

LEADERSHIP STYLE IN ENHANCING EMPLOYEES' COMPETENCY FOR
ORGANIZATIONAL PERFORMANCE IN FOOD INDUSTRIES

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ORGANIZATIONAL PERFORMANCE IN FOOD INDUSTRIES

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DEDICATION

This thesis is dedicated to my late father Atan bin Haji Abdul Kadir, my beloved mother Hjh. Kamisah binti Hj Palil, my siblings; Fatimah, Rohimah, Safiah, Hashim, my brother and sister in law; Sepri bin Kasir, Safie'e bin Mohamad, and Junaidah binti Mahadi, my nieces and nephews: Siti Salina binti Arifin & Mohd Helmi bin Hassan, Abd Manap bin Arifin & Nuria Faeza bt Razali, Azizul Amin bin Arifin & Ameera Najiha binti Hamzah, Muhammad Shahril bin Sepri, Muhammad Shahrizal bin Sepri, Muhammad Syafiq bin Safie'e, Muhammad Shahrin bin Safie'e, Mohamad Aidil bin Arifin, Norshazrina binti Sepri, Norshazwani binti Arifin, Siti Safiqa binti Safie'e, Norshahira binti Sepri, Siti Shahida binti Safie'e, Hani Natasya binti Hashim, Hashif Harith bin Hashim, Hani Naleesya binti Hashim, Hani Hayfa Nuha binti Hashim, and Khalish Ariff bin Abdul Manap.

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ABSTRACT

In 2016, the productivity performance level of Malaysian employees was rather low and lagged behind other countries, while the organizational performances of several major food manufacturing industries in Malaysia were also found to be declining. In the same vein, the world's biggest economies and Malaysia are at present suffering from high employee turnover, low levels of innovation, customer complaints, and lack of employee competency. This study examines the role of transformational and transactional leadership style as practiced by the organizational leaders of food manufacturing industries in Johor, Malaysia in enhancing the organizational performance through employee competencies. Three prominent food manufacturing industries in Malaysia were selected for this research. The sample of the study comprised of 232 employees from various supervisory levels in various departments and sections within the production line. Seven hypotheses with a conceptual model were developed and tested based on the previous literature review. The SmartPLS version 3.0 was applied to evaluate the measurement models, structural models, and mediation models for this study. The result of the PLS-SEM analysis confirmed that the transformational and transactional leadership style and employee competencies had contributed to the organizational performance significantly. The mediation analysis results found that employee competencies partially mediated the relationship between transformational and transactional leadership styles and organizational performance. The statistical results, besides indicating the suitability of the PLS-SEM in this study, contributed to an understanding of the role of leadership style in enhancing employee competencies and organizational performance in the food manufacturing industries, thus adding to the body of knowledge. The result of this study provided useful information to other Malaysian organizations to identify ways to improve the organizational performance and profitability in supporting the aim of the Ministry of International Trade and Industry Malaysia (MITI) to increase Malaysia's economic growth as envisioned by the Malaysian Government through the National Key Result Areas (NKRA).

ABSTRAK

Pada tahun 2016, tahap prestasi produktiviti pekerja Malaysia agak rendah dan ketinggalan berbanding negara lain, sementara prestasi organisasi beberapa industri pembuatan makanan utama di Malaysia didapati menurun. Sementara itu, ekonomi terbesar di dunia dan Malaysia pada masa ini mengalami masalah pemberhentian pekerja yang tinggi, tahap inovasi yang rendah, aduan pelanggan, dan kurangnya kecekapan pekerja. Kajian ini mengkaji peranan gaya kepimpinan transformasional dan transaksional seperti yang diamalkan oleh pemimpin organisasi industri pembuatan makanan di Johor, Malaysia. Tiga industri pembuatan makanan terkemuka di Malaysia dipilih dalam kajian ini. Sampel kajian terdiri daripada 232 pekerja di pelbagai peringkat penyeliaan dalam pelbagai jabatan dan bahagian di dalam bahagian pengeluaran. Tujuh hipotesis dengan model konseptual telah dibangunkan dan diuji Berdasarkan kajian literatur yang lepas. SmartPLS versi 3.0 digunakan untuk menilai model pengukuran, model struktur, dan model pengantaraan untuk kajian ini. Hasil analisis PLS-SEM mengesahkan bahawa gaya kepimpinan transformasi dan transaksional dan kecekapan pekerja telah menyumbang kepada prestasi organisasi secara signifikan. Keputusan analisis pengantaraan mendapati bahawa kecekapan pekerja sebahagiannya menjadi pengantara hubungan antara gaya kepimpinan transformasional dan transaksional, serta prestasi organisasi. Keputusan statistik, di samping menunjukkan kesesuaian PLS-SEM dalam kajian ini menyumbang kepada pemahaman tentang peranan gaya kepimpinan dalam meningkatkan kecekapan pekerja dan prestasi organisasi dalam industri pembuatan makanan sehingga menambah kepada bidang pengetahuan. Hasil kajian ini memberi maklumat berguna kepada organisasi Malaysia yang lain untuk mengenal pasti cara untuk meningkatkan prestasi dan keuntungan organisasi dalam menyokong matlamat Kementerian Perdagangan Antarabangsa dan Industri Malaysia (MITI) untuk meningkatkan pertumbuhan ekonomi Malaysia seperti yang diilhamkan oleh Kerajaan Malaysia melalui Bidang Keberhasilan Utama Negara (NKRA).

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LIST OF ABBREVIATIONS

AVE	-	Average Variance Extracted
CR	-	Composite Reliability
DOSM	-	Department of Statistics, Malaysia
HTMT	-	Heterotrait– monotrait
IPMA	-	Important -performance Matrix Analysis
LL	-	Lower Level
LV	-	Latent Variables
MIDA	-	Malaysian Investment Development Authority
MITI	-	Ministry of International Trade and Industry
NKRA	-	National Key Result Areas
PLS	-	Partial Least Square
SEM	-	Structural Equation Model
UL	-	Upper Level
VAF	-	Variance Accounted For
VIF	-	Variance Inflation Factor

LIST OF SYMBOLS

β	-	Standardized Beta
R^2	-	Coefficient of Determination
Q^2	-	Predictive Relevance (Q^2)
q^2	-	Predictive Relevance (q^2)
f^2	-	Effect Size
β	-	Standardized Beta
R^2	-	Coefficient of Determination
Q^2	-	Predictive Relevance (Q^2)

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents the introduction and provides a background for the study. This chapter also contains the problem statements, research aim, research objectives, research questions, research hypothesis. Furthermore, the significance of the study, research scope, and limitation of the study also elaborated and ended with the operational definition of terms.

The global food manufacturing industries producing their products according to the demand based on the consumers' requirements based on local and global needs. The worldwide food manufacturing industry increased by 5.70% in 2016 (United Nations Industrial Development Organization 2016). Taylor (2016) identified that 10 global companies control almost every large food and beverage brand in the world consists of Kellogg's (2015 revenue: \$13.5 billion), Associated British Foods (2015 revenue: \$16.6 billion), General Mills (2015 revenue: \$17.6 billion), Danone (2015 revenue: \$24.9 billion), Mondelez (2015 revenue: \$29.6 billion), Mars (2015 revenue: \$33 billion), Coca-Cola (2015 revenue: \$44.3 billion), Unilever (2015 revenue: \$59.1 billion), PepsiCo (2015 revenue: \$63 billion), Nestlé (2015 revenue: \$87 billion). Each of these companies employs thousands of multiracial employees and makes billions of dollars in revenue every year.

According to (MITI 2016), the food processing industry in 2015 accounting for about 10% of Malaysia's manufacturing output and exports of processed food increased 11% to RM19.99 billion (2015: RM18.01billion). The food industry achieves the highest growth at 4.8% and Retail Trade recorded 3.2% (MITI 2016). As reported by MITI (2016) in 2016, the overall food industry contributed to RM29.72 billion (food and beverages: RM18.6 billion), (processed foods: RM4.21

billion), (cocoa product: RM3.28 billion), (cereals and flour: RM2.33 billion), and (coffee products: RM1.30 billion). Gaining a better understanding of the factors influencing organizational performance is essential.

Results of the previous studies identified that leadership style (Castelli, 2016); McDaniel et al., 2012); Sadeghi et al., 2012), Chou et al., (2013); and Blecharz et al., 2014), and employee competency (Breuer and Kampkotter, 2013; Diaz-Fernandez et al., 2014; Lee, 2010, Davis, 2015; Suvedi and Kaplowitz, 2016; Iqbal et al., 2012; and Brown and Toyoki, 2013), as key factors influencing organizational performance.

Most of the organizations strive to implement leadership style effectiveness and organizational performance. Several researchers found out that an effective leadership style is positively related to employees and organizational performance. Ojokuku et al. (2012) identified that there is a significant effect of leadership style dimensions on followers and found that leadership style dimensions jointly predict organizational performance. The leadership style influences organizational performance (Klein et al, 2013). Both Transformational and transactional leadership style plays a significant impact on organizational performance. Transformational leadership styles had a positive relationship with organizational performance (Al Khajeh, 2018), and transactional leadership style also has a positive impact on organizational performance (Longe, 2014).

The analysis of factors has clarified that the competitive advantage of companies has identified that individual competencies play an important role to enable the organization to increase profits and sustain its competitive edge (Diaz-Fernandez et al., 2014). It concluded that the implementation of training in acquiring specific skills has changed over time (Breuer and Kampkotter, 2013). Since the era of the industrial revolution, the high technology machinery system influenced directly or indirectly in the production output and determines the level of organizational performance and profits.

Since the critical function of machinery and its related systems is to manufacture products with higher quality and faster operation, high competence employees are needed to control and operate the overall machinery within the production. A combination of both technical and process skills is necessary for an extension worker to discharge her/his responsibilities well (Davis, 2015; Suvedi and Kaplowitz, 2016), this is to ensure effective performance among extension workers especially with the contemporary challenges (Iqbal et al., 2012).

1.2 Background of Study

Due to nowadays changing the global business environment, organizational performance needs to be sustained and improved to develop a competitive advantage for the survival of businesses in various sectors. The current struggling circumstances have forced the organization to accomplish effectively at a higher level, in order to compete with the competitors and achieve the aims of the organization simultaneously increase the stakeholder's confidence. Furthermore, organizations have been challenged to adopt approaches that will keep organizational performance at a higher level.

The global business environment is more complex and affects organizational performance tremendously. In today's business environment, is extremely important for the organization to nurture the organizational performance's competitiveness. The business environment tends to shape the method and goal of organizational performance improvement. The main reason for organizational performance improvement efforts is to produce the desired results and generate greater productivity and profits. To be competitive and sustainable, an organization's success depends largely on the role of leadership style and workforce competency. Hence, effective leadership is the main factor that brings change to the organization, if there is no leadership in the organization there will be no change at all (Atkinson et al., 2015).

Organizational performance is characterized as the actual output or results of an organization as frequently measured towards its required outputs based on an organization's goals and objectives. According to Richard et al. (2009) organizational performance emphasizing on three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product-market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc. The successfulness of organizational performance is the main important factors towards the development of productivity in their businesses. The Malaysian trend in productivity growth is often determined by the most important factors; investment in machinery and equipment, and human capital formation (Malaysia Productivity Corporation, 2016). Since the Malaysian's productivity output that towering the organizational performance determined by these factors, it's most important for the organization to utilize their skilled employees and modify employees' attitudes through training and development programs.

Malaysia's total trade in 2016 was increased by 1.5% to RM1.48 trillion from RM1.46 trillion as compared to 2015. Exports increased by 1.1% to RM785.93 billion and imports increased by 1.9% to RM698.66 billion, resulting in a trade surplus of RM87.27 billion (MITI, 2016). In 2016, Malaysia was the world's 24th largest exporter and the 26th largest importer (World Trade Statistical Review-WTO, 2017). Malaysia has ranked Malaysia 25th out of 138 economies with a score of 5.16 (Global Competitiveness Report-GCR, 2015-2016) compared with 18th out of 140 countries in 2015-2016 (Global Competitiveness Report, 2015-2016).

The contributions of organizational performance support the country's economy is moving forward and being a developed nation by 2020. According to (MITI, 2016), the contribution of organizational performance supports the Ministry of International Trade and Industry Malaysia (MITI) in crafting a national Industry 4.0 policy, and as well as to contribute significant participation in sustaining Malaysia's economic growth. According to MIDA (2016), the Malaysian Government has included the food industry as the seventh sub-sector to be part of the National Key Result Areas (NKRA). Consequently, high productivity and

organizational performance in all kinds of food industries will become one of the most important contributors in boosting the overall economy in Malaysia.

Within these few years, the import and export of the food industry are keeping growing along with consumers' massive demand that is actively supporting the growth and performance of food manufacturing industries in Malaysia and impacts the food industry's developments globally. In 2016, total food exports amounted to RM18.4 billion while total food imports amounted to RM17.1 billion (MIDA, 2016). With a total of 278,648 Malaysian workforces in food manufacturing industries (MITI, 2016) food industry has contributed a significant impact in sustaining Malaysia's economic growth.

The need for effective leadership to manage complex working environment is essential to achieving a successful organization (Hossein, 2012). Consequently, the success of organizational performance depends largely on the functions of leadership as practiced in the organization. Based on a survey with more than 7,000 responses in over 130 countries around the world in 2016, leadership ranked high in importance to the top 10 human capital trends worldwide with 89% as rating by Deloitte University Press (2016) as shown in Figure 1.1, Leadership has been a key priority of the four years of the Deloitte University Press's annual study to compete successfully in today's highly challenging business environment and competitive talent market. According to Deloitte University Press (2016), after so many years struggling to improve leadership, the fully 92% of worldwide executives are now rating that leadership as a critical priority and need to be strengthened, re-engineered, and required to shape a leadership development model to keep up the demands of complex business and the pace of change.

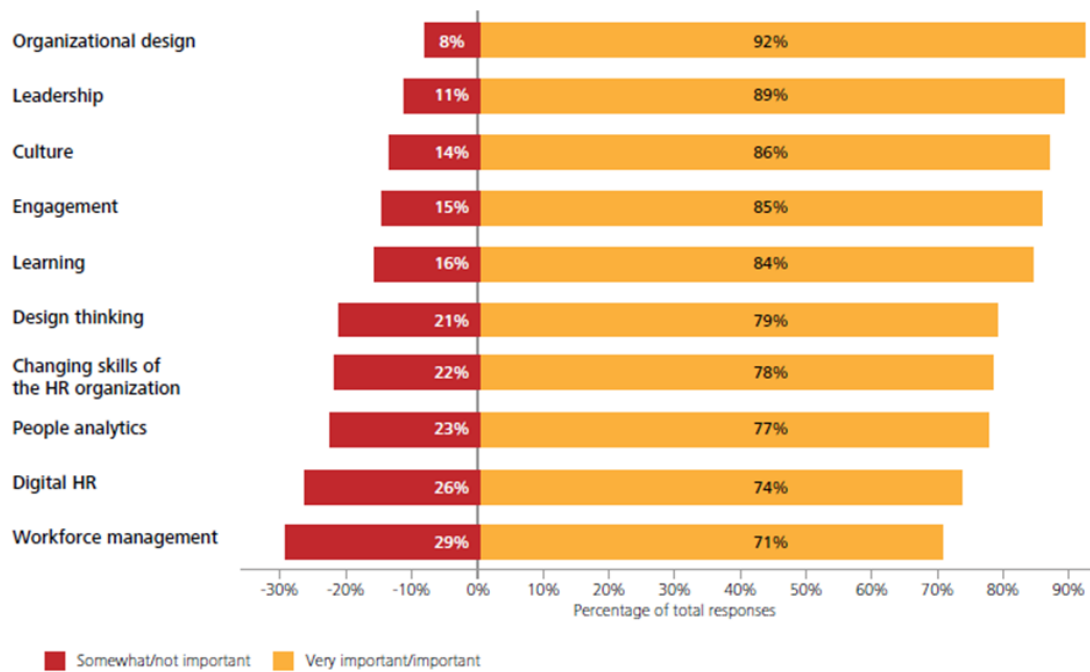


Figure 1.1 The 10 Trends Ranked in Order of Importance of the Human Capital Trends Worldwide 2016 (Deloitte University Press, 2016)

Castelli (2016) sees an effective leadership style is necessary to satisfy both organizational performance and employee. The extent of effective leadership style depends on the collective efficiency as practiced by them as a mediate person in enhancing the employee's competency to generate higher productivity and ensuring organizational performance attainment.

An effective leadership style must be equipped with an excellent set of traits and behavior and guide to enhanced thinking, information collection, aim, and visualization of success with improved leadership behavior and results (McDaniel et al., 2012). Leaders have entrusted by the organization to improve the overall units of sections departments and their contributions determine significant changes to employee competencies and organizational performance results. Leadership styles can be practiced to acquire better productivity results.

Leadership styles are fertile areas of research and previous researchers have reported direct linkage between leadership styles and effectiveness (Sadeghi et al., 2012), some studies report the indirect relationship between leadership style and collective efficacy (Chou et al., 2013). Collective efficacy also contributes to well-

being and is instrumental in the achievement of long-term goals (Blecharz et al., 2014). This suggests that leadership style has a greater impact on employee competency and attitude development. According to Castelli (2016) leadership style has been shown to improve organizational performance.

Organizational performance effectiveness relies on the level of employee competency. Employee demonstrable characteristics or traits that are obtained by the individual employees in terms of knowledge, skills, ability, and personality that distinguish them from average performers. Competency development plays an important part in nurturing organizational performance, organizational system, and structures that affect the performance of the organization. There are a recent fact has identified that competency development and management are crucial instruments to accelerate organizational effectiveness (Lee, 2010).

In 2010, 58.0% of the Malaysian labour force had only a secondary level education, 13.2% had primary level education and 2.6% had no formal education. That implies nearly three-quarters (73.8%) of the Malaysian labour force in 2010 is low-skilled. The Malaysian government has implemented a national transformation framework for to purpose to bring Malaysia to achieve the advanced nation by 2020. According to Economic Planning Unit-EPU (2010), The 10th Malaysia Plan (2011-2015) has underscored the critical role of a highly-skilled, creative and innovative workforce in achieving a high-income economy that is both inclusive and sustainable.

Some studies indicate the relationship between leadership style and employee competencies as revealed by Clark and Armit (2010), Asree et al, (2010), Pereira and Gomez (2012), and Yukl and Mahsud (2010). Furthermore, several researchers have identified the role of leadership style in enhancing employee competencies that relate to employee motivation, creativity and learning orientation (Jyoti and Dev, 2015; Uru and Yozgat, 2009; and Ozaralli, 2015), adaptability (Muthuveloo et al., 2014), level of innovation (Ogbo et al., 2012) competitive advantage (Al-Zoubi, 2012) the use of high skill in a high challenge situation (Fagerlind et al., 2013), and ability (Mayfield & Mayfield, 2012). As such,

employees who work in creativity and innovative environments are encouraged to think on their own, build on their cognitive, and make creative contributions toward achieving organizational objectives (Charbonnier-Voirin et al., 2010).

In organizations, the role of leadership style is necessary to influence an individual and a group of individuals to achieve an organizational goal and objectives (Northouse's, 2010). By practicing pleasant and responsive attitudes, leaders can facilitate and encourage employees to effectively utilize their skills, knowledge, and experience in the organization (Shah et al., 2011). Furthermore, leaders who are trying their level best to develop the employee's capabilities ultimately are creating a good working environment within the organization (Farooq & Aslam, 2011). For the purpose of leaders are involved in developing the effective employee development programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals, efforts not only improve the employee level of competency and performance but also creates positive image of the firm worldwide, (Lu et al., 2010).

The implementation of higher competencies is needed in confronting the transformation towards I4.0 as suggested by Jaschke (2014), and Richert et al. (2016). Thus, an effort to upgrade the employee competency can provide the foundation for competency development in the future (Kagermann et al., 2016). Individual's employee has their needs to expose and improve their competency and that is why they were employed and contributes to organizational performance. Scholars and researchers such as Brown (2011), Ali et al. (2012), and Aydin (2012) identified the importance of leadership role in improving employee competency in developing their knowledge, skills, and ability that positively related to individuals' motivation and organizational performance. In understanding the impact and purpose and causes of motivation as practiced by the leaders, employees can acquire new knowledge and new skills, bring this competency into their organization and thus influence the identity of organizations-or what the organization is and is becoming (Brown and Toyoki, 2013).

Based on the introduction of this study, there is a requirement to examine the role of leadership style in enhancing employee competency for organizational performance. The rationale of this study is to guide the various manufacturing industries especially the food manufacturing industries in Malaysia to improve their organizational performance and the production output that contributes to accelerating the Malaysian economic growth.

1.3 Background of Companies Studied

Three prominent food manufacturing industries are involved in this research consists of Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries, and Hup Seng Industries Sdn Bhd. These companies have been established in 1962. These companies hold various registered “halal” brand products for a minimum period of 20 years ago. As well as for domestic sales, most of their products were exporting to more than 40 countries. During the financial crisis that struck many Asian countries in late 1997, all of the businesses of these companies were survived. These companies won several local and international prestigious awards and recognition due to their outstanding achievement of the quality and innovation of their products. With an astounding production plant and equipped with advanced high technology machinery and manufacturing workforce, the production capacity of these food manufacturing industries were rapidly increased. Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries, and Hup Seng Industries Sdn Bhd. Hwa Tai Industries achieved more than RM60 million annual sales revenue, Linaco Manufacturing (M) Sdn Bhd and Hup Seng Industries Sdn Bhd achieved more than RM200 million annual sales in 2016.

1.3.1 Linaco Manufacturing (M) Sdn Bhd

Linaco Manufacturing (M) Sdn Bhd was established in 1992 by a team that has extensive experience in the manufacturing of coconut products. At present

Linaco employed more than 1100 fulltime production employees and another 100 marketing and salespersons that help spread the product to more than 40 countries. Machinery is used to partly process the raw materials into the desired output. The high technology machinery is requiring mostly high-skilled workers to operate them. Today, Linaco Manufacturing (M) Sdn Bhd has carved out a reputation for being a reliable “halal” producer and supplier of high-quality coconut products worldwide.

Linaco’s products have found wide acceptance in every country where we have ventured – including Singapore, Australia, China, Europe, and the Middle East, Africa, Europe and the United States of America, and Linaco acknowledged in the global arena as one of the top five coconut-related manufacturers in the world (Ariba Discovery, 2017). In 2001, Linaco was one of the proud winners of the Enterprise 50 Award, an influential annual award programme organized by SME Corporation Malaysia and Deloitte Malaysia that celebrates the achievements of the nation’s small and medium-sized enterprises (Linaco, 2017). In 2002 Claypot “Emperor Chicken Mix” received national industry recognition, garnering the prestigious Special Award for Product Excellence from the Ministry of International Trade and Industry (Linaco, 2017). Linaco launched its ready-to-drink COWA coconut water in 2014 and became the first Company in Malaysia as well as the first company in Southeast Asia to offer locally-packed natural coconut water in TetraPak Prisma Aseptic Packaging (ASIAoutlook, 2017).

Linaco emphasis on manufacturing a high-quality of coconut products and has spent a high expenditure on buying high-tech machinery which over the years has become synonymous with high-quality, coconut-related products. Linaco employed a very enthusiastic quality assurance team, ready and able to take on multiple jobs. The team is responsible for maintaining strategic R&D initiatives through the continuous formulation of new and innovative products, product and process improvements. Linaco furthered traditional packaging with TetraPak aseptic carton formats. All coconut milk produced in the Batu Pahat factory is packed in hygienic, state-of-the-art packaging. For the production of its various products, Linaco continues to set the industry with high-quality standard packaging equipment for these products.

In 2014, Linaco launched the ready-to-drink COWA Coconut Water, to become the first company in Malaysia to offer locally-packed natural coconut water in Tetra Pak Prisma Aseptic packaging and one of the first companies in Southeast Asia to do so. From an initial annual revenue of RM4.5 million in 1995, Linaco Manufacturing (M) Sdn Bhd achieved annual revenue of RM36 million in 2008; and about RM50 million consecutively in 2009 and 2010 (Ariba Discovery, 2017). In 2016, the company's annual revenue achieved RM200 million (Linaco, 2017).

1.3.2 Background of Hwa Tai Industries Berhad

Established in 1962 by a local Chinese business founder namely Mr. Tan Hwa Teck, Hwa Tai Industries Berhad is one of the premier and longest established biscuit manufacturers in Malaysia. Established in 1962 and listed on the Stock Exchange Malaysia in 1992. Since then, this fast-expanding company has grown to be one of the largest players in the biscuits industry in the country and produces a fine, wide range of superior quality biscuits. It has been successfully marketed domestically and internationally through Hwa Tai's own vast and comprehensive distribution network. The biscuits are marketed under the brand name or trademark of "HWA TAI" and "LUXURY with excellent innovation and high-quality products which have marketed in over 50 countries around the world.

Hwa Tai Industries Berhad operates in the Bread, cake, and related products sector reported sales of 63.17 million Malaysian Ringgits (US\$14.27 million) for the year ending December of 2016. Hwa Tai's dedication to quality is further reinforced by using the most advanced state-of-the-art machinery and processing techniques to produce premium biscuits with distinct flavors and tastes. At present, Hwa Tai employed more than 1050 full-time employees in various sections and departments.

Hwa Tai has developed an internationally recognized Quality Management System to ensure that the products conform to international standards. In 1996, Hwa Tai Industries Berhad achieved MS ISO 9001. Efforts to meet MS ISO 9001 requirements were initiated in November 1995, with proper documentation for each

stage of production and quality processes. These efforts paid off in December 1996 when the Company achieved accreditation from SIRIM Berhad. HACCP certification is a testament to Hwa Tai's efforts in achieving the highest standards in food hygiene, safety, and quality. From 2002 onwards, Hwa Tai Industries Berhad has fully integrated ISO 9001:2000/HACCP. Hwa Tai's annual sales revenue for 5 consecutive years from the years 2014-2018 is as illustrated in Table 1.1.

Table 1.1 Hwa Tai's Annual Sales Revenue 2012-2016

Year	Annual Sales /Revenue (RM) million
2014	61,331.60
2015	66,335.10
2016	63,173.60
2017	67,813.10
2018	64,739.10

Source: The Wall Street Journal 2017 (Hwa Tai, Malaysia)

1.3.3 Hup Seng Industries Berhad

Hup Seng Industries Berhad was established in 1991 and later and was later listed on the Main Board of Bursa Malaysia Securities Berhad in November 2000. Hup Seng Industries has three subsidiaries companies namely Hup Seng Perusahaan Makanan (M) Sdn. Bhd, Hup Seng Hoon Yong Brothers Sdn. Bhd., and In-Comix Food Industries Sdn Bhd. Hup Seng Industries Berhad is an investment holding company, in which it's subsidiary companies engaged in the manufacture and sale of biscuits and confectionery food items.

At present, Hup Seng Industries Berhad employed more than 1200 full-time employees in various sections and departments. Back in 1958, Hup Seng which translates to "With Teamwork Comes Success" in the Chinese language was established as Hup Seng Co., a partnership by the four founding Directors of the Group who are brothers. Due to business expansion and increased capital

requirement, Hup Seng Co. was dissolved in 1974 and Hup Seng Perusahaan Makanan (M) Sdn. Bhd was then founded with the asset and liabilities of the partnership thereto. 3 years later in 1977, Hup Seng Hoon Yong Brothers Sdn. Bhd was incorporated to manage to trade and in 2005, Hup Seng Industries Berhad acquired 10% equity in In-Comix Food Industries Sdn Bhd.

Hup Seng Industries Berhad also affected by the economic recession experienced in the most of 2009 and causing weaker consumer spending which in turn pressured and has impacted the Group's full-year sales performance (Hup Seng Industries Berhad, 2009). Today, Hup Seng is one of the leading "halal" biscuits manufacturers in Malaysia. The Principal activity of Hup Seng Perusahaan Makanan (M) Sdn. Bhd is manufacturing crackers, cookies, biscuits, and other confectionery food items. Hup Seng Perusahaan Makanan (M) Sdn. Bhd presently produces its products from the factory located on 7.8 acres of industrial land at Batu Pahat, Johor. The factory was completed in 1981 and currently the total production, storage and office space cover floor space of 317,995 square feet. Hup Seng Perusahaan Makanan (M) Sdn. Bhd. also exports to more than over 20 countries, mainly in South East Asia (Hup Seng Industries Berhad, 2017). Hup Seng won many prestigious international awards and recognitions. In 2016, Hup Seng was awarded for its OAT Cookie, manufactured on a Haas-Meincke production line, with the Monde Selection International High-Quality Trophy (Worldbaker, 2017).

Hup Seng's domestic sales accounting for approximately 72% and exports by approximately 28%, and biscuits remain the dominant range which represents about 93% of the total sales, while beverages and other agents' products make up the balance, the Hup Seng Group recorded sales revenue of RM285.6 million in 2016 (Hup Seng Industries Berhad, 2016). With a global market that covering Europe, Africa, North America, Asia, and Oceania, Hup Seng's products have gained high consumers' demands in all around the world. Based on the company's Food Safety & Quality Policy, Hup Seng continuously strives to maintain the highest quality biscuits as possible. Hup Seng's annual sales revenue for 5 consecutive years as shown in Table 1.2.

Table 1.2 Hup Seng's Annual Sales Revenue 2012-2016

Year	Annual Sales Revenue (RM)
2012	247,818,145
2013	251,407,055
2014	262,217,996
2015	286,860,291
2016	285,645,179

Source: Hup Seng's Annual Report (2017)

1.4 Problem Statement

Although the Malaysian's organizational performance has contributed to the country's economic growth, the productivity performance of manufacturing sector's added value grew at a slower rate of 4.4% to RM277.9 billion in 2016 as compared to 4.9% in 2015 (MITI, 2016). Various efforts have been implemented by the Malaysian government to ensure the organizational growth, however, it failed to achieve the expected performance (Ahmad and Xavier, 2012). According to the Malaysian National SME Development Council (2011), the World Bank has identified that the Malaysian's productivity level was found low still lagged behind other countries. Malaysia's economic growth has remains slowed down in the first three-quarters of 2016 to 4.2% as compared to 5.1% in 2015 (Malaysia Economic Monitor, 2016). These recent economic developments scenario has restricted the three Malaysia's economic development plan of Malaysian economic growth, Malaysia National Industry 4.0, Malaysia's Eleventh Malaysia Plan (11MP), and an advanced nation by 2020. Although recent economic indicators suggest that the growth momentum is expected to continue in the near term (Malaysia Economic Monitor, 2018), the economic recovery requires emerging efforts from the various manufacturing sectors to increase their productivity in boosting Malaysia's economic growth.

Meanwhile, the world's biggest economy countries are now suffering from a high employee turnover across the states. Based on the Human Capital Intelligence

(HCI) research as conducted by Radford Global Life Sciences Survey and the Radford Global Technology Survey (2016), the study found that the turnover rate of employees in China is increased by 20.80%, which involves over 3000 various enterprises in Beijing, Shanghai, Guangzhou, and Shenzhen. The Radford Global Technology Survey (2016) found that in 2016 the technology firms in the United States of America confronting a high rate of the voluntary sales employee turnover involving various industries between 8.50% to 15.30%.

In obtaining a competitive advantage, organizations rely on innovation through creativity in achieving an organization's success. The low level of innovation is affecting the Chinese manufacturing (China Daily, 2015) in 2015 China's rate of transformation of scientific and technological obtained only 10% far less than that of the developed countries, which is about 40%.

According to an analysis conducted by Deloitte and The Manufacturing Institute (2018), by the year 2028, the impact of the shortage of employee competency on future manufacturing economic productivity will increase 1.5% per year and requiring the USA manufacturing industry to recruit more than 1.96 million employees during 2017-2018 to manufacture the products according to the latest demands. However, the lack of competency identified by the manufacturing industry potentially leads to 2.4 million jobs vacancy, thus decreasing the production output as targeted by the manufacturing industries. Whenever the skills shortage on future manufacturing economic output cannot be filled with the competent workers, by 2028 additional manufacturing value added of US\$454 billion could facing the risk which could account for about 17% of the total US forecasted manufacturing GDP of US\$2.67 trillion.

Bank Negara Malaysia (BNM) reported that the gross domestic product (GDP) for 2016 in the manufacturing industry has decreased to 4.4% as compared to 4.9% in 2015 (Bank Negara Malaysia-BNM, 2017). Relatively, in conjunction with the decline of Malaysian gross domestic product (GDP) in 2016, the achievement of organizational performance in several major food manufacturing industries in Malaysia was also decreased in 2016. As shown in Table 1.3, based on the Annual

Revenue Report for 2016, the annual revenue of a few prominent food manufacturers in Malaysia's was decreased which involving Apollo Food Holdings Berhad (Apollo Food Holdings Berhad's Annual Report, 2016), Guan Chong Berhad's (Guan Chong Berhad Annual Report, 2016), Saudee Group Berhad (Saudee Group Berhad Annual report, 2016), XingHe Holdings Berhad (XingHe Holdings Berhad Annual Report, 2016), and London Biscuits Berhad (London Biscuits Berhad Annual Report, 2016).

Table 1.3 Decreasing Annual Revenue of 5 Prominent Food Manufacturers in Malaysia's

COMPANY	ANNUAL REVENUE (RM)		DECREASED	
	2016	2015	(RM)	%
Apollo Food Holdings	208,185,792	212,626,773	-4,440,981	2.09
Guan Chong Berhad	2,315,865,809	2,380,668,753	-64,802,944	2.70
Saudee Group Berhad	147,100,915	166,850,084	-19,749,169	11.80
XingHe Holdings Berhad	768,057,000	1,142,212,000	-374,155,000	32.80
London Biscuits Berhad	436,507,512	402,539,026	-33,968,486	32.80

Meanwhile, the study found that there is a declining of the workforce performances in Malaysian and in the global manufacturing industries, the study found the increase of customer complaints, lack of employees' competency, employee turnover, and lack of innovation.

According to the Malaysian National Consumer Complaints Centre-NCCC (2017), a recent number of customer complaints and losses were received in 2016 and are aroused to 8.6%. The complaints received on general consumer products are 6,578, automobile 3,874, and travel and leisure 3,458 cases with total estimated losses of more than RM101.1 million. The country suffers from a shortage of skilled workers, weak productivity growth stemming from a lack of creativity and innovation in the workforce, and an over-reliance on unskilled workers (Malaysian National Economic Advisory Council, 2010), and in 2010 indicated that 73.80% of the Malaysian labour force in 2010 is low-skilled, and in 2018, 12.10% or 1.81 million of the Malaysian labour force were low-skilled and 59% or 9.03 million of

them were semi-skill (Department of Statistics, Malaysia (2019), indicating that 71.10% or 10.84 million of the Malaysian labour force were not the skilled workforces.

Employee turnover significantly affecting productivity growth and consequently restrict the organizational performance and profits. The issue of employees' turnover also affected many companies in Malaysia and based on the recent research as was conducted by the Malaysia Investment Development Authority (2016) in 2016, a total of 22 companies downsized their operations and retrenched 1,132 workers. Leadership style determines the success of organizational performance towards improving the employees' competency and productivity. However, Malaysian firms are facing challenges in identifying, nurturing and engaging their current talents as well as grooming new leaders to ensure their future success (Malaysia Productivity Corporation-MPC, 2016). There is still a lack of leadership and its impact on organizational performance in Malaysian manufacturing industries (Sam, Tahir & Bakar 2012). The lack of leadership skills were found to limits or even reduce the abilities of the Malaysian manufacturers to improve their productivity and performance (SME Corporation Malaysia 2014; Abe et al. 2012).

Based on the decline of the organizational performance in the global and Malaysian manufacturing industries, with several indicators that influencing the decline of the organizational performance, Malaysia needs to overcome the economic decreases toward boosting economic development for the next decade. Malaysian local businesses should strive for better organizational performance and increase productivity and helps the country's economic growth. If the problem of the declining of the organizational performance with its indicators would not be resolved it can cause loses to Malaysian manufacturing industries, and these scenarios would restrict Malaysia's economic development plan of Malaysian economic growth, Malaysia National Industry 4.0, and will affect the achievement of Malaysian economic growth tremendously.

Therefore, the purpose of this study is to emphasize that these declining can be resolved by the intervention of leadership style and employee competency. There

is a need to research to examine the effectiveness of leadership style and employee competency in these three food manufacturing industries; Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries Sdn Bhd, and Hup Seng Industries Sdn Bhd, as a case study. The success of organizational performance with the high productivity performed by these three food manufacturing companies would be a good benchmark to other manufacturing industries and food manufacturing industries on how to improve the organizational performance by using the strength of leadership style and employees' competency.

1.5 Research Questions

1. Is there any relationship between transformational leadership style and organizational performance?
2. Is there any relationship between transactional leadership style and organizational performance?
3. Is there any relationship between transformational leadership style and employee competency?
4. Is there any relationship between transactional leadership style and employee competency?
5. Is there any relationship between employee competency and organizational performance?
6. Is there any mediating effect between employee competency in the relationship between transformational leadership style and organizational performance?
7. Is there any mediating effect between employee competency in the relationship between transactional leadership style and organizational performance?

1.6 Research Objectives

1. To examine the relationship between transformational leadership style and organizational performance.
2. To examine the relationship between transactional leadership style and organizational performance.
3. To examine the relationship between transformational leadership style and employee competency.
4. To examine the relationship between transactional leadership style and employee competency.
5. To examine the relationship between employee competency and organizational performance.
6. To examine the mediating effect of employee competency in the relationship between transformational leadership style and organizational performance.
7. To examine the mediating effect of employee competency in the relationship between transactional and organizational performance.

1.7 Research Hypothesis

1. There is a relationship between transformational leadership style and organizational performance.
2. There is a relationship between transactional leadership style and organizational performance.
3. There is a relationship between transformational leadership style and employee competency.

4. There is a relationship between transactional leadership style and employee competency.
5. There is a relationship between employee competency and organizational performance.
6. Employee competency mediates the relationship between transformational leadership style and organizational performance.
7. Employee competency mediates the relationship between transactional leadership style and organizational performance.

1.8 Research Aim

The aim of this research is to identify the effects of transformational and transactional leadership styles and employees' competency on organizational performance in food manufacturing industries.

1.9 Significance of the Study

The significance of the study provides significant evidence in terms of practice and body of knowledge to other food manufacturing industries, employees and leaders on how to improve the organizational performance through the leadership style and employee competency.

Firstly, from the literature review, scholars have researched the various sectors and industries such as school, hotels, banks, hospitals, construction, software, higher institutional, firms, automotive industry, and construction companies, however, the research involving the role of leadership style in enhancing employees' competency is seldom carrying out at any food manufacturing industries in Malaysia. Thus, researching these three food manufacturing companies will contribute a new viewpoint in terms of organizational performance achievement of food

manufacturing industries in Malaysia. The food manufacturing industries involved in the manufacture of all kinds of food products with their own brand's products. The organizational performance of food manufacturing industries has contributed significantly to economic growth in the Malaysian economy, employment opportunity, and profits margin through the export of goods and services. Thus, organizations in Malaysia must continue their strategic initiatives to boost productivity and become effective and competitive in contributing towards increasing Malaysian's economic growth as targeted under the Eleventh Malaysia Plan (11MP) as was implemented by the Malaysian Government.

Secondly, from the literature review, most of the previous studies topic covers team competency and organization learning seldom research being conducted involving individual competency at the workplace. This study conveys additional facts and theory to the existing body of knowledge on the importance to enhance the individual's employee competency at the workplace. Individual competencies permit the individual employee to achieve their maximum creativity in developing knowledge, skill, and ability towards the job that contributes to their performance improvement or career development opportunities.

Finally, this study provides useful information and important guidance for leaders in various organizational and business especially for food industries in Malaysia in leading the need for an effective leadership style to be implemented. Due to the challenging business environment and competitive leadership capability, this study is important for leaders so that they can improve the existing leadership style to enable them to formulate suitable plans and implement methods that can enhance the employee competency through an appropriate leadership style.

An effective leadership style leads to a more motivated workforce which can lead to reducing the losses that may arise due to the various inconsistencies at the organization, thus achieving greater productivity, organizational performance, and profits.

1.10 Research Scope

The two research scope of the study consists of the scope of respondents, and scope of the industry. All of these scopes contain important facts for the rationale of the research. Every aspect of these research scope influences of the aim of the study. Therefore, the research scope of the study is not only examining the raised issue closely but rather than provide in-depth approaches to this study as well.

1.10.1 Scope of Respondents

The respondents of this study consist of a full-time supervisory level from the various sections departments from the three food manufacturing industries of Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries Sdn Bhd, and Hup Seng Industries Sdn Bhd. These supervisors considered to be the most knowledgeable person who is eligible to answer the questionnaire to reveal the real phenomena in these three food manufacturing industries. According to Mittal et al. (2019), the roles of the supervisor in organizational performance and forecasting productivity improvements are very important and have supported the business in improving the skill of employees and consequently supporting the business to perform well on key deliverables, such as better quality and fewer defects.

Therefore, supervisors to have some clear opinion regarding their company's organizational goals and objectives, production process, situations or environments, so they have an intimate understanding of organizational performance process, leadership style, and employee competency. Employees' or supervisor's evaluations of their superior are essential for productive interactions, leader success, and enhances employee competency. An important aspect of employees' evaluations of leaders is leader effectiveness, which can be characterized as overall employee satisfaction with the leader, and the perception of strong leadership (Rosette and, 2010). Supervisor's role, transfer of competency and motivation to learn are distinct constructs. Supervisor's role has two major features: support and communication.

Support is often viewed in terms of the supervisor encouraging and providing opportunities to employees to improve their performance in the organization (Robbins & DeCenzo, 2004). Consequently, this may lead to an increased transfer of employee competency (Blachard & Thacker, 2007). Hornung et al. (2009) indicated that supervisors are important organizational agents whose legitimate power permits a wide range of resources to be granted to workers on behalf of their employer.

1.10.2 Scope of Industry

The scope of the study is the manufacturing sector from the food manufacturing industries. The manufacturing sector needs to be given more attention as compared to other industries because this sector it's proven to be more successful among other sectors (Shamraiz, Yew, and Hassan, 2017). The food manufacturing industries were chosen as they are the main contributor in accelerating Malaysia's economic since in 2016, total food exports amounted to RM18.4 billion while total food imports amounted to RM17.1 billion, and the Malaysian Government has included the food industry as the seventh sub-sector to be part of the National Key Result Areas (NKRA) in addition to the existing six NKRA's (MIDA, 2016). Three food manufacturing companies were selected for this study namely; Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries Sdn Bhd, and Hup Seng Industries Sdn Bhd, which operated at states of Johor.

1.11 Limitation of the study

This study identified the limitations in accomplishing the research. Various limitations may lead to limit the accuracy of research outcomes. This has considerably reduced the applicability and coverage of the research.

Firstly, this study was conducted by using the quantitative method, in the future research the researchers intend to focus on using the mixed methods, by using both quantitative and qualitative methods, for a greater study's outcomes in

examining the impact of leadership style in enhancing employees' competency for organizational performance in food manufacturing industries.

Secondly, 75% of the respondents involved in this study having a lower level of education than the diploma or degree holders, thus the simple wording for the questionnaire's questions was provided to enable them fully understand with the raised questions.

Finally, the multi-racial respondents were involved in this study with limitations of proficiency of languages, thus two languages of English and Malay language were provided to ensure they may have an option in answering the questions. With the precautions mentioned above, it means the researcher can increase the reliability and accuracy of the research work through the date it was collected.

1.12 Operational Definition of Terms

The operational definition of terms is important in guiding for this study. The definition of terms is used in expressing the essential nature of the topics to be discussed in this study. The study was guided by the following definition and terms of organization performance, leadership style, transformational leadership, transactional leadership, and employee competency.

1.12.1 Organizational Performance

Williams and Naumann, 2011; Buller and McEvoy, 2012) defined organizational performance as a multidimensional concept including financial and non-financial aspects. Whereas Melville et al. (2004) defined organizational performance as overall firm performance, including productivity, efficiency, profitability, market value, and competitive advantage. Hernaus et al. (2012)

identified that the way a strategic approach to business process management affects the performance of the organization, both its financial and non-financial characteristics. Organizational performance is tracked and measured in multiple dimensions such as financial performance, organizational performance, and performance measurement systems (Upadhaya et al., 2014). Therefore, in this study, the measurement instrument for Financial Performance measurement instrument was adapted based on Le Cornu and Lockett's (2000) measurement instruments. For the Non-financial Performance was adopted and also adapted based on the Hernaus et al. (2012) measurement instruments.

The measurement instrument for the Employee or HRM Measures was adapted based on the Hernaus et al. (2012) measurement instruments, and the measurement instrument for Process Measures was adopted and adapted based on the Hernaus et al. (2012) and McCormack & Johnson (2001).

1.12.2 Leadership Styles

Leadership can be defined as a process of influencing people to get the desired outcomes (Jong and Hartog, (2007), and Mullins (2013) defines leadership style as “the way in which the functions of leadership are carried out, the way in which the managers usually behave towards members of the organization”. Robbins et al. (2009) define transformational leaders as having the capability to motivate their subordinates by gaining their trust and respect and enhancing their employees to perform their tasks more effectively to help to obtain the aim of their leaders. Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviour, and attitudes of another person (Ganta, and Manukonda, 2014). The way a leader behaves in order to reach a goal or perform a function determines which kind of leadership behavior a leader adapts (Beyer, 2012).

1.12.3 Transformational leadership

According to Bass and Avilio (1989), transformational leadership can be defined based on the impact that it has on followers. Bass and Avilio (1989) suggested that transformational leaders garner trust, respect, and admiration from their followers, and there are 4 components of transformational leadership referred to as Idealized Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation. In this study, the measurement instrument for transformational leadership were adopted from the Multifactor Leadership Questionnaire (MLQ) based on 3 transformational leadership components as developed by Bass and Avilio (1989) consists of Idealized Influence, Inspirational Motivation, and Intellectual Stimulation

1.12.4 Transactional leadership

The definition of transactional leadership as mentioned by Bass (1990) consists of four dimensions: (1) management by exception (active), watching and searching for deviations from rules and standards, and taking corrective action;(2) management by exception (passive), intervening only if standards are not met; (3) laissez-faire, which abdicates all responsibility and avoids all decision making; and (4) contingent reward: contract exchange of rewards for effort, promises of rewards for good performance, and recognition of accomplishments. Since the transactional leadership style has received the greatest attention from various researchers in various fields over the last decade as mentioned by Avilio (1999), in this study, the measurement instrument for transactional leadership were adopted from the Multifactor Leadership Questionnaire (MLQ) based on 3 transactional leadership components as developed by Bass and Avilio (1989) consists of Contingent reward, Active management-by-exception, and Passive management-by-exception (PMBE).

1.12.5 Employee Competency

UNIDO (United Nations Industrial Development Organization) (2002) defined employee competency as knowledge, skill and specifications which can cause one person to act better, not considering his special proficiency in that job. While employee competency have recently been defined by the Global Forum for Rural Advisor Service (GFRAS) as the sufficiency of knowledge and skills that enable a person to act in a wide variety of situations (Davis, 2015). Bodea & Toader (2013) defined 3 competency category consists of Methodical, Personal-social, and Strategic-organizational. Therefore, in this study, the measurement instrument for employee competency was adapted based on 2 competency category as developed by Bodea & Toader (2013) consists of Methodical Factors and Personal-Social Factors.

1.13 Summary

To summarize, based on the background of this study it's indicated that the recent global business environment is becoming more complex and impacts the organizational performance. To be competitive and to achieve the desired results and generate greater productivity and profits, the previous researchers have found that transformational and transactional leadership style is positively related to organizational performance as identified by Ojokuku et al., (2012; Klein et al, (2013); Al Khajeh, (2018); Longe, (2014), and Atkinson et al. (2015).

The effective leadership style is extremely important to fulfil both organizational performance and employee as discovered by Castelli, (2016), McDaniel et al., (2012), Sadeghi et al., (2012) Chou et al., (2013), and Blecharz et al., (2014). Furthermore, the competitive advantage of organization depends largely on employee competency as identified by the Malaysia Productivity Corporation (2016), Breuer and Kampkotter (2013), Diaz-Fernandez et al. (2014), Lee (2010), Davis, (2015), Suvedi and Kaplowitz, (2016), Iqbal et al., (2012), and Brown and Toyoki (2013). Therefore, the current struggling circumstances are depending largely

on the effective leadership style and workforce competency in achieving the aims of the organization to increase the productivity and organization profits.

The background of companies studied is necessary to enable the researcher to investigate and identify the significant impacts on the relationship between effective transformational and transactional leadership style, employee competency and organizational performance in these three food industries of Linaco Manufacturing (M) Sdn Bhd, Hwa Tai Industries, and Hup Seng Industries Sdn Bhd.

The problem statement of this study identified that in 2016, the productivity performance level of Malaysian employees was rather low and lagged behind other countries, while the organizational performances of several major food manufacturing industries in Malaysia were found decreased. Furthermore, the world's biggest economies and Malaysia are now suffering from high employee turnover, low levels of innovation, customer complaints, and lack of employee competency. Therefore, the intervention of transformational and transactional leadership style is extremely important to improve the organizational performance and employee competency and may guide the various manufacturing industries especially the food manufacturing industries in Malaysia to improve their organizational performance and helps to increase the Malaysian economic growth.

The development of the research questions, research objectives, research hypothesis, and research aim for this study is necessary to determine the relevant results for this study. Additionally, the significance of the study provides significant evidence in terms of practice and body of knowledge and provides useful information and important guidance for leaders in various organizational and business especially for food industries in Malaysia. The scope of respondents for this study is necessary to reveal the real phenomena in these three food manufacturing industries, and the selection scope of industry for this study is to determine the research goals and gives a thorough understanding of the area of the study and the requirements of the research for food manufacturing industries in accelerating Malaysia's economic. In any research, researchers confronting various research

limitations, thus in this study the researcher emphasizes precautions in increasing the reliability and accuracy of the research.

The operational definition of terms for this study reflects to the nature of the topics being discussed in this study and also related to the measurement instrument for this study of organizational performance (Financial, Non-financial Performance, Employee or HRM Measures and Process Measures), transformational leadership style (Idealized Influence, Inspirational Motivation, and Intellectual Stimulation), transactional leadership (Contingent reward, Active Management-by-exception, and Passive Management-by-exception, and the measurement instrument for employee competency (Methodical Factors and Personal-Social Factors).

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Appendix 1 Bursa Malaysia Food & Beverages Companies

Company	Sector	Market Cap
THREE-A RESOURCES BERHAD	Food & Beverages	398.52m
AJINOMOTO (MALAYSIA) BERHAD	Food & Beverages	1.013b
APOLLO FOOD HOLDINGS BERHAD	Food & Beverages	308.00m
BIOALPHA HOLDINGS BERHAD	Food & Beverages	163.44m
BRAHIM'S HOLDINGS BERHAD	Food & Beverages	37.81m
CARLSBERG BREWERY MALAYSIA BERHAD	Food & Beverages	7.943b
CCK CONSOLIDATED HOLDINGS BERHAD	Food & Beverages	312.21m
C.I. HOLDINGS BERHAD	Food & Beverages	212.22m
CHINA OUHUA WINERY HOLDINGS LIMITED	Food & Beverages	26.72m
COCOALAND HOLDINGS BERHAD	Food & Beverages	443.87m
DUTCH LADY MILK INDUSTRIES BERHAD	Food & Beverages	3.840b

Company	Sector	Market Cap
EKA NOODLES BERHAD	Food & Beverages	15.60m
FRASER & NEAVE HOLDINGS BHD	Food & Beverages	12.837b
GUAN CHONG BERHAD	Food & Beverages	1.945b
GREEN OCEAN CORPORATION BERHAD	Food & Beverages	27.52m
HARRISONS HOLDINGS (MALAYSIA) BERHAD	Food & Beverages	253.41m
HB GLOBAL LIMITED	Food & Beverages	30.42m
HEINEKEN MALAYSIA BERHAD	Food & Beverages	7.190b
HUP SENG INDUSTRIES BERHAD	Food & Beverages	748.00m
HWA TAI INDUSTRIES BERHAD	Food & Beverages	18.71m
IMPIANA BERHAD	Food & Beverages	167.86m
JOHORE TIN BERHAD	Food & Beverages	428.45m
KAWAN FOOD BERHAD	Food & Beverages	463.78m

Company	Sector	Market Cap
KUANTAN FLOUR MILLS BHD	Food & Beverages	10.92m
KHEE SAN BERHAD	Food & Beverages	30.32m
LONDON BISCUITS BERHAD	Food & Beverages	30.53m
MALAYAN FLOUR MILLS BERHAD	Food & Beverages	587.02m
MSM MALAYSIA HOLDINGS BERHAD	Food & Beverages	724.07m
NESTLE (MALAYSIA) BERHAD	Food & Beverages	34.073b
OCB BERHAD	Food & Beverages	42.17m
ORIENTAL FOOD INDUSTRIES HOLDINGS BERHAD	Food & Beverages	156.00m
PPB GROUP BERHAD	Food & Beverages	25.806b
POWER ROOT BERHAD	Food & Beverages	844.14m
REX INDUSTRY BERHAD	Food & Beverages	70.29m
SAUDEE GROUP BERHAD	Food & Beverages	36.39m

Company	Sector	Market Cap
SPRITZER BHD	Food & Beverages	464.08m
XINGHE HOLDINGS BERHAD	Food & Beverages	115.41m
YEE LEE CORPORATION BHD	Food & Beverages	417.70m

Source: MalaysiaStock.Biz (2019)

Appendix 2 A Competency Model for “Industry 4.0” Employees (Prifti et al. (2017))

<i>Big Eight</i>	<i>Competency Dimensions</i>	<i>Competencies</i>		
		<u>Information Systems (IS)</u>	<u>Computer Science</u>	<u>Engineering</u>
Leading & Deciding	<i>Deciding and Initiating Action</i>		<ul style="list-style-type: none"> Decision Making Taking Responsibility 	
	<i>Leading and Supervising</i>		<ul style="list-style-type: none"> Leadership Skills 	
Supporting and Cooperating	<i>Working with People</i>		<ul style="list-style-type: none"> Teamwork Collaborating with Others Communicating with People 	
	<i>Adhering to Principles and Values</i>		<ul style="list-style-type: none"> Respecting Ethics Environmental Awareness Awareness for Ergonomics 	
Interacting and Presenting	<i>Relating and Networking</i>		<ul style="list-style-type: none"> Compromising Creating Business Networks Maintaining Customer Relationships 	
	<i>Persuading and Influencing</i>		<ul style="list-style-type: none"> Negotiating Emotional Intelligence 	
	<i>Presenting and Communicating Information</i>		<ul style="list-style-type: none"> Presentation and Communication Ability 	
	<i>Writing and Reporting</i>		<ul style="list-style-type: none"> Targeted/Technical Communication Literacy 	
Analyzing and Interpreting	<i>Applying Expertise and Technology</i>	<ul style="list-style-type: none"> Service Orientation/Product Service Offerings Business Process Management Business Change Management Understand and Coordinate Workflows 	<ul style="list-style-type: none"> Network Security IT Architectures Machine Learning 	
			<ul style="list-style-type: none"> System Development Integrating Heterogeneous Technologies Mobile Technologies Sensors/Embedded Systems Network Technology /M2M Communication Robotics/Artificial Intelligence Predictive Maintenance 	
	<i>Analyzing</i>	<ul style="list-style-type: none"> Modelling and Programming Big Data/Data Analysis and Interpretation Cloud Computing /Architectures In-Memory DBs Statistics Data Security 		<ul style="list-style-type: none"> Problem Solving Optimization Analytical Skills Cognitive Ability

Creating and Conceptualizing	<i>Learning and Researching</i>	<ul style="list-style-type: none"> • Life-long Learning • Knowledge Management
	<i>Creating and Innovating</i>	<ul style="list-style-type: none"> • Innovating • Creativity • Critical Thinking • Change Management
	<i>Formulating Strategies and Concepts</i>	<ul style="list-style-type: none"> • Business Strategy • Abstraction Ability • Managing Complexity
Organizing and Executing	<i>Planning and Organizing</i>	<ul style="list-style-type: none"> • Project Management • Planning and Organizing Work • Management Ability
	<i>Delivering Results and Meeting Customer Expectations</i>	<ul style="list-style-type: none"> • Customer Orientation • Customer Relationship Management
	<i>Following Instructions and Procedures</i>	<ul style="list-style-type: none"> • Legislation Awareness • Safety Awareness • Individual Responsibility

Appendix 3 Framework of Preliminary Data Analysis

Analysis Technique	Cut-off point	Sources of Data	Types of Data
Missing data	Less than 5% per indicator	232 supervisory level from 3 manufacturing industries	Quantitative (IBM SPSS)
Outliers test	Standardized values of ± 3.29 ($p < .001$) or more is considered to univariate outliers.		
Normality test	Skewness is between -2 and +2 (Tabachnick & Fidell, 2007) and kurtosis are between -7 and +7		
Frequency analysis (i.e. demographic profiles)	Gender of respondents, age of respondent, respondent's educational background, type of supervisory position held by the respondents, the position held by the immediate superior of the respondents, respondent's working department, and the respondent's employment period		
Reliability test of Cronbach's alpha	If the alpha value is within .700, the instrument is acceptable		
Descriptive analysis of the latent constructs	Mean score 1.00-2.33 (less satisfactory), 2.34-3.66, (moderate satisfactory), and 3.67-5.00 (satisfactory)		
Common method bias	Common method bias is present when a single factor is explaining more than 50% of the variance.		

**Appendix 4 Framework of First Order Measurement Model, Second
Order Measurement Model & Mediating Effect Measurement**

Model's Data Analysis

Research Hypothesis	Analysis Technique	Sources of Data	Types of Data
1. There is a relationship between transformational leadership style and organizational performance.	To satisfy indicators' loadings, composite reliability, and (AVE). The discriminant validity, evaluate the Cronbach's Alpha, Variance Inflation Factor (VIF) values, Fornel- Lacker criterion analysis, cross-loadings analysis, heterotrait – monotrait (HTMT) criterion analysis, evaluating R ² , blindfolding and predictive relevance (Q ²), effect size (f ²), standardized Beta (β) and bootstrapping 5000 samples (t-statistics), and IPMA)	232 supervisory level from 3 food manufacturing industries	Quantitative (SmartPLS version 3.0)
2. There is a relationship between transactional leadership style and organizational performance.			
3. There is a relationship between transformational leadership style and employee competency.			
4. There is a relationship between transactional leadership style and employee competency.			
5. There is a relationship between employee competency and organizational performance.			
6. Employee competency mediates the relationship between transformational leadership style and organizational performance.			
7. Employee competency mediates the relationship between transactional leadership style and organizational performance.			

Appendix 5 The Distributions of Research Instrument Description Questions for Organizational Performance

Construct: Financial performance (FP)	
Original Scale Indicator	Modified Indicator
1. Product profitability (Le Cornu and Luckett, 2000).	1. Product profitability at my workplace is high
2. Customer profitability. (Source: Le Cornu and Luckett's, 2000)	2. The customer profitability at my workplace is high
3. Inventory (stock) turnover (Le Cornu and Luckett, 2000).	3. The volume of products inventory (stock) at my workplace is increased
4. Sales revenue (Le Cornu and Luckett, 2000).	4. The sales revenue at my workplace is increased

Construct: Non-financial performance based on External measures (NFP)	
Original Scale Indicator	Modified Indicator
1. We retain existing clients and manage to attract new ones (Hernaus, 2012).	1. My company retain existing clients and manage to attract new ones
2. The number of customer complaints within the last period has increased strongly (Hernaus, 2012).	2. The number of customer complaints at my workplace has reduced strongly
3. Reputation of our company in eyes of the customers has improved (Hernaus, 2012).	3. The reputation of the company I worked in the eyes of the customers has improved
4. We consider our relations with suppliers to be excellent because we maintain genuine partnerships with them (Hernaus, 2012).	4. I believe the relations between the company I worked with suppliers to be excellent because the company maintain genuine partnerships with them

Construct: Employee or HRM measures (HRM)

Original Scale Indicator	Modified Indicator
1. The employees turnover is very high within our company (Hernaus, 2012).	1. The employees turnover at my workplace is very low
2. Productivity of employees is much higher than industry average (: Hernaus, 2012).	2. Productivity of employees at my workplace is high.
3. Employees do not feel special commitment to the organization (Hernaus, 2012).	3. Employees commitment at my workplace is high
4. Absenteeism is in our company (relative to competition) very high. (Hernaus, 2012).	4. Absenteeism rate at my workplace is very low
Construct: Process measures (PM)	
Original Scale Indicator	Modified Indicator
1. Service error level is much lower than our competitors (Hernaus, 2012).	1. Service error level at my workplace is lower
2. The business processes are sufficiently defined so that most people in the organization know how they work (McCormack& Johnson, 2001).	2. The business processes at my workplace are sufficiently defined and explained so that all employees in the company know how they work.
3. Process performance is measured in the organization (McCormack & Johnson, 2001).	3. Process of performance at my workplace is frequently measured
4. Specific process performance goals are in place (McCormack& Johnson, 2001).	4. Performance goals at my workplace are frequently achieved

Appendix 6 Transformational Leadership Style Scale Indicators

Construct: Idealized influence (IN)	
Original Scale Indicator	Modified Indicator
1. My supervisor articulates a clear vision (Bass and	

Avilio, 1989).	All adopted
2. My supervisor behaves in ways that are consistent with his or her expressed values (Bass and Avilio, 1989).	
3. My supervisor makes me proud to be associated with him or her (Bass and Avilio, 1989).	
4. I have complete faith in my supervisor (Bass and Avilio, 1989).	

Construct: Inspirational motivation (IM)	
Original Scale Indicator	Modified Indicator
1. My supervisor talks and acts optimistically and enthusiastic (Bass and Avilio, 1989).	All adopted
2. My supervisor sets high standards for my work and insists on only the best performance (Bass and Avilio, 1989).	
3. My supervisor expresses his or her confidence that I will achieve my goals (Bass and Avilio, 1989).	
4. My supervisor provides meaning to my work (Bass and Avilio, 1989).	

Construct: Intellectual stimulation (IS)	
Original Scale Indicator	Modified Indicator
1. My supervisor challenges me to think about old problems in new ways (Bass and Avilio, 1989).	All adopted
2. My supervisor provides me with challenging roles (Bass and Avilio, 1989).	
3. My supervisor stimulates me to achieve individual and organizational goals (Bass and Avilio, 1989).	
4. My supervisor wants me to interact intellectually (Bass and Avilio, 1989).	

Appendix 7 Transactional Leadership Style Scale Indicators

Construct: Contingent reward	
Original Scale Indicator	Modified Indicator
1. My supervisor clearly articulates what he or she expects from me and how I will get rewarded for completing agreed-on tasks (Bass and Avilio, 1989).	All adopted
2. My supervisor uses rewards for reinforcing outcomes of individual performance (Bass and Avilio, 1989).	
3. My supervisor always gives me positive feedback when I perform well (Bass and Avilio, 1989).	
4. My supervisor personally compliments me when I do outstanding work (Bass and Avilio, 1989).	

Construct: Active management-by-exception (AMBE)	
Original Scale Indicator	Modified Indicator
1. My supervisor focuses on the employees' poor performance (Bass and Avilio, 1989).	All adopted
2. My supervisor quickly takes corrective actions if he or she detects any failure or deviations from the required standards (Bass and Avilio, 1989).	
3. My supervisor constantly monitors my performance. (Bass and Avilio, 1989).	
4. My supervisor tells me what I have done wrong rather than what I have done right (Bass and Avilio, 1989)	

Construct: Passive management-by-exception (PMBE)	
Original Scale Indicator	Modified Indicator
1. It requires a failure to meet an objective for my supervisor to take action (Bass and Avilio, 1989).	All adopted
2. My supervisor does care about solving problems (Bass and Avilio, 1989).	
3. My supervisor does not start making decisions until problems become serious or a crisis arises (Bass and Avilio, 1989).	
4. My supervisor directs his or her attention to avoid failure to meet the required standards (Bass and Avilio, 1989).	

Appendix 8 The Distributions of Research Instrument Description Questions for Employee Competency

Construct: Methodical Factors (MF)	
Original Scale Indicator	Modified Indicator
1. Knowledge of applied (PM) methods. (Bodea & Toader, 2013)	1. My knowledge of applied preventative maintenance (PM) methods
2. Technical analysis of information. (Bodea & Toader, 2013)	2. My knowledge of technical analysis of information
3. Automation and information of working process. (Bodea & Toader, 2013)	3. My knowledge of machinery/ Automation and information of the working process
4. Evaluation, review and quality assurance of work.(Bodea & Toader, 2013)	4. My knowledge of evaluation, review and quality assurance of work

Construct: Personal-Social Factors (PSF)	
Original Scale Indicator	Modified Indicator
1.Teamwork (Bodea & Toader, 2013)	1. My co-operation with my teamwork
2. Creativity (Bodea & Toader, 2013)	2. I practice my creativity at the workplace for innovation's result
3. Efficiency (Bodea & Toader, 2013)	3. I practice my work efficiency at the workplace to achieve the required results
4. Motivation (Bodea & Toader, 2013)	4. I am able to increase my motivation at my workplace to achieve my personal work goals

Appendix 9 The Expert Validation of Research Instruments (Associate Professor Dr. Muhammad Madi Bin Abdullah)

19-12-2017 10.29AM

Dr Muhammad Madi Bin Abdullah

10:29 AM (6
hours ago)

to me

Dear Jamsari,

I've gone through your questionnaire very carefully.

I've spotted a few mistakes and I've suggested in green and remove the red colors.

This is only my suggestions.

All the best and good luck.

Regards,

Appendix 10 The Expert Validation of Research Instruments (Dr. Abang Nawawi bin Awang Dahlan)



Abang <abangnd@gmail.com>

Mon, Jan 15,
2018, 9:02 PM

to Santhi, me, Haslinda

Sdr Jamsari

1. The back-to-back translations seem alright. I believe most respondents would read the English/Malay version in any case.
2. I am a little disturbed by your Likert Scale measurement: Strongly disagree - Disagree - Somewhat Agree - Agree - Strongly Agree

'Somewhat agree' may also call for its opposite 'Somewhat disagree'. But what does this measure? To avoid the confusion, I suggest you use the term 'neutral' in place of 'somewhat agree'.

3. You have to be careful with the way you ask questions.

FP1: Profit of the firm is increased faster compared to the others industry.

POOR ENGLISH. JUST NO ANSWER TO THIS QUESTION AT INSTANT READING. NEED TO DO COMPUTATION OR OPEN UP FILE. NOBODY WOULD SACRIFICE THE TIME FOR THIS SORT OF QUESTION.

FP2: Return on assets (ROA) of the firm is significantly higher than the other industry.

YOU ASSUME RESPONDENTS TO KNOW WHAT ROA IS? COMPARING ROA TO WHAT INDUSTRY?

FP3: Value added per employee is significantly higher than the others industry average.

NOT MANY RESPONDENTS WOULD KNOW WHAT THIS STATEMENT MEANS.

Anyway, your Supervisor should know better.

Good luck.
Cheers
Dr Abang

Appendix 11 The Expert Validation of Research Instruments (Prof Dr. Haslinda bt Abdullah)



Haslinda Abdullah <drhaslinda@gmail.com>

Mon, Jan
6, 2018 10:47
AM

to me

The questions above are very vague. The respondents make not answer your questions truthfully. You can be very specific here by putting numbers as you are measuring financial performance. An example. "FP1 Profit of the firm is increased by 20% compared to last year" Furthermore, there are only 3 constructs to measure financial performance. A good questionnaire should have at least 5 to 7 constructs to measure one variable.

NFP6: This is not a good question. When you ask questions on quality, you can refer to quality standards such as zero complaints or good reviews on the quality of products

HRM2: Productivity of our employees is high. (***Produktiviti pekerja adalah lebih tinggi daripada purata industri***)

HRM2: Please be specific on employee's productivity. How do you measure industry average?

HRM3: Employees are committed to the organization

(***Pekerja memberi komitmen sepenuhnya kepada organisasi***)

HRM3: Employees are committed to the organizationwhat?

PM2 Service error level is ~~much lower than our competitors~~ (***Tahap ketidak-cekapan perkhidmatan adalah sangat rendah berbanding pesaing kami***)

PPM4 The business processes are sufficiently defined ~~so that most employee in the organization know how they work~~ (***Proses perniagaan ditakrifkan dengan secukupnya oleh yang demikian pekerja dalam organisasi tahu akan tugas mereka***)

Questions above can be rephrased better as : MF1 – I have knowledge on applied preventive maintenance method

MF1) I have knowledge in analyzing technical information

Please rephrased your questions so that respondents can easily answer them.

Thank you and selamat berpuasa

Prof Dr Haslinda Abdullah
National Defence University Malaysia (UPNM)
Faculty of Management and Strategic Studies
Sungai Besi Camp
57000 Kuala Lumpur
Malaysia

Tel: 60390513400

Appendix 12 Approval Letter from Bass and Avilio (1989)

On Sat, Dec 30, 2017 at 6:41 AM, Mind Garden <info@mindgarden.com> wrote
to me

Hello Jamsari,

You may use the measurement scale.

Appendix 13 Approval Letter from Bodea & Toader (2013)

Alexandra Toader <atoader22@yahoo.com>

to me

Wed, Apr 11, 2018, 10:57 PM

Hello,

It's ok to used it as reference.

Good luck!

Br,
Alexandra

[Sent from Yahoo Mail for iPhone](#)

Appendix 14 Appendix Approval letter from Hernaus et al.(2012)

Tomislav Hernaus <thernaus@efzg.hr>

to me

Sat, Dec 23, 2017, 9:25 PM

Dear Jamsari,

feel free to use the measurement scale.

Good luck with your research.

Best regards,

Tomislav

Appendix 15 Approval letter from McCormack, K. P., & Johnson, W. C. (2001)

From: Kevin kmccorm241@aol.com

13.01.2018

Appendix 16 Approval letter from Le Cornu and Lockett's (2000)

Application to use Research Instrument for financial and non-financial performance Le Cornu and Lockett's (2000)",

Inbox x



Thu, May 9, 2019 5:18 PM (16 hours ago)

**Jimmy
Athen**

Dear Sir/madam, My name is Jamsari bin Atan. I am currently a full-time PhD student at the Univer Teknologi Malaysia (UTM), Jalan Sultan Yahya Petra, Kuala



Stuart Le Cornu
to me

6:56 AM (2 hours ago)

Dear Jamsari
Consent is hereby granted. Good luck with your research.
Best regards
Stuart

Appendix 17 Questionnaire

Tuan/Puan,

Adalah saya Jamsari bin Atan, adalah pelajar sepenuh masa dari Universiti Teknologi Malaysia (UTM), Jalan Sultan Yahya Petra, Kuala Lumpur. Saya sedang mengambil program Doktor Falsafah (PhD) dalam bidang Pengurusan. Untuk memenuhi kehendak program kedoktoran ini, saya sedang menjalankan penyelidikan berdasarkan kajian sikap yang bertajuk “Peranan Cara Kepimpinan Dalam Meningkatkan Kecekapan Pekerja Untuk Prestasi Syarikat” (THE ROLE OF LEADERSHIP STYLE IN ENHANCING EMPLOYEES’ COMPETENCY FOR ORGANIZATION PERFORMANCE)

Penyertaan dalam kajian ini adalah secara sukarela. Pada bila-bila masa anda boleh menarik diri dari menyertai kajian sikap ini. Sebagai peserta, tiada risiko yang akan timbul terhadap anda.

Terimakasih dengan penyertaan anda. Kerjasama anda amat dihargai

.....
Jamsari bin Atan
(Pelajar, Universiti Teknologi Malaysia (UTM Kuala Lumpur)
HP: 012-7194493 email: jbabp2015@gmail.com

PART A: Demographic (BAHAGIAN A: Demografi)

Please mark in the box that best describes you.

(Sila tanda dalam ruangan yang disediakan mengikut pendapat anda)

Respondent's Background (Latar Belakang Responden)

A. Please state your gender (*Sila nyatakan jantina anda*)

Male (Lelaki) Female (Wanita)

B. Please state your age (*Sila nyatakan usia anda*)

18-25 26-30 31-35 36-40

41-45 46-50 50 above (50 keatas)

C. Please describe your educational background (*Sila nyatakan latarbelakang akademik anda*)

SPM (MCE) STPM (HSC) Certificates (Sijil) Diploma (Diploma)

Degree (ijazah) Master (Sarjana) Others (lain-lain).....

D. State the supervisory position you held (*Sila nyatakan jawatan penyelia yang anda disandang*)

Section Head (Ketua Seksyen) Assistant Supervisor (Penolong Penyelia)

Supervisor (Penyelia) Senior Supervisor (Penyelia Kanan)

Others (lain-lain).....

E. State the position held by your immediate superior.

(*Nyatakan jawatan yang disandang oleh ketua terdekat anda*)

Assistant Supervisor (Penolong Penyelia) Supervisor (Penyelia)

Senior Supervisor (Penyelia Kanan) Officer (Pegawai)

Executive (Eksekutif) Engineer (Jurutera)

Manager (Pengurus) Others (lain-lain).....

F. Please state your working department. (*Sila nyatakan jabatan dimana tempat anda bertugas*)

Production (Pengeluaran) Administration (Pentadbiran)

Human Resource (Sumber Manusia) Logistic/Store (Logistik/Stor)

Maintenance (Penyelenggaraan) Account (Akaun)

Quality Control (QA & QC) QA & QC (Kawalan Mutu (QA/QC))

Others (lain-lain).....

G. Please explain the term of your employment period according to year.

(*Sila nyatakan tempoh perkhidmatan anda mengikut tahun*)

< 1 1-2 3-5 6-10 > 10

PART A: Questionnaire Survey (Organizational performance)
BAHAGIAN B1: Kajian Soal Selidik (Prestasi Organisasi)

Question: Based on your own working experience, please evaluate the level of your company's Organizational Performance. Please rating 1-to-5 according to your perceptions whether to choose;

Soalan: Berdasarkan pengalaman berkerja anda sendiri, sila nilaikan tahap Prestasi Organisasi syarikat anda. Sila nyatakan 1-ke-5 mengikut persepsi anda sama ada untuk memilih;

1= (SD) <i>Strongly disagree</i> <i>(Sangat tidak setuju)</i>	2= (D) <i>Disagree</i> <i>(Tidak setuju)</i>	3= (MA) <i>Moderately Agree</i> <i>(Setuju sebahagian)</i>	4= (A) <i>Agree (Setuju)</i>	5= (SAG) <i>Strongly Agree</i> <i>(Sangat Setuju)</i>
--	---	---	--	--

Please tick at the appropriate box (Sila tandakan di ruangan yang disediakan)

Construct: Financial performance (FP) <i>Konstruk: Prestasi kewangan (FP)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
FP1	Product profitability at my workplace is high (<i>Faedah produk ditempat kerja saya adalah tinggi</i>)	1	2	3	4	5
FP2	The customer profitability at my workplace is high (<i>Faedah pelanggan ditempat kerja saya adalah tinggi</i>)	1	2	3	4	5
FP3	The volume of products inventory(stock) at my workplace is increased. (<i>Jumlah stok produk ditempat kerja saya meningkat</i>)	1	2	3	4	5
FP4	The sales revenue at my workplace is increased (<i>Hasil jualan ditempat kerja saya meningkat</i>)	1	2	3	4	5

Construct: Non-financial performance based on External measures (NFP) <i>Konstruk: Prestasi Bukan Kewangan Berdasarkan Pengukuran Luaran (NFP)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
NFP1	My company retain existing clients and manage to attract new ones (<i>Syarikat ditempat saya bekerja mengekalkan pelanggan sedia ada dan berjaya menarik yang baru</i>)	1	2	3	4	5
NFP2	The number of customer complaints at my workplace has reduced strongly (<i>Bilangan aduan pelanggan ditempat kerja saya telah berkurangan dengan mendadak</i>)	1	2	3	4	5
NFP3	The reputation of the company I worked in the eyes of the customers has improved (<i>Reputasi syarikat ditempat saya bekerja dimata pihak pelanggan adalah bertambah baik</i>)	1	2	3	4	5
NFP4	I believe the relations between the company I worked with suppliers to be excellent because the company maintain genuine partnerships with them (<i>Saya yakin bahawa hubungan baik syarikat ditempat saya bekerja dengan pembekal menjadi sangat baik kerana pihak syarikat mengekalkan kerjasama dengan mereka</i>)	1	2	3	4	5

Construct: Employee or HRM measures (HRM) <i>Konstruk: Penilaian Pekerja atau HRM (HRM)</i>						
No	Questions (<i>Soalan</i>)	SD	D	MA	A	SAG
HRM1	The employees turnover at my workplace is very low (<i>Jumlah pekerja yang meletakkan jawatan ditempat saya bekerja adalah sangat rendah</i>)	1	2	3	4	5
HRM2	Productivity of employees at my workplace is high. (<i>Produktiviti pekerja ditempat kerja saya adalah tinggi</i>)	1	2	3	4	5
HRM3	Employees commitment at my workplace is high (<i>Komitmen pekerja ditempat kerja saya adalah tinggi</i>)	1	2	3	4	5
HRM4	Absenteeism rate at my workplace is very low (<i>Tahap ketidakhadiran di tempat kerja saya adalah sangat rendah</i>)	1	2	3	4	5

Construct: Process measures (PM) <i>Konstruk: Pengukuran proses (PM)</i>						
No	Questions	SD	D	MA	A	SAG
PM1	Service error level at my workplace is lower (<i>Tahap ketidakcekapan perkhidmatan ditempat kerja saya adalah rendah</i>)	1	2	3	4	5
PM2	The business processes at my workplace are sufficiently defined and explained so that all employees in the company know how they work. (<i>Proses perniagaan ditempat kerja saya didefinisikan dan diterangkan dengan secukupnya supaya semua pekerja dalam syarikat mengetahui bagaimana mereka bekerja</i>)	1	2	3	4	5
PM3	Process of performance at my workplace is frequently measured (<i>Proses prestasi ditempat kerja saya sering diukur</i>)	1	2	3	4	5
PM4	Performance goals at my workplace are frequently achieved (<i>Matlamat prestasi ditempat kerja saya sering dapat dicapai</i>)	1	2	3	4	5

PART B: Questionnaire Survey (Leadership Style :Transformational leadership (TF) and Transactional leadership (TC) **(BAHAGIAN B2: Kajian Soal Selidik (Gaya Kepimpinan: Kepimpinan Transformasi (TF) dan Kepimpinan Transaksi (TC)**

Question: Please evaluate the Leadership Style as practiced by your superior at your workplace based on the two categories of Transformational Leadership (TF), and Transactional Leadership (TC). Please rating 1-to-5 according to your perceptions whether to choose;

(Soalan: Sila nilaikan Gaya Kepemimpinan yang diamalkan oleh ketua anda ditempatkerja anda berdasarkan dua kategori iaitu gaya Kepimpinan Transformasi (TF), dan gaya Kepimpinan Transaksional (TC). Sila nyatakan skala 1-ke-5 mengikut persepsi anda sama ada untuk memilih;)

1= (SD) Strongly disagree (Sangat tidak setuju)	2= (D) Disagree (Tidak setuju)	3= (N) Neutral (Berkecuali)	4= (A) Agree (Setuju)	5= (SAG) Strongly Agree (Sangat Setuju)
---	--	---	--	---

Please tick at the appropriate box (Sila tandakan di ruangan yang disediakan)

Transformational leadership (TF)						
Construct: Idealized influence Konstruk: Pengaruh Yang Ideal /Karismatik (IN)						
No	Questions (Soalan)	SD	D	MA	A	SAG
IN1	My supervisor articulates a clear vision. (Ketua saya menerangkan sesuatu visi yang jelas)	1	2	3	4	5
IN2	My supervisor behaves in ways that are consistent with his or her expressed values (Sikap ketua saya selari dengan dengan nilai yang ditekankan oleh beliau)	1	2	3	4	5
IN3	My supervisor makes me proud to be associated with him or her (Ketua saya menjadikan saya berbangga kerana dapat bekerjasama dengan beliau)	1	2	3	4	5
IN4	I have complete faith in my supervisor. (Saya menaruh kepercayaan sepenuhnya terhadap ketua saya)	1	2	3	4	5

Construct: Inspirational motivation Konstruk: Motivasi Berinspirasi (IM)						
No	Questions (Soalan)	SD	D	MA	A	SAG
IM1	My supervisor talks and acts optimistically and enthusiastic (Ketua saya bercakap dan bertindak dengan yakin dan bersemangat)	1	2	3	4	5
IM2	My supervisor sets high standards for my work and insists on only the best performance (Ketua saya meletakkan paras yang tinggi untuk tugas saya dan menekankan prestasi yang terbaik)	1	2	3	4	5
IM3	My supervisor expresses his or her confidence that I will achieve my goals (Ketua saya menyatakan keyakinannya bahawa saya akan dapat mencapai matlamat saya)	1	2	3	4	5
IM4	My supervisor provides meaning to my work (Ketua saya memahami kehendak kerja saya)	1	2	3	4	5

Construct: Intellectual stimulation <i>Konstruk: Rangsangan Intelek (IS)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
IS1	My supervisor challenges me to think about old problems in new ways. (<i>Ketua saya mencabar saya untuk memikirkan masalah lampau dari sudut yang baru</i>)	1	2	3	4	5
IS2	My supervisor provides me with challenging roles (<i>Ketua saya memberikan saya peranan yang mencabar</i>)	1	2	3	4	5
IS3	My supervisor stimulates me to achieve individual and organisational goals (<i>Ketua saya mengalakkan saya untuk mencapai matlamat individu dan organisasi</i>)	1	2	3	4	5
IS4	My supervisor wants me to interact intellectually. (<i>Ketua saya mahu saya berinteraksi secara secara bijaksana</i>)	1	2	3	4	5

Transactional leadership (TC)						
Construct: Contingent reward <i>Konstruk: Ganjaran Diluar Jangkaan (CR)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
CR1	My supervisor clearly articulates what he or she expects from me and how I will get rewarded for completing agreed-on tasks (<i>Ketua saya memberitahu saya dengan jelas apa yang beliau harapkan dari saya dan bagaimana saya boleh mendapatkan ganjaran sekiranya saya dapat menyelesaikan sesuatu tugas</i>)	1	2	3	4	5
CR2	My supervisor uses rewards for reinforcing outcomes of individual performance. (<i>Ketua saya menggunakan ganjaran untuk meningkatkan pencapaian prestasi individu</i>)	1	2	3	4	5
CR3	My supervisor always gives me positive feedback when I perform well. (<i>Ketua saya sentiasa memberikan maklumbalas yang positif sekiranya saya melaksanakan tugas dengan baik</i>)	1	2	3	4	5
CR4	My supervisor personally compliments me when I do outstanding work (<i>Ketua saya secara peribadi memuji saya sekiranya saya melakukan tugas yang cemerlang</i>)	1	2	3	4	5

Construct: Active management-by-exception <i>Konstruk: Pengurusan Aktif Demi Pengecualian (AMBE)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
AMBE1	My supervisor focuses on the employees' poor performance <i>(Ketua saya menumpukan perhatian pada prestasi lemah pekerjanya)</i>	1	2	3	4	5
AMBE2	My supervisor quickly takes corrective actions if he or she detects any failure or deviations from the required standards <i>(Ketua saya akan mengambil langkah pembetulan dengan kadar segera sekiranya tidak mencapai piawaian yang ditetapkan)</i>	1	2	3	4	5
AMBE3	My supervisor constantly monitors my performance <i>(Ketua saya sentiasa memantau prestasi kerja saya)</i>	1	2	3	4	5
AMBE4	My supervisor tells me what I have done wrong rather than what I have done right <i>(Ketua saya akan memberitahu saya bila saya melakukan kesilapan berbanding jika saya melakukan sesuatu kerja yang betul)</i>	1	2	3	4	5

Construct: Passive management-by-exception <i>Konstruk: Pengurusan Pasif Demi Pengecualian (PMBE)</i>						
No	Questions (Soalan)	SD	D	MA	A	SAG
PMBE1	It requires a failure to meet an objective for my supervisor to take action. <i>(Ia memerlukan kegagalan untuk memenuhi objektif untuk penyelia saya mengambil tindakan)</i>	1	2	3	4	5
PMBE2	My supervisor does care about solving problems <i>(Ketua saya prihatin untuk menyelesaikan masalah saya)</i>	1	2	3	4	5
PMBE3	My supervisor does not start making decisions until problems become serious or a crisis arises <i>(Ketua saya tidak akan mengambil sebarang keputusan sehinggalah keadaan menjadi lebih serius dan krisis meningkat)</i>	1	2	3	4	5
PMBE4	My supervisor directs his or her attention to avoid failure to meet the required standards <i>(Ketua saya menumpukan perhatian beliau untuk mengelakkan kegagalan dalam mencapai piawaian yang ditetapkan)</i>	1	2	3	4	5

PART C: Questionnaire Survey: Employee Competency
BAHAGIAN B3: Kajian soal selidik: Kecekapan

Question: Please evaluate the level of your competency at your workplace company based on the three competency categories of Methodical Factors (MF), and Personal-Social Factors (PSF). Please rating 1-to-5 according to your perceptions whether to choose;

Soalan: Sila nilaikan tahap kecekapan anda ditempat kerja berdasarkan tiga kategori kecekapan iaitu Faktor Peraturan (MF), Faktor Peribadi-Sosial (PSF) dan Faktor Organisasi-Strategik (SOF). Sila nyatakan antara 1-ke-5 mengikut persepsi anda sama ada untuk memilih;

1=(VP) Very poor (Sangat lemah)	2= (P) Poor (Lemah)	3=(A) Average (Memuaskan)	4=(A) Good (Bagus)	5= (E) Excellent (Cemerlang)
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Please tick at the appropriate box (Sila tandakan di ruangan yang disediakan)

Construct: Methodical Factors (MF)						
Konstruk: Faktor Peraturan (MF)						
No	Questions (Soalan)	VP	P	A	G	E
MF1	My knowledge of applied preventative maintenance (PM) methods (<i>Pengetahuan saya mengenai kaedah peyelenggaraan pencegahan (PM) yang diterapkan</i>)	1	2	3	4	5
MF2	My knowledge of technical analysis of information (<i>Pengetahuan saya dalam analisa maklumat teknikal</i>)	1	2	3	4	5
MF3	My knowledge of machinery/ Automation and information of the working process (<i>Pengetahuan saya dalam perjalanan jentera/automasi dan maklumat proses kerja</i>)	1	2	3	4	5
MF4	My knowledge of evaluation, review and quality assurance of work (<i>Pengetahuan saya dalam penilaian, semakan dan jaminan kualiti kerja</i>)	1	2	3	4	5

Construct: Personal-Social Factors (PSF)						
Konstruk: Faktor Peribadi-Sosial (PSF)						
No	Questions (Soalan)	VP	P	A	G	E
PSF1	My co-operation with my teamwork (<i>Kerjasama saya dengan rakan sekerja</i>)	1	2	3	4	5
PSF2	I practice my creativity at the workplace for innovation's result (<i>saya mempraktikkan kreativiti saya di tempat kerja untuk menghasilkan inovasi</i>)	1	2	3	4	5
PSF4	I practice my work efficiency at the workplace to achieve the required results (<i>Saya mempraktikkan kecekapan kerja saya di tempat kerja untuk mencapai hasil yang dikehendaki</i>)	1	2	3	4	5
PSF5	I am able to increase my motivation at my workplace to achieve my personal work goals (<i>Saya boleh meningkatkan motivasi ditempat kerja untuk mencapai matlamat kerja peribadi saya</i>)	1	2	3	4	5

Appendix 18 Consent letter from Linaco Manufacturing (M) Sdn Bhd



LINACO MANUFACTURING (M) SDN. BHD.

Member of Linaco Group of Companies (Co. No. 254198-K)

Date: 06th March 2018

Academic office
UTM Razak School of Engineering and Advanced Technology,
Universiti Teknologi Malaysia
Level13, Menara Razak, Jalan Sultan Yahya Petra,
54100 Kuala Lumpur.

Dear Sir,

Re: Completion of Perception Survey Research for a Studies Fulfillment Purposes

This is to confirm that Mr. Jamsari bin Atan (Matric No: PRS153032), a full time student from Universiti Teknologi Malaysia (UTM), has successfully completed his perception survey at our organization for a research entitled "The Role of Leadership Style in Enhancing Employee Competency for Organization Performance".

Based from his research, the results and suggestions will assist us to improve our existing management development. Hereby we would like to wish him a success in his studies and his future endeavor career.

Thank you.

Nrendar Singh
(Human Resource Manager)
HP: 012-7655711

Factory Address : Batu 7, Lot 5261, Kg. Kelicap, Off Jalan Senggarang, 83200 Batu Pahat, Johor Darul Takzim, Malaysia.
Postal Address : P. O. Box No. 34, 83007 Batu Pahat, Johor Darul Takzim, Malaysia.
Factory Contact No : Tel No: (607) 428 7511, 428 7522 Fax No: (607) 428 7533 E-mail: server@rasaku.com.my
Marketing Office : No. 17, Lorong Keluli 1C, Taman Perindustrian Bukit Raja Selatan, Seksyen 7, 40000 Shah Alam, Selangor Darul Ehsan, Malaysia.
Marketing Contact No : Tel No: (603) 3344 3933 Fax No: (603) 3344 6933 E-mail: linaco@linaco.com.my

Appendix 19 Consent letter from Hwa Tai Industries

Hwa Tai Industries Berhad
No. 12, Jalan Jorak, Kawasan Perindustrian Tongkang Pecah,
83010 Tongkang Pechah, Batu Pahat, Johor

Academic office
UTM Razak School of Engineering and Advanced Technology,
Universiti Teknologi Malaysia
Level13, Menara Razak, Jalan Sultan Yahya Petra,
54100 Kuala Lumpur


Dear Sir,

Re: Completion of Perception Survey Research for a Studies Fulfillment Purposes

This is to confirm that Mr. Jamsari bin Atan (Matric No: PRS153032), a full time student from Universiti Teknologi Malaysia (UTM), has successfully completed his perception survey at our organization for a research entitled "The Role of Leadership Style in Enhancing Employee Competency for Organization Performance"

Based from his research, the results and suggestions will assist us to improve our existing management development. Hereby we would like to wish him a success in his studies and his future career.

Thank you.


Name : Robli Bin Sitan
Position : MCA a ^{HR} ~~DDM/14/2018~~
Date : 06/03/2018



Appendix 20 Consent letter from Hup Seng Industries Sdn Bhd

From:

Hup Seng Industries Berhad

No. 14 Jalan Kilang Kawasan Perindustrian Tongkang Pecah,
Tongkang Pechah, Batu Pahat 83010, Johor

To:

Academic office

UTM Razak School of Engineering and Advanced Technology,

Universiti Teknologi Malaysia

Level13, Menara Razak, Jalan Sultan Yahya Petra,

54100 Kuala Lumpur


Dear Sir,

Re: Completion of Perception Survey Research for a Studies Fulfillment Purposes

This is to confirm that Mr. Jamsari bin Atan (Matric No: PRS153032), a full time student from Universiti Teknologi Malaysia (UTM), has successfully completed his perception survey at our organization for a research entitled "The Role of Leadership Style in Enhancing Employee Competency for Organization Performance"

Based from his research, the results and suggestions will assist us to improve our existing management development. Hereby we would like to wish him a success in his studies and his future career.

Thank you


Name : MOHD MOKHIDIN B.
MUNINGIN
Position : PROD. EXECUTIVE
Date : 9.3.2018



Appendix 21 Consent letter from Sharp Manufacturing Corp. (M) Sdn Bhd

SHARP MANUFACTURING CORP. (M) SDN. BHD. PLO-225 KAWASAN
PERINDUSTRIAN. SRI GADING. 83009 BATU PAHAT, JOHOR

Academic office
UTM Razak School of Engineering and Advanced Technology,
Universiti Teknologi Malaysia
Level13, Menara Razak, Jalan Sultan Yahya Petra,
54100 Kuala Lumpur

Dear Sir,

Re: Completion of Perception Survey Research (Pilot Test) for a Studies Fulfillment Purposes

This is to confirm that Mr. Jamsari bin Atan (Matric No: PRS153032), a full time student from Universiti Teknologi Malaysia (UTM), has successfully completed his perception survey (Pilot Test) at our organization for a research entitled "The Role of Leadership Style in Enhancing Employee Competency for Organization Performance"

Based from his research, the results and suggestions will assist us to improve our existing management development. Hereby we would like to wish him a success in his studies and his future career.

Thank you

Name :
Position :
Date :



Company's Chop,

SHARP MANUFACTURING CORPORATION (M) SDN. BHD. (198562-V)
PLO 225, Kawasan Perindustrian, Sri Gading,
83009 Batu Pahat, Johore, Malaysia.
Tel : (07)4558600 Fax : (07)4314851

**Appendix 22 The Job Descriptions for Supervisory Level of Linaco
Manufacturing (M) Sdn Bhd, Hwa Tai Industries Sdn Bhd, and Hup Seng
Industries Sdn Bhd**

No	Daily Task and Responsibilities of Supervisor
1	Accomplishes department objectives by supervising staff and organizing and monitoring work processes.
2	To cooperate with your superiors to monitor the overall duties at the sections or department involved as required by the Company
3	To record and report to your superiors in terms of daily output, tools and utilities and product defects, and losses.
4	Reporting to the Head of Department for the employee's recruitment, evaluation performance, transfer, promotion, absenteeism, sickness, maternity & paternity, and turnover.
5	Completes operations by developing schedules, assigning and monitoring work, gathering resources, implementing productivity standards, resolving operations problems, maintaining reference manuals, and implementing new procedures.
6	To follow and involve in the implementation of the company's good management practice (GMP), Hazard Analysis Critical Control Points (HACCP) and ISO requirements.
7	To follow the superior's instruction to meet the quality, productivity, output's target and other assignments by the company.
8	To conduct orientation, on-the-job training (OJT) for new and existing employees and handover employees to HOD/MGR for job positioning.
9	To attend any internal or external training as organized by the company.
10	Conduct or attend any training need analysis (TNA) training for all subordinates
11	Accomplishes staff job results by coaching, counseling, and disciplining employees.
12	To attend any meeting as organized by the Head of Department or Top Management concerning Management Issues & Administration, Financial, Organization Development, Marketing, Logistic, Manpower Issues, Productivity Planning, Quality Assurance, Safety and Health Committee Meeting, and etc.
13	Supervise the re-work due to customers complaints, suppliers' complaints, and service error.
14	Maintains safe and healthy work environment by establishing and enforcing organization standards and adhering to legal regulations.
15	Controls expenses by gathering and submitting budget information, scheduling expenditures, monitoring variances, and implementing corrective actions.

Appendix 23 Assessment of Mediation Effect for Transformational and Transactional Leadership Style

Hypothesis	Transformational Leadership Style			
	Latent Variables	T Statistics (O/STDEV)	Total	Type of Mediation
H6	Competency -> Org. Performance	4.417	(p ₁₂ x p ₂₃)	Direct
	Transformational -> Competency	9.151	0.40419967	Indirect
	Transformational -> Org. Performance	5.793	0.98349967	VAF= 41.09%

$$0.4417 \times 0.9151 = 0.40419967$$

$$0.40419967 + 0.5793 = .98349967$$

$$0.40419967 \div 0.98349967 = 0.410980992 \text{ (x 100= 41.09%)}$$

$$\text{VAF} = \frac{a \times b}{a \times b + c} = \frac{0.4417 \times 0.915}{0.4417 \times 0.915 + 0.5793} = 0.410980992 \text{ (x 100)= 41.09%)}$$

Assessment of Mediation Effect for Transactional leadership Style

Hypothesis	Transactional Leadership Style			
	Latent Variables	T Statistics (O/STDEV)	Total	Type of Mediation
H7	Competency -> Org. Performance	4.831	(p ₁₂ x p ₂₃)	Direct
	Transactional -> Competency	7.257	0.35058567	Indirect
	Transactional -> Org. Performance	5.865	0.93708567	VAF= 37.41%

$$0.4831 \times 0.7257 = 0.35058567$$

$$0.35058567 + 0.5865 = 0.93708567$$

$$0.35058567 \div 0.93708567 = 0.3741233926 \text{ (x100= 37.41%)}$$

$$\text{VAF} = \frac{a \times b}{a \times b + c} = \frac{0.4831 \times 0.7257}{0.4831 \times 0.7257 + .5865} = 0.37412233926 \text{ (x 100) = (37.41%)}$$

VAF Transformational 41.09 % + VAF Transactional 37.41 % ÷ 2 = Total VAF= 39.35 %
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June 2015

Impact of Training on Employees' Job Performance: A Case Study of Malaysian Small Medium Enterprise

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Nik Hasnaa Nik Mahmood University Technology Malaysia, Kuala Lumpur E-mail: nikhasna@ic.utm.my

Abstract

The objective of this paper is to examine the impact of training on employee job performance. The study is carried at a Malaysian small and medium enterprise (SME). This research examines the training factor that affected the job performance of employees of the company. The functional area which is associated with the effective human resource management practices of the company selected for the study has been examined comprising of training and employees' job performance. 85 employees from the respective production units of the company voluntarily participated in the survey using questionnaire. Findings indicate that there is relationship between effective training and employees' job performance.

Keywords: Training, Job Performance, Small Medium Enterprise, Malaysia

Appendix 25 Published Journal (Asian Business & Economic Journal)



**THE IMPACT OF HUMAN RESOURCE PRACTICES ON
EMPLOYEES' JOB PERFORMANCE - A CASE STUDY OF
A MALAYSIAN SMALL MEDIUM ENTERPRISE (SME)**

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^cUniversity Technology Malaysia(UTM), Jalan Semarak, 54100, Kuala Lumpur.
Malaysia
Email: nikhasna@ic.utm.my

Retention Strategy And Its Impact On Employees' Job Performance. A Case Study Of A Small And Medium-Sized Enterprise (SME)

Jamsari Atan*, Santhi Raghavan , Nik Hasnaa Nik Mahmood

aOpen University of Malaysia, Jalan Tun Ismail, 50480 Kuala Lumpur, Malaysia.

bUniversiti Teknologi Malaysia(UTM), Jalan Semarak, 54100, Kuala Lumpur.
Malaysia

Abstract

The objective of this paper is to examine the impact of retention strategy on employee's job performance This study was - conducted at Linaco Manufacturing Sdn Bhd, a Malaysian small and medium-sized enterprise (SME). This research examined the factors affecting the job performance of employees of this company. 85 employees from the respective production units of Linaco voluntarily participated in the survey using questionnaire. The statistical application used are the descriptive analysis, Pearson-Moment correlation, and multiple regression. Cronbach alpha statistic was used to analyze the reliability of the instrument used in this study. Resulted from the analyzed data, all hypotheses are accepted. From the employees' perception survey, retention strategy has contributed to employees' job performance. The finding indicated that there is relationship between retention strategy and employees' job performance. The study recommends that the management of Linaco Manufacturing (M) Sdn Bhd. take into account the various aspects of the impact retention strategy has on employees in order to improve the employee's job performance. The recommendations may be helpful to improve the various retention strategy of Linaco Manufacturing(M) Sdn Bhd. and other organisations that may share the same characteristics as Linaco.

Keywords: Retention strategy; employee job performance; human resource management; SME.

Appendix 27 Published Journal (Medwell Journal: ISSN: 1818-5800)

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ISSN: 1818-5800

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The Determinant of Employee Job Performance: Incorporating Malaysian SME's Experience on Recruitment

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^{1,2}Razak School of Engineering and Advanced Technology,

Universiti Teknologi Malaysia (UTM), Jalan Semarak, 54100 Kuala Lumpur, Malaysia

²Open University of Malaysia, Jalan Tun Ismail, 50480 Kuala Lumpur, Malaysia

Abstract: The body of knowledge for the Small and Medium-sized Enterprise's (SMEs) claims that there are limited studies done on the extent to which recruitment determines employee job performance, especially in the Malaysian working environment. The purpose of this study is to examine this phenomenon by exploring the impact of recruitment on employee job performance of an SME in the manufacturing sector from the most southern state of Malaysia, Johor. Data collection method included a set of questionnaires distributed to 85 employees from the production unit of Linaco Manufacturing (M) Sdn Bhd. The results were analyzed using a descriptive analysis, Pearson correlation and a multiple regression. The Cronbach alpha statistic was also employed to analyze the reliability of the instrument used in this study. Findings from the study revealed that all the hypotheses developed were accepted and recruitment was indeed a significant determinant contributing to employee's job performance. This study fills the gap in the literature and strongly recommends that the management of Linaco Manufacturing (M) Sdn. Bhd to take note and consider the various aspects of recruitment in their management policy in order to improve their employee's job performances.

Key words: Recruitment, Small-Medium Enterprise (SME), job performance, Malaysia, study

Appendix 28 Published Journal (Scopus Indexed- Growing Science – Management Science Letter)

Contents lists available at GrowingScience

Management Science Letters

homepage: www.GrowingScience.com/msl

The role of transformational leadership style in enhancing employees' competency for organization performance

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Organization performance

ABSTRACT

The transformational leadership style as practiced by the organization leaders was examined in their role to enhance employees' competency for organization performance. A quantitative approach is used in this study using a survey approach through the distribution of a set of questionnaires. In this study, the sample comprised of 232 supervisors from three food manufacturing industries in various supervisory levels, departments, and sections within the production line. The hypotheses were analyzed using IBM Statistical Package for the Social Sciences (SPSS) and partial least squares (PLS-SEM) SmartPLS version 3.0. The statistical analysis results confirm that there was a significant relationship between transformational leadership styles, employees' competency with organizational performance. The study also confirmed that the transformational leadership styles as practiced substantially contributed to employee competency. Based on the PLS-SEM's results, this study provides evidence that transformational leadership styles also substantially contributed to organization performance. The study also found that employee competency has contributed to organization performance. Based on the mediation analysis results, the study finds that employee competency mediates the relationship between transformational leadership style and organization performance. These results add to an understanding of the role of transformational leadership style and employee competency in contributing to a higher productivity and organization performance.

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LIST OF PUBLICATIONS

Indexed Journal

1. Jamsari bin Atan and Nik Hasnaa Nik Mahmood (2019). The role of transformational leadership style in enhancing employees' competency for organizational performance. *Management Science Letters*, 10.

Non-indexed Journal

2. Jamsari Atan, Santhi Raghavan , Nik Hasnaa Nik Mahmood (2017). "The Determinant of Employee Job Performance: Incorporating Malaysian SME's Experience on Recruitment". *Medwell Journal: ISSN: 1818-5800.The Social Siences* 12,(1) 39-42.

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