

## COMMUNITY ATTACHMENT AND LEADERSHIP STYLES

Nelson Lajuni<sup>1</sup>, Mat Lunad@Dony Agok<sup>2</sup>, Haidy Henry Dusim<sup>3</sup>, Veronica Petrus  
Atim<sup>4</sup>

<sup>1, 4</sup> Universiti Malaysia Sabah

<sup>2</sup> Open University Malaysia

<sup>3</sup> Universiti Teknologi Mara

### ABSTRACT

Leadership topic has always had a special place in the heart of every community around the world. Although leadership style is not a new concept and has been discussed many times in the past, not many studies have been conducted so far, mainly on how leadership styles among natives in Sabah (North Borneo) influence community attachment. Thus, this study examines the relationship as leadership styles and community attachment plays a significant role in a communal society like KadazanDusun here in Sabah, where the community has a great sense of respect towards their leaders or elders' community relationship. At the same time, thus far, studies on leadership are still scarce on the KadazanDusun's sub-ethnic groups in Sabah, such as the Kimaragang Dusun, Tobilung Dusun, and Rungus. This study collected one hundred fifty-one completed responses, and the data were then analysed by utilizing Partial Least Squared-Structural Equation Modelling (PLS-SEM) using SmartPLS 3.3.2. The findings suggest that directive, supportive, and participative leadership styles influenced community attachment. This study has provided new insights and understanding of Sabah's leadership styles and community attachment among sub-ethnic groups. Future studies should also utilize the qualitative approach or adopt Partial Least Square-Multi-Group Analysis (PLS-MGA) to examine leadership styles preference based on ethnicity or level of education.

**Keywords:** Community Attachment, KadazanDusun, Leadership Style, PLS-SEM

<sup>1</sup> Corresponding Author: (Nelson Lajunii, [nelsonl@ums.edu.my](mailto:nelsonl@ums.edu.my))

## **Introduction**

Based on Malaysia's report on the population and housing census (2010), the Kadazandusun is listed as the largest ethnic group in Sabah, comprising 24 per cent or 568,575 of the total Sabah population. According to the constitution of Article 6(1) of the Kadazandusun Cultural Association Sabah (hereafter KDCA), Kadazandusun is described as the definitive indigenous peoples of Sabah comprising 40 other sub-ethnics such as Dusun Kimaragang, Dusun Tobilung, and Rungus.

In Tangit's view (2005), the label Kadazandusun is derived from the combination of the word Kadazan and Dusun. It is still considered new as it was only created in 1995 following the Sabah government's effort to develop an official guideline for the "Kadazandusun language" that would be offered in the formal education system for the first time then. The primary purpose of forming the label Kadazandusun is to represent the people belonging to this ethnic group. Despite such a name, some community groups still prefer to label themselves either Kadazan or Dusun and continue to use their autonyms or self-labels in addition to other groups.

Leadership plays a significant role within this ethnic group, too. This significance can be seen from a particular label that has been developed for the highest leadership position in the community (Khanet al., 2019). It is known as the Huguan Siou, meaning a paramount leader. According to Luping (1994), based on Kadazandusun's history, the institution of the Huguan Siou leadership has been deeply ingrained in its ethnic community. However, the origin of the term Huguan Siou is still undetermined. The traditional belief of the Kadazandusun people was that any Huguan Siou in the past used to have extraordinary power and was considered one of their warriors. The first traditional ceremony for the appointment of a Huguan Siou began in the Penampang district village of Guunsing (Luping, 2009).

The Kadazandusun elites are responsible for reviving the Huguan Siou's concept to ensure that the people do not forget it. It is evident from history that the first modern Huguan Siou in Sabah was Donald Stephens. He was declared by the Kadazan leaders as Huguan Siou in 1960, as he was instrumental in protecting the Kadazan's rights during the colonial era (Luping, 1984). In 1964, the Central Executive Committee of UNKO officially recognized the status of Stephens as Huguan Siou. However, since Stephens' death in 1976, there had not been any Huguan Siou until 1984, when Joseph Pairin Kitingan was proclaimed the new Huguan Siou by some

Kadazandusun elders (The Utusan Borneo Online, 2019). The illustration of the installment of a Huguan Siou based on previous studies shows that within the Kadazandusun community, the concept of leadership is closely associated with the community itself.

Leadership involves the communication process between the leader and his followers, where the leader tries to influence his followers' behavior to achieve the organization's goal (Skansi, 2000; DeRue & Ashford, 2010; Duet al., 2019; Marieta et al., 2019). In line with this, Yukl (2009) holds that a leader's attempt to change his follower's behavior through social interaction is also seen as leadership. Furthermore, according to Stoner, Freeman, and Gilbert (1996), influencing group members to perform a particular task is also part of leadership. Likewise, Barrow (1977) describes that leadership is closely related to influencing individual and group behavior toward achieving a specific goal. Understanding the concept of leadership is important to an organization. Another key implication of leadership is what Peterson and Seligman (2004) purport; that a leader is a charismatic person who can inspire others.

Leadership can generally be divided into three main approaches: trait approach (before the late 1940s), behavioral approach (from the late 1940s to the late 1960s), and contingency approach (late 1960s to early 1980s). The trait approach believes that leaders are born with some leadership characteristics and have similar characteristics (Ivancevich, Konopaske, and Matteson, 2011). Contrary to the approach to traits, behavioral theory notes that individuals will acquire the qualities of a leader (Ivancevich et al., 2011). The earliest approach to actions concluded that successful leadership strategies are task-oriented and people-oriented (Callahan, Hasler, and Tolson, 2005). The last of the three approaches, the contingency approach, suggests that the appropriate leadership style tends to vary by the situation. In other words, the contingency approach relates to the idea that the situation affects an efficient leader (Callahan et al., 2005). Concerning that, the theory of path goals focused more on providing conditions for subordinate success and less on the situation or behavior of the leader (House, 1971).

As House (1971) identified, there are four leadership behaviors: leader, participative, supportive, and achievement-oriented. In 1996, House reviewed and reformulated the theory that addresses the effect of leaders on immediate subordinates' motivation and abilities. According to House (1996), this theory concerns the relationship in the day-to-day functioning of formally appointed superiors and subordinates. The ability to influence

people is considered one of the critical attributes of being a good leader, based on the broad definition of leadership. A good leader helps an organization be more effective in attaining its goals and establishing the organization on a community level.

Community attachment, a concept that encompasses the emotional and sentimental attachments of residents to a particular community, has long been of interest to scholars, especially in rural communities (Beggs, Hurlbert & Haines 1996; Goudy 1990; Kasarda & Janowitz 1974; Theodori & Luloff 2000; Brehm, Eisenhauer & Krannich 2004). Many sociological analyses of group attachment have concentrated on the intensity of attachment without concern about the characteristics or strengths of a place to which people bind themselves.

In cases where the focus of analysis is on dimensions of attachment, the literature is rather narrowly focused on social dimensions, most often referring to interactions with family and friends and the degree of integration in other social networks. Analysis of community attachment has largely ignored, with few exceptions, the realm of natural environment or biophysical factors (Beckley, 2003; Brandenburg & Carroll, 1995; Custer, 2000; Stedman, 2003).

The topic of leadership has always occupied a special place in the heart of every community around the world. Although leadership style is not a new concept and has been discussed many times in the past, so far, there have not been many studies on the area, in particular, on how leadership styles among the indigenous people in Sabah (North Borneo) influence their community attachment especially follower side (Ford & Harding, 2015). Therefore, this study is committed to examining the relationship between leadership and community attachment, as leadership styles and community attachment play a critical role in a community such as Kadazandusun in Sabah, whereby the community has a great sense of respect for leadership and community relationships.

## **Literature review**

Leadership is a mechanism of control between leaders and subordinates, where the leader attempts to manipulate the actions of subordinates to achieve organizational objectives. The achievement of organizational goals mainly depends on the leader's leadership style. Therefore, leaders can affect employee satisfaction, engagement, and productivity (Mung, May-Chiun,

Kwang Sing, & Ayob, 2011). Kotter (2010), describes giving guidance, executing strategies, and inspiring people as some leadership-style strategies used by the leader.

According to Northouse (2004), a leadership process and influence requires action on the part of a group and can achieve a goal. The importance of leadership is evident so much so that many scholars have developed leadership theories because of the ongoing search for the qualities of good leaders. Having said that, several studies have been performed to determine whether leadership strategies can be used to influence workers for improved results in the workplace (Kreitner, 1995).

According to Mosadeghrad (2003; 2004), there are various styles of leadership, such as autocratic, authoritarian, laissez-faire, charismatic, democratic, participatory, financial, transactional, and transition leadership. There is no consensus on a particular form of leadership that will contribute to the most effective type of organizational behavior. Specific approaches are expected for specific scenarios, and each leader is expected to recognize when to use a particular strategy. In other words, there is no single leadership style that is appropriate for every situation. In relation to this, four types of leadership behavior or styles were identified by House and Mitchell (1974): directive, supportive, participative, and achievement.

### **Directive style**

Directive leadership is a method of giving direction to subordinates in decision-making and behavior, promoting leadership priorities, tending to dominate discussions and engagements, and being task-oriented (Bell, Chan & Nel, 2014). Mahdi, Gulam, and Almsafir (2014) stressed that directive leadership guides job processes such as "what to do," "how to do," "when," "where," and "who should do," but that directive leadership demonstrates regard for the well-being of subordinates and personal needs (Mahdi et al., 2014; Maqsood, Bilal & Nazir, 2013; Malik, Naswab, & Naeem, 2010; Rani, Jeyakkumaran & Reddy, 2013). Robbin (2008) concluded that forms of directive leadership have beneficial effects on the job satisfaction of organizational participants where participant roles are unclear or stressful, but not for highly qualified and seasoned members. Furthermore, Murdoch (2013) claimed that the character of leaders in the directive style is that they behave aggressively, are regulated, articulate, and organized, and seek to prescribe what to do and how to do it to subordinates.

The directive leadership style is one of four leadership behaviors characterized by setting clear goals and rules for the subordinates and

ensuring a clear definition and understanding of the leader's expectations and directions. This type of leadership provides their followers with a direct and unambiguous approach. According to Fiedler (1995) and Saige (1997), this leadership style is defined as the process of providing decision-making and actionable guidance to subordinates, which favors a leader's perspective. Cruz, Henningson, and Smith (1999) indicate that it is often generally viewed as task-oriented behavior, with a clear desire to control conversations, dominate interactions, and complete tasks directly. Fiedler (1995) and Sagie (1997) conclude that the leader who provides subordinates instructions relies less on involvement than the leaders who take subordinates' growth as the most critical aspect of successful leadership. As a result, such leadership makes the organization's members more reliant and inflexible, making it less convenient (Euwema, Wendt & Van Emmerik, 2007). Hence, the following hypothesis is formulated:

H1: Directive style leadership has a positive influence on community attachment.

### **Supportive style**

House (1971) describes this leadership style as focusing on followers' needs and well-being and promoting a positive environment for interaction. Supportive leadership is a crucial element of successful leadership in path-goal theory. Supportive leadership is related to individualized concern, a sub-dimension of transformational leadership, in that all forms of leadership entail showing interest in and reacting to individual followers' desires (Rafferty & Griffin, 2004). In addition to that, several studies on supportive style promote the notion of community-supporting communities as it encourages a constructive, trustworthy, secure, egalitarian, sociable, and relationship-oriented environment (Berson et al., 2008; Burke et al., 2007). This culture creates a warm environment and generally encourages people to be helpful and friendly (Wallach, 1983).

Furthermore, in addition to such individualized attention to followers, individualized concern covers developmental factors, such as advising followers on their jobs, tracking, and monitoring their progress carefully, and suggesting appropriate preparation (Bass, 1985). On the other hand, supportive leadership focuses primarily on social and emotional support, embodied in activities such as sympathizing, caring, and listening (House, 1981). Although transformative leadership requires tremendous responsibility for the company, supportive leadership stresses individualized, relational support for subordinates and is considered a vital aspect of

successful leadership (Rafferty & Griffin, 2004). Therefore, the following hypothesis is formulated:

H2: Supportive style leadership has a positive influence on community attachment.

### **Participative style**

According to Koopman and Wierdsma (1998), participatory leadership involves the process of decision-making between the leader and his subordinates. Participatory leadership is a central principle in science, strategy, and organization (Durham, Knight & Locke 1997; Yukl 2002). While more work on participatory leadership is undertaken in corporations, there are little to no longitudinal studies directly aimed at assessing the effect of this leadership style on corporate culture (Yammarino & Naughton, 1992). It is often called a relatively fair degree of involvement in decision-making within an entity (Torres, 2000). Additionally, scholars argue that participation in decision-making requires some degree of agreement on environmental factors between the leader and organizational members.

Participatory leadership is leadership that includes subordinates in decision-making, engaging staff, gathering suggestions and subordinates before making decisions, consulting subordinates on work-related issues, finding subordinate feedback, and sometimes trying to include subordinate suggestions in decision-making (House et al. 1974; Robbin, 2008; Murdoch, 2013). Participatory leadership style adds to participants' understanding of effectively engaging in their task. Thus, the following hypothesis is formulated:

H3: Participative style leadership has a positive influence on community attachment.

### **Achievement style**

According to Negron (2008), the achievement-oriented leadership style speaks primarily about supervisors setting the subordinates' demanding targets. When the high targets are set, it is anticipated that they can contribute to the high output of the employees. It is clear from this discussion that the path-goal theory explores how dynamic the four described types are. This means that no one style can work individually, but any style can be implemented depending on the leader's situation (Northouse, 2013).

A leadership style geared towards accomplishment is characterized by leadership establishing extremely demanding goals for the followers. It is what the leaders do as they want the followers to succeed at their best. It is most effective in professional working environments such as technical, scientific, or attainment environments such as sales (Luthan, 2011). High standards are demonstrated and expected in setting challenging goals, both in work and self-improvement (and often together) (Phillips & Gully, 2012). Setting ambitious expectations for the participants makes the staff know their boss has faith in them even though the situation is complicated and not that easy to grasp (Moorhead & Griffin, 2012). Hence, the following hypothesis is formulated:

H4: Achievement-style leadership has a positive influence on community attachment.

### **Community attachment**

Hummon (1992) defines community attachment as an emotional investment in a locality. He attempted to tie together various academic viewpoints in his chapter in the interdisciplinary book *Position Connection* to create a coherent conceptualization of group opinion. Hummon (1992) developed a typology reflecting the thoughts and values of the people about their place of residence. His typology is based on the feeling of "rootedness", which leads to a deep sense of group connection. He argued in favour of several other sociological viewpoints that group commitment tends to be more deeply embedded in involvement in local social ties.

Nevertheless, he also agreed that the built environment might lead to these emotional relations if viewed on favourable terms. Moreover, community attachment is characterized as the relation between emotions and the place of residence. Community bonds based on social connexions, because of a shared experience of life, may generate feelings for their homes. This also established that attachment to the community refers to one's dedication to the place of residence. This commitment can be affective (emotional) or demonstrated through certain behaviours. The affective (emotional) aspect acts as a bond that binds people to their culture.

Community attachment to an effective (value) is to have a sense of belonging, a sense of confidence that an individual can have an impact on the community, a sense of confidence that the group can meet and fulfil each member's personal needs, and a reflection of group and community feelings. There are almost identical aspects of affective (emotional) and behavioral correlations, but Beggs, Hurlbert, & Haines, Gerson et al. (1996) distinguish



them. Some researchers restrict the notion of community attachment to behaviour in the form of community involvement, which is a benchmark in the community's interest attachment to something. Community attachment to values is often reflected in the form of a person's feelings about his or her surroundings, a person's awareness of the events taking place in his or her living space, and the feelings of a person staying or moving away from his or her home.

Community attachment is different for each person. Those with a solid regional sense will certainly develop feelings towards their place of residence, but community attachment linked with residence informal urban housing might not be so. Ultimately, the individual commitment to the community is complex, affected by geography, the size and form of society, social status in society, and local environmental quality and expectations of the environmental quality of the population. Community participation is often the social interaction of human beings with their places of residence, such as the length of their residency and the period of their life cycle. Community attachment can be the degree to which local people have cognitive or emotional links to each other and to that location.

## **Method and study area**

We employed a quantitative approach to conducting this study. The samples comprised Kadazandusun sub-ethnic groups living in Kota Marudu which is in the northern part of Sabah. Most of the sub-ethnic groups were the Kimaragang, Tobilung, and Rungus. A non-probability purposive sampling technique was adopted to ensure the collected data were indeed from valid sources. A 5-point Likert scale anchored by "strongly disagree" (1) to "strongly agree" (5) was used as the measurement for the independent and dependent variables. Sample size estimation was determined using G\*power 3.0 analysis (Faul et al., 2007). Using G-Power Analysis software, with the effect size of  $f^2$  0.15,  $\alpha$  error pro-0.05, power Gf 0.95 with four tested predictors. Therefore, 129 respondents are the minimum sampling for this study. Two hundred questionnaires were distributed, 151 were completed, and usable copies were recollected. Figure 1 depicts the research framework containing two variables under investigation statements. The variables were examined using multiple items (Hayduk & Littvay, 2012), and the data was then analysed using Smart PLS 3.3.2 (Ringle et al., 2015) to assess the hypotheses.

## Framework and hypotheses development

Previous literature revealed that directive style (DS), supportive style (SS), participative style (PS), and achievement style (AS) can influence community attachment (CA). Therefore, this study proposes a conceptual model based on the literature above, as illustrated in Figure 1.

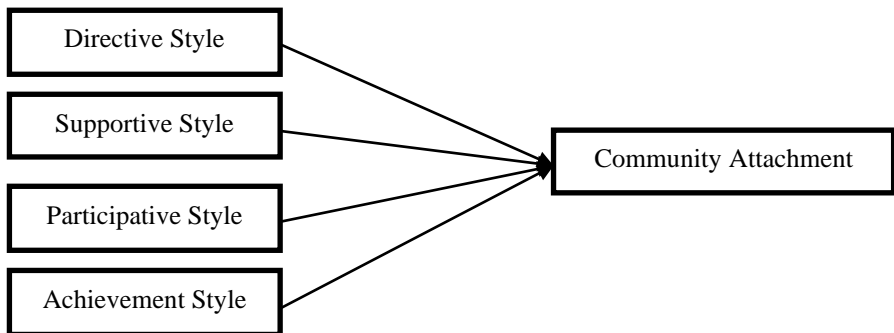


Figure 1: Research Framework

## Results and discussion

Table 1 exhibits the respondent profile of this study. In total, 151 respondents agreed to participate. 64.9% of the respondents were males, and the remaining were females. Most of the respondents belonged to the age group of 50 and above (37.1%) followed by respondents aged 18-25 (21.9%), 42-49 (19.2%), 26-33 (12.6%), and 34-41 (9.3%). More than 35.8% of the respondents belonged to the Dusun Kimaragang ethnic followed by Dusun Tobilung 35.1%, Rungus 27.8%, while participants from other ethnicities were about 1.3%. Most respondents were Christians (64.9%), followed by Muslims (19.2%), Pagans (15.2%), and other religions made up about 0.7%. In terms of education, only 21.2% possessed degrees, while most of the respondents did not possess degrees (78.8%). Most respondents were married (66.9%) or unmarried (27.8%), while the rest of them were either divorced (4.0%) or widowed (1.3%). 31.1% were self-employed, 27.8% were attached to civil services, 19.2% were students, 6.0% joined co-operatives, and 5.3% were with the private sector. Most of the respondents who had joined this survey earned below RM1,000 (39.1%), followed by those who earned between RM1001-RM2000 (28.5%), and RM2001-RM3000 (16.6%), while those who earned RM3001-RM4000 and above RM4000 were about 7.9% respectively. Therefore, we can conclude that most respondents were males, mature, non-Malays (Malay, being the

majority population in Malaysia), non-Muslims (Muslim being the main religion in Malaysia), educated, married, self-employed, and belonged to low (B40) and middle income (M40) groups. The respondent profile of the study is summarized in Table 1.

**Table 1: Respondent Profile**

Variable	Item	Frequency	Percent
Gender	Male	98	64.9
	Female	53	35.1
Age	18-25	33	21.9
	26-33	19	12.6
	34-41	14	9.3
	42-49	29	19.2
	> 50	56	37.1
Ethnicity	Rungus	42	27.8
	Tobilung	53	35.1
	Kimaragang	54	35.8
	Other	2	1.3
Religion	Muslim	29	19.2
	Christian	98	64.9
	Pagan	23	15.2
	Other	1	0.7
Education	PMR	17	11.3
	SPM/O-Level	36	23.8
	STPM/A-Level/Diploma	56	37.1
	Degree	32	21.2
	Other	10	6.6
Marital Status	Single	42	27.8
	Married	101	66.9
	Divorced	6	4.0
	Widowed	2	1.3
Nationality	Malaysian/KM	150	99.3
	Other	1	0.7
Occupation	Private	8	5.3
	Public	42	27.8
	Cooperative	9	6.0
	Student	29	19.2
	Self-Employed	47	31.1
	Other	16	10.6
Income (RM)	< RM1000	59	39.1
	RM1001-RM2000	43	28.5
	RM2001-RM3000	25	16.6
	RM3001-RM4000	12	7.9
	> RM4000	12	7.9

#### a. Measurement model

Table 2 reveals the findings of constructs composite reliability (CR) and convergent validity testing. The results confirm that the constructs have a high internal consistency (Roldán & Sánchez-Franco, 2012) and sufficient average variance extracted (AVE) to validate the convergent validity (Hair et al., 2017). Three indicators were deleted as Cronbach's Alpha, and composite reliability was below 0.708 (Hair et al., 2017). Most indicators measuring each construct achieve a satisfactory loadings value higher than the threshold value of 0.708, as advocated by Hair et al. (2017). Three indicators (CA10, CA11 and CA6) were below 0.708. However, these indicators were not deleted if the AVE is equal to or above 0.500 and the respective indicators are above 0.400 (Hair et al., 2017). The Cronbach's alpha and composite reliability (CR) values of achievement style (AS) is 0.870 and 0.911, customer attachment (CA) is 0.861 and 0.892, directive style (DS) is 0.880 and 0.918, participative style (PS) is 0.879 and 0.917, supportive style (SS) is 0.901 and 0.931 respectively implying that these constructs possess high internal consistency. In a similar vein, these constructs also indicate satisfactory convergent validity, with the average variance extracted (AVE) value for respective constructs being higher than the threshold value of 0.500, which demonstrates that the indicators explain more than 50% of the constructs' variances.

**Table 2: Measurement Model Assessment**

Construct	Item	Loadings	CA	CR	AVE	Convergent Validity (Ave > 0.5)
AS	AS1	0.849	0.870	0.911	0.719	Yes
	AS2	0.851				
	AS3	0.873				
	AS4	0.817				
CA	CA1	0.788	0.861	0.892	0.510	Yes
	CA10	0.636				
	CA11	0.616				
	CA2	0.783				
	CA3	0.701				
	CA4	0.772				
	CA5	0.765				
DS	DS1	0.805	0.880	0.918	0.737	Yes
	DS2	0.901				
	DS3	0.906				
	DS4	0.817				
PS	PS1	0.844	0.879	0.917	0.733	Yes
	PS2	0.880				
	PS3	0.867				
	PS4	0.834				
SS	SS1	0.844	0.901	0.931	0.770	Yes
	SS2	0.892				
	SS3	0.894				
	SS4	0.880				

\*CA7, CA8 and CA9 items were deleted due to poor loading Composite Reliability < .708  
 (Hair et al., 2010, & Hair et al., 2014)

Table 3 displayed the HTMT criterion to evaluate discriminant validity (Ringle, et al., 2015). The result specifies that discriminant validity is well-established at HTMT0.85 (Diamantopoulous & Siguaw, 2006). In assessing discriminant validity, this study applies Henseler's (2015) heterotrait-monotrait ratio of correlations criterion. The result suggests that the correlation values corresponding to the respective constructs do not violate the conservative criterion (HTMT.85), implying that the discriminant validity issue is of no concern. The findings indicate that it is appropriate to proceed with the structural model assessment to test the study's hypotheses as there is no issue of multicollinearity between items loaded on different constructs in the outer model.

**Table 3: HTMT Criterion**

	AS	CA	DS	PS	SS
AS					
CA	0.542				
DS	0.626	0.741			
PS	0.607	0.649	0.586		
SS	0.617	0.629	0.578	0.636	

*Criteria: Discriminant validity is established at HTMT0.85*

### b. Structural model

The structural model assessment examines the proposed relationships between the constructs in the research framework. Before measuring the structural model, this study addresses the issue of multicollinearity using the collinearity test. The VIF values below 3.3 (Diamantopoulous & Siguaw, 2006) for each construct suggest that multicollinearity is not a concern. Next, a 5000-bootstrap resampling of data is conducted to examine the hypotheses of this study (Hair et al., 2017). Table 4 demonstrates the assessment of the path coefficient, which is represented by Beta values for each path relationship. The results show three out of four hypotheses were indeed supported. The results for direct effects indicate that the directive style (DS), supportive style (SS), and participative style (PS) have a positive influence on community attachment (CA). Specifically, the study finds support for H1a (DS → CA,  $\beta = 0.433$ ,  $p < 0.000$ , LLCI = 0.268, ULCI = 0.567), H1b (SS → CA,  $\beta = 0.188$ ,  $p < 0.028$ , LLCI = 0.007, ULCI = 0.350), and H1c (PS → CA,  $\beta = 0.252$ ,  $p < 0.004$ , LLCI = 0.072, ULCI = 0.410). The results, however, do not find any significant influence of achievement style (AS) towards community attachment (CA).

**Table 4: Path Coefficients**

Direct Effects	Beta	S.E.	t-value	p-value	LB	UB	Decision
H1a: DS → CA	0.433	0.080	5.416	0.000	0.268	0.567	Supported
H1b: SS → CA	0.188	0.085	2.208	0.028	0.007	0.350	Supported
H1c: PS → CA	0.252	0.086	2.923	0.004	0.072	0.410	Supported
H1d: AS → CA	-0.017	0.077	0.216	0.829	-0.158	0.152	Not Supported

*Path Coefficient 0.01, 0.05 (Hair et al. 2017)*

Table 5 displays the quality of the model. We assess the effect size ( $f^2$ ), the coefficient of determination ( $R^2$ ), multicollinearity issues (VIF values), and

the predictive relevance ( $Q^2$ ) of exogenous variables on the endogenous variable in this study. Directive style (H1a) carries a substantial effect size  $f^2$  on community attachment. On the other hand, support, participative, and achievement styles indicate small effect sizes  $f^2$  on community attachment (Cohen, 1988). The results also show that directive style has a substantial effect on attitude ( $f^2 = 0.235$ ). This implies that the directive style is a strong element influencing community attachment. Meanwhile, supportive, participative, and achievement styles indicate a small effect size  $f^2$  (0.042, 0.077, 0.000) on community attachment. The coefficient of determination represented by  $R^2$  explains whether the directive, supportive, participative, and achievement styles could explain the community attachment indicating a substantial effect (Chin, 1998). Specifically, the  $R^2$  value for community attachment is 0.521, suggesting that the directive, supportive, participative, and achievement styles can explain the endogenous variable.

Besides, multicollinearity between indicators was assessed. All indicators for variables satisfy the VIF values, and they are consistently below the threshold value of 5.0 (Hair et al., 2014) and 3.3 (Diamantopoulos & Sigouw, 2006). Therefore, it can be concluded that collinearity issues do not reach critical levels in all variables and are not an issue for the estimation of the PLS path model. Therefore, the relationships are considered minor. The predictive relevance values of all exogenous (independent) variables towards endogenous (dependent) variables are larger than 0, indicating that the independent variables (Directive, supportive, participative, and achievement styles) could predict the community attachment, as presented by  $Q^2$  using blindfolding procedure (Hair et al., 2017).

**Table 5: Model Quality Assessment**

Direct Effects	$f^2$	$R^2$	VIF	$Q^2$
H1a: DS -> CA	0.235	0.521	1.667	0.230
H1b: SS -> CA	0.042		1.762	
H1c: PS -> CA	0.077		1.719	
H1d: AS -> CA	0.000		1.757	

*Lateral Collinearity: VIF 3.3 or higher (Diamantopoulos & Sigouw 2006)*

$R^2 \geq 0.26$  consider Substantial (Cohen, 1989)

$f^2 \geq 0.26$  consider Substantial (Cohen, 1989)

$Q^2 > 0.00$  consider large (Hair, 2017)

## Discussion and Recommendation

The study investigates the influence of leadership styles (directive, supportive, participative, and achievement) on community attachment. The

results reveal that all leadership styles support community attachment except for the achievement style. For a directive leadership style, leaders are expected to initiate ideas and delegate responsibilities to the community that subsequently strengthen the community attachment. It is hardly surprising as it is the most common leadership style practised in today's world. There seems to be no exception to the Dusunic communities in Kota Marudu, Sabah. Our findings validate Bell, Chan and Nel's (2014) studies as community leaders can direct their subordinates to follow their instructions when making decisions that support leadership goals, tend to control discussions, dominate the interaction, and are task-oriented.

Supportive style is very important in fostering attachment among the Dusunic community in Kota Marudu, Sabah. Our findings cement claims by previous researchers that a supportive style helps promote community-supporting communities as it encourages a constructive, trustworthy, secure, egalitarian, sociable, and relationship-oriented environment (Berson et al., 2008; Burke et al., 2007). This culture creates a warm environment to work in, and generally, people are helpful and friendly (Wallach, 1983). Supportive style leadership is also appropriate as a binding force for community attachment, considering that a supportive leader can provide a good support system to the community, especially during unfortunate events such as the occurrence of catastrophes or deaths.

In relation to the leadership style and community engagement, the findings also imply that the community expects its leader to be participative in whatever events are conducted by the community. In addition to that, participative style leadership expects and invites community input in decision-making. It often calls for a relatively fair degree of involvement in decision-making within the community (Torres, 2000). Additionally, scholars argue that participation in decision-making requires some degree of agreement on environmental factors between the leader and community members. Thus, participatory leadership among the Dusunic embraces leadership that includes the community in decision-making, consults the community on community-related issues, asks for subordinate's feedback, and attempts to include subordinate's suggestions in decision-making (House et al. 1974; Robbin, 2008; Murdoch, 2013).



## Conclusion

The study was conducted in Sabah (North Borneo) on three Dusunic sub-ethnic groups: the Kimaragang Dusun, Tobilung Dusun, and the Rungus. Therefore, it is essential to note that the findings of this study may not apply to other races or ethnicities. Context-wise, the study has provided further evidence on leadership styles and community attachment based on the small sub-ethnic groups that are still scarcely studied in Sabah, Malaysia. It is suggested that the relationship between leadership styles and community satisfaction or loyalty be explored for future research. Other than that, it will be interesting to utilize a longitudinal or qualitative approach to study the natives of Borneo in future research. Similar studies could be conducted on other natives or regions in Borneo, such as the various ethnic groups in Borneo (for example, the Dusunic groups of Sabah and the Dayaks of Sarawak and Kalimantan) to compare the results of this research to the outcomes of such future studies. Other options would be adopting Partial Least Square-Multigroup Analysis (PLS-MGA) to examine the leadership styles preference based on age, gender, education level, income, or level of education.

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