

RESEARCH ON THE RELATIONSHIP AMONG LEADERSHIP STYLE, EMPLOYEE EMOTIONAL RESPONSE AND EMPLOYEE JOB PERFORMANCE



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Abstract

Taking employees in enterprises in China as the investigation object, and taking team communication as the moderating variable, this paper makes an empirical study on the relationship between commanding leadership and authorized leadership and employees' emotional response, employees' job performance investment and job performance. The analysis results show that commanding leadership and authorized leadership have a very significant positive impact on employees' emotional response and employees' job performance, employees' emotional response plays a partial intermediary role, and team communication plays a positive regulatory role.

Keywords: leadership style, employee's emotional response, employee's job performance, team communication

Introduction

Leadership style, also called leadership behavior type or leadership behavior mode, is an important issue in leadership theory. In the previous leadership theory and management practice, only the adaptation of managers' leadership style to organizational culture, strategy and other factors was emphasized, while the influence of managers' style on their subordinates was ignored. Understanding the influence of different leadership styles on employees' emotional response and job performance is of great theoretical and practical significance for improving the leadership effect of enterprise managers and enhancing the adaptation of enterprise employees to the leadership style of their immediate superiors.

Concept Definition and Research Hypothesis

1. Definition of research object

Regarding the definition of imperative leadership, Seokhwa Yun S et al.(2007) thinks that imperative leaders often make their own strategies, and subordinate members only need to act according to their orders. With regard to the definition of authorized leadership, Ahearne M et al.(2005) thinks that authorized leadership refers to a series of behaviors in which leaders give subordinates greater decision-making power by emphasizing the work value of subordinates and affirming their work ability, and let subordinates perform their work tasks

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more independently, so as to share power with subordinates. In terms of employee's emotional response, Van Kleef et al.(2009) defines employee's emotional response as that emotional expression directly stimulates the observer's emotional state, thus producing "interpersonal effect" at the emotional level, which reflects the emotional state and reaction attitude. In terms of employee's job performance, chenchen et al. (2020) defined employee's job performance as task performance, that is, completing the tasks instructed by leaders. In terms of team communication, Sun Mouxuan and others (2021) think that team communication refers to formal or informal multi-dimensional communication, which is the frequency of communication between teams, and the communication frequency refers to the number of times that relevant team members interact with each other.

2. Research hypothesis

2.1 Leadership style and employee's job performance

In previous empirical studies, many scholars have shown that imperative leadership style will have an impact on employees' job performance, and employees are more likely to rely on this relationship, which will reduce the ambiguity of roles. In the organizational relationship, the two sides invisibly form a state of common dependence and common advance and retreat. (Iriani et al.,2023; He Li et al., 2010).

Authorized leadership can better stimulate employees' work potential, better promote employees to complete tasks within their own roles, and even enable employees to carry out work beyond their own roles, which has obvious positive effects on work performance (Lin Xiaomin et al., 2014). Wang Yongli et al. used authorized leadership vertical leadership and shared leadership to analyze the scale, and concluded that the higher the degree of authorization, the better the impact on work performance (Wang Yongli et al., 2009). Some scholars have further studied the degree of CEO's authorized behavior, and found that the higher the authorization, the greater the impact on enterprise's innovation performance, and the greater the incentive effect on employees (Tang Guiyao et al., 2016). Some scholars have proved that authorization has a positive impact on employee's engagement from the perspective of the impact of authorized leadership on employee's engagement, which in turn motivates employees to actively complete their work goals. Authorization can effectively manage employees to improve their work performance (Zhang X et al., In 2010), some scholars have confirmed that when employees are perceived as empowered leaders, employees who have gained certain authorized space will better perceive the significance and necessity of their work and can better complete their tasks (Liden,2000). Therefore, this study puts forward the following assumptions.

H1a: Commanding leadership positively affects employees' job performance.

H1b: Authorized leadership positively affects employees' job performance.

2.2 Leadership style and employees' emotional response

Shang Hangbiao et al. (2022) research results show that leadership style will have an impact on employees' emotions, and employees' emotional response is an intuitive performance at the relational level. Therefore, this paper proposes to assume H2a and H2b:

H2a: Commanding leadership positively affects employees' emotional response.

H2b: Authorized leadership positively affects employees' emotional response.

2.3 Employee's Emotional Reaction and Employee's Job Performance

Scholars' research shows that positive emotional response will have a positive impact on work performance (Li Yongzhou et al., 2015), and some scholars' research shows that the upward state of employees can achieve work objectives and tasks and solve problems encountered in work well in good times and bad times, and can achieve good work results (Zhong Lifeng, 2013). Based on the above discussion, this paper puts forward the hypothesis H3:

H3: Employee's emotional reaction positively affects employee's job performance.

2.4 Mediating effect of employees' emotional reaction

Shihh H et al. (2013) studies the framework of motivation-opportunity-ability, and the empirical results based on the relationship between constraint and dedication show that emotional attitude can determine the intention of online word-of-mouth communication more than cognitive attitude. Gao Lin et al. (2017) based on the "stimulus-organism-response" (S-O-R) model and the possibility model of fine processing, verified that emotional response plays a partial mediating role in the relationship between cognitive response and purchase intention. Shang Hangbiao et al. (2022) used experimental research methods to divide employees' emotional response into two dimensions: goal commitment and self-protection. Based on the process perspective, they re-examined employees' emotional characteristics from the valence dimension and behavior activation dimension of emotional response. Based on the above discussion, this paper proposes to assume that H4a and H4b:

H4a: Employee's emotional response plays an intermediary role between imperative leadership and employee's emotional response.

H4b: Employee's emotional response plays an intermediary role between authorized leadership and employee's emotional response.

2.5 The Moderating Role of Team Communication

Sun Mouxuan et al. (2021) research shows that the more means, ways and frequency of communication among members, the better the emotional response between teams and the higher the ability to complete work performance, so the degree of team communication can predict employees' work performance and promote it. Therefore, this paper proposes that H5 and H6:

H5: that influence of strengthen team communication and empowered leadership on employee's emotional response

H6: that influence of strengthen team communication and imperative leadership on employees' emotional response

Research design and variable measurement

1. Research design

In this paper, different mature scales are used to design questionnaires for commanding leadership, authorized leadership, employees' emotional response and employees' job performance, and Likert five-point scoring method is used to score (1= completely disagree, 2= disagree, 3= uncertain, 4= agree and 5= completely agree). The data of the study comes from the questionnaires for employees of enterprises. 615 questionnaires were distributed and 583 questionnaires were collected. Excluding the incomplete answers and the ones that were not filled in carefully, 552 questionnaires were collected effectively, with an effective recovery rate of 89.76%. From the perspective of gender, there are relatively many "female" samples in the sample, accounting for 51.45%. 48.55% of the samples were male. In terms of age distribution, most samples are "20-30 years old", accounting for 34.06%. For the length of service, the proportion of samples with more than 3 years in the sample is more, reaching 89.63% in total. The proportion of samples with 3-5 years of service is 42.75%. From the perspective of academic qualifications, more than 60% of the samples are "undergraduate" and there are 102 samples with master's degree or above. In terms of job distribution, most of the samples are "ordinary employees", with a total of 261.0, accounting for 47.28%. And 39.13% of the samples are technicians. 50.72% of the samples work in "private enterprises". The proportion of working samples in state-owned enterprises is 35.33%. For the size of the company where the sample is located, 36.41% of the sample companies are "101-500 employees", accounting for the largest proportion, followed by 51-100 employees. More than 60% of the companies in the industry are "commerce/service" and "technology".

2. Variable measurement

Authorized leadership: Authorized leadership adopts the scale developed by Ahearne M et al.(2005), which includes four dimensions: improving the meaning of work, increasing participation in decision-making, expressing self-confidence in high performance and weakening bureaucratic constraints, with 3 questions in each dimension and 12 questions in

total. Typical topics in each dimension are: "My supervisor will help me understand the relevance between my goals and the goals of my team", "My supervisor often lets me participate in making decisions", "My supervisor fully believes that I can complete the task well" and so on. At the same time, for the convenience of follow-up research, serial numbers A1-A12 are used to write numbers to represent 12 specific measurement items.

Commanding leadership: The scale was developed by Seokhwa Yun et al.(2007), and 8 indicators such as "He/She determined my performance goals" were used to measure the commanding leadership. The employees evaluated the leadership behavior. The scale has a scientific theoretical basis and strict reliability and validity test. After pre-research and listening to the opinions of relevant experts, all the measurement items were reserved. At the same time, for the convenience of follow-up research, the serial numbers B1-B8 are used to represent eight specific measurement items.

Employee's emotional response: The scale is developed by Van Kleef et al.(2009), and the emotional response is evaluated by seven items, among which the emotional response is measured (for example, "Leadership makes me feel enthusiastic"; "Leadership makes me feel good"; "The leader made me angry"; "Leadership makes me feel bad"), and how much I like it (for example, "Leadership left a positive impression on me"; "The leader seems to be a nice person"; "The leader impressed me as an unpleasant person"). At the same time, for the convenience of follow-up research, the serial numbers C1-A7 are used to represent seven specific measurement items.

Employee's job performance: The job performance scale adapted by chenchen et al. (2020) is adopted, with 5 questions in total, such as "I can always complete the tasks specified in my post". At the same time, for the convenience of follow-up research, the serial numbers D1-A5 are used to represent five specific measurement items.

Team communication: The work performance scale adapted by Sun Mouxuan et al. (2021) is adopted, with a total of 7 questions, such as "the team holds regular meetings to discuss market trends and development". At the same time, for the convenience of follow-up research, the serial numbers E1-E7 are used to represent seven specific measurement items.

Statistical analysis

In this paper, SPSS20.0 and AMOS24.0 are used to analyze the relevant data in the empirical study. The detailed research methods include: reliability analysis, validity analysis, correlation analysis and path analysis.

1. Reliability and validity analysis

Cronbach's a values are all above 0.7, which shows that the coefficient has good measurement reliability, the internal consistency of the questionnaire is good, and the scale passes the test of reliability coefficient.

Table 1 Cronbach reliability analysis

number of terms	variable	Cronbach's a
12	Authorized leadership	0.934
8	Commanding leadership	0.903
7	Emotional reaction	0.887
3	job performance	0.747
7	Team communication	0.9

The chi-square freedom ratio of confirmatory factor analysis model is less than 3, RMSEA is 0.019, which reaches the standard of less than 0.08, RMR is less than 0.05, GFI is 0.933, CFI and TLI are all greater than 0.9, which reaches the excellent standard. It shows that the data fits well with the confirmatory factor analysis model.

Table 2 Test of KMO and Bartlett

KMO value		0.966
Bartlett sphericity test	Approximate chi-square	11429.819
	df	666
	P value	0.000

The chi-square freedom ratio of confirmatory factor analysis model is less than 3, RMSEA is 0.019, which reaches the standard of less than 0.08, RMR is less than 0.05, GFI is 0.933, CFI and TLI are all greater than 0.9, which reaches the excellent standard. It shows that the data fits well with the confirmatory factor analysis model.

Table 3 Fitting index analysis

Fitting index	cmin/df	GFI	RMSEA	RMR	CFI	TLI
Suggested value	<3	>0.9	<0.10	<0.05	>0.9	>0.9
Measured value	1.193	0.933	0.019	0.042	0.989	0.988

As shown in the table, the number on the diagonal (AVE value extracted by average variance) is greater than any correlation coefficient in its column, so the discriminant validity test is qualified and the questionnaire passed the validity test.

Table 4 Discriminant validity: Pearson correlation and square root value of AVE

	Authorized leadership	Commanding leadership	Emotional reaction	job performance	Team communication
Authorized leadership	0.735				
Commanding leadership	0.588	0.733			
Emotional reaction	0.571	0.564	0.728		
job performance	0.493	0.472	0.459	0.707	
Team communication	0.454	0.44	0.433	0.092	0.75

Note: The diagonal blue number is the square root of AVE.

According to the table, the standardized path coefficient of imperative leadership's emotional response to employees is 0.396, and the corresponding P value is less than 0.05, which shows that imperative leadership has a significant positive impact on employees' emotional response, and the hypothesis is established. The standardized path coefficient of authorized leaders' emotional response to employees is 0.38, and the corresponding P value is less than 0.05, which shows that authorized leaders have a significant positive impact on employees' emotional response, and the hypothesis is established. The standardized path coefficient of employee's emotional response to employee's job performance is 0.299, and the corresponding P value is less than 0.05, which shows that employee's emotional response has a significant positive impact on employee's job performance, and the hypothesis is established. The standardized path coefficient of imperative leadership to employees' job performance is 0.286, and the corresponding P value is less than 0.05, which shows that imperative leadership has a significant positive impact on employees' job performance, and the hypothesis is established. The standardized path coefficient of authorized leadership to employee's job performance is 0.317, and the corresponding P value is less than 0.05, which shows that authorized leadership has a significant positive impact on employee's job performance, and the hypothesis is established.

Table 5 Path coefficient of structural equation

Path relation		Path coefficient	Standardized path coefficient	S.E.	C.R.	P	Hypothesis test	
Employee's emotional reaction	←---	Commanding leadership	0.385	0.396	0.054	7.149	***	support
Employee's emotional reaction	←---	Authorized leadership	0.359	0.38	0.051	7.054	***	support
Employee's job performance	←---	Employee's emotional reaction	0.309	0.299	0.064	4.803	***	support
Employee's job performance	←---	Commanding leadership	0.287	0.286	0.062	4.604	***	support
Employee's job performance	←---	Authorized leadership	0.309	0.317	0.059	5.217	***	support

Based on the mediation effect value of the table and its corresponding 95% confidence interval of bootstrap, we can see that the 95% confidence intervals of authorized leadership → emotional response → job performance, imperative leadership → emotional response → job performance, direct effect and indirect effect do not include 0, indicating that all the above mediation paths are established, and the mediation type is partial. It shows that authorized leadership and imperative leadership can not only directly affect job performance, but also indirectly affect job performance by affecting emotional response.

Table 6 Analysis of intermediary effect

Intermediary relationship	Effect type	Effect value	Lower	Upper	P
Authorized leadership => emotional response => job performance	Direct effect	0.317	0.181	0.597	0.004
	Indirect effect	0.113	0.037	0.258	0.006
	Total effect	0.43	0.266	0.669	0.007
Commanding leadership => emotional response => job performance	Direct effect	0.286	0.1	0.471	0.022
	Indirect effect	0.118	0.031	0.262	0.009
	Total effect	0.404	0.186	0.592	0.016

As can be seen from the above table, the independent variable (authorized leader) is significant ($t=15.258$, $p=0.000<0.05$). It means that authorized leadership will have a significant impact on emotional response. The adjustment effect can be viewed in two ways.

The first is the significance of the change of F value when viewing model 2 to model 3; The second is

Look at the significance of interaction items in model 3, and analyze the moderating effect in the second way this time. As can be seen from the above table, the interaction between authorized leaders and team communication is significant ($t=10.305$, $p=0.000<0.05$). It means that when the authorized leaders influence the emotional response, the moderating variables (team communication) have significant differences at different levels.

Table 7 Regulatory effect analysis results

	Model 1	Model 2	Model 3
constant	3.464** (14.881)	3.409** (15.082)	3.218** (15.494)
gender	-0.046 (-0.711)	-0.051 (-0.805)	-0.012 (-0.207)
age	0.003 (0.097)	0.000 (0.003)	0.005 (0.159)
length of service	0.084 (1.800)	0.074 (1.630)	0.076 (1.828)
academic degree	0.001 (0.022)	0.023 (0.649)	-0.012 (-0.376)
post	-0.016 (-0.511)	-0.009 (-0.298)	0.009 (0.313)
Corporate nature	-0.074 (-1.767)	-0.081* (-1.980)	-0.035 (-0.924)
Company size	-0.032 (-0.896)	-0.030 (-0.865)	-0.033 (-1.052)
Industry	-0.000 (-0.001)	-0.001 (-0.031)	0.017 (0.505)
Authorized leadership	0.536** (15.258)	0.432** (11.248)	0.613** (15.602)
Team communication		0.204** (5.890)	0.174** (5.455)
Authorized leadership * team communication			0.275** (10.305)
Sample size	552	552	552
R ²	0.339	0.379	0.481
Adjust R ²	0.328	0.367	0.470
variance ratio	$F(9,542)=30.838, p=0.000$	$F(10,541)=32.949, p=0.000$	$F(11,540)=45.431, p=0.000$
ΔR^2	0.339	0.040	0.102
ΔF value	$F(9,542)=30.838, p=0.000$	$F(1,541)=34.694, p=0.000$	$F(1,540)=106.188, p=0.000$

Dependent variable: emotional response

* $p<0.05$ ** $p<0.01$ The value of t is in brackets.

From the table, it can be seen that the interaction between imperative leaders and team communication is significant ($t=10.509$, $p=0.000<0.05$). It means that when the

commanding leadership affects the emotional response, the moderating variable (team communication) has significant differences at different levels.

Table 8 Regulatory effect analysis results

	Model 1	Model 2	Model 3
constant	3.206** (13.748)	3.202** (14.183)	3.167** (15.381)
gender	0.017 (0.262)	-0.000 (-0.002)	0.000 (0.003)
age	0.004 (0.105)	0.000 (0.006)	0.003 (0.086)
length of service	0.109* (2.334)	0.094* (2.062)	0.081 (1.950)
academic degree	0.001 (0.034)	0.024 (0.678)	-0.013 (-0.393)
post	-0.006 (-0.185)	-0.001 (-0.022)	0.011 (0.407)
Corporate nature	-0.059 (-1.396)	-0.069 (-1.676)	-0.029 (-0.779)
Company size	-0.031 (-0.872)	-0.029 (-0.844)	-0.031 (-0.989)
Industry	0.009 (0.238)	0.006 (0.165)	0.020 (0.601)
Commanding leadership	0.531** (14.950)	0.425** (11.033)	0.615** (15.561)
Team communication		0.212** (6.126)	0.187** (5.917)
Commanding leadership * team communication			0.270** (10.509)
Sample size	552	552	552
R ²	0.331	0.374	0.480
Adjust R ²	0.319	0.362	0.470
variance ratio	$F(9,542)=29.743, p=0.000$	$F(10,541)=32.326, p=0.000$	$F(11,540)=45.371, p=0.000$
ΔR ²	0.331	0.043	0.106
ΔF value	$F(9,542)=29.743, p=0.000$	$F(1,541)=37.532, p=0.000$	$F(1,540)=110.432, p=0.000$

Dependent variable: emotional response

* $p < 0.05$ ** $p < 0.01$ The value of t is in brackets.

Research conclusion and discussion

The results show that imperative and authorized leadership positively affect employees' job performance, and employees' emotional response plays a partial mediating role in the influence of these two leadership styles on employees' job performance. Team communication positively regulates the positive influence of imperative leadership, authorized leadership and authorized leadership on employees' emotional response.

The above results are of great significance for theory and management practice. The conclusion of this study further refines the theoretical relationship between imperative

leadership, authorized leadership, employee's emotional response and employee's job performance, and expands the model between related variables. In practice, it gives leaders some enlightenment. In the actual enterprise management process, you can adopt the command leadership style or choose the authorized leadership style to enter the management. Leaders should pay attention to the emotional reaction state of employees and maintain a good emotional relationship with employees. Strengthen communication with employees in exchange for their respect, trust and understanding, and build employees' recognition of leaders.

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