How does the captain guide the brightest stars? The effect of leadership styles on star's work performance

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I hereby declare that this dissertation is my original work and it has been written by me in its entirety. I have duly acknowledged all the sources of information which have been used in this dissertation.

This dissertation has also not been submitted for any degree in any university previously.

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Abstract

This study aims to investigate the effect of leadership styles on the work performance of star talents. As star talents play more and more critical roles in the sustainable development of enterprise, how to effectively manage star talents' sustaining growth becomes a crucial issue for organizations. The questionnaire survey is conducted to explore how different leadership styles influence the work performance of star talents. How leader-member exchange mediates the relationship between leadership styles and star talents' work performance, and how star talents' annual income moderates the relationship between leadership and star talents' work performance. A total number of qualified 149 responses are received from students of the SJTU-SMU DBA program, two Shanghai-based multinational companies and one local company. The findings indicate that all three leadership styles have significant impacts on the star talents' work performance, yet, LMX significantly and positively mediates the relationship between transformational leadership, laissez-fair leadership, and star talents' work performance, while it is not significant for

transactional leadership on star talents' work performance. Star talents' annual income moderates the relationship between transformational and transactional leadership and star talents' work performance, such that the lower the annual income status the stronger the effect. Yet, it is insignificant in moderating the relationship between laissez-faire leadership and star talents' work performance. The result sheds light on the strategies organizations can apply to optimize the work performance of star talents through effective leadership practices and supportive leader-member relationships.

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Chapter 1 Introduction

1.1 Overview

The most difficult individuals to be managed within an organization are probably the most valuable employees (Salacuse, 2013). These most valuable employees are often defined as star talents, mainly high-potential employees or top talents, playing an essential role in driving organizational success and, in return, receiving disproportionate rewards. (Huselid et al., 2005).

Star talents impact firm-level outcomes from different directions, they create and capture the values (e.g., Groysberg et al., 2008; Kehoe et al., 2018), generate innovation (e.g., Tzabbar & Kehoe, 2014), impact financial performance and product quality (e.g., Ertug & Castellucci, 2013), or alliance outcomes (e.g., Baba et al., 2009; Subramanian et al., 2013).

Meanwhile, it is difficult for employees of organizations to maintain profitability, productivity, and a sustained competitive advantage without effective leadership (Lussier & Achua, 2007). Leadership style, often defined as the approach and behaviors employed by leaders to influence and guide their followers, has a profound impact on employee performance, engagement, and satisfaction (Ogbonna & Harris, 2000). Different leadership styles, such as transformational, transactional, and laissez-faire leadership (Bass, 1985), have been extensively studied in the literature to understand their effects on employee outcomes. However, limited research has specifically explored the influence of

leadership style on the outcomes of star talents, who operate at the highest levels of performance within an organization.

The star talents consistently deliver exceptional performance and possess the potential to make significant contributions to the organization's growth, success, and innovation (Rothaermel & Hess, 2007). However, even though star talents who consistently achieve exceptional performance create disproportionate value for their organizations and generate a significant impact on organizational outcomes, as major performance appraisal systems rely on the theories of normal distribution (Aguinis & O'Boyle, 2014), star talents are often treated as anomalies, their supervisors tend to ignore stars disproportionate performance outcome during the processing of performance appraisal and make a normal distribution on performance ratings that assigned to their subordinates. Thus, when star talents feel dissatisfied about what they have received after their disproportionate contributions to the organization, they may be disappointed, frustrated, and finally, make the decision to leave the organization.

The existing research on leadership style has predominantly focused on its general impact on employee performance and engagement, without explicitly examining its effects on star talents. This gap in the literature poses a significant challenge for organizations that seek to maximize the potential of their star talents. The specific needs, motivations, and expectations of star talents differ from those of average employees, warranting a more targeted investigation into

the leadership styles that best support their performance outcomes (Aguinis & O'Boyle, 2014).

1.2 Purpose of the Study

As organizations strive to attract, develop, and retain star talents, the role of leadership style in shaping star talents' outcomes as well as providing disproportionate rewards becomes crucial. Therefore, through an in-depth exploration of the relationship between leadership style and star talents outcomes, this study seeks to focus on bridging the existing gaps in the literature and contribute to our understanding of effective leadership practices for star talents. The findings of this study provide some strategic guidance to organizations when fostering an environment conducive to the growth, engagement, and continued success of their star talents.

This study aims to investigate the effect of leadership styles on the work performance of star talents, and contribute to the understanding of how different leadership styles influence the work performance of star talents. A total number of 149 respondents are received from students of SJTU-SMU DBA program as well as from various industries management level leaders and nonmanagement employees ranked in the top 30% of the previous year's performance appraisal. The study employs a questionnaire survey to collect comprehensive data. Pearsons' Correlation analysis and regression analysis supported by Statistical Package for the Social Sciences (SPSS) as well as mediation and moderation

analysis supported by SPSS PROCESS macro (Hayes, 2022) are used to analyze the reliability, and significant relationship between leadership style and star talents' work performance as well as the mediating effect of leader-member exchange and the moderating effect of star talents' annual income. The findings of the study supplement to organizations developing their star talents' management strategies to optimize the star talents' work performance through effective leadership practices and supportive leader-member relationships.

Hence, this study provides a better understanding of how different leadership styles influence star talents' work performance, identifying the importance of high-quality LMX to the relationship between leaders and star talents and assisting organizations to develop star talents management strategies that optimize star talents' performance outcome through effective leadership style.

1.3 Underlying Theories

This study combines the full-rang leadership theory and Leader-member exchange theory as the underlying theories.

Numerous studies have comprehensively investigated leaders' personality characteristics, situational influence as well as effectiveness. According to Dionne and her colleagues, leadership could be categorized into 29 categories in terms of method, analytic technique, and theory (Dionne et al., 2014).

Among the vast of study in leadership, Ogbonna & Harris (2000)

classify the transition of leadership into three main streams, which include Trait study (Argyris, 1955), Style and behaviors investigation (Stodgill, 1948) and Situational and contingency theory (Fiedler, 1964; House, 1971).

Trait studies posits that successful leaders are characterized by their personality traits; Style and behaviors investigation on leadership shifts the focus on leaders behavior and style from personality trait (Hemphill, 1957; Likert, 1961); Situational and contingency theory emphasizes the influence of situational factors on leader behaviors (Fiedler, 1964; House, 1971).

In addition to the fruitful discovery made by the forerunners, more recently, Full-range leadership theory (Avolio & Bass, 1991) has become more popular and widely accepted in leadership theory development.

Traditional sights of leadership effectiveness mainly focused on the exchange process between leaders and subordinates, in this relationship, leaders provide rewards to subordinates to obtain their effort to achieve organizational goals in return. Burns (1978) and Bass (1985) have defined it as a transactional leadership.

Subsequently, Bernie Bass addresses his "monumental work" (Schriesheim et al., 1993) of Leadership and Performance Beyond Expectations (LPBE) (Bass, 1985), which stimulates the exploration of the transformational leadership theory. The theory postulates that enhancing beliefs and motives in their followers will support subordinates to achieve optimal levels of performance. Since then, transformational leadership has become the most extensively

studied leadership theory (Yammarino et al., 2005). It is believed that transformational leadership augments the influence of transactional leaders' behavior on employees' performance outcomes (Podsakoff et al.,1990).

Borrowing from the French term for let it go, laissez-faire leadership does not catch much attention due to it's been classified as a non-leader behavior (Sarros & Santora, 2001), in which the leader escapes from decision-making, yields their responsibilities, suspends actions, and avoid using the authority related to their roles (Bass & Bass, 2008; Den Hartog et al., 1997). As a result, laissez-faire leadership, therefore, has been treated as both ineffective and destructive (Skogstad et al., 2014) and as one of the most popular styles of negative leadership in contemporary organizations (Robert & Vandenberghe, 2021).

Bass began his original leadership theory with only four transformational and two transactional leadership factors. Through the exertion of Bass and his colleagues based on LPBE (Antonakis et al., 2003), the theory has been further expanded to five transformational leadership factors, three transactional leadership factors, and one laissez-faire leadership known as the full-range leadership theory (FRLT) (Avolio & Bass, 1991).

Leader-member exchange theory (LMX), derived from the vertical dyad linkage theory, postulates a reciprocal exchange relationship between leaders and subordinates. Yukl (2010) argues that unless how leaders and followers

influence each other were examined, the effect of leadership would not be understood.

The LMX theory proposes three phases through the entire process of the relationship between leaders and subordinates. The first stage is the initial testing phase. Hiller & Day (2003) depict this first stage as the stranger stage, and Dulebohn et al. (2012) describe it as the role-taking stage. In this stage leaders and followers observe and evaluate the perspective and expectations of each other to realize each party's intentions and the potential to exchange. This relationship is associated with transactional leadership as classified by Bass (1985).

The second stage is the possible phase. In this stage, both leaders and subordinates redefine the roles, motives, and the potential to exchange. Hiller & Day (2003) define this stage as the acquaintance stage and Dulebohn et al. (2012) propose it as the role-making stage. In this stage, mutual respect, trust, and loyalty in the relationship between leaders and followers were increased.

The third stage is proposed as the mature stage. Hiller & Day (2003) described this stage as the mature partnership stage and Dulebohn et al. (2012) defined it as the role routinization stage. In this stage, mutual understanding and expectations were established. The orientation of both leaders and followers shifted from self-interest to organizational goal achievement. Leadership in this mature or role routinization stage is associated with Bass's transformational leadership (Graen & Uhl-Bien, 1995; Yukl, 2010).

The FRLT and LMX theory together formed the theoretical framework for the study to examine how the different leadership styles influence the work performance of start talents in an organization as well as how the LMX mediates the relationship between leadership style and star talents' work performance.

Chapter 2 Literature Review

2.1 Overview

2.1.1 Star Talent

How to define the characteristics of a star talent has attracted a great deal of attention from scholars and practitioners (Bush & Moon, 2023). Indeed, the definitions of star talent vary from different aspects.

A star talent can be a CEO who received recognition in a Financial World contest in the current year (Graffin et al., 2008); S/He can be a scientist who is awarded a Nobel prize (Higgins et al., 2011), or can be a researcher based on the publication as well as citation they had received, such as top 1% to 5% yearly, or at least one article published in the one of ten top influential journals. (Agrawal et al., 2017; Aguinis et al., 2018; Hess & Rothaermel, 2011; Hohberger, 2016; Oettl, 2012; Tartari et al., 2014). A star talent can also be identified by his/her superior creativity (Li et al., 2020). Meanwhile, Huselid et al. (2005) argue that star talents are effective only when their work is essential to company strategy, in other words, star talents must be in a strategic position that is in accordance with the company's strategic goals.

Though star talents can be defined differently from different academic and industrial aspects, Call et al. (2015) offer a wildly utilized definition that star talents are employees with disproportionately high and prolonged performance with wild visibility, as well as relevant social capital (Call et al., 2015). They

represent a few individuals who make a disproportionate amount of output to an organization (Aguinis & O'Boyle, 2014).

Prior research on star talents mainly focuses on their contribution to an exceptional, long-term, high performance and obtaining a broad external status with visibility in the labor market as well as substantial social capital (Aguinis & O'Boyle, 2014).

Star talents may generate organizational benefits by increasing innovation (Rothaermel & Hess, 2007), obtaining important external resources (Hess & Rothaermel, 2011), and enriching organizational knowledge (Song et al., 2018). Meanwhile, star talents could be beneficial to other members' performance of the organization through knowledge sharing and knowledge spillovers (Bush & Moon, 2023). Nevertheless, there are always two sides to a coin, star talents sometimes are overvalued by organizations (Groysberg & Lee, 2009), which result in heavily reliance of the company on star talents (Oldroyd & Morris, 2012). Indeed, star talents can probably cause a negative impact on their colleagues in some circumstances. They may create power inequities that constrain information sharing and collaboration, consequently impeding team performance (Groysberg & Lee, 2010).

Due to the rise of the service-based economy and knowledge-based workers, scholars have shifted their focus toward a conception of star talents who are rare, excellent-performing individuals. They are provided with disproportionate organizational resources, with high external status, and obtain wide visibility.

They also have solid social capital and contribute tangibly and intensely to the competitiveness of firms. They consistently create excessive output levels that impact the success or failure of their organizations (Call et al., 2015).

Table 2-1 presents the definition of star talent from different perspectives.

Table 2-1 Summary of Star Talent Definition

Authors	Definition
Aguinis & O'Boyle (2014)	"A few individuals who contribute a disproportionate amount of output, maintain a high level of performance over a sustained period of time"
Asgari, et al. (2021).	"Individuals who are disproportionately productive and highly visible in the external labor market".
Kehoe, et al. (2018)	"Previous high performance, extraordinary networking abilities, social relations among celebrities, and prominent affiliations with elite individuals or institutions"
Call, et al. (2015)	"An employee who exhibits disproportionately high and prolonged performance, visibility, and social capital".

Accordingly, we define star talent as :

"*An employee who continuously contributes disproportionately high and exceptional outcomes*".

2.1.2 Leadership Style

Leadership refers to the behavioral process of a leader to influence an individual or a group toward goals setting, and effective leadership refers to how well these goals are performed (Barrow, 1977).

Studies on the phenomenon of leadership have received comprehensive attention during the past century, as it is known as the most influential process in the behavioral sciences. Successful economic systems, political institutions, and business organizations are inseparable from the successful guidance of effective leaders. There is no doubt so much time and effort has been devoted to depicting the features, functions, and methods related to effective leadership (Barrow, 1977).

Early studies of leadership focus on the personality characteristics that successful leaders possessed. The "great man" theory of leadership (Carlyle, 1910) postulates the causal relation between individual's achievement and that of the great man, it concentrates on what the leader is instead of what he or she does. Consequently, to differentiate leaders from non-leaders, their personality traits, social traits and physical characteristics should be considered (Smith & Krueger, 1933).

Since personality traits of leadership in one situation are not generally related to other situations, the decrease of "the great man" approach to leadership became inevitable (Stogdill, 1948). The evolution of leadership study leads the academic and practical researchers to turn their research to leader behavior, situational and reciprocal causation, leadership effectiveness, and normative investigations (Barrow, 1977).

While in leader behavior investigation, both Ohio State Studies (Hemphill, 1954) and the University of Michigan Survey Research Center Studies

(Cartwright & Zander, 1960) provide theoretical support to the dimensions of leadership behavior, including consideration and initiating structure, employee orientation, and production orientation respectively.

Meanwhile, in the study of leadership effectiveness theory, several empirically-tested theories of leadership effectiveness propose sophisticated interactions between different variables. A characteristic postulation is that a certain leadership style, used in an adequate situation, results in better effectiveness than other leadership styles.

As a result of a comprehensive search on personality and group characteristics, Fiedler (1964) postulates his Contingency Model, a theory of leadership effectiveness, accentuating the mutual effect of leadership style with situational advantageousness of the group led by the leader. A least preferred co-worker (LPC) score is employed to measure leadership style (Fiedler, 1964).

Substantial support for Fiedler's contingency model has been received (Chemers & Skrzypek, 1972; Hardy, 1971). However, the contingency model methodology does not involve leadership process analysis and appears less flexible due to the limited variables. Hence, criticisms suggest that it may need to either be revised or expanded (Ashour, 1973; Graen et al., 1970; McMahon, 1972).

Further to Fiedler's Contingency Model, House proposes his Path-Goal Theory of leadership effectiveness, concerned with leaders impact on the subordinates' perceptions of their work and personal goals and paths to achieve

the goals. The theory suggests that if the leader can illuminate goal paths, and provide valuable supports, subordinate performance and satisfaction will be improved. (House, 1971).

With its feature of decreasing subordinate role ambiguity, the Path-Goal theory suggests that a leader's behaviors related to consideration-type will be more effective whereas in situations demonstrating higher job complexity and higher role ambiguity, initiating structure behaviors will be more effective. Yet, the Path-Goal theory is criticized for its focus on job satisfaction rather than on employees' performance outcomes (Barrow, 1977).

In developing the leadership style construct, Burns (1978) extracted from the previous study on traits, behaviors, as well as his observations, and came up with the classification of leadership style into two different categories: transactional and transformational leadership (Lowe et al., 1996). According to his definition, transactional leadership is based on authority and relies on standard operation procedures and training (Burns, 1978). It is much more task-oriented and with contingent reward behaviors (Burns, 1978). Transactional leaders, therefore, pay more attention to the organizational goal-setting, express outcomes desired, and give feedback to employees, and provide rewards when desired outcomes were achieved. (Bass & Avolio, 1990). Transformational leadership, in contrast, encourages employee to be more proactive and empowers employees to complete organizational goals independently.

Therefore, it has been defined as a leadership style that motivates followers to do their work for the organization instead of for their own benefits (Bass, 1990).

Nevertheless, Bass argued that effective transformational leadership is based on the premise of effective transactional leadership as the transactional leadership played an important role in developing the relationship between leader and follower (Avolio, 1999).

In addition to Burn's classification, Bass classified leadership into three dimensions, which includes transactional, transformational, and laissez-faire leadership (Bass, 1985). Much research has been conducted to learn about the positive effects of transformational leadership. Yet, much less contribution has been made to transactional leadership and non-leadership (laissez-faire leadership) (Hinkin& Schriesheim, 2008).

Leadership style is an important variable that influences a member in an organization (Wu, 2009). It is also an important predictor to measure an organization's performance (Bass et al., 2003). Yet, the majority of research discussed how the leadership style influences group or individual performance rather than how the leadership style fosters or impedes specific star talents' outcomes.

Table 2-2 presents the description of different leadership styles.

Table 2-2 Description of Leadership Styles

Leadership	Description	Source
Transformational	"A set of behaviors that seek to develop, share, and sustain a vision intended to encourage employees to transcend their own self-interest and achieve organizational goals"	Nielsen et al. (2019)
Transactional	"Transaction or exchange…. this promise and reward for good performance, or threat and discipline for poor performance".	Bass (1990)
Laissez-Faire	"Passive leaders who are reluctant to influence subordinates or give direction. They generally refrain from participating in group or individual decision making";	Bass (1981)
	" A non-involvement leadership, which may result to employees' low dependency, high self-decision making, and autonomous motivation	Yang (2015)

Transactional Leadership

Early studies on leadership differentiate leadership into trait and behavior theory (Ogbonna & Harris, 2000). These two theories identified the specific characteristics of two different kinds of leadership. Trait theory assumes that successful leaders were born to be, therefore, it is focused on differentiating between the personality, intelligence, knowledge, and emotional characteristics of leaders and non-leaders. On the other hand, behavior theory pays attention to the trust, respect, and the behavior of achieving organizational goal between leaders and non-leaders (Ogbonna & Harris, 2000).

Fred Fiedler (1964) argued that both trait and behavior theory ignored the affect from situation. In his Contingency theory, Fiedler suggested that effective leadership depends on the leader's style and the situational characteristics, thus,

leadership is in associated with the relationship between leader and member, the mission structure as well as the power of leader authorized by their position (Robbins, 2001).

Following Fiedler's contingency theory, House (1996) proposes his path-goal theory, which illustrated different kinds of leader behaviors, such as providing directions, offering support, allowing employees to be involved in decision-making, as well as expecting higher performance goals to motivate employees.

All these leadership theories were considering transactional leadership. Leaders set clear goals, act on a standard operation procedure, pay attention to employee trainings, are task-oriented with contingent reward behaviors. For the past decades, there were not much uncertainty situations. The transactional leadership performed well as the environment was stable and predictable, leaders can develop comprehensive plans under the certain circumstance and motivate employees toward the achievement of organizational goals.

However, the rapid evolving in new technology development has caused many uncertain situations in the business environment. As transactional leaders are not willing to change their behavior nor to break the existing regulations or the business model, transformational leadership became more demanded when under the uncertain situation.

Transformational leadership

Transformational leadership, as the most dominating leadership theory for the past two decades (Judge & Piccolo, 2004), is defined as a process more than a specific behavior (Burns, 1978), that displays higher ideals and moral values and inspires subordinates to produce intense and important changes.

Transformational leadership focuses on leader's transforming abilities. This kind of leadership changes and transforms employees by raising employees' motivation, developing commitment, and authorizing them to achieve organizational goals (Yukl, 2010). Meanwhile, transformational leaders care about inherent motivation, values, and employee development. As a result, followers devote their trust, admiration, loyalty, and respect to the transformational leaders (Yukl, 2010).

Nevertheless, transformational leadership is not entirely opposite to transactional leadership. Both styles of leadership have the same traits and behavior except transformational leaders are more willing to make changes in order to regulate organizational culture, redefine the frontier of business, and modify strategies to tackle the unpredictable changed caused by an uncertain environment. However, research also indicated that uncertain situation plays an important moderating effect between transformational and transactional leaderships (Waldman et al., 2001). Transformational leadership only performs well when an organization is under an uncertain environment. When the organization under low uncertainty environment, transformational leader may

not only be unable to increase organizational performance but also bring negative effects. This is because transformational leaders maybe making unnecessary changes or switching directions unnecessarily when the environment is of low uncertainty.

Indeed, when transformational leadership augmented transactional leadership, the performance level can even be greater (Snodgrass & Shachar, 2008).

Laissez-Faire Leadership

Laissez-faire leadership is mainly characterized by evasion and inactivity (Skogstad et al., 2014). This type of leaders escape from decision-making, yields their responsibilities, suspends actions, and avoids using the authority related to their roles (Bass & Bass, 2008; Den Hartog et al., 1997). They lack in providing feedback and acknowledgement to their followers (Hinkin & Schriesheim, 2008). They tend to neglect subordinates' needs, as they do not concern those as work-related problems (Yukl, 2010).

Laissez-faire leadership has also been found to be connected to the reduction of subordinate's exertion (Bass & Stogdill, 1990), performance, job satisfaction, employees' perception of leader effectiveness, and gratification with leaders (Judge & Piccolo, 2004); Under Laissez-faire leadership, interpersonal conflicts and employees' pressure increased (Skogstad et al., 2007). Laissez-faire leadership, therefore, has been treated both ineffective and

destructive (Skogstad, et al., 2007) and as one of the most popular styles of negative leadership in contemporary organizations (Robert & Vandenberghe, 2021).

However, Yang (2015) argues that the negative view of laissez-faire leadership is led by the one-dimensional definition and the subsequent measurement. Namely, laissez-faire leadership may not always represent ignorance, neglect, and disregard toward the needs of their subordinates (Skogstad et al., 2007) as currently defined.

Despite one of the leader's responsibilities is to monitor followers' performance outcome (Podsakoff et al., 2000), highly autonomous employees may appreciate leaders providing freedom for them to overcome challenges that occurred in their working environment by themselves. Under this circumstance, a hands-off or non-involvement approach may build up mutual trust and make employees feel respected (Yang, 2015).

Meanwhile, Yang (2015) also argues that the conventional view of laissez-faire leadership is biased. Laissez-faire leadership is perceived as non-strategic and, consequently, implies a negative result (Hinkin & Schriesheim, 2008). Indeed, from the wildly accepted Multifactor Leadership Questionnaire (MLQ-5X) (Bass & Avolio, 1995), in comparison to 5 scales and 20 items to evaluate the attributes and behaviors of transformational leaders' idealized influence, inspirational motivation, intellectual stimulation, and individual consideration and 2 scales and 8 items to evaluate transactional leader's contingent reward

and management by exception, Laissez-faire leadership received only 1item and 4 scales and had been defined as the absence of leadership. As such, Laissez-faire has been unfairly treated as non-leadership regardless of its non-involvement feature that allows employees with more freedom.

Therefore, Laissez-faire leadership can be viewed from the leaders' behavioral aspect. It can be redefined as non-involvement leadership, which may result in employees' low dependency, independent decision-making, and autonomous motivation (Yang, 2015). Even though Laissez-faire leadership might be stigmatized as a passive, destructive form of leadership (Kelloway et al., 2005; Skogstad et al., 2007), it may also be viewed as the contrary due to the trust and respect from the leader.

Leader-Member Exchange (LMX)

Among the studies of leadership effectiveness, the Leader-Member Exchange (LMX) theory has been widely employed to examine the relationship quality between leaders and their followers. LMX originally stemmed from the Vertical Dyad Linkage (VDL) theory and had been introduced and renamed as Leader-Member Exchange (LMX) in the 1970s (Graen et al., 1982).

LMX approach to the study of leadership effectiveness is grounded in role and social exchange theory (Graen, 1976; Graen & Scandura, 1987; Erdogan & Liden, 2002; Kamdar & Van Dyne, 2007), the LMX theory is concerned about the role-development of a "developed" or "negotiated" role.

In the role-development process, one critical aspect is that the roles in an organization are ambiguously and incompletely delineated. Therefore, the roles must be completely defined by the organizational members (Graen et al., 1973). This perspective formed the core concept of LMX that due to the time limitation leaders face at work, leaders differentiate their relationship with subordinates by categorizing them into two different groups of in-group and out-group respectively. As a result, a dyadic relationship was established.

The LMX theory proposed three phases in the role-development as well as the relationship between the leader and their subordinates. The first phase is an initial testing stage, or the stranger stage depicted by Hiller & Day (2003), and the role taking stage described by Dulebohn et al (2012). In this stage, leaders and followers observe and evaluate the perspective and expectations of each other in order to realize each party's intentions and the potential to exchange. The focus of the exchange in this stage is on one's self-interest. This relationship is associated with transactional leadership as described by Bass (1985).

In the second phase of the possible stage, roles, motives and exchange potential are redefined by both leaders and subordinates. The relationship is characterized by the increasement of trust, loyalty and mutual respect. Consequently, the leader–follower relationship is redefined. Hiller & Day (2003) described this as the acquaintance stage, while Dulebohn et al. (2012) stated this as the role making stage.

In the third phase, the mature stage, which is referred to as the mature partnership stage by Hiller & Day (2003) and role routinization stage by Dulebohn et al. (2012), mutual understandings and expectations are established between leaders and subordinates, which result in a stable relationship (Dulebohn et al., 2012).

Tremendous research on leadership effectiveness has been conducted. However, most of them were focused on leaders' traits, behavior, situational influences and treated followers as passive recipients, while LMX focuses on reciprocity and is generally considered to be positively related to employees' work performance (Gerstner & Day, 1997). Therefore, an assimilation of LMX with other leadership theories would elucidate how leadership affects at different levels.

2.2 Research Gap

Leaders and followers have a dyadic relationship. The effectiveness of leadership differs from how followers perform under different styles of leadership. Research have been done to examine the influence of transformational and transactional leadership on organizational and individual performance, yet, as talent is one of the four major elements for organizational sustainable competitive advantages (Barney, 1991), how top talent employees, or star talents, perform under different leadership style is still unknown.

2.2.1 Status Quo

Recent literature on star talents has primarily focused on their identification and the performance outcome at the individual-level. Huselid et al. (2005) discussed the importance of star talents and emphasized the differences between "A players" and "A positions" (Asgari et al., 2021), and assessed the multilevel influences of star talents and the circumstances that nurture their development. Cappelli & Keller (2013) provided both conceptual approaches and potential challenges related to talent management, including the identification and succession of star talents. Aguinis & O'Boyle Jr. (2014) searched for the characteristics and implications of star talents within 21st-century organizations. Call et al. (2015) present an integrative review and reconciliation of the star employee research.

However, few studies have ever explored the effect of different styles of leadership on star talents' work performance and how different styles of leadership amplify or diminish star talents' work performance. Little is known about how star talents perceive their leaders' leadership style and whether it would assist them in achieving the highest value they can contribute to the organization.

2.2.2 Challenges

It's difficult to identify a star talent in different industries and organizations. Having a succession plan in selecting high potential employees for an

organization's substantial competitiveness was widely accepted as a crucial element for an organizational sustenance in the 1980s. Numerous studies have been conducted. However, these studies mainly focused on measuring employees' potential to assure that such high potential employees can be included into the talent pool and finally can be the succession to the top management level (Derr et al., 1988).

In defining a star talent or a high potential employee, continued outstanding performance would always be the most critical requirement. In addition to the conventional in-role and out-role performance, it is also important to define the disproportional contribution of star talents through further research.

Previous studies focused on the expectations of overall employees between different leadership styles and rarely investigated star talents' perception of leadership styles. For example, when leaders performed laissez-faire leadership, what the reactions would star talents have? Would they demonstrate higher autonomy or become passive and resistant? This provides a valuable subject on the effective management mechanisms on star talents that is worth exploring.

In conclusion, the most challenging task for an organization in this era is to seek the most appropriate mechanism to manage their star talents. By identifying the effect of different leadership styles on star talents, leaders are flexible in applying different leadership styles to different star talents under different circumstance.

Chapter 3 Hypothesis Development

This study aims to investigate the effect of leadership styles on the star talents' work performance. Thus, objectives of this study are as follows:

To examine the relationship between leadership styles and star talents' work performance.

To examine the mediating effect of leader-member exchange between leadership style and star talent's work performance.

To examine the moderating effect of star talent's annual income between leadership style and star talent's work performance.

Consequently, the following research questions are developed:

How does transformational leadership relate to star talents' work performance?

How does transactional leadership relate to star talents' work performance?

How does laissez-faire leadership relate to star talents' work performance?

Does LMX mediate the relationship between leadership style and star talents' work performance?

Does stars' annual income status positively or negatively moderate the relationship between leadership style and star talents' work performance?

3.1 Transformational Leadership and Star Talents' Work Performance

Transformational leaders possess the features of identifying opportunities and expressing a clear vision of the organizational future (identifying and

articulating a vision), behaving grounded on organizational values and culture (appropriate model), nurturing efforts for organizational goals (fostering group goal acceptance), helping followers to realize leaders' expectations for excellence work performance (high-performance expectations), concerning with followers' consciousness and requirements (individual support) and, demanding followers to excel at their work and performance (intellectual stimulation) (Podsakoff et al., 1990).

Star talents often flourish under such leadership, as it supports their need for personal and professional development, pushes them to excel, and provides a supportive and engaging work environment. This in turn leads to the increase in job satisfaction, performance, and retention among star talents. Thus, Hypothesis 1 is formulated as following,

Hypothesis 1: Transformational leadership is positively related to star talents'
work performance.

3.2 Transactional Leadership and Star Talents' Work Performance

Transactional leadership theory suggests that this kind of leadership is a process of mutually beneficial exchange between leaders and their subordinates (Deluga, 1990). Transactional leaders set clear performance expectations, provides feedback, and rewards employees based on their achievements. By utilizing contingent rewards and managing by expectation, transactional leaders can effectively align the goals and efforts of employees, thereby positively

impacting their performance. Transactional leadership can be effective in certain situations as it is task-oriented and interactive, leaning upon real-time and proportionate incentives. By making performance rewarded and compensated, it helps organizations reach their goals (Burns, 1978).

Star talents play an essential role in driving organizational success and, in return, received disproportionate rewards (Huselid et al., 2005). If their exceptional efforts and achievements are not acknowledged or rewarded appropriately, they may feel undervalued, demotivated, and unappreciated, which can ultimately lead to dissatisfaction and a decline in their performance and commitment. While transactional leadership style provides a sense of direction and clarity, it may not fully satisfy the star talents' needs. They often thrive on autonomy, challenges, and creativity. When transactional leadership cannot meet the needs and aspirations of star talent, it can lead to negative outcomes. Thus, Hypothesis 2 is formulated as following,

Hypothesis 2: Transactional leadership is negatively related to star talents'
work performance.

Leaders' recognition is an important immediate source of recognition to employees (Chênevert et al., 2021). An underutilized inducement of nonmonetary recognition has been found to be effective when compared to monetary recognition (Stajkovic & Luthans, 2001).

From a social exchange theoretical point of view, perceiving the availability of leaders' recognition breeds the responsibility and obligation for star talents to remain in the organization and encourage them to contribute more (e.g., Rhoades & Eisenberger, 2002).

If transactional leaders not only establish clear performance expectations and provide feedback but also utilize non-monetary rewards, such as public recognition, appreciation, and opportunities for growth, it may motivate and engage star employees. These non-monetary incentives and recognition mechanisms are expected to enhance the performance of star employees by fostering a sense of value, belonging, and personal fulfillment. It consequently generates a positive relationship between leaders and stars. This effect will also be examined within this hypothesis.

3.3 Laissez-Faire Leadership and Star Talents' Work Performance

Laissez-faire leadership has been widely acknowledged as being ineffective. Leaders evade making-decisions, abandon their responsibilities, hold over actions, and resist utilizing the authority that was delegated to their roles (Bass & Bass, 2008; Den Hartog et al., 1997). Laissez-faire leaders are also unwilling to deliver feedback and recognition to subordinates (Hinkin & Schriesheim, 2008) and they tend to neglect followers' needs, as they do not manage non-work-related problems (Yukl, 2010). Laissez-faire leadership, therefor, is associated with negative outcomes (Bass & Avolio, 1994; Judge & Piccolo,

2004; Kelloway et al., 2005; Skogstad et al., 2007) and has been deemed as non-strategic or inattentive leadership positioned at the opposite side of transformational and transactional leadership (Hinkin & Schriesheim, 2008).

However, Yang (2015) argues that the traditional scope of Laissez-faire leadership is biased from the beginning as it is saddled with the construct that laissez-faire leadership is non-strategic and consequently has implicit negative consequences. Meanwhile, empirical studies reveal that experienced employee with higher degree of discretion positively affect individual performances (e.g., Caza, 2011). Thus, employees with experience and are competent, as we defined star talent, should be relatively less dependent on their leaders (Yang, 2015). Consequently, Laissez-faire leadership is recognized as a non-involvement of leader which is in accordance with the empowering leadership style and is related to self-control, autonomy, self-determination, and higher level of decentralization and discretion (Vecchio et al., 2010).

Star talents are self-motivated with high competence and autonomy in performing their tasks. They may appreciate such non-involvement leaders (cf. Ryan & Tipu, 2013). This may lead to a positive impact on star talents' task performers. Thus, Hypothesis 3 is formulated as following,

Hypothesis 3: *Laissez-faire leadership is positively related to star talents' work performance.*

3.4 The Mediating Role of Leader-Member Exchange

LMX quality is positively correlated with subordinates' work performance, such that subordinates who has a favorable relationship with their immediate supervisors demonstrate higher work performance (Janssen & Van Yperren, 2004). High quality LMX is marked by positive affect, mutual respect, loyalty, and a sense of obligation, particularly from the subordinate's perspective (Liden & Maslyn, 1998). In line with the effect of reciprocity expectation, leader treat subordinates with higher work performance more advantageously, and subordinates receiving advantageous treatment are more likely to perform better (Liden & Maslyn, 1998).

Compared to transactional leaders, transformational leaders are more likely to cultivate high-quality LMX with their subordinates due to their leadership style (Wang et al., 2015). Transformational leaders' charismatic appeal and emphasis on building mutual trust and reciprocal exchange with their subordinates encourage their subordinates' openness to engage in social exchanges with their leader (Goodwin et al., 2001).

The mediating effect of leader-member exchange between transformational leadership and followers' work performance has received empirical support (Wang et al., 2005). Thus, Hypothesis 4 of the LMX mediating role between transformational leadership and star talents' work performance is formulated as following,

Hypothesis 4: Leader-member exchange (LMX) mediates the positive relationship between transformational leadership and star talents' work performance.

Transactional leadership demonstrated a double-edge effect in the relationship between leader and employee (Young, et al., 2020b). As transactional leadership provides rewards to employees for their goal achievement and punishes employee for failing to achieve the set goals, the characteristics of leader behavior in terms of reward-based or punishment-based leadership may vary the quality of LMX.

With leaders with reward-based transactional leadership behavior, when star talents deliver a disproportionate contribution and receive expected reward, it can result in a high quality LMX between leader and star talent. On the contrary, leaders that demonstrate punishment-based transactional leadership behavior penalize star talents for their mistakes. Moreover, when star talents deliver disproportionate contribution but did not receive the expected reward, it may also be viewed as a type of penalty. Both types of punishments lead to a low quality LMX.

A previous study on the quality of LMX revealed that when subordinates are not motivated by their job due to the lack of empowerment, the relationship between LMX and work performance is stronger (Harris, Wheeler & Kacmar, 2009). Under this circumstance, leaders would try in different ways of

providing other benefits that can keep the employees motivated and, thus, enhance the relationship between the leaders and the subordinates (Liden et al., 1997).

Star talents may be highly motivated to achieve outstanding performances due to their autonomous, creative, and productive nature. They are driving to reach extremely high goals and exceptional contributions. Thus, star talents need more freedom for them to make decisions. They would also be eager to receiver more resource assigned to support their achievement from their leaders.

Thus, Hypothesis 5 of the LMX mediating role between transactional leadership and star talents' work performance is formulated as following,

Hypothesis 5: Leader-member exchange (LMX) positively mediates the negative relationship between transactional and star talents' work performance.

Empowerment and hands-off non-involvement leaders with Laissez-Faire leadership provide this scarce resource to star talents when high quality LMX is established. Thus, Hypothesis 6 of the LMX mediating role between laissez-faire leadership and star talents' work performance is formulated as following,

Hypothesis 6: Leader-member exchange (LMX) positively mediates the relationship between laissez-faire leadership and star talents' work performance.

3.5 The Moderating Role of Star Talents' Annual Income

Lawler (1972) states the relationship between employees' performance and pay is the most important issue for an organization to consider (Tang & Gilbert, 1995b). When people work, they are compensated, which solves the problem for themselves as well as for their families away from the fear of hunger, thirst, and other kinds of physical needs; they can also build a secure shelter to protect themselves and their families away from danger and threat. Pecuniary reward, therefore, is one of the most important motivations that drives people to work harder and better. Consequently, performance can effectively be improved by increasing the connection between performance and pay (Rynes et al., 2005).

However, limited research has examined income as a moderator in the relationship between leadership style and star talents' work performance. As star talents are rare yet contributes outstanding performance outcomes, it is essential for leaders to explore how star talents perceive their leadership behaviors and how income moderates the relationship between their leadership style and star talents' work performance.

Star talents with higher autonomy and greater responsibility in achieving organizational goals, therefor, are worth for leaders to understand how they perceive leaders' leadership behaviors as well as the possible moderating effect of income.

Transformational leadership is composed of four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration (Dionne et al., 2014). Previous studies found that when a leader shows individualized consideration, employees are more likely to feel satisfy with their job (Kara et al., 2018). Furthermore, studies also revealed higher income employees are more satisfied with their jobs, which in return inspire employees to reach higher goal achievement for organizations (Gomez-Mejia & Balkin, 1992)

Star talents provides disproportionate contribution, and in return, receive disproportionate reward. Star talents in the low income level foresee the opportunities for an increase in compensation. Their motivation to work for a raise would be stronger than those star talents who are already receiving high income. Thus, Hypothesis 7 of the moderating role of star talents' annual income between transformational leadership on their work performance is formulated as the following,

Hypothesis 7:Star talents' annual income weakens the relationship between transformational leadership and star talents' work performance, such that the relationship becomes weaker when the annual incomes are high.

The increase in annual income is essential for organizations to recruit, grow, and retain star talents. Organizations develop compensation structure to provide reasonable pay according to star talents' work performance. Leaders with transactional leadership behaviors set clear goal, act on a standard operation

procedure, pay attention to employees training, task-oriented and with contingent reward behavior provide the potential opportunities to motivate star talents' expectation for higher income obtained when they perform outstanding work performance. Star talents in the low-income group may feel even stronger as they foresee the great potential for them to receive commensurate rewards when they deliver outstanding contribution to the organizational outcomes. Thus, Hypothesis 8 of the moderating role of star talents' annual income between transactional leadership and their work performance is formulated as following,

Hypothesis 8:Star talents' annual income weakens the relationship between transactional leadership and star talents' work performance such that the relationship becomes weaker when the annual income is high.

Laissez-faire leadership is defined as a non-involvement leadership, which catalyzes star talents' low dependency, high self-decision-making, and autonomous motivation (Yang, 2015). Income level had received empirical support of significantly moderating the relationship between leadership style and job satisfaction (Mullen et al. 1989). Star talents who received trust and respect from Laissez-faire leaders may also be intrinsically motivated (Barbuto 2005) to seek higher goal achievement as well as income increased especially for those star talents with room for growth. Thus, Hypothesis 9 of the

moderating role of star talents' annual income between laissez-faire leadership

and their work performance is formulated as the following,

Hypothesis 9: Star talents' annual income weaken the relationship between

laissez-faire leadership and star talents' work performance

such that the relationship becomes weaker when the annual

incomes are high.

To sum up, Figure 3-1 illustrates the research framework of this study.
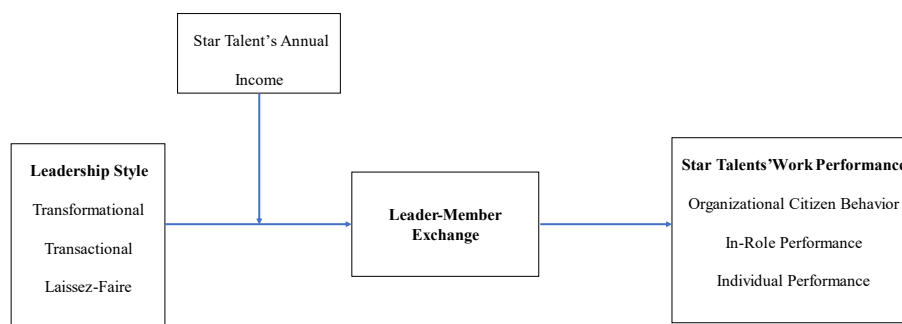
Figure 3-1 Research Framework

Chapter 4 Research Design

4.1 Background

The study was conducted with a quantitative survey approach. As star talents are rare, it is more complicated to collect samples of star talents on a random basis, thus, a non-probability sampling, which means a non-random, non-representative sample gathering strategy was adopted to collect the data.

A total number of qualified 149 out of 158 responses from students of the SJTU-SMU DBA program, a Singapore-based multinational paint manufacturer in China, an UK-based associated food company in Shanghai, and a local auto manufacturing service company in Shanghai participated in this survey.

4.2 Sample

There is no short cut to recruit high quality star talent as candidate for this research. Fortunately, university has done it for us in advance.

The criteria of being a SJTU-SMU DBA program student include: (a) has an educational level of undergraduate or master degree and above; (b) at least 8 years, but preferably 12 years and above of working experience in management. Moreover, most of them are both leaders and star talent in various industries and organizations Due to the multiple positions, organizations, and industries of the SJTU-SMU DBA students, the selection of samples creates greater

generalizability and evades high homogeneity of personal and organizational characteristics (Avolio et al., 1999).

A total number of 158 out of 326 responses were received. Among them, 59 responses from SJTU-SMU DBA students are received within the questionnaire distribution time. To increase the sample size, 2 multinational companies in chemical and food industry and a local auto service company based in Shanghai were invited to participate in the survey.

With the assistance from the 3 companies' HR department, the questionnaire is distributed to the employees who were ranked as. The top 30% performer in the previous year's performance appraisal. 99 responses are received from these 3 companies.

After reviewing of the questionnaires response collected by checking on the reverse questions, 9 responses were deemed as invalid, I delete these 9 responses, which resulted in the total qualified samples of 149 (N=149).

Tables 4-1 presents the analysis of the questionnaire responded. More details of the respondents profile will be discussed in Chapter 5.

Table 4-1 Questionnaire Responses Rate

Data Source	Distribution	Responses	Response Rate
SJTU-SMU DBA	111	59	53.15%
Chemical Manufacturer	165	69	41.82%
Food Company	20	20	100.00%
Auto Service	30	10	33.33%
Total Reponses	326	158	48.47%

4.3 Procedure

A quantitative survey distributed through a digital, remote approach is naturally effective for data collecting, organizing, and analyzing (De Vaus, 2013). In addition to the effectiveness, this approach also has the advantages of lower cost, less geographical limitations, less time constraints on the participants, and flexibility in data collection (Wimmer & Dominick, 2014). Thus, it is valuable for researchers seeking factual and descriptive information (De Vaus, 2013).

When developing the questionnaire questions, the three primary goals included minimizing administration difficulty, reducing respondents completion errors, and maintaining equivalence as literature has suggested that the most accurate data came from participants' easy and quick responses (Krosnick et al., 2015).

4.4 Measure

Bass (1985) first develops the Multifactor Leadership Questionnaire (MLQ) attempted to conceptualize the transactional and transformational leaders' behaviors. Three factors of Charismatic Leadership include Individualized Consideration and Intellectual Stimulation were seen as being transformational, and two factors of Contingent Reward and Management-by-Exception were seen as being transactional.

Various MLQs have been developed to target specific contents as well as different populations. Despite the continuous evolution of MLQ, more recent studies used Form 5 (Hater & Bass, 1988), which was designed to differentiate active management-by-exception from passive management-by-exception, and related to leader performance, organizational outcomes, and follower satisfaction.

Although Multifactor Leadership Factor (MLQ) has widely been used to measure transformational and transactional leadership (Jensen et al., 2016), the high correlation and poor discrimination factors of transformational and transactional leadership were criticized (Van Knippenberg & Sitkin, 2013), a four-factor operationalization of measurement instrument for transformational and transactional leadership developed by Jensen et al. (2016) has been empirical assessed and demonstrated with convergent validity, discriminant validity, and measurement invariance.

The four-factor including one for transformational leadership with seven items and three for transactional leadership with four items to pecuniary reward, non-pecuniary reward, and contingent sanction respectively (Jensen et al., 2016). This is in line with my objective to assess the perceived value of leaders by star talents. I, therefor, applied this option to examine the relationship between leadership styles and star talents.

Laissez-faire leadership as treated as non-involvement leadership to star talent may be perceived as an act of respect or deference (Jensen et al., 2016),

star talents, therefore, receive higher empowerment and are encouraged to express their own ideas, improving cooperative decision-making, as well as supporting information sharing (Arnold et al., 2000).

Arnold et al. (2000) suggests evaluating Laissez-faire leadership from an empowerment leadership perspective. They developed a measurement to assess Laissez-faire leadership from three prospects, including: leading by example, participant decision-making, and coaching, concluding the potential positive effects of laissez-faire leadership by letting followers be more autonomy and self-controlled.

The measurement includes fourteen items. To make this study easy and evoke quick response from participants, five items were selected to examine the relationship between Laissez-faire leadership and star talent' work performance (Arnold et al., 2000).

The questionnaire outline of leadership styles is displayed in Appendix 1.

In order to measure the quality of working relationships between leaders and subordinates, the seven items of Leader-Member Exchange (LMX-7) was developed (Graen & Uhl-Bien, 1995) to examine mutual respect, reciprocal trust, and expectations about relational obligations between leaders and star talents.

Leader-member exchange as a mediator was examined based on the LMX – 7 questionnaires (Graen & Uhl-Bien, 1995) in this study. The LMX questionnaire outline is displayed in Appendix 2.

In measuring the performance outcome, Organizational Citizenship Behaviors (OCB) are mainly be used to measure the extra-role performance as it represents an individual behavior which is beyond employees' job description yet improving organizational efficiency (Organ, 1998).

Organizational citizenship behaviors (OCB), which represents the star talents' extra-role performance, were divided into two functions, namely OCBI and OCBO, based on the behavioral targets for beneficial to other individuals and to organizations respectively (Williams & Anderson 1991). In addition to the existed categories, Ma et al. (2022) provide extra-role behaviors focused on employees toward outside customers, which is defined as OCBC.

The third-order OCB construct tested on hospital and hospitality industry suggested the positive role of OCB in employee workplace well-being.

Therefore, the assessment of organizational citizenship behavior was adopted from the seven out of twenty one items of multi-order multidimensional structure of organizational citizenship behavior (Ma et al., 2022). This approach is in accordance with Scandura & Gren's (1984) instrument of moderating effects of initial leader-member exchange status on the effects of a leadership intervention, additionally, with Chinese translation (Ma et al., 2022).

The OCB questionnaire outline is displayed in Appendix 3.

To differentiate between the distinction of in-role performance and extra-role performance, Williams & Anderson (1991) develop a 21-items scale to distinguish the extra-role and in-role behaviors. As the in-role measurement was

based on the measurement scale with only 3 items developed by O'Reilly & Chatman (1986), 4 more items with regard to in-role behavior and recognized by formal reword system as a component in job description were added. This fit our requirement in evaluating star talent's work performance in terms of in-role work performance.

Questionnaire outline for in-role performance is displayed in Appendix 4.

Questionnaire from previous literatures was adapted and simplified in order to obtain the easy and quick response from participants (Hinkin & Schriesheim, 2008; Graen & Uhl-Bien, 1995). An informed consent to describe study's purpose and confidentiality as well as investigator statement was also included in the questionnaire.

The questionnaire was translated to Chinese and on a self-rated scale. Before sending the survey to the research participants, back translation was completed to confirm the accuracy of the questionnaire.

The full scale measurement in Chinese with back translation is displayed in Appendix 5.

Gender, age, education, occupation (type of industry), job title (level in the organization), annual income and tenure were controlled since these variables are related to star talents' work performance but are not the focus on this study (Tapia-Andino & De Paula, 2023; Gupta et al., 2022).

Control variables were recoded to dummy variable as gender (1=male, 0=female), age (1=aged 41 and above, 0=aged 40 and below), educational level

(1=beyond undergraduate, 0=below undergraduate), Occupation (1=manufacturing, 0=others), job title (1=deputy general manager and above, 0=manager and below), annual income (1=above 500, 000; 0=below 499,999), tenure (1= more than 10 years, 0= less than 10 years).

Annual income was simultaneously selected as the moderator to examine the moderation effect on leadership styles and star talent's work performance. The researcher's previous working experience as the VP of Human Resource and cooperation with global consultant agency in developing compensation structure for members of talent pool had informed this research, such as RMB 500,000 is appropriate to be treated as the cutoff line between higher and lower income groups. Therefore, we controlled the group of income lower than 500,000 represents 47.7% of the sample.

4.5 Data Collection

We selected SoJump, a professional online questionnaire survey firm with the advantages of fast, easy to use, and nearly no cost to distribute the questionnaire.

After the questionnaire was uploaded to SoJump, the electronic questionnaire was automatically generated. SJTU-SMU DBA administration office and the HR department of the 3 participating companies then sent the electronic questionnaire to the qualified respondents through WeChat.

When the respondents had completed their questionnaire, they simply needed to click the submit button, and the completed questionnaire were sent back to SoJump to generate a statistic excel sheet. This excel sheet can be imported into a statistic software by the researcher for data analysis.

Chapter 5 Results

5.1 Analysis

The main purpose of this study is to explore the influence of transformational, transactional and laissez-faire leadership styles on the work performance of star talents as well as the mediating effect of LMX in the relationship between leadership style and star talent's work performance. The moderating effect of star talents' annual income on the relationship between leadership style and work performance is also examined

The result of the study enables a comparison between leadership styles and star talents' work performance on the variables assessed in this study.

Table 5-1 presents the correlations between variables.

Table 5-1 The Control Variables Correlations

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
TF_C	.900	.847	1											
TS_C	.000	.745	.780**	1										
LF_C	.000	.877	.781**	.817**	1									
LMC_C	3.772	.781	.681**	.721**	.718**	1								
WP_C	.251	1.106	.670**	.717**	.637**	.581**	1							
Gender_D	.477	.501	.011	-.025	.041	.026	-.031	1						
Age_D	.604	.491	-.031	-.078	-.066	-.043	-.082	.305**	1					
Edu_D	.443	.498	-.024	-.050	-.016	.068	-.091	.258**	.059	1				
Occu_D	.409	.493	.119	.030	.084	.212**	.069	.217**	.088	-.056	1			
Title_D	.591	.493	.047	.166*	.036	.062	.122	-.381**	-.395**	-.357**	-.029	1		
Income_D	.523	.501	.000	-.137	.007	-.018	-.011	.265**	.354**	.256**	.002	-.685**	1	
Tenure_D	.812	.392	-.020	-.008	-.069	-.009	.040	.012	.383**	-.124	.086	-.156	.229**	1

Note: N=149, SD: Standard Deviation, TF_C: Centered Transformational Leadership, TS_C: Centered Transactional Leadership, LF_C: Centered Laissez-Faire Leadership, LMX_C: Centered Leader-Member Exchange WP_C: Centered Work performance, Gender_D: Dummied Gender, Age_D: Dummied Age, Edu_D: Dummied Education, Occu_D: Dummied Occupation, Title_D: Dummied Job Title, Income_D: Dummied Annual Income, Tenure_D: Dummied Tenure

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

5.1. 1.Demographic profile

The demographic results showed that 52.3% are female, and the highest frequency is in the age range of 41-50 (46.3%) followed by age range of 31-40 (33.6). These two ranges of age represented 79.9% of the respondents. 51.7% of the respondent obtained the undergraduate degree, followed by 44.3% with Master's, Doctorate, and above, which means 96% of respondents were highly educated. Among the respondents, 40.9% are working in the manufacturing industry. Most respondents were in manager, senior manager, deputy director and/or equivalent position (32.9%) and 18.8% are in the position of Top management (i.e. General manager, General factory director, Managing director, vice president, President, CEO and equivalent position). In terms of annual income, 47.7% are under RMB500,000 and 30.2% are in between RMB510,000 to 1,500,000. 34.9%, worked for more than 20 years and 32.9% have been working for 10-15 years in the current organization. Table 5-2 presented the respondents' demographic profile.

Table 5-2. Respondents Demographic Profile

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	71	47.7	47.7	47.7
	Female	78	52.3	52.3	100.0
Age	20~30	9	6.0	6.0	6.0
	31~40	50	33.6	33.6	39.6
	41~50	69	46.3	46.3	85.9
	51~60	21	14.1	14.1	100.0
Education	Below Undergraduate	6	4.0	4.0	4.0
	Undergraduate	77	51.7	51.7	55.7
	Master Doctor and above	66	44.3	44.3	100.0
Occupation	Manufacture of machinery and equipment	9	6.0	6.0	6.0

	Manufacture of electrical and optical equipment	5	3.4	3.4	9.4
	Manufacture of consumer product equipment	9	6.0	6.0	15.4
	Other manufacturing	38	25.5	25.5	40.9
	Construction industry	6	4.0	4.0	45.0
	Transportation/logistic	12	8.1	8.1	53.0
	Education/training institution	4	2.7	2.7	55.7
	Internet	7	4.7	4.7	60.4
	Information Technology Enabled Service	7	4.7	4.7	65.1
	Hotel/catering/tourism	6	4.0	4.0	69.1
	Banking, Financial service and Insurance	8	5.4	5.4	74.5
	Real estate	3	2.0	2.0	76.5
	Professional service (legal/consultant service)	14	9.4	9.4	85.9
	Health care	14	9.4	9.4	95.3
	Arts and Entertainment	3	2.0	2.0	97.3
	Agriculture, forestry, fisheries and animal husbandry	1	.7	.7	98.0
	Electric/gas industry	2	1.3	1.3	99.3
	Non-Profit organization	1	.7	.7	100.0
Job Title	Others	28	18.8	18.8	18.8
	Supervisor, Assistant manager and/or equivalent positions	33	22.1	22.1	40.9
	Manager, senior manager, deputy director and/or equivalent position	49	32.9	32.9	73.8
	Deputy general manager, director, plant manager or equivalent position	11	7.4	7.4	81.2
	General manager, General factory director, Managing director, vice president, President, CEO and equivalent position	28	18.8	18.8	100.0
Income	Below 500000	71	47.7	47.7	47.7
	510000-1500000	45	30.2	30.2	77.9
	1510000-2500000	17	11.4	11.4	89.3
	2510000-3500000	7	4.7	4.7	94.0
	3510000-4500000	3	2.0	2.0	96.0
	4500000 and above	6	4.0	4.0	100.0
Tenure	Below 5 years	15	10.1	10.1	10.1
	5-9.9 years	13	8.7	8.7	18.8
	10-14.9 years	49	32.9	32.9	51.7
	15-19.9 years	20	13.4	13.4	65.1
	Over 20 years	52	34.9	34.9	100.0

Note: N = 149

5.1.2 Descriptive statistics

Descriptive statistics were used to compared the mean, standard deviation and correlation with the relationship between transformational leadership, transactional leadership, Laissez-Faire leadership and Star talents' work performance. The Transactional leadership was divided into three factors of pecuniary reward, nonpecuniary reward and contingent reward. Laissez-Faire leadership was divided into three factors of Leading by Example, Participating in Decision-making and Coaching, and work performance was divided into three factors, consisting of Extra-role performance (i.e. Organizational Citizenship Behavior), In-role performance, and self-rated individual performance.

Table 5-3 presented the Means, Standard Deviations and Intercorrelations for the observed variables.

Table 5-3:Means, Standard Deviations, and Intercorrelations for the Observed Variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10
TF	3.9799	.8473	1									
Pecuniary Reward	3.7936	.8966	.755**	1								
Nonpecuniary Reward	3.9883	.8303	.737**	.721**	1							
Contingent Sanction	3.6208	.8842	.515**	.592**	.485**	1						
Leading by Example	3.8490	1.0522	.653**	.620**	.575**	.561**	1					
Participating in Decision making	4.0738	1.0755	.636**	.618**	.623**	.476**	.716**	1				
Coaching	3.9866	.8638	.792**	.751**	.804**	.573**	.678**	.724**	1			
OCB	4.0679	.5866	.514**	.494**	.561**	.427**	.456**	.450**	.553**	1		
In-role Performance	4.4209	.5570	.394**	.366**	.443**	.334**	.355**	.400**	.469**	.581**	1	
Individual Performance	4.1007	.6446	.161*	.182*	.158	.121	.272**	.199*	.197*	.305**	.431**	1

Note: N=149, TF= Transformational Leadership,

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

5.2 Model Results

5.2.1 Confirmatory Factor Analysis

The PROCESS AMOS was used with centered variables to analyze the data. Structure Equation Modeling (SEM) was applied to assess the model's goodness of fit index and to depict the structural relationship. This study evaluated the SEM used to analyze the relationships between transformational, transactional, and laissez-faire leadership styles and star talents' work performance. Model fit indices are employed to assess the goodness-of-fit of the SEM, providing valuable insights into the validity and reliability of the proposed model.

Table 5-4 presents the model fit indices obtained from the SEM analysis. The indices examined include the Chi-square to degrees of freedom ratio (CMIN/DF), Standardized Root Mean Square Residual (SRMR), Goodness-of-Fit Index (GFI), Parsimonious Goodness-of-Fit Index (PGFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR).

The results indicate that the CMIN/DF=1.769, suggesting a slight deviation from ideal fit but acceptable (Kline, 1998). The SRMR=0.0724, which is less than 0.08, can be considered a good fit (Hu and Bentler, 1999). RMR = $0.059 \leq 0.07$ represented an acceptable fit (Steiger, 2007). Although the IFI=0.845 and CFI=0.843 were slightly less than the widely used cutoff of greater and 0.9 or 0.95, according to Hu & Bentler (1999), both IFI and CFI closed to 1 indicates a very good fit as 1 represents the perfect fit. Thus, it is considered acceptable

but the model fit could be improved. The RMSEA of 0.072 ,< 0.10, is considered

acceptable (Hu & Bentler, 1999). However, the GFI of 0.648 indicates that the

model needed to be improved. According to Jöreskog and Sörbom (1993), the

PGIF of 0.589 is greater than 0.5, indicating an acceptable fit. Thus, we

acknowledged the acceptable model fit result.

In summary, the model fit assessment provides valuable insights into the

adequacy of the SEM in explaining the relationships between three leadership

styles and star talents' work performance. While the model demonstrates

reasonable fit according to some indices, there are still opportunities for

improvement to heighten the models' validity and reliability.

Table5-4 :Model Fit Measurement

Model	Variables and Factors	X^2/DF	RMR	GFI	PGFI	IFI	CFI	RMSEA
Default model	TF_C,TS_C,LF_C,WP_C	1.769	0.059	0.648	0.589	0.845	0.843	0.072

Cronbach's alpha is applied to evaluate the reliability of the construct. For

transformational leadership, transactional Leadership, laissez-faire leadership,

LMX and Work performance, the Cronbach's α are 0.933, 0.912, 0.933, 0.927,

0.902 respectively, which are all greater than 0.6, indicating the high internal

consistency reliability and significant correlation among the items for

measuring the five constructs.

The Composite Reliability (CR) for transformational leadership,

transactional leadership, Laissez-faire leadership, LMX as well as work

performance are 0.895, 0.866, 0.834, 0.876 and 0.923 respectively, which all exceeds the threshold of 0.7, further confirming the internal consistency and reliability of the construct.

Table 5-5 presents the Cronbach's alpha and Composite Reliability of the constructs.

Table 5-5 Cronbach's Alpha and CR in Confirmatory Factor Analysis

Construct	Cronbach's Alpha	CR
Transformational Leadership	0.933	0.895
Transactional Leadership	0.912	0.866
Laissez-Fair Leadership	0.933	0.834
Leader-Member Exchange	0.927	0.876
Work Performance	0.902	0.923

Note: Total item:51

5.3 Regression Results

For better fitness of the model, centered variables were applied to the regression analysis.

Control variables were recoded to dummy variable as gender (1=male, 0=female), age (1=aged 41 and above, 0=aged 40 and below), educational level (1=beyond undergraduate, 0= undergraduate and below), Occupation (1=manufacturing, 0=others). Job title (1=Manager and above, 0= Below manager), annual income (1=above 500, 000; 0=below 499,999), tenure (1= more than 10 years, 0= less than 10 years).

5.3.1 Hypothesis Testing

This study aims to explore the effect of different leadership style related to star talents' work performance as well as the mediating effect of LMX and the moderating effect of star talent's annual income.

The hypotheses were addressed to examine the direct effect, the LMX mediating effect and star talents' annual income, as well as the moderator between different leadership and star talent's work performance.

Regression analysis supported by SPSS was applied to examine the relationship between leadership styles and star talents' work performance, and SPSS ROCESS macro was used to assess the mediation and moderation effect.

5.3.2 Regression Analysis Results:

Transformational Leadership and Star talents' work performance.

The regression results revealed a significant positive correlation between transformational leadership and star talents' work performance. Specifically, the regression model demonstrated an R-value of 0.709, indicating a strong positive correlation between transformational leadership and star talent's work performance. The R square value of 0.502 suggests that approximately 50.2% of the variance in star talent's work performance can be explained by transformational leadership. This indicates a substantial influence of transformational leadership on the star talents' work performance.

Furthermore, the F-statistic of $F(3, 139) = 15.570$ is significant at $p < 0.001$,

indicating that the regression model as a whole is statistically significant. This suggests that the independent variable, transformational leadership, significantly predicts star talent's work performance.

The unstandardized coefficient (B) of 0.649 indicates the magnitude and direction of the relationship between transformational leadership and star talent's work performance. With a t-value of 6.034 and a p-value of 0.000, the coefficient is statistically significant, providing further evidence of the positive relationship between transformational leadership and star talent's work performance.

Consequently, Hypothesis 1 is supported. The findings indicate that higher levels of transformational leadership are associated with improved star talent's work performance.

Transactional Leadership and Star Talents' Work Performance.

The regression results indicate a significant positive association between transactional leadership and work performance among star talents.

The regression model yielded an R-value of 0.738, indicating a strong positive correlation between transactional leadership and work performance. The R square value of 0.545 suggests that approximately 54.5% of the variance in star talent's work performance can be explained by transactional leadership. Furthermore, the F-statistic of $F(3, 139) = 18.489$ is significant at $p < 0.001$, indicating that the regression model as a whole is statistically significant. This

suggests that the independent variable, transactional leadership, significantly predicts star talent's work performance.

The unstandardized coefficient (B) of 0.931 indicates the magnitude and direction of the relationship between transactional leadership and work performance. With a t-value of 7.275 and a p-value of 0.000, the coefficient is statistically significant, providing strong evidence of the positive relationship between transactional leadership and star talents' work performance.

In this study, it was hypothesized that while transactional leadership style provides a sense of direction and clarity, it may not fully satisfy the needs of star talents, as they often thrive on autonomy, challenge, and creativity which transactional leadership may not provide, thereby leading to negative outcomes. Based on the regression analysis results, Hypothesis 2 is not supported. Instead, the findings suggest that higher levels of transactional leadership are associated with increased star talent's work performance.

Laissez-Faire Leadership and Star talents' work performance.

The regression results reveal a significant positive association between Laissez-faire leadership and star talents' work performance.

The regression model yielded an R-value of 0.680, indicating a moderate positive correlation between Laissez-faire leadership and work performance. The R square value of 0.463 suggests that approximately 46.3% of the variance in star talent's work performance can be explained by Laissez-faire leadership.

Furthermore, the F-statistic of F(9, 139) = 13.313 is significant at p < 0.001, indicating that the regression model as a whole is statistically significant. This suggests that the independent variable, Laissez-faire leadership, significantly predicts star talent's work performance.

The unstandardized coefficient (B) of 0.560 indicates the magnitude and direction of the relationship between laissez-faire leadership and work performance. With a t-value of 4.863 and a p-value of 0.000, the coefficient is statistically significant, providing strong evidence of the positive relationship between Laissez-faire leadership and star talent's work performance. Hence, Hypothesis 3 is supported.

Table 5-6 presents the hypotheses results of different leadership style on star talent's work performance.

Table 5-6 Hypotheses Result of Leadership Style on Star Talent's Work performance

Regression Weighs	R	R²	F	B	t	p	Results
TF_C → WP_C	.709	.502	15.570	.649	6.034	.000	Supported
TS_C → WP_C	.738	.545	18.489	.931	7.275	.000	Not Supported
LF_C → WP_C	.680	.463	13.313	.560	4.863	.000	Supported

Note: *p<0.05, TF_C: Centered Transformational Leadership, TS_C: Centered Transactional Leadership, LF_C: Centered Laissez-Faire Leadership, WP_C: Centered Work performance
Covariates: Gender_D, Age_D, Edu_D, Occu_D, Title_D, Income_D, Tenure_D

Mediation Effect

A mediation analysis was performed to examine the mediating effect of LMX on the relationship between leadership style and star talents' task. The

SPSS PROCESS macro was used to analyze the data.

LMX mediates the relationship between Transformational Leadership and Work performance

From a simple mediating analysis conducted using ordinary least square path analysis performed by the SPSS PROCESS macro, support was found for the hypothesis that positive relations significantly mediated the relationship between transformational leadership (TF_C) and star talents' s work performance (WP_C). As can be seen in Table 5-7, transformational leadership is positively associated with LMX (b=.3546). A bootstrap confidence interval for the indirect (ab=.2168) based on 5,000 bootstrap resamples is entirely above zero (.0713 to .3889), suggesting that positive relations mediate the association between transformational leadership and star talents' work performance. Both path *a* and *b* were positive, hence, LMX partially mediated the relationship between star talents' work performance and Transformational leadership. Thus, Hypothesis 4 is supported.

Table 5-7 Results of Transformational Leadership Mediation Analysis

Antecedent		M (Leader-Member Exchange)					Y (Work performance)			
		B	SE	p	β		B	SE	p	β
TF_C X	a	0.6115	0.0559	0.0000	0.6635	c'	0.8656	0.0811	0.0000	0.4970
LMX_C M						b	0.3546	0.1075	0.0000	0.2503
		R²= .4956, F(8, 140)= 17.1933; p<0.01					R²=.5020, F(9, 139)=15.5699; p<0.01			

Note: TF_C: Centered Transformational Leadership, LMX_C: Centered Leader-Member-Exchange, BootLLCI :0.713; BootULCI:0.3889

Figure 5-1 displayed the path diagram of mediating effect between transformational leadership and work performance.

Figure 5-1 Path Diagram of Mediating Effect Between Transformational Leadership

and Work Performance

LMX mediates the relationship between Transactional Leadership and Work

performance

The mediation analysis examined the indirect effect of transformational leadership (TS_C) on star talent's work performance (WP_C) through the mediator of leader-member exchange (LMX_C). Bootstrap resampling was used to estimate the indirect effect and its associated standard error and confidence interval. The results found the positive relations between transactional leadership and star talents' s work performance, yet, the mediation effect on these two variables was insignificant. As can be seen in Table 5-8, transactional leadership is positively associated with LMX (b=0.1766). A bootstrap confidence interval for the indirect (ab=0.1343) based on 5,000 bootstrap resamples is from -0.0123 to 0.2997, This interval represents the range of plausible values for the indirect effect estimate. While the point estimate suggests a positive indirect effect, the confidence interval includes zero, indicating some uncertainty around the estimate. Moreover, the confidence

interval indicates some variability in the estimated effect, and the indirect effect may not be statistically significant at conventional significance levels.

Transactional leadership theory posited that the effect of leaders influence subordinates is an interaction through LMX and psychological empowerment successively. This relationship is mainly associated with whether the transactional leaders behavior is based on reward (management-by-exception active, and contingent reward) or based on punishment (management-by-exception passive)(Young, et al., 2020). Under the situation that punishment via elimination of an opportunity from star talent, the low quality of leader-member exchanges became inevitable (Graen & Uhl-Bien, 1995). This may explain the insignificant mediation effect of LMX on the relationship between transactional leadership and star talent's work performance in the study. Thus, Hypothesis 5 is not supported.

Table5-8 Results of Transactional Leadership Mediation Analysis

		M (Leader-Member Exchange)					Y (Work performance)			
		B	SE	p	β		B	SE	p	β
TS_C X	a	0.7606	0.0588	0.0000	0.7259	c'	0.9310	0.1280	0.0000	0.6273
LMX_C						b	0.1766	0.1242	0.1572	0.1247
M										
		$R^2= 0.5742$, $F_{(8, 140)}= 23.5955$; $p<0.01$					$R^2= 0.5449$, $F_{(9, 139)}=18.4891$ $p>0.05$			

Note:TS_C: Centered Transactional Leadership, LMX_C: Centered Leader-Member-Exchange, BootLLCI :-0.0123, BootULCI:0.2997

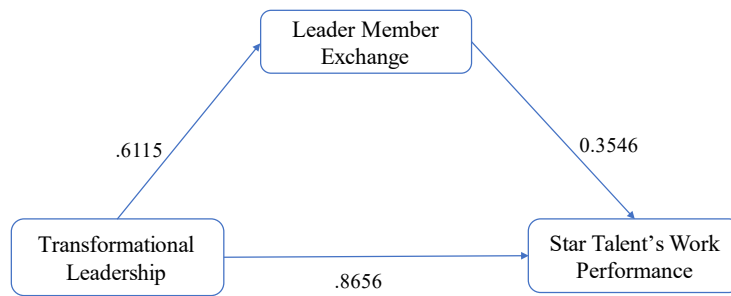Figure 5-2 displayed the path diagram of mediating effect between transactional leadership and work performance.

Figure 5-2 Path Diagram of Mediating Effect Between Transactional Leadership and Work Performance

LMX mediates the relationship between Laissez-Faire Leadership and Work performance

Table 5-9 showed that Laissez-faire leadership is positively associated with LMX (b=0.3765). A bootstrap confidence interval for the indirect (ab=0.2379) based on 5,000 bootstrap resamples is entirely above zero (0.1140 to 0.4390), suggesting that positive relations mediate the association between laissez-faire leadership and star talents' work performance. While both path *a* and *b* are positive, hence, LMX partially mediated the relationship between star talents' work performance and laissez-faire leadership. Thus, Hypothesis 6 is supported.

Table5-9 Results of Laissez-Faire Leadership Mediation Analysis

		M (Leader-Member Exchange)					Y (Work performance)			
		B	SE	*p*	*β*		B	SE	*p*	*β*
LF_C: X	*a*	0.6319	0.0506	0.0000	0.7099	*c'*	0.5601	0.1152	0.0000	0.4443
LMX_ C: M						*b*	0.3765	0.1323	0.0051	0.2568
		R^2= .5573 , F(8, 140)=22.0312; p<0.01					R^2= .4629 , F(9, 139)=18.4891 p<0.01			

Note:LF_C: Centered Laissez-Faire Leadership, LMX_C: Centered Leader-Member-Exchange, BootLLCI :0.1140, BootULCI:0.4390

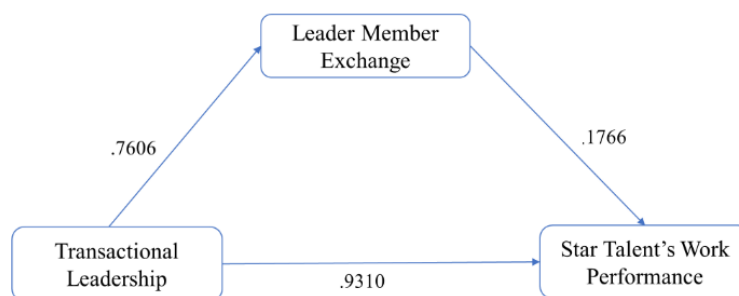Figure 5-3 displayed the path diagram of mediating effect between laissez-faire leadership and work performance.
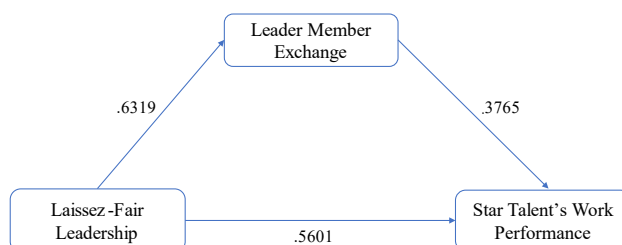
Figure 5-3 Path Diagram of Mediating Effect Between Laissez-Fair Leadership and Work Performance

Moderation Effect

A moderation analysis was performed, using centered variables and a dummy moderator variable of star talent's annual income. The PROCESS SPSS macro was used to analyze the data.

Hierarchical regression method was applied to analyze the moderating effect of star employees' annual income on the relationship between leadership style and star talent' work performance.

5 models were established for the analysis. In model 1, only control variables were added; In model 2, based on model 1, independent variable of transformational leadership was added; In model 3, based on model 1, independent variable of transactional leadership was added; In model 4, based on model 1, independent variable of Laissez-faire leadership was added; In model 5, based on model 1, all 3 independent variables were added.

Table 5-10 presents the moderating effect of Star talent's annual income on

the relationship between leadership style and work performance.

Table 5-10 Moderating Effect Analysis

		M1	M2	M3	M4	M5
Gender_D		.070	.056	.000	.011	.010
Age_D		-.155	-.157	-.148	-.118	-.150
Edu_D		-.270	-.168	-.160	-.158	-.137
Occu_D		-.147	-.110	.056	-.064	.023
Title_D		.243	.246	.173	.266	.193
Income_D		.242	.200	.362	0.195*	.310
Tenure_D		.151	.197	.096	.239	.134
LMX_C		0.844**	.355	.177	.376	.100
TF_C			.649**			0.319**
TS_C				.931**		0.692**
LF_C					.560**	.008
Interaction	X*W					
R² change			0.021**	0.028**	.002	
R²		.372	.502	.545	.463	.566
Adjusted R		.336	.470	.515	.428	.531
F		10.347	36.413	18.489	23.647	16.244
β			0.497**	0.627**	0.444**	

Note: X=Leadership Style, W=Income_D, M1=Model 1, M2= Model2, M3=Model 3, M4=Model 4; M5=Model5

Annual income as moderator on transformational leadership and star talents' work performance

The study assessed the moderating role of annual income on the relationship between transformational leadership and star talents' work performance. Without the presence of the moderating effect, the R-square for work performance is 0.523, represents 52.30% change in the work performance is accounted by transformational leadership. The unconditional interaction showed an increase of 2.1% change in variance explained in the work performance.

The interaction effect is statistically significant (p=0.0076), indicating that

star talent's annual income as moderator significantly moderates the effect of transformational leadership on work performance.

The conditional effect indicated a decrease in annual income the relationship between transformational leadership and work performance is weakened, Moderation analysis summary is presented in Table 5-11.

Slope analysis as shown in Figure 5-4, the line is much steeper for Low annual income, this shows that at low level of annual income, the impact of transformational leadership on star talent's work performance is stronger in comparison to high annual income. Thus, Hypothesis 7 is supported.

Table 5-11 Summary of Income as Moderator in Predicting Transformational Leadership and Task Performance

	coeff	t	p	LLCI	ULCI
constant	-2.022	-4.475	0.000	-2.914	-1.129
TF_C	0.847	6.380	0.000	0.584	1.109
Income_D	0.564	2.407	0.170	0.101	1.027
R^2=0.523, F(10, 138)=15.130					
Unconditional interactions					
	R2-chng	F	df1	df2	p
X*W	0.021	6.064	1	139	0.0076
Conditional effects					
Income_D	Effect	t	p	LLCI	ULCI
Low income	0.847	6.380	0.000	0.584	1.109
High Income	0.464	3.582	0.001	0.208	0.720

Note: X=TF_C, W=Income_D, TF_C=Centered Transformational Leadership, Income_D=Dummied Income

Figure 5-4 Moderating Effect of Star Talents' Annual Income Between
Transformational Leadership and Work Performance

Star talents' annual income as moderator on transactional leadership and star talents'

work performance

For the moderating role of annual income on the relationship between

transactional leadership and star talents' work performance, without the

presence of the moderating effect, the R-square for work performance is 0.573,

represents 57.3% change in the work performance is accounted by transactional

leadership. The unconditional interaction showed an increase of 2.8% change in

variance explained in the work performance.

The interaction effect is statistically significant (p=0.0033), indicated that

star talent's annual income as moderator significantly moderates the effect of

transactional leadership on work performance.

The conditional effect indicated a decrease in annual income the relationship between transformational leadership and work performance is weakened. Moderation analysis summary is presented in Table 5-12.

Slope analysis as shown in Figure 5-5, the line is steeper for Low annual income, this shows that at low level of annual income, the impact of transactional leadership on star talent's work performance is stronger in comparison to high annual income. Thus, Hypothesis 8 is supported.

Table 5-12 Summary of Income as Moderator in Predicting Transformational Leadership and Task Performance

	coeff	t	p	LLCI	ULCI
constant	-0.599	-1.190	0.236	-1.593	0.396
TF_C	1.195	7.834	0.000	0.893	1.496
Income_D	0.393	2.272	0.025	0.051	0.375
R^2=0.573, F(10, 138)=18.488					
Unconditional interactions					
	R2-chng	F	df1	df2	p
X*W	0.028	8.955	1	138	0.0033
Conditional effects					
Income_D	Effect	t	p	LLCI	ULCI
Low income Group	1.196	7.834	0.000	0.893	1.496
High income group	0.690	4.654	0.000	0.397	0.983

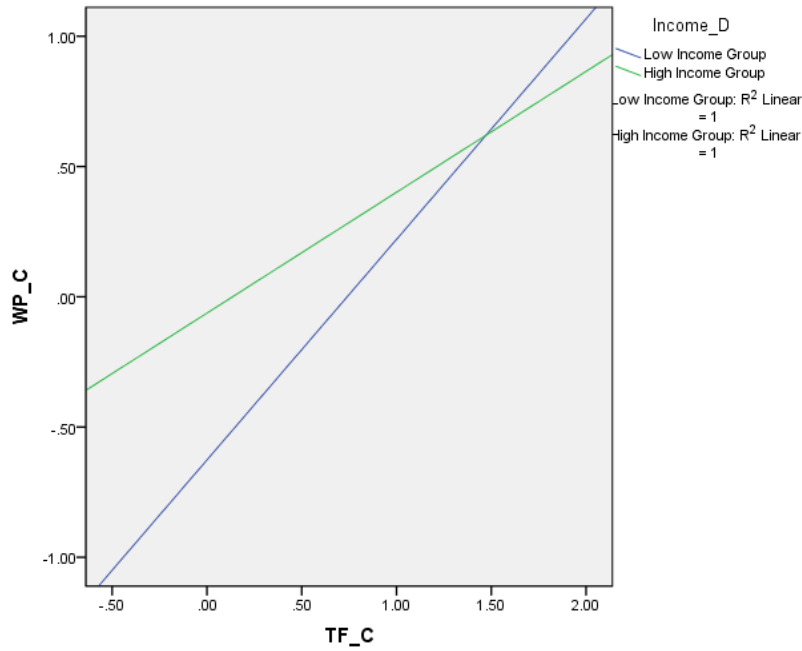Note: X=TF_C, W=Income_D, TS_C=Centered Transactional Leadership, Income_D=Dummied Income
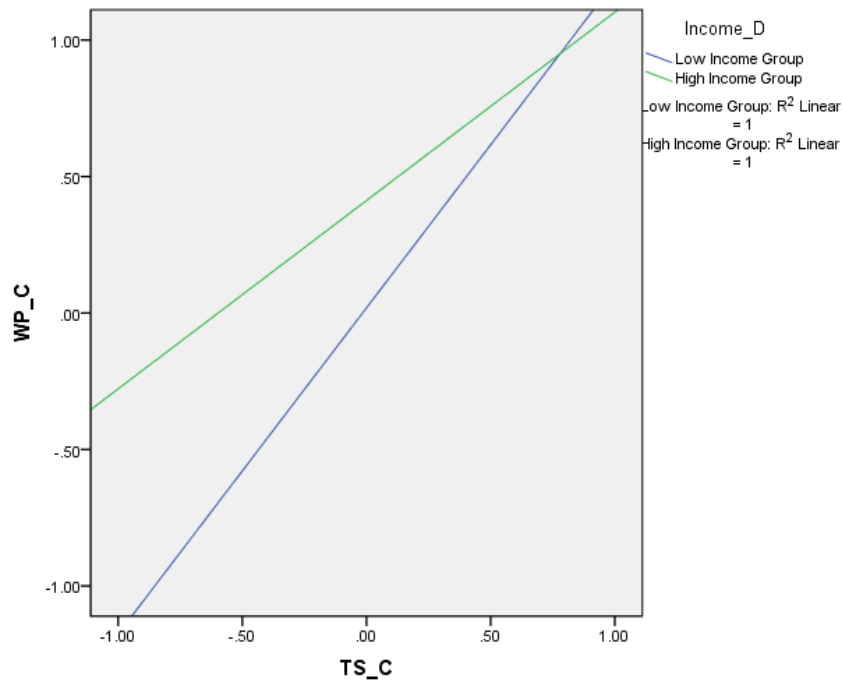
Figure 5-5 Moderating Effect of Star Talents' Annual Income Between Transactional Leadership and Work Performance

Star talents' annual income as moderator on laissez-faire leadership and star talents' work performance

The moderation effect of star talent's annual income on laissez-faire leadership and star talents' work performance showed 46.5% of the variability in work performance is predicted by all of the variables, $R^2=0.465$, $F_{(10, 138)}=12.005$, $p>.005$. Table 5-13 displays the unstandardized regression coefficients and unconditional interaction result. The interaction effect is statistically insignificant (p=0.4442), indicating that star talent's annual income as moderator insignificantly moderates the effect of transactional leadership on work performance. Thus, Hypothesis 9 is not supported.

The possible reason behind the insignificant result of the moderating effect of annual income on the relationship between Laissez-faire leadership and star

talents' work performance, may by that higher annual income of star talents means a stronger extrinsic motivation (i.e. income) already, so the demand for intrinsic motivation is weaker. Thus, they are not sensitive to the freedom and empowerment that Laissez-faire leadership provided. The group with lower income has less extrinsic motivation. Therefore, the specific characters of laissez-faire leadership, such as autonomy and more freedom in making decisions by themselves facilitates the intrinsic motivation and consequently undermined the effect of extrinsic motivation.

Table 5-13 Summary of Income as Moderator in Predicting Laissez-Faire Leadership and Task Performance

	coeff	t	p	LLCI	ULCI
constant	-1.508	-2.757	0.007	-2.590	-0.426
LF_C	0.598	4.761	0.000	0.350	0.847
Income_D	0.201	1.042	0.299	-18.030	0.582
R^2=0.465, F(10, 138)=12.005					
Unconditional interactions					
	R2-chng	F	df1	df2	p
X*W	0.023	0.589	1	138	0.4442

Note: X=LF_C,   W=Income_D,   L_C=Centered   laissez-faire   Leadership, Income_D=Dummied Income

X=TF_C, W=Income_D

In summary, transformational leadership, transactional leadership, and laissez-faire leadership are all significantly positively related to star talents' work performance. LMX mediates the relationship between transformational leadership, Laissez-faire leadership and star talent's work performance significantly, but insignificantly in transactional leadership. Star talent's annual income significantly moderates the relationship between transformational and

transactional leadership styles and star talent's work performance but

insignificantly in the relationship between Laissez-faire leadership style and star

talent's work performance.

Table 5-14 presents the regression results of the study.

Table 5-14 Regression Results

Hypotheses	Regression Weights	R^2	B	t	*p* value	Results
H1	TF_C→WP_C	0.503	0.649	6.034	0.000	Supported
H2	TS_C→WP_C	0.545	0.931	7.275	0.000	Not Supported
H3	LF_C→WP_C	0.463	0.560	4.863	0.000	Supported
H4	TF_C→LMX_C→WP_C	0.4956			0.000	Supported
H5	TS_C→LMX_C→WP_C	0.5742			0.1572	Not Supported
H6	LF_C→LMX_C→WP_C	0.5573			0.0051	Supported
H7	TS_C→Income_D→WP_C	0.5230			0.0076	Supported
H8	TF_C→Income_D→WP_C	0.5730			0.0033	Supported
H9	LF_C→Income_D→WP_C	0.4652			0.4442	Not Supported

Chapter 6 Discussion

The fostering of star talents is a long, hard, and costly process. Organizations need to recruit, sort, identify, and develop star talents. In their research on 33 major U.S companies, Derr & Toomey (1988) describe the three stages of sorting, identifying, and developing for high potential employee development. In the first sorting stage, as identified as the "Feeder group", less than 20% of company's managerial and professional workforce were selected into a talent pool, and have been taught general management skills in nonspecific programs. After first stage, only 6% from Feeder group can successfully reach Stage II, the identifying stage, which classifies them as "Comer group". In this stage, they received intensive on-the-job development as well as other tailored developmental programs. Finally, only 6% of Comers progressed to Stage III, the developing stage, and are recognized as the "Heir apparent group". In this stage, employee became a star talent. They are in high-level position, receive intensive training by senior executives, and are known by the Board. All of these processes indicated that star talents are rare (Asgari et al., 2021).

However, research has also indicated that star talents struggle more with failure than do other non-star talents (Groysberg et al., 2008), they inevitably burn out. They demand higher rewards than the others, and if the rewards were not compatible to their contribution the organization, they would certainly make

the decision to leave (Asgari et al., 2021). This may be devastating to an organization's growth.

As star talents are different, it is critical from an organizational growth perspective to determine what the effective leadership style would be according to stars' characteristics and the environment, such that the organization is utilizing different leadership styles to treat different star talents under different circumstances.

6.1 Theoretical Contribution

The present study sought to elucidate the complex relationship between leadership styles (transformational, transactional, Laissez-faire), leader-member exchange, and star talent's work performance. The findings from the regression analysis revealed significant direct effects of transformational, transactional, and Laissez-faire leadership on star talent's work performance. However, upon further examination through mediation analysis, the results indicated that leader-member exchange mediated the relationship between transformational and Laissez-faire leadership styles and work performance, while the mediating effect of leader-member exchange is not significant for transactional leadership.

The significant direct effects observed for transformational and Laissez-faire leadership styles featured their importance in influencing star talent's work performance. Transformational leadership, characterized by its inspirational

and visionary approach, has long been recognized as a driving power of employees' work performance. The positive impact observed in this study endorse the value of transformational leadership in motivating star talents to excel in their tasks. Similarly, Laissez-faire leadership, although often viewed as in absence of or even destructive of effectiveness, demonstrated a significant effect on star talents' work performance. This finding suggests that in certain contexts, more freedom and empowerment to star talents may provide star talents the autonomy and flexibility they need to achieve their objectives.

The mediating role of leader-member exchange provides further insights into the underlying mechanisms through which leadership styles influence work performance. Leader-member exchange reflects the quality of the relationship between leaders and their subordinates, encompassing trust, communication, and mutual respect. The significant indirect effects observed for transformational and Laissez-faire leadership styles highlight the importance of fostering positive leader-member exchange relationships in enhancing work performance among star talents. These findings are in accordance with previous research that emphasized the critical role of leader-member exchange in facilitating the translation of leadership behaviors into employees performance outcome. So, if the organizations were to benefit from the identification and development of star talents, it would appear that the relationship between the leaders and the star talents is critical. This research would suggest that

mentoring or some other forms of interactions that enhance trust and enables communication other than the giving of orders is necessary.

However, it is noteworthy that the mediating effect of leader-member exchange is not significant for transactional leadership. This discrepancy suggests that the transactional leadership approach, characterized by contingent rewards and punishments, may operate through different mechanisms in influencing work performance among star talents.

Moreover, the examination of annual income as a moderator yielded significant effect on transformational leadership, transactional leadership, and star talents' work performance, especially in the lower annual income group, but is insignificant on Laissez-faire leadership, indicating that annual income plays an essential role in strengthening the relationship with lower annual income star talents' work performance. However, this could be an important finding as from motivation theory, the contextual factor of Laissez-faire leadership did not moderate the relationship between star talents' work performance. This may indicate that under Laissez-faire leadership behaviors, without aggressive involvement from leaders, star talents could be more concerned about the organizational vision, clear goals, and reward system rather than the immediate income.

6.2 Managerial Implication

The findings lead to our understanding of the nuanced interplay between leadership styles, leader-member exchange, and star talents' work performance. By recognizing the differential effects of leadership behaviors and the mediating role of leader-member exchange, organizations can tailor their leadership development initiatives to effectively support the performance and development of star talents in the workforce. Leaders and senior managers can draw lessons from the findings. First, it is clear that their leadership style has implications. The LMX relationship indicates that for laissez-faire leadership styles and transformational leadership, the relationship between leaders and their star talents has a significant impact on the star talents' performance. This emphasizes the importance of fostering positive relationships and effective communication between leaders and star talents. Second, the significant mediating role of LMX between transformational and Laissez-faire leadership styles and work performance highlights the importance of quality relationships between leaders and star talents. Organizations should encourage and facilitate useful interactions and communications to foster trust, collaboration, and engagement between leaders and star talents, which are crucial for improving star talents' work performance. Meanwhile, the insignificant impact of LMX on its relationship with star talents' work performance could be that transactional leaders may need to modify their communication approach with star talents by providing more personal consideration and empowerment to bring better quality

of LMX. Third, from a corporate perspective, organizations should recognize that effective leadership should take into account star talents' personality and character. For goal-driven star talents, transformational leadership is the most effective style. For individual achievement-driven star talents, transactional leadership is the most effective style. For self-growth-driven star talents, Laissez-fair leadership is the most effective style. Fourth, the moderating effect of star talents' annual income on the relationship between leadership styles and work performance highlights the complexity of motivating and retaining star talent individuals. Organizations may need to tailor their leadership strategies and incentives based on the income levels of their star talents to effectively drive performance outcomes. Finally, from an organizational perspective, these findings imply the need for a nuanced and tailored approach to leadership and talent management. This may involve investing in leadership development programs that cultivate transformational leadership qualities, fostering positive LMX relationships, and designing incentive structures that align with the varying needs and motivations of star talents based on their income levels.

By incorporating these managerial implications, organizations can better affiliate their leadership practices with the needs and dynamics of star talents, leading to improved work performance and ultimately driving organizational sustained success and competitive advantage.

6.3 Limitations and Future Research

While this study contributes valuable insights into the relationship between leadership styles, leader-member exchange, and star talent's work performance, there are still several limitations that warrant consideration. First, the study targeted the star talents, yet, the qualification of star talent may vary between different industries. Additionally, this study relied on self-report measures, which may cause common method bias and potentially social desirability bias. Future research should consider ways to classify star talents' definition and incorporate multi-source assessments to mitigate these concerns.

Second, the study utilized a cross-sectional design, which precludes causal inferences and limits the ability to examine temporal relationships. Longitudinal or experimental designs would offer greater clarity on the directionality and causality of the observed effects.

Third, the sample size and composition may limit the generalizability of the findings. Although the study included SJTU-SMU DBA students and three different kinds of incorporation, a sample size of 149 respondents is still too small. Consequently, the small sample size could limit the generalizability of the research findings. Future research could replicate the study with larger and more diverse samples to enhance the generalizability of the findings.

Fourth, the study focused exclusively on star talents' work performance, both extra-role and in-role, as the outcome variable, overlooking the important

outcomes of star talents' continued outstanding performance, such as financial contribution and productivity.

Finally, this study was completed in the context of China, which limits the feasibility of this study's findings in other cultures context.

Based on the findings of this study, there could be several directions for further research development. Firstly, longitudinal studies could be conducted to investigate the long-term effects of leadership styles and leader-member exchange on star talent's performance and development. Examining these relationships over time would provide valuable insights into the stability and sustainability of leadership effects.

Secondly, qualitative research methods, such as interviews, could be employed to gain a deeper understanding of the mechanisms underlying the relationships observed in this study. Qualitative approaches would allow for a more nuanced exploration of the interpersonal dynamics between leaders and star talents, shedding light on the qualitative aspects of leader-member exchange. Moreover, the qualitative interviews may assist in setting measurement scale to better identify star talent.

Thirdly, comparative studies could be conducted across different contexts of organizations and cultures to examine the generalizability of the findings.

Finally, in developing the stock talents for future leadership succession, it might be wise to consider the effects of their mentor's or superiors' leadership styles on star talents and also on the role modeling effect of any interactions

(LMX). Although this study does not delve into this area specifically, the findings seem to point out that that could have an impact on the leadership style adopted by star talents in the future. This remains the subject of future research.

Chapter 7 Conclusion

In conclusion, this study sheds light on the complex interaction between leadership styles, leader-member exchange, and star talent's work performance. While transformational, transactional, and Laissez-faire leadership styles demonstrated significant direct effects on work performance, leader-member exchange demonstrated as a significant mediator in the relationships between transformational and laissez-faire leadership and star talents' work performance. The findings deduced the importance of fostering positive leader-member exchange relationships in facilitating the transformation of leadership behaviors into improved work performance among star talents.

Despite the study's limitations, the results offer valuable insights into the dynamics of leadership and star talents' interactions. By recognizing the differential effects of leadership styles and the mediating role of leader-member exchange, organizations can improve their leadership development strategies and support the performance and development of star talents in the workforce.

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Appendix

Appendix 1

Questionnaire Outline-leadership styles

	Measures	Code	Questions and responses
Leadership Style	Transformational leadership		To what extent do you agree with the following statements about your leader? (1= strongly disagree….5= strongly agree)
			My leader . . .
		TF1	1. Concretizes a clear vision for the organization's future
		TF2	2. Communicates a clear vision of the organization's future
		TF3	3. Makes a continuous effort to generate enthusiasm for the organization's vision
		TF4	4. Has a clear sense of where he or she believes our organization should be in 5 years
		TF5	5. Seeks to make employees accept common goals for the organization
		TF6	6. Strives to get the organization to work together in the direction of the vision
		TF7	7. Strives to clarify for the employees how they can contribute to achieve the organization's goals
	Transactional leadership		My leader . . .
	Pecuniary reward	TSP1	1. Rewards the employees' performance when they live up to the leader's requirements
		TSP2	2. Rewards the employees' dependent on how well they perform their jobs
		TSP3	3. Points out what employees will receive if they do what is required
		TSP4	4. Lets employees' effort determine received rewards
	Nonpecuniary rewards		My leader . . .
		TSN1	1. Gives individual employees positive feedback when they perform well
		TSN2	2. Actively shows his or her appreciation of employees who do their jobs better than expected
		TSN3	3. Generally does not acknowledge individual employees even though they perform as required（R)
		TSN4	4. Personally compliments employees when they do outstanding work
	Contingent sanctions		My leader . . .
		TSC1	1. Gives negative consequences to the employees if they perform worse than their colleagues
		TSC2	2. Makes sure that it has consequences for the employees if they do not consistently perform as required

	TSC3	3. Takes steps to deal with poor performers who do not improve
	TSC4	4. Gives negative consequences to his or her employees if they do not perform as the leader requires
Laissez-faire (empowering) leadership		My leader . . .
Leading By Example	LFL-1	1. Sets high standards for performance by his/her own behavior
	LFL2	2. Sets a good example by the way he/she behaves
Participative Decision-Making		My leader . . .
	LFP1	1. Encourages work group members to express ideas/suggestions
	LFP2	2. Gives all work group members a chance to voice their opinions
Coaching		My leader . . .
	LFC1	1. Helps my work group see areas in which we need more training
	LFC2	2. Teaches work group members how to solve problems on their own
	LFC3	3. Supports my work group's efforts

Source: Jensen et al. (2016)

Appendix 2

Questionnaire Outline-LMX

	Measures	Code	Questions and responses
Leader-member exchange (LMX)	LMX Quality	LMX1	1. Do you know where you stand with your leader . . . [and] do you usually know how satisfied your leader is with what you do? (1=Rarely 2=Occasionally 3=Sometimes 4=Fairly often 5=Very often)
		LMX2	2. How well does your leader understand your job problems and needs? (1=Not a bit 2=A little 3=A fair amount 4=Quite a bit 5=A great deal)
		LMX3	3. How well does your leader recognize your potential? (1=Not at all 2=A little 3=Moderately 4=Mostly 5=Fully)
		LMX4	4. Regardless of how much formal authority your leader has built into his or her position, what are the chances that your leader would use his or her power to help you solve problems in your work? (1=None 2=Small 3=Moderate 4=High 5=Very high)
		LMX5	5. Again, regardless of the amount of formal authority your leader has, what are the chances that he or she would "bail you out" at his or her expense? (1=None 2=Small 3=Moderate 4=High 5=Very high)
		LMX6	6. I have enough confidence in my leader that I would defend and justify his/ her decision if he or she were not present to do so. (1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree)
		LMX7	7. How would you characterize your working relationship with your leader? (1=Extremely ineffective 2=Worse than average 3=Average 4=Better than average 5=Extremely effective)

Source: Graen & Uhl-Bien, (1995)

Appendix 3

Questionnaire Outline-Organizational Citizenship Behaviors

	Measures	Code	Questions and responses
Organizational citizenship behavior	OCBO-Consciousness		To what extent do you agree with the following statements about your leader? (1= strongly disagree….5= strongly agree)
		WPOCBO1	1. I take fewer breaks than I deserve.
		WPOCBO2	2. I follow informal rules in order to maintain order.
	OCBI-Courtesy	WPOCBI1	I help my coworkers when their workload is heavy.
	OCBI-Altruism	WPOCBI2	1. I take time to listen to coworkers' problems and worries.
		WPOCBI3	2. I go out of my way to help new coworkers.
		WPOCBI4	3. I take personal interest in my coworkers.
		WPOCBI5	4. I pass along notices and news to my coworkers.
	OCBC-Extra-Role Customer Service	WPOCBC1	I timely respond to customer requests and problems.
	OCBC-Cooperation	WPOCBC2	I make constructive suggestions for service improvement.

Source: Ma et al., (2022)

Appendix 4

Questionnaire Outline-in-role performance

	Measures	Code	Questions and responses
Task performance	In-role performance		Me at work….
		WPIRP1	1. Adequately completes assigned duties
		WPIRP2	2. Fulfills responsibilities specified in job description
		WPIRP3	3. Performs tasks that are expected of me
		WPIRP4	4. Meets formal performance requirements of the job
		WPIRP5	5. Engages in activities that will directly affect my performance evaluation
		WPIRP6	6. Neglects aspects of the job I am obligated to perform. (R)
		WPIRP7	7. Fails to perform essential duties. (R)
	Individual performance	WPIP1	1.In compare with your colleagues, how do you rate your performance outcome of your own work in the past 12 months?
		WPIP2	2.In compare with similar position to you in same industries, how do you rate your performance outcome of your own work in the past 12 months?

Source: Williams & Anderson (1991); individual performance was self-developed by the researcher

Appendix 5

Full scale Questionnaire Outline in Chinese version with back translation

Cons-truct	Measures	Translation into Chinese	Back translation
Leader-ship Style	Transfor-mational leadership	在多大程度上，您同意以下关于您的领导的说法?(1=强烈反对....5=强烈同意) 我的领导… 1. 具体化组织未来的清晰愿景 2. 传达组织未来的清晰愿景 3.不断努力，激发对组织愿景的热情 4. 对公司未来 5 年的发展方向有清晰的认识 5. 努力使员工接受组织的共同目标 6. 努力让组织朝着愿景的方向一起前进 7. 努力向员工阐明他们如何为实现组织目标做出贡献	To what extent do you agree with the following statements about your leader? (1= Strongly Disagree, 5= Strongly Agree) My Leader… 1.Concreteize a clear vision for the future of the organization 2. Communicate a clear vision for the future of the organization. 3.Continuously strive to arouse enthusiasm for the organization's vision. 4.Have a clear understanding of the company's direction for the next 5 years. 5.Work hard to get employees to embrace the organization's common goals. 6.Strive to move the organization forward in the direction of the vision together. 7.Make efforts to clarify to employees how they can contribute to achieving the organization's goals.
	Transac-tional leadership Pecuniary reward	我的领导…. 1 .当员工履行领导的要求时,奖励员工的表现 2. 根据员工的工作表现来奖励他们 3 .指出当员工按照要求达成时，会得到什么 4.依据员工的努力决定获得的奖励	My Leader… 1.Reward employee performance when they fulfill the leader's requests. 2.Reward them based on employees' job performance. 3.Specify what employees will receive when they achieve as required. 4.Determine the rewards based on employee efforts.
	Non-pecuniary rewards	我的领导…. 1. 当员工表现良好时，给予他们积极的反馈 2. 积极地表现出他或她对那些做得比预期更好的员工的赞赏 3 .即使员工按照要求执行，也通常不认可他们(R)	My Leader… 1.Provide positive feedback to employees when they perform well. 2.Express appreciation positively for those employees who perform better than expected. 3.Recognition is often not given even when employees perform as required.(R)

		4. 当员工工作出色时，亲自表扬他们	4.Personally awards employees when they excel at their work.
	Contingent sanctions	我的领导….	My Leader
		1. 如果员工的表现比同事差，会给他们带来负面影响（例如：惩罚）	1.If employees perform worse than their colleagues, it will have negative consequences for them.
		2. 确定如果员工不持续按照要求样执行，会给他们带来负面影响（例如：惩罚）	2.Determine the subsequent impacts if employees do not consistently perform as required.
		3 .对于表现不好且没有改善的员工，采取逐步措施处理	3.Take progressive measures to address employees who perform poorly and show no improvement.
		4. 如果员工不按照领导的要求行事，会给他们带来负面影响（例如：惩罚）	4.If employees do not act according to the leader's instructions, it will have negative consequences for them.
	Laissez-faire (empower-ing) leadership Leading By Example	我的领导….	My Leader
		1. 通过自己的行为为工作绩效设定高标准	1.Set high standards for job performance through one's own behavior.
		2. 通过自己的行为方式，树立好榜样	2.Set a good example through one's own behavior.
	Participa-tive Decision-making	我的领导….	My Leader
		1 .鼓励工作团队成员表达想法/建议	1.Encourage work team members to express their ideas/suggestions.
		2. 让所有组织成员都有机会表达自己的意见	2.Ensure that all members of the organization have the opportunity to speak out their opinions.
	Coaching	我的领导….	My Leader
		1. 帮助我的工作团队看到我们需要更多培训的领域	1.Help my work team identify areas where we need more training.
		2. 教导工作团队成员如何自己解决问题	2.Teach work team members how to solve problems on their own.
		3.支持我的工作团队的努力	3.Support the efforts of my work team.
LMX	LMX Quality	1. 您知道您和您的领导的默契程度吗………您通常知道您的领导对您的工作有多满意吗? (1=很少 2=偶尔 3=有时 4=相当经常 5=非常经常)	1.Do you know where you and your leader stand? Are you aware of how satisfied your leader is with your work? (1 = Rarely, 2 = Occasionally, 3 = Sometimes, 4 = Quite often, 5 = Very often)
		2. 你的领导对你的工作问题和需求有多大了解? (1 =一点也没有 2 = 一点点 3 = 不多也不少 4 = 蛮多的 5 = 非常多)	2.How well does your leader understand your work issues and needs? (1 = Not at all, 2 = A little, 3 = Not too much nor too little, 4 = Quite a bit, 5 = Very much)

		中文	English
		3 你的领导对你的潜力了解?(1 =一点也不了解 2 = 了解一点点 3 = 普通 了解 4 =了解蛮多的 5 = 了解的 非常多)	3.How well does your leader understand your potential? (1 = Not at all, 2 = A little, 3 = Moderately, 4 = Quite well, 5 = Very well)
		4. 不管你的领导在职位上建立了多少正式的权威,你的领导会有多大的机会运用他或她的力量来帮助你解决你工作中的问题,?(1 =无 2 =小 3 =中度 4 =高 5 =非常高)	4.Regardless of how much formal authority your leader has established in their position, how much opportunity does your leader have to use their power to help you address issues in your work? (1 = None, 2 = Minimal, 3 = Moderate, 4 = High, 5 = Very High)
		5. 再来,不管你的领导有什么样的正式权威,他或她会运用自己的资源协助你摆脱困境的几率是多少?(1 =无 2 =小 3 =中度 4 =高 5 =非常高)	5.Furthermore, regardless of what formal authority your leader has, what is the likelihood that they will use their resources to assist you when you are in trouble? (1 = None, 2 = Minimal, 3 = Moderate, 4 = High, 5 = Very High)
		6. 我对我的领导有足够的信心,即使他/她并没有表现出一定会这样做,我也会为他/她的决定辩护和据理力争。(1=强烈不同意 2=不同意 3=中性 4=同意 5=强烈同意)	6.I have enough confidence in my leader that I would defend and argue for their decisions, even if they haven't shown that they will definitely do so. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
		7. 你如何定性你与领导的工作关系?(1 =非常没有效率 2 =比平均差 3 =平均 4 =比平均好 =非常有效率)	7.How would you rate your working relationship with your leader? (1 = Very Ineffective, 2 = Worse than Average, 3 = Average, 4 = Better than Average, 5 = Very Effective)
OCB beha-vior	OCBO-Conscious-ness	在多大程度上,您同意以下关于您的领导的说法?(1=强烈反对....5=强烈同意)	To what extent do you agree with the following statements about your leader? (1 = Strongly Disagree, ... 5 = Strongly Agree)
		1. 在工作间歇,我主动少休息	1.During work breaks, I voluntarily take fewer rests.
		2. 我遵守组织里非正式的行为准则以维持组织的良好秩序	2.I comply with the informal codes of conduct within the organization to maintain a good order.
	OCBI-Courtesy	我会帮助工作繁重的同事分担工作	I am willing to help colleagues with heavy workloads.
	OCBI-Altruism	1. 我愿意花时间倾听同事诉说他/她的问题和忧虑	1.I am willing to spend time listening to my colleagues' problems and concerns.
		2. 为了帮助新来的同事我不介意暂停手头的工作	2.I don't mind pausing my current work to help new colleagues.
		3. 我关心其他的同事	3.I care about my other colleagues.
		4. 我向同事传递信息	4.I pass on information to my colleagues.

	OCBC-Extra-Role Customer Service OCBC-Cooperation	5. 我非常及时地解决顾客地问题和满足顾客的需求	5.I promptly address customer issues and meet customer needs.
		6. 我对如何改进对顾客的服务提出建设性的意见	6.I provide constructive suggestions on how to improve customer service.
		2. 如果有人反对我，我总可以找到手段和方法得到我想要的	2.If someone opposes me, I can always find means and methods to get what I want.
Task Performance	In-role performance	我在工作上…	when I'm at work…
		1. 适当的完成被赋予的任务	1.Appropriately complete assigned tasks.
		2. 履行职位说明书中规定的职责	2.Fulfill the responsibilities specified in the job description.
		3. 执行上级交付于我的任务	3.Execute tasks delegated by superiors.
		4. 符合正常的工作要求	4.Comply with standard job requirements.
		5. 参与直接影响我绩效评估的活动	5.Participate in activities that directly impact my performance evaluation.
		6. 忽视了我有义务完成的工作 (R)	6.Neglect tasks that I am obligated to complete (R).
		7. 未能履行基本职责（R）	7.Fail to fulfill basic responsibilities (R).
	Individual performance	1.与您的同事相比，您如何评价自己在过去 12 个月里的工作表现与他们的比较?	1.How do you rate your job performance in the past 12 months compared to your colleagues?
		2.与同行业与您相同职位相比，你如何评价自己在过去 12 个月里的工作表现与他们的比较?	2.How do you rate your job performance in the past 12 months compared to those in the same position in your industry?