

# Constructing A Model of Leadership Behaviours For Achieving Competitive Advantage in RMG Bangladesh: Perspective of A Developing Country

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## ABSTRACT

The purpose of this study had been to construct a model of leadership behaviours for achieving competitive advantage in the ready made garments sector of Bangladesh from the perspective of a developing country. The literature review highlighted that leadership behaviours have been studied concerning competitive advantage duly, and they emerged as a separate theme from the literature. However, they have not been conceptualised into a comprehensive framework, which is addressed in this study. Three types of leadership behaviours had been found influencing competitive advantage for an organisation. We hypothesised that task oriented, people oriented, and change oriented leadership behaviours have a significant correlation with a competitive advantage. We surveyed 400 RMG employees, operators, supervisors, executives, and leaders. We found that three types of leadership behaviours alone do not significantly contribute to achieving competitive advantage. However, when emotional intelligence mediates these three behaviours with a competitive advantage, they significantly contribute. Therefore, the present study has developed a conceptual model indicating the relationship between different leadership behaviours, emotional intelligence, and competitive advantage. The model has been developed for Bangladesh's RMG industry due to the paucity of research on leadership behaviours. This article's contribution to knowledge is threefold: 1) Practical Implications: Policy implications for the RMG sector, Implementing the recommendations for solving the problem of leadership and gaining competitive advantage. 2) Theoretical Implications: adding change oriented behaviour with task and people oriented ones in the theoretical framework, experimenting with emotional intelligence as a mediating factor. 3) Continuation of research and methodological implications by a time series longitudinal study, cohort studies for other manufacturing groups - contexts. They are initiating a new line of inquiries likedigital leadership in apparel industries.

## Keywords

leadership, competitive advantage, emotional intelligence, Bangladesh, RMG

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

## Introduction

The RMG industry is one of the major contributors to the growth of Bangladesh's economy. RMG industry of Bangladesh also plays a pivotal role in shaping the economic structure. In today's era, RMG makes a significant contribution to economic development. In Bangladesh, the RMG sector is booming, and its growth is remarkable. Leadership helps to gain a competitive edge (Dicken, 1998; Jones, 2002). McGinnis & Vallopra (1999) defined competitive advantage as an organisation's ability to build a stronger position over its rivals. According to Porter (1985), it is a value that an organisation creates for the customers through differentiation or cost leadership. Competitive advantage has been suggested to develop countries to 'take off' during the development process (Porter 1985). There are some aspects such as as- quality, performance, delivery, and lead time which are the sources of competitive advantage (Li et al. 2006). At the same time, Harrison and Hoek

(2002) concluded that competitive advantage is achieved through meeting the customer's demand and supplying the services on needed time. Porter (1985) stated that technology is the major factor that helps to achieve a competitive advantage. Technology affects competitive advantage if it has a significant role in determining relative cost differentiation. Thus, advanced technology affects the cost, and it helps to complete the task in lesser time and fewer employees needed to complete the project. On the other hand, it is leadership that also one of the most significant factors that give companies a competitive advantage.

Leadership is a complex (Douglas 2012) and popular (Rowold and Borgmann 2013) phenomenon. Generally, Leadership is defined as- the process of influencing followers to fulfil the desired results (De Jong et al. 2007). Yukl (2006) defined leadership as "a process whereby intentional influence is exerted by one person over other people to guide, structure, and facilitate activities and relationships in a group or

organisation." According to Igbaekemen (2014), leadership is "the art of influencing people so that they will strive willingly towards the achievement of goals." Leadership plays an essential role in creating a good culture and atmosphere in an organisation (Alghazo & Al-Anazi 2016). Skoogh (2014) stated that leadership had played a significant role since the dawn of humankind's history. Leadership has increasingly become a significant research focus in the corporate and higher education sectors (HES). Past studies showed that different leadership styles play a significant role in promoting organisational outcomes and employee wellbeing (Samad et al., 2015). Hurduzue (2015) stated that an effective leadership style could promote excellence in developing its members. A work team's performance commonly depends upon the leaders' effort, potential, and ability to influence others (Delfgaauw et al., 2018). In firms, employees work in a team and perform a variety of tasks. A team's ultimate performance depends on how well leaders lead them in their tasks and the employees' division of tasks. For example- allocating more critical tasks to more talented employees will often improve a team's performance. Once a performance is increased, then it helps to gain a competitive advantage. Thus, it can be postulated that an effective leader assists his/her employee and motivates them to fulfil an objective. Many studies have been conducted, focusing on the variables like- emotional intelligence, task-oriented leadership behaviour, people-oriented leadership, change, competitive advantage, and the RMG industry. However, the relationships between these variables have not been studied in the context of Bangladesh RMG industries.

One of this article's purposes is to test through a survey of the RMG members the conceptually derived hypothesised relationship between the variables identified through a literature review. Variables include leadership behaviour (task oriented, people oriented, and change oriented), emotional intelligence, and competitive advantage. Therefore, in a nutshell, the article aims to construct a comprehensive model testing the relationship between leadership behaviours and a firm's competitive advantage via emotional intelligence. The developed model is suitable for the Bangladesh RMG industry as there is a lack of research studies conceptualising and validating the model for Bangladesh's RMG industry. Though

the paper is a part of a doctoral dissertation and its scope is limited to the leadership model's construct.

## LITERATURE REVIEW

### Leadership Behaviours

Leadership has been a central but sometimes controversial topic in organisational research, and very few studies conducted on relationship leadership behaviour (Chemers et al., 2000). The research confirmed that a leader's behaviour influences group and individuals. It means Leadership behaviour has a significant impact on employee performance, employee behaviour, and wellbeing (Inceoglu et al., 2018; Gooty et al., 2010). Consistency of leadership behaviour influenced the strategy implementation process (O'Reilly et al., 2009). Kotlyar (2011) examined how a leader's behaviour influences the decision making process. The researcher found that a leader's behaviour reduces conflict among teams and pragmatic leaders are more effective in encouraging members' commitment. Effective team decision-making requires member's commitment towards the decision-making, 96). However, Vries (2001) contradicts the statement by stating that leadership moderators; the effects are weak. Whereas task oriented, change oriented, and relation-oriented behaviours' also play a significant role (Yukl, 2019). Few studies explained that CEOs (chief executive leadership) play a vital role in achieving better performance (Finkelstein & Hambrick 1996) which means the CEO's behaviour is directly linked to firm performance. CEOs can motivate employees to accomplish goals, and they can use a rewarding and punishment approach (Yukl, 1998). One of the researches suggested leadership effectiveness measured through the achievement of organisational outcomes, and transactional behaviour indirectly affects an individual's performance (Cavazotte et al., 2012).

### Task Oriented Leadership Behaviour

One of the most prominent leadership styles is task oriented. According to Anzalone (2017), task-oriented leader focuses on the task. He is less concerned with catering to employees' personal needs; he is concerned with finding step-by-step solutions for meeting goals. According to Larman (2015), relationship-oriented leaders focus on tasks and fulfil every employee's needs, giving bonuses. "Task-oriented leadership style appears more effective as compare to relationship oriented

style" (Oni 2017). Task-oriented leaders affect group efficacy with positivity among group members, whereas relationship-oriented leaders affect group members' cohesion (Chambel and Curral, 2009). They found task-oriented and relationship-oriented behaviour has a positive effect on the development of group performance. However, Ruzgar (2018) contradicted that and concluded there is no significant effect of task oriented leadership style on Self Oriented dimension of Leader-Member Exchange (LMX).

### **Change-Oriented Leadership Behaviour**

The change oriented leadership also plays a significant role in an organisation, and in this context, Bossche et al. (2013) found a mediating effect between change-oriented leadership and team performance. Their objective was to identify the influence of change oriented leadership, and the result supported that more change oriented leaders have high team learning with positive team performance. Thus, it concluded that all are linked together once change oriented leader is an organisation, then team satisfaction builds. Once team members are satisfied, they work efficiently; as a result, team performance will increase. Rezaei &Ortt (2017) commented that overall firm performance also depends on the entrepreneurial orientation factor.

Further, the study indicated that (EO) is related in different ways to a firm's performance. However, a positive relationship was found between EO and the overall performance of the firm. (Atuahene-Gima & K, 2001) Customer orientation reflects firm strategy as well as employee performance, "firm's orientation toward the promotion and support for the collection, dissemination, and responsiveness to market intelligence to serve customer needs." Thus, customer orientation (CO) has been recognised as an essential factor influencing firm performance (Feng et al., 2019).

### **Leadership Styles**

Chammas and Hernandez (2019) compared transformational and instrumental leadership and found both directly influence employee performance. Hsiao and Chang (2011) found a similar result in the context of transformational leadership, and it has a significant positive relationship with organisational performance. Liangding et al. (2007) also highlighted that transformational leadership affects commitment and organisational trust and motivates employees,

and boosts their confidence by reciprocity. It is clear from the review that transformational and charismatic leadership became an integral part of leadership theory. Both theories have a massive impact on leadership as a scientific domain (Avolio et al., 2013). To manage an organisation effectively, we need an effective leader. There is a different style of leadership such as as- laissez-faire, transactional and transformational leadership. Dahie et al. (2017) studied the role of leadership style, and they revealed that transformational and transaction style both has a positive relationship with employee commitment. Similarly, Kehinde (2014) established that leadership styles positively correlate to employees' performance. It was suggested that managers should use transformational leadership. Basit (2017) conducted a study on the impact of leadership style on employee performance. The study revealed that the democratic leadership style and laissez-faire have more influence on employees' performance. It also revealed that autocratic leadership is poorly co-related with the employees' performance. There is a positive relationship between democratic and laissez-faire styles, whereas a negative relationship is found in autocratic leadership. Yahaya and Ebrahim (2015) identified the relationship between transactional, transformational, and laissez-faire on organisational commitment. This framework found that all style plays a significant role in the uplift of organisational performance. They stated that these styles upgrade the abilities and characteristics of the employee. Thus, it can be thought that it all is related to each other. Leadership is formed based on social interaction between followers and leaders.

According to Effendi (2002), "leader carries out its activities quest guide, guiding, directing and controlling the thoughts, feeling, and behaviours of a person or several people to achieve several goals." "The influence of leadership style and motivation of employees' job satisfaction also plays a vital role in an organisation (Mustaqim, 2016). There are two variables- leader motivation and leader behaviour which simultaneously affect employees' job satisfaction.

Generally, followers are willing to be influenced by their leader's different characteristics, such as the agreement with their followers, influencing power, direction, and support they need (Blanchard et al. 1985). Most undergraduate and

postgraduate, and PhD students prefer supporting style, coaching, and directing, respectively. Few more studies have investigated the relationship of leadership style, and there is a link between culture and performance that has been examined independently (Ogbonna2000).

Burke et al. (2006) studied which type of leadership behaviours are functional in teams. Results suggested that the use of task-focused behaviours is moderately related to perceived team effectiveness and team productivity. They also revealed that both people focused and task leadership is correlated in team performance outcomes. For example, such behaviour, perceived effectiveness, team learning, analysing productivity will increase team performance. Gameda (2020) also supports the concept of leadership styles, work engagement as outcomes, and results support that transformational leadership style had a significant. A positive relationship with innovative work behaviour and employees' work engagement, whereas transactional leadership style had a significant positive relationship in the employees' task performance. However, it contradicts the *laissez-faire* leadership style because it negatively affected task performance and Work engagement. Besides, work engagement partially mediated the relationship between leadership styles and work outcomes.

### **Role of Emotional Intelligence (EI)**

EI is a learnable skill and an element of social intelligence that enables an individual to understand, monitor, and respond appropriately to emotional cues in self and others (Salovey and Mayer 1990). Emotional interactions at work have a significant impact on employees' behaviour. The workplace needs an emotionally intelligent individual "who can identify, manage, and focus their emotions effectively, and cope successfully with the demands of daily life" (Nafukho&Muyia, 2014; Farnia&Nafukho, 2016). Another study showed that both the EI and the different EI competencies affect the adoption of various HR practices (Molina et al., 2019). Flexible strategy with innovative HR practices plays a significant role in firm performance; Xiu et al. (2017) found a substantial effect on employee productivity who have adopted innovative HR practices in an organisation. Besides, the authors also found that

female leadership increases strategic flexibility performance relationship.

### **Competitive Advantage in Apparel Industry**

The apparel industry has been the critical export industry of Bangladesh for the past 25 years. Many researchers' consensus is that the apparel sector's success and failure mostly depend upon efficient (SCM) supply chain management practices (Şen, 2008). Sustainable competitive advantage is no longer embedded in physical assets or capital but an effective channelling of intellectual capital (Halawi et al. 2005).

Strategic leadership plays a significant role in building a sustainable competitive advantage. It has been found that there is a significant positive impact of strategic leadership capabilities on sustainable competitive advantage (Mahdi and Almsafir, 2013). Technology is one of the main factors that create competitive advantage and influence industry by providing strategic benefits (Porter 1985). Five factors determine the garment industry's competitiveness in the Ethiopian context, such as- demand conditions, supporting industries, the role of Government, structure, and industry's strategy. The study also found that factor conditions and chance factors both act as determinants for the competitiveness in the garments industry (Hagos et al., 2018). Whereas Vargas (2014) identified the leader's behaviour and ability, environment, prior firm performance, strategy, and stage of organisation life are the factors for small businesses that help achieve competitiveness. Elrehail (2019) concluded that HR practices had a significant effect on competitive advantage. Empirical support like incentive leads to completing the task on time and fulfilling its goal by achieving a competitive advantage. Gautam and Lal (2020) Analysed competitiveness and trade performance in the Indian textile industry and found that India has attained a comparative advantage While Vietnam showed drastic improvement in textile products. Moreover, Vietnam and china improved their comparative advantage.

### **Research Gaps from the Literature Review**

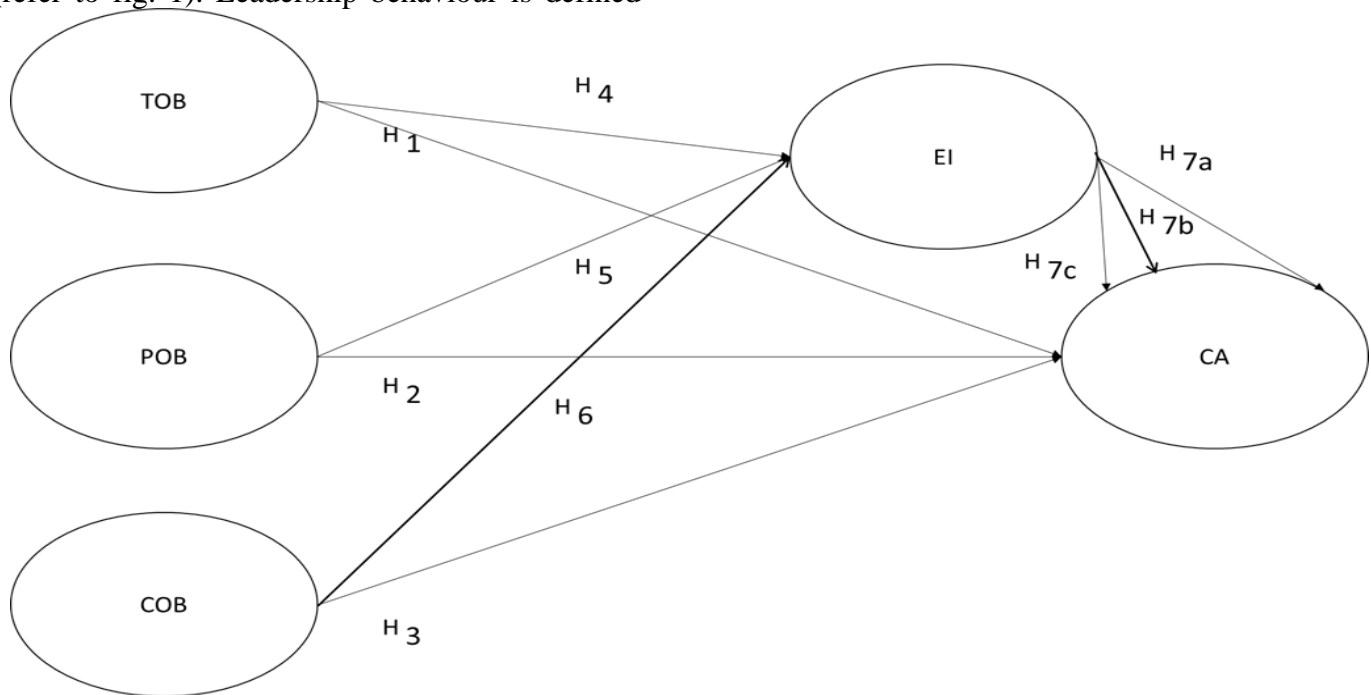
A thorough review of literature had been undertaken to conceptually find out the variables utilised by the researchers in the field of leadership and its relationship with a competitive advantage for Bangladesh's RMG industry. It has been highlighted that the literature has adequately addressed the concepts of leadership behaviour



and competitive advantage though not specifically for the RMG industry of Bangladesh. Another significant gap that emerged out includes lack of research assessing the interwoven relationships between the identified variables. Thus, this study has utilised variables from the literature and has developed a comprehensive conceptual model assessing the relationship between leadership behaviours and a firm's competitive advantage (refer to fig. 1). Leadership behaviour is defined

in terms of task oriented behaviour (Anzalone, 2017), people oriented behaviour, and change oriented behaviour (Bossche et al., 2013). Other variables incorporated in the model include emotional intelligence (Salovey and Mayer, 1990).

### A CONCEPTUAL MODEL OF LEADERSHIP BEHAVIOUR AND COMPETITIVE ADVANTAGE



**FIGURE 1 CONCEPTUAL FRAMEWORK**

The proposed hypothesis derived from the above conceptual model are-

H1: Task oriented leadership behaviour (TOB) has a significant favourable influence on CA (Competitive Advantage).

H2: People oriented leadership behaviour (POB) has a significant positive influence on CA (Competitive Advantage).

H3: Change oriented leadership behaviour (COB) has a significant positive influence on CA (Competitive Advantage).

H4: Task oriented leadership behaviour (TOB) has a significant positive influence on EI (Emotional Intelligence).

H5: People oriented leadership behaviour (POB) has a significant positive influence on EI (Emotional Intelligence).

H6: Change oriented leadership behaviour (COB) has a significant positive influence on EI (Emotional Intelligence).

H7abc: EI mediates with TOB, POB, COB to CA.

### METHODOLOGY

#### Sampling

A sampling frame is the list of population elements from which the sample may be drawn to represent the target population (Cooper and Schiendler, 2014; Islam, 2011; Zikmund et al., 2009). It is also known as the working sample. This study's sampling frame was the directory of the companies compiled at the Bangladesh Bureau of Statistics.

There are two major sampling techniques: probability sampling and non-probability sampling (Cooper and Schiendler, 2014; Islam, 2011; Zikmund et al., 2009). In probability sampling, the population elements have some known chance or probability of being selected as sample subjects. In contrast, in non-probability sampling, the elements do not have a known or predetermined chance of being selected as subjects. In this study, the probability method was chosen due to its universal acceptance and the high generalizability of results based on the

sampling frame's availability. Among a variety of probability sampling methods, consisting of the simple random, systematic, stratified, cluster, and multistage area sampling, the simple random sampling method was chosen to select the sample elements in this study because this method is easy to implement (Cooper and Schiendler, 2014) and ensures that every unit in the population has an equal and known probability of being included in the sample (Islam, 2011). Moreover, this method requires only minimal advanced knowledge of the population, easy to analyse, and computed error (Zikmund et al., 2009).

The next step in the sampling process is determining the sample size. Sample size refers to the number of units contained in a sample. There are several approaches to determining sample size. According to Zikmund et al. (2009), the sample size may be determined based on the researcher's judgments. Using a sample size similar to those used in previous studies provides the inexperienced researcher compared to other researchers' judgments. Another critical factor is affecting sample size determination in selecting the appropriate item, question, or characteristic for sample size calculations. However, data collection cost becomes a significant consideration, and judgment must be exercised regarding such information's importance. The last consideration stems from most researchers' need to analyse various subgroups within the sample. With this procedure, the total sample size is computed by totaling these subgroups' sample sizes.

Sample size is determined as outlined in Yamane (1967), as follows:

Where,  $n$  = Sample Size;  $N$  = Population;  $e$  = Level of Precision,  $N = 4,000$  active factories, and 4,000,000 people working

$$n = N / \{1 + N (e)^2\},$$

$$n = 4,000 / [1 + \{4,000 \times (.05)^2\}]$$

$$n = 4,000 / 12.5$$

$$n = 320$$

$$n = 4,000,000 / [\{1 + \{4,000,000 \times (.05)\}^2\}]$$

$$n = 400 \text{ taken}$$

The population will be defined as "all operating garment industry companies in the Dhaka Regional Development Board's geographic jurisdiction" because Dhaka is the garment industry's centre. Most garments are produced in Dhaka and its environments within the Dhaka

Regional Development Board ("Rajuk"), including North Dhaka and South Dhaka, Tongi, Narayanganj Savar, as well as the District of Gazipur. Ahmed (Marzuka Ahmed, "Data Universe of Bangladesh's RMG Enterprises", Presentation to Centre For Policy Dialogue, 17 August 2017, Dhaka) found that there were 3,856 operational enterprises in the RMG industry in Bangladesh, of which 3,145 were in the population in the DRDB area defined above. The population will be identified as the Garment Industry Association members, as this Association includes all the largest suppliers of garments in Bangladesh. Members' names will be ascertained from the records of the Association. Each Association member will be assigned a number from a Table of Random Digits. Then numbers will be randomly selected up to the sample size determined by the Yamane formula to create a list of participants from which data will be selected under the following stratified sampling scheme.

#### **Sample Population And Sample Area**

The research population that will be focused on in this study is the employees in Bangladesh's RMG sector. In every organisation, politics plays a vital role in influencing the leadership behaviours of RMG management. Since this research is intended for examining the leader's response towards leadership behaviours, employees and managers of three levels: top, mid and lower, are the most suitable population for collecting information to understand their views, perceptions, attitudes, and behaviour towards achieving competitive advantage.

TABLE 1: SAMPLE DETAILS

Location	Size of Factory	Respondents	% of Samples	Levels
Gazipur, Mawna	Large (Above 2500 workers)	90	22.5%	Top-30, Mid-30, Line -30
Savar, Tongi, Ashulia, Narayanganj	Medium (500-2500 workers)	90	22.5%	Top-30, Mid-30, Line-30
Mirpur, Uttara, Mohakahli, Gulshan, Badda	Small (less than 500 workers)	220	55%	Top -30, Mid-30, Line -140
Total		400		Top -90 (22.5%) Mid- 90 (22.5%) Low-220 (55%)

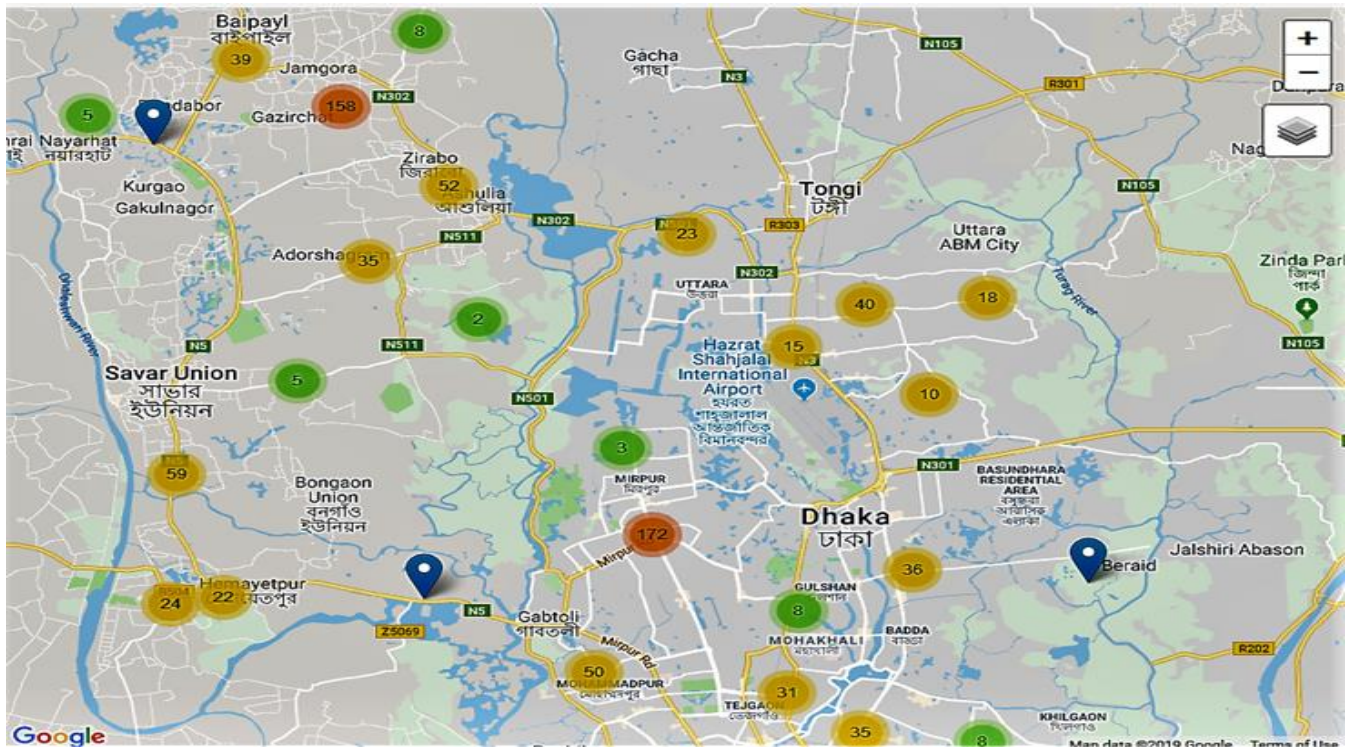


Figure 2: Sample Area

The large samples represent 900 factories, and medium samples represent 900 factories. Thus 45% represents a minimum of 3,690,000 workers of 1800 factories, and 55% represents 2,200 factories and a minimum of 1,100,000 workers, and 4,000 factories, 4 million workers are covered by samples distributed.

The stratified method of sampling, in two forms, is for the following reasons:

- (1) fixing the large factories at 22.5% of total factories, the medium-sized factories also being 22.5% and 55% forms the small factories, to prevent overrepresentation of any type of factories we have worked out samples that represent an equal segment of total employees in the industry;

(2) fixing 45% of respondents from top management and middle management and

55% from line management is to reflect the relative power and influence of the various levels of management in decision-making in the industry: to understand leadership in the industry, the data must reflect the people who are true leaders, meaning that they have a

significant impact on decision-making in the industry.

Note that the sample envisioned here is sufficient for a population of 4,000 but that Ahmed (2017), though as stated above in this section, found a population of only 3,145 is active. It follows that the sample size proposed here will be more than adequate to allow probable inferences from the data collected.

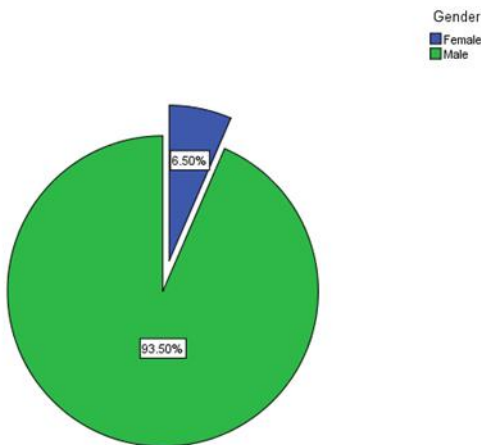
**RESULT**

**Demographic Profile of the Respondents**

**Table2:Gender**

Gender	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Female	26	6.5	6.5	6.5
Male	374	93.5	93.5	100.0
Total	400	100.0	100.0	

Table 1 shows that around 94 per cent of respondents were male, and 6.5 per cent were female.



**Gender \* Age Crosstabulation**

Count

	Age						Total
		21-30 Years	31-40 Years	41-50 Years	51-60 Years	61-70 Years	
Gender Female		0	0	0	26	0	26
Male		128	119	57	65	5	374
Total		128	119	57	91	5	400

**Table3: Age**

Age Group	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid 21-30 Years	128	32.0	32.0	32.0
31-40 Years	119	29.8	29.8	61.8



41-50 Years	57	14.2	14.2	76.0
51-60 Years	91	22.8	22.8	98.8
61-70 Years	5	1.3	1.3	100.0
Total	400	100.0	100.0	

Table 3 depicts that 32 per cent of respondents belong to the age group 21 to 30 years, 30 per cent of respondents belong to the age group 31 to 40

years, and only 1 per cent of respondents belong to the age group 61 to 70.

**Table4: Education**

Education	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Bachelor	316	79.0	79.0	79.0
Masters	80	20.0	20.0	99.0
M.Phil or PhD	4	1.0	1.0	100.0
Total	400	100.0	100.0	

Table 4 shows that 79 per cent of respondents completed a bachelor's degree, and 20 per cent completed a master's degree.

**Table5: Length of Service (Years)**

Length of Service (Years)	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid 1-10 Years	239	59.8	59.8	59.8
11-15 Years	97	24.3	24.3	84.0
16-20 Years	50	12.5	12.5	96.5
More than 25 Years	14	3.5	3.5	100.0
Total	400	100.0	100.0	

Table5 depicts that around 60 per cent of respondents have 1 to 10 years of job experience, 24 per cent of respondents have 11 to 15 years of job experience, and only 3.5 per cent of

respondents have more than 25 years of job experience.

**Measurement Model:**

**Table6: Descriptive Statistics for the Measures**

Item Construct	No.	Mean	Standard Deviation
TOB1	1	3.853	1.037
TOB2	2	3.712	0.959
TOB3	3	3.862	0.961
TOB4	4	3.505	1.058
TOB5	5	3.33	1.116
TOB6	6	3.203	1.018
TOB7	7	3.24	0.991
TOB8	8	3.478	0.894
TOB9	9	3.58	0.927
TOB10	10	3.333	0.779
POB1	11	3.365	0.864
POB2	12	4.09	0.665
POB3	13	4.178	0.694
POB4	14	3.853	0.843
POB5	15	3.925	0.771
POB6	16	2.123	0.893

POB7	17	2.4	0.911
POB8	18	2.312	0.787
POB9	19	2.17	0.933
POB10	20	2.317	0.92
COB1	21	4.152	0.731
COB2	22	4.01	0.812
COB3	23	3.853	1.037
COB4	24	3.712	0.959
COB5	25	3.862	0.961
COB6	26	3.505	1.058
COB7	27	3.33	1.116
COB8	28	3.203	1.018
COB9	29	3.24	0.991
COB10	30	3.478	0.894
EI1	31	3.58	0.927
EI2	32	3.333	0.779
EI3	33	3.365	0.864
EI4	34	4.09	0.665
EI5	35	4.178	0.694
EI6	36	3.853	0.843
EI7	37	3.925	0.771
EI8	38	2.123	0.893
EI9	39	2.4	0.911
EI10	40	2.312	0.787
CA1	41	2.17	0.933
CA2	42	2.317	0.92
CA3	43	4.152	0.731
CA4	44	4.01	0.812
CA5	45	4.178	0.694
CA6	46	3.853	0.843
CA7	47	3.925	0.771

Table 6 shows that most of the items' mean score means to score more than three, and the standard deviation of more than 0.9.

Table 7: Reliability and Convergent Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CA	0.861	0.861	0.935	0.878
COB	0.861	0.861	0.935	0.878
EI	0.762	0.764	0.894	0.808
POB	0.762	0.762	0.894	0.808
TOB	0.920	1.192	0.958	0.920

Note: CA= Competitive Advantage; COB= Change oriented leadership behaviour; EI= Emotional Intelligence; POB= People oriented

leadership behaviour; TOB= Task oriented leadership behaviour.

Table 7 shows that the AVE values exceeded the recommended value of 0.5(Fornell and Larcker,

1981), demonstrating adequate convergent validity. Composite reliability values indicated that all constructs were well above the recommended value of 0.70(Hair et al., 2010).

Cronbach's alpha values for all the constructs also met the minimum threshold of 0.60, suggesting that the constructs were acceptable.

Table 8: Factor loadings for the measurement model

Construct and Items	CA	COB	EI	POB	TOB
CA3	0.937				
CA4	0.937				
COB1		0.937			
COB2		0.937			
EI4			0.894		
EI5			0.904		
POB2				0.898	
POB3				0.900	
TOB5					0.936
TOB6					0.982

Note: CA= Competitive Advantage; COB= Change oriented leadership behaviour; EI= Emotional Intelligence; POB= People oriented leadership behaviour; TOB= Task oriented leadership behaviour.

Individual items are reliable because all standardised loadings are more significant than 0.7(Table7).

Table9: Multicollinearity Test

Items	VIF (Variance Inflating Factor)
CA3	2.328
CA4	2.328
COB1	2.328
COB2	2.328
EI4	1.612
EI5	1.612
POB2	1.612
POB3	1.612
TOB5	3.646
TOB6	3.646

Note: CA= Competitive Advantage; COB= Change oriented leadership behaviour; EI= Emotional Intelligence; POB= People oriented leadership behaviour; TOB= Task oriented leadership behaviour.

Table 9 shows that all items' VIF values less than 5, and it indicates that there are no multicollinearity problems among independent variables. Figure 3: Measurement Model Diagram

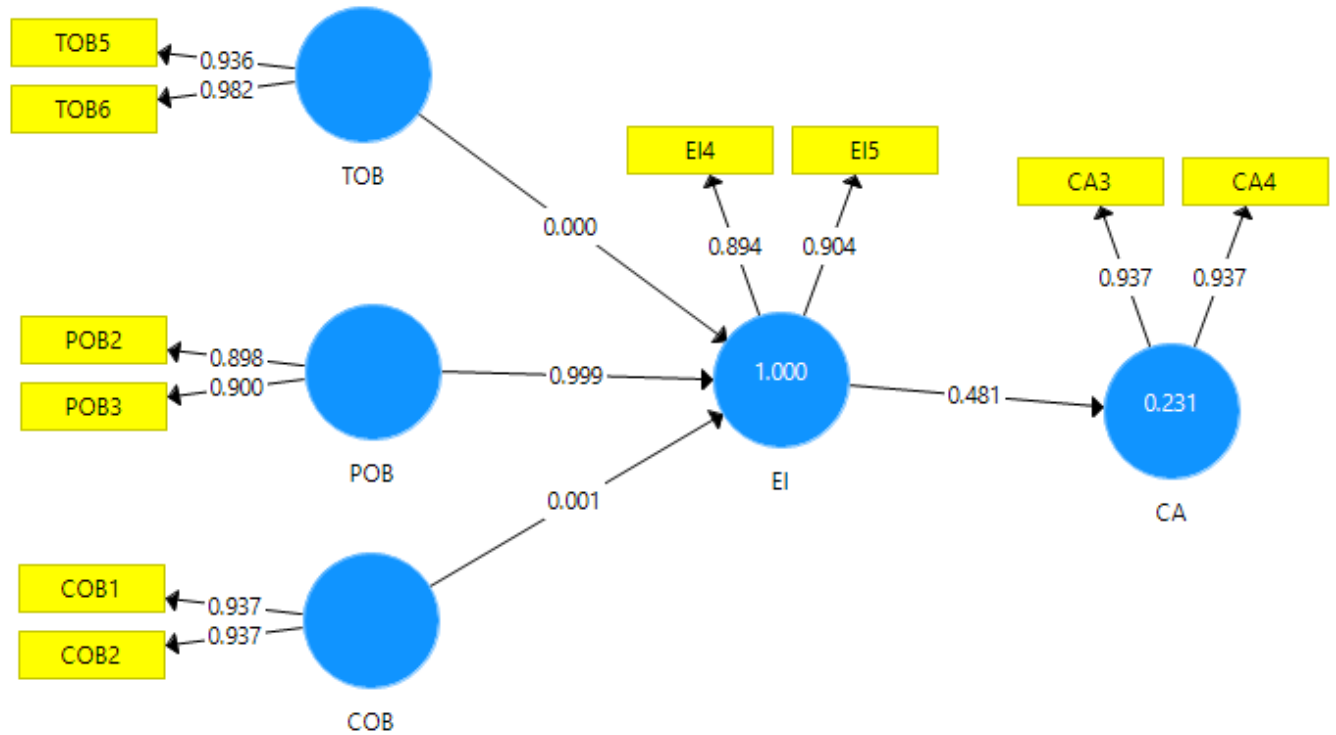


Figure 3 depicts the factor loadings of all items greater than 0.7. It shows the correlation coefficient and the R<sup>2</sup> value. The R<sup>2</sup> value of EI and CA are 1 and 0.231, respectively. There is a positive correlation between POB and EI and EI

and CA, and their values 0.999 and 0.481, respectively.

**The Structural Model**

We performed bootstrapping, which involved 500 samples while our actual sample stood at 400.

Figure4: Structural Model Diagram

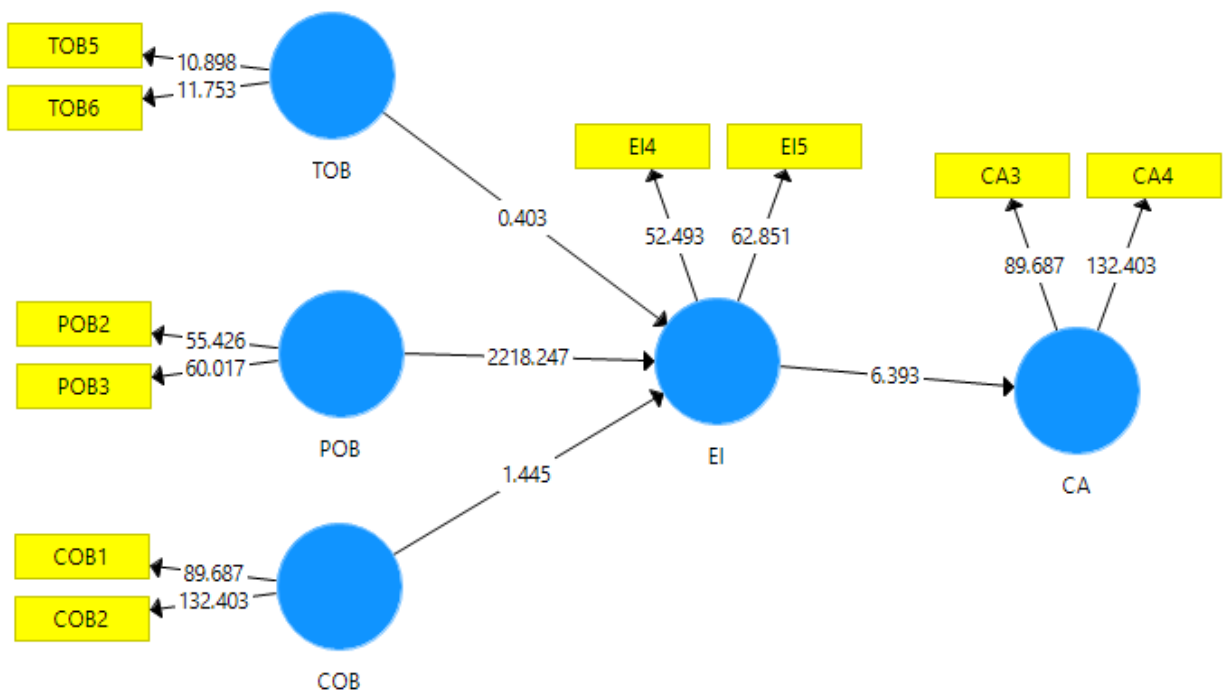




Figure 4 depicts a significant relationship between POB and EI and EI and CA and their t values 2218.247 and 6.393.

Table 10: Hypothesis testing

Hypothesis	Relationship	Standard Error	t Statistics	P Values	Supported
H1	COB -> CA	0.000	1.442	0.150	No
H2	COB -> EI	0.001	1.445	0.149	No
H3	EI -> CA	0.075	6.393	0.000	Yes
H4	POB -> CA	0.075	6.395	0.000	Yes
H5	POB -> EI	0.000	2218.247	0.000	Yes
H6	TOB -> CA	0.000	0.417	0.677	No
H7	TOB -> EI	0.000	0.403	0.687	No

Note: CA= Competitive Advantage; COB= Change oriented leadership behaviour; EI= Emotional Intelligence; POB= People oriented leadership behaviour; TOB= Task oriented leadership behaviour

Table 10 shows no relationship between COB and CA, COB and EI, TOB and CA, and TOB and EI. However, there is a mediation effect POB and EI and EI and CA and POB and CA, and they are significant at 1 per cent level.

### DISCUSSIONS AND CONCLUSIONS

This research developed and constructed a model of leadership behaviours mediated through emotional intelligence for achieving competitive advantage; the conceptual framework included the variables- Task oriented, People oriented, and Change oriented leadership behaviour as independent variables; emotional intelligence (mediating variable) and competitive advantage as the dependent variable.

In task oriented behaviour, a leader should focus on the task, and he should choose those tasks which would be beneficial and useful for the development of an organisation. Task oriented leader affects group efficacy with positivity among members of the group. The change oriented leadership also plays a significant role in an organisation. For instance, if there is a need to change some strategy, leaders should always be ready with a proactive approach. As we know, the future is uncertain, and change can be required because of an external factor. So, in this case, change oriented leadership come in front and tackles the situation accordingly. It all depends on the leader's behaviour, if a leader thinks positively and guides their team members at every step. As a result, the organisation performs well and effectively achieves its goals. The research confirmed that a leader's behaviour influences

group and individuals. It means Leadership behaviour has a significant impact on employee performance, employee behaviour, and wellbeing. There is another variable competitive advantage that plays a significant role in the RMG sector. Several factors help achieve a competitive advantage, such as as- quality, performance, delivery, lead time, and technology, which is one of the top competitive advantage sources. While making the decision, the leader should stay healthy with emotional intelligence because emotional interactions at work significantly impact employees' behaviour. Every firm needs emotionally intelligent individuals who are capable of managing things effectively. An individual should have the capability to focus their emotions and cope up stressful situation successfully in daily life.

The developed model has combined different leadership behaviour. Further through this, we can see the effect of emotional intelligence on a firm's competitive advantage. Therefore, the model answers the question- how to gain competitive advantage via integration of three leader behaviours (TOB, POB & COB) which influence a leader's emotional intelligence. The model hypothesised the influence of leadership behaviours and emotional intelligence on a firm's competitive advantage. The relationships have been conceptualised, keeping in view Bangladesh's RMG industry. Therefore, the specific model might not apply to other industries. COB is looking for innovation, and this research is initiating a new line of inquiries like digital leadership in apparel industries.

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