

**UNIVERSITI TEKNOLOGI MARA**

**THE EFFECT OF LEADERSHIP  
STYLES AND CREATIVE SELF-  
EFFICACY ON INNOVATIVE WORK  
BEHAVIOUR OF PUBLIC SECTOR  
EMPLOYEES IN SABAH:  
THE MEDIATING ROLE OF  
LEADER MEMBER EXCHANGE**

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**DBA**

**March 2021**

## **AUTHOR'S DECLARATION**

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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## ABSTRACT

Innovation is an essential element to the public sectors. Undeniably, innovation can be primary sources of productivity growth, cost-savings and improvements that have beneficial impact in providing quality services in public sector. In the context of globalization, the public service needs to enhance its efficiency and effectiveness in meeting citizen's demands. The government needs to continuously renew and improve their offerings in anticipating and responding to change more quickly and effectively. This is because the rate of technological, social, and institutional changes results is only for shorter life cycles. An organization's ability to innovate is highly depended on the quality of its employees. Contextually, public servants are regarded as being an important mechanism in realizing innovation. Besides, the Leadership and creative self-efficacy fits today's innovation-oriented organizations that are devoted to assisting employees in exploiting their creative potential. Therefore, the motivation of this present study is to examine the influence of leadership styles namely servant, authentic and empowering together with creative self-efficacy (CSE) towards leader member exchange (LMX) and IWB in the public sector. This study was made based on the survey conducted in February 2019; at various federal government departments in Sabah comprising of 500 participants with Grade 41 level and above and non-probability purposive sampling was applied. Reflective and formative measurement model were used to examine the construction of the questionnaire and the relationship among leadership style, CSE, IWB and leader member exchange (LMX) were tested by applying the PLS-Structural Equation Model (PLS-SEM) technique. The final findings indicated that authentic leadership and creative self-efficacy had no supportive influence on leader member exchange, but on the other hand, the influence of empowering was supported on IWB. Contrary to what was hypothesized, servant leadership did not support IWB. Moreover, the result revealed that LMX had positive support on IWB and mediated the relationship between servant and empowering leadership and IWB. In conclusion, this research makes several theoretical contributions and provides further insights on the innovation work behaviour, particularly in Malaysia. Methodological and practical implications were discussed and several potential avenues for future research were identified and proposed. In short, this research helps to produce a segment in a more inclusive global picture of the leadership styles, creative self-efficacy, and innovation.

## ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful. All praises to Allah and His blessing for the completion of this thesis. I thank God for all the opportunities, trials and strength that have been showered on me to finish writing the thesis. I experienced so much during this process, not only from the academic aspect but also from the aspect of personality. My humblest gratitude to the holy Prophet Muhammad (Peace be upon him) whose way of life has been a continuous guidance for me.

First and foremost, Special appreciation goes to my supervisor, Professor Dr. Syed Jamal Abdul Nasir b. Syed Mohamad, for his supervision and constant support. His invaluable help of constructive comments and suggestions throughout the experimental and thesis works have contributed to the success of this research. Not forgotten, I would like to sincerely thank my co supervisor Professor Dr. Imbarine Bujang for his guidance, understanding, patience and most importantly, he has provided positive encouragement and a warm spirit to finish this thesis. It has been a great pleasure and honour to have him as my supervisor.

My deepest gratitude goes to all of my family members. It would not be possible to write this thesis without the support from them. I would like to thank my dearest father Mit Dahlan Johari, my mother Hjh Marina Mairon, my sister Dzahara & Dzarina, my brother Mohd Haniff, my brothers & sister-in-law, my nephew and nieces, and most important my kids, Rayyan Adzhar & Akif Farhan. Words would never say how grateful I am to all of you. I consider myself the luckiest in the world to have such a lovely and caring family, standing beside me with their love and unconditional support. I offer my special thanks to all my DBA classmates' batch 2014; Dr. Nelson Lajuni, Dr. Hapsah Mohamad, Delores and Irene for their motivation, prayers, and their sincere help during my studies.

I would sincerely like to thank all my beloved friends who were with me and support me through thick and thin. I also want to extend my thanks to Admin Staff in the AAGBS, UiTM Shah Alam, especially, Dr. Mohamad Nizam and Miss Nurul Wafa for their help and support in the administrative works. I am also grateful to the funding received through the *Hadiah Latihan Persekutuan Separa Biasiswa (HLPSB)* from *Jabatan Perkhidmatan Awam (JPA)* to undertake my PhD. Last but not least, to those who indirectly contributed to this research, your kindness means a lot to me. Thank you very much.

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