Test comparing job performance between male ($n = 7, 3.81 \pm 0.52$) and female ($n = 43, 4.04 \pm 0.46$) respondents showed that there is no significant difference with $P > 0.25$ more than 0.05.

C. Relationship between manager leadership styles and employee performance at Stafffield Country Resort.

There was no significant difference between manager leadership styles and employee performance at Stafffield Country Resort ($r = 0.171, n = 47, p < 0.05$) Leadership styles

have a greater impact on the strength of the relationship between these two variables. This research contradicts their previous study [5].

IV. CONCLUSIONS

This research highlights that laissez-faire leadership is most prevalent among managers at Stafffield Country Resort. Female employees exhibited slightly higher performance and autocratic leadership strongly correlated with employee performance. These findings underscore the importance of effective leadership in enhancing organizational productivity and performance.

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