

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 kepemimpinan 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 kepemimpinan 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 kepemimpinan transformasional dan transaksional, serta prestasi organisasi. Keputusan statistik, di samping menunjukkan kesesuaian PLS-SEM dalam kajian ini menyumbang kepada pemahaman tentang peranan gaya kepemimpinan 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).

## TABLE OF CONTENTS

	<b>TITLE</b>	<b>PAGE</b>
	<b>DECLARATION</b>	<b>ii</b>
	<b>DEDICATION</b>	<b>iii</b>
	<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
	<b>ABSTRACT</b>	<b>v</b>
	<b>ABSTRAK</b>	<b>vi</b>
	<b>TABLE OF CONTENTS</b>	<b>vii</b>
	<b>LIST OF TABLES</b>	<b>xvi</b>
	<b>LIST OF FIGURES</b>	<b>xx</b>
	<b>LIST OF ABBREVIATIONS</b>	<b>xxii</b>
	<b>LIST OF SYMBOLS</b>	<b>xxiii</b>
	<b>LIST OF APPENDICES</b>	<b>xxiv</b>
<b>CHAPTER 1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	Introduction	1
1.2	Background of Study	3
1.3	Background of Companies Studied	9
1.3.1	Linaco Manufacturing (M) Sdn Bhd	9
1.3.2	Background of Hwa Tai Industries Berhad	11
1.3.3	Hup Seng Industries Berhad	12
1.4	Problem Statement	14
1.5	Research Questions	18
1.6	Research Objectives	19
1.7	Research Hypothesis	19
1.8	Research Aim	20
1.9	Significance of the Study	20
1.10	Research Scope	22
1.10.1	Scope of Respondents	22
1.10.2	Scope of Industry	23

1.11	Limitation of the study	23
1.12	Operational Definition of Terms	24
1.12.1	Organizational Performance	24
1.12.2	Leadership Styles	25
1.12.3	Transformational leadership	26
1.12.4	Transactional leadership	26
1.12.5	Employee Competency	27
1.13	Summary	27
<b>CHAPTER 2</b>	<b>LITERATURE REVIEW</b>	<b>31</b>
2.1	Introduction	31
2.2	Organizational Performance	31
2.2.1	Impacts of Organizational Performance (Financial and Non-financial Aspects)	33
2.2.2	Financial Indicator for Measuring Organizational Performance	34
2.2.3	Non-Financial Indicator for Measuring Organizational Performance	35
2.2.4	Organizational Performance of Worldwide on Food Manufacturing Industries	36
2.2.5	Organizational Performance of Malaysian Food Manufacturing Industries	39
2.3	Leadership	45
2.3.1	Leadership Style	46
2.3.2	Transformational leadership	48
2.3.3	Dimensions of Transformational Leadership Style	50
2.3.4	Transactional Leadership	51
2.3.5	Dimensions of Transactional Leadership Style	53
2.3.6	Comparison Between transformational and transactional leadership	54
2.4	Employee Competency	56
2.4.1	Adapting to the Changing Conditions of Manufacturing Industry Through Employee Competency	58
2.5	Previous Studies	61



2.5.1	Transformational Leadership Style and Organizational Performance	61
2.5.2	Transactional Leadership Style and Organizational Performance	63
2.5.3	Transformational Leadership Style and Employee Competency	66
2.5.4	Transactional Leadership Style and Employee Competency	68
2.5.5	Employee Competency and Organizational Performance	69
2.5.6	Employee Competency as a Mediator in the Relationship Between Transformational and Transactional and Leadership Style, and Organizational Performance	72
2.6	Related Underpinning Theories and Model	74
2.6.1	Organizational Performance Model	74
2.6.2	Leadership Style Model	75
2.6.2.1	Model of Effective Leadership Style in Organizational	76
2.6.2.2	Bain Inspirational Leadership Model	77
2.6.2.3	Leadership's Effect on Knowledge and Performance Model	79
2.6.3	Employee Competency Model	81
2.6.3.1	Manufacturing Competency Model	81
2.6.3.2	KSA Competency Framework	83
2.6.3.3	Competency Model for "Industry 4.0" Employees	84
2.7	Research Hypotheses Development	85
2.8	Conceptual Model Framework	87
2.9	Research Framework	89
2.10	Research Gap	90
2.11	Summary	93
<b>CHAPTER 3</b>	<b>METHODOLOGY</b>	<b>97</b>
3.1	Introduction	97
3.2	Research philosophy	97

3.2.1	Five management philosophies	98
3.2.2	Research philosophy Applied For the Study	101
3.3	Research Design	101
3.3.1	Survey	102
3.3.1.1	Stages of the Research Study and Process	102
3.4	Populations and Sampling Method	104
3.4.1	Populations	104
3.4.2	Sampling Method	105
3.4.3	Analysis to Determine Sample Size	107
3.4.4	Sampling Criteria	109
3.5	Measurement of Instruments	110
3.5.1	Measurement for Organizational Performance (Dependent Variable)	110
3.5.2	Measurement for Transformational Leadership Style	110
3.5.3	Measurement for Transactional Leadership Style	111
3.5.4	Measurement for Employee Competency (Mediator)	111
3.5.5	Measurements and Instruments (Likert-type rating scales)	112
3.6	The Validation of Research Instruments	113
3.7	Obtaining Consent for Using Research Instruments	115
3.8	Questionnaire	115
3.9	Data Collection Methods	117
3.10	Pilot test	119
3.10.1	Demographic Profiles	120
3.10.2	Reliability Test	121
3.11	Data Analysis	123
3.11.1	Statistical Package for the Social Sciences (SPSS)	123
3.11.2	SmartPLS version 3.0 and Structural Equation Modeling (SEM)	123
3.12	Reflective and Formative Constructs	124

3.13	Analyzing the Measurement Model	126
3.14	Convergent Validity	126
3.15	Discriminant Validity	126
3.16	Analyzing the Structural Equation Modeling (SEM)	127
3.17	Mediating Relationship and Effect	129
	3.17.1 Indirect Mediation Effects	131
	3.17.2 Mediation Bootstrap Method and Variance Accounted For (VAF)	132
3.18	Validity and Reliability of Research	132
3.19	Ethical Considerations	134
3.20	Summary	135
<b>CHAPTER 4</b>	<b>DATA ANALYSIS AND RESULTS</b>	<b>137</b>
4.1	Introduction	137
4.2	Preliminary Analysis	139
	4.2.1 Respondents' Response Rate	139
	4.2.2 Respondents Demographic Analysis	140
	4.2.3 Data Screening	143
	4.2.4 Missing Data	144
	4.2.5 Outliers Test	144
	4.2.6 Normality Test	145
	4.2.7 Descriptive Analysis of the Latent Constructs	146
	4.2.8 Common Method Bias	147
4.3	Data Analysis to Evaluate the Structural Model of This Research	148
4.4	Data Analysis to Evaluate Mediating Analysis of This Research	149
4.5	Measurement Model	151
	4.5.1 First Order Measurement Models Analysis	152
	4.5.1.1 First Order Indicators' loadings analysis	153
	4.5.2 Convergent Validity	155
	4.5.3 Composite Reliability (CR) and Average Variance Extracted (AVE)	155

4.5.4	Discriminant Validity	157
4.5.5	Cross loadings analysis	157
4.5.6	Fornell-Larcker Criterion Analysis	160
4.5.7	Heterotrait-Monotrait (HTMT) criterion analysis	161
4.6	Structural Model Analysis	162
4.6.1	First Order Structural Model Analysis	162
4.6.2	Collinearity Assessment of First Order Structural Model Analysis	163
4.6.3	Path Coefficient Analysis	165
4.6.3.1	First Order Structural Model Evaluation on Significance of Path Coefficient (Bootstrapping)	165
4.6.4	Coefficient of Determination ( $R^2$ Value)	169
4.6.5	Effect Size ( $f^2$ )	170
4.6.6	Blindfolding and Predictive Relevance $Q^2$	172
4.6.6.1	First Order Structural Model Evaluation on the Predictive Relevance ( $q^2$ ) Effect Size	173
4.6.6.2	Predictive Relevance ( $q^2$ ) Effect Size for Deleted of Transactional Leadership Style ( $q^2$ )	174
4.6.6.3	Predictive Relevance ( $q^2$ ) Effect Size for Deleted of Transactional Leadership Style ( $q^2$ )	176
4.7	Important Performance Matrix Analysis (IPMA)	178
4.8	Second Order Measurement Model	179
4.8.1	Second Order Measurement Models Analysis	180
4.8.2	Second Order Indicators' Loadings Analysis	181
4.8.3	Convergent Validity	183
4.8.3.1	Composite Reliability and Average Variance Extracted (AVE)	183
4.8.4	Discriminant Validity	184
4.8.5	Cross loadings analysis	184
4.8.6	Fornell-Larcker Criterion Analysis	186

4.8.7	Heterotrait-Monotrait (HTMT) criterion analysis	186
4.9	Second Order Structural Model	187
4.9.1	Second Order Structural Model Analysis	187
4.9.2	Collinearity Assessment of Second Order Structural Model	188
4.9.3	Path Coefficient Analysis	190
4.9.3.1	Second Order Structural Model Evaluation on Significance of Path Coefficient (Bootstrapping)	190
4.9.3.2	Direction and Strength of Path Coefficient (Bootstrapping)	193
4.9.4	Coefficient of Determination ( $R^2$ Value)	195
4.9.5	Effect Size $f^2$	195
4.9.6	Second Order Blindfolding and Predictive Relevance $Q^2$	196
4.9.7	Second Order Blindfolding and Predictive Relevance ( $q^2$ )	197
4.9.7.1	Predictive Relevance ( $q^2$ ) Effect Size for Deleted of Transactional Leadership Style ( $q^2$ )	198
4.9.7.2	Predictive Relevance ( $q^2$ ) Effect Size for Deleted of Transformational Leadership Style ( $q^2$ )	199
4.10	Important Performance Matrix Analysis (IPMA)	200
4.11	Mediation Measurement Model for the Transformational Leadership Style	201
4.11.1	Composite Reliability (CR) and Average Variance Extracted (AVE)	204
4.12	Mediation Structural Model for the Transformational Leadership Style	204
4.12.1	Collinearity Assessment of the Mediation Structural Model for the Transformational Leadership Style	205
4.12.2	Transformational Leadership Style Mediation Structural Model Evaluation on Significance of Path Coefficient (Bootstrapping) Path Coefficient Analysis	206

4.12.2.1	Significance of Path Coefficient (Bootstrapping) for Transformational Leadership Style Mediation Structural Measurement Model Analysis	207
4.12.3	Transformational Leadership Style Direction and Strength of (Direct and Indirect) Path Coefficient	210
4.13	Mediation Measurement Model Analysis for the Transactional Leadership Style	211
4.13.1	Composite Reliability (CR) and Average Variance Extracted (AVE)	214
4.14	Mediation Structural Model Analysis for the Transactional Leadership Style	215
4.14.1	Collinearity Assessment of the Transactional Leadership Style Mediation's Structural Model	216
4.14.2	Transactional Leadership Style Mediation Structural Model Evaluation on Significance of Path Coefficient (Bootstrapping) Path Coefficient Analysis	217
4.14.2.1	Significance of Path Coefficient (Bootstrapping) for Transactional Leadership Style Mediation Structural Measurement Model Analysis	217
4.14.2.2	Transactional Leadership Style Direction and Strength (Direct and Indirect) of Path Coefficient	220
4.15	Evaluation of Mediating Effects	221
4.15.1.1	Employee Competency Mediates the Relationship Between Transformational Leadership Style and Organizational Performance (H6)	223
4.15.1.2	Employee Competency Mediates the Relationship Between Transactional Leadership Style and Organizational Performance (H7)	224
4.16	Summary of Mediation Affect Test	224
4.17	Hypothesis Testing	226
4.18	Discussion of Analysis and Results	229

4.19	Summary	233
<b>CHAPTER 5</b>	<b>DISCUSSIONS AND FINDINGS</b>	<b>235</b>
5.1	Summary of the Findings	235
5.1.1	The relationship between transformational leadership style and organizational performance	236
5.1.2	The relationship between transactional leadership style and organizational performance	238
5.1.3	The relationship between transactional leadership style and organizational performance	240
5.1.4	The relationship between transactional leadership style and employee competency	242
5.1.5	The relationship between employee competency and organizational performance	243
5.1.6	The mediating effect of employee competency in the relationship between transformational leadership style and organizational performance	246
5.1.7	Research Objective 7: The mediating effect of employee competency in the relationship between transactional leadership style and organizational performance	247
5.1.8	Review of the Previous Related Studies and the Current Study performance	248
5.2	Theoretical Implications	249
5.3	Practical implications	251
5.4	Theoretical Implications	253
5.5	Recommendations for Future Research	254
5.6	Conclusion	255
	<b>REFERENCES</b>	<b>257</b>
	<b>LIST OF PUBLICATIONS</b>	<b>333</b>

## LIST OF TABLES

<b>TABLE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
Table 1.1	Hwa Tai's Annual Sales Revenue 2012-2016	12
Table 1.2	Hup Seng's Annual Sales Revenue 2012-2016	14
Table 1.3	Decreasing Annual Revenue of 5 Prominent Food Manufacturers in Malaysia's	16
Table 2.1	Global Food Industry Statistics and Market Size Overview	37
Table 2.2	World Population	37
Table 2.3	Estimated Growth Rates of Output by Manufacturing Industry	38
Table 2.4	World's population forecast for the year 2020-2045	39
Table 2.5	Population Size and Annual Population Growth Rate, Malaysia 2010-2019	40
Table 2.6	Value of imported raw materials vs. domestic produced raw materials (in \$Billions)	41
Table 2.7	Import and export of processed foods in Malaysia (\$US Billion)	42
Table 2.8	Differences between Transactional & Transformational Leadership	55
Table 2.9	Research Hypotheses Development	86
Table 3.1	Comparison of Five Research Philosophies Interpretation	99
Table 3.2	Total Populations	105
Table 3.3	The Distribution of Respondents' Samples Size	109
Table 3.4	Academician Biodata	114
Table 3.5	Components of Questionnaire	116
Table 3.6	Demographic Profiles	121
Table 3.7	Cronbach's Reliability of Constructs on Organization Performance, Leadership Style, and Competency	122
Table 4.1	Response Rate of the Study	139
Table 4.2	Respondents' Demographic Analysis	141



Table 4.3	Result of Missing Data	144
Table 4.4	Summary Result of Outliers	145
Table 4.5	Normality Test	146
Table 4.6	Descriptive Statistics for Latent Variables	146
Table 4.7	Common Method Variance Results	148
Table 4.8	Summary of Indices for Mediating Model Analysis Using PLS-SEM	150
Table 4.9	Summary of First Order Indicators Loadings	154
Table 4.10	Result of First Order Cronbach's Alpha and Composite Reliability (CR) and Average Variance Extracted (AVE)	156
Table 4.11	Cross loadings analysis	159
Table 4.12	Fornell-Larcker Criterion Analysis	160
Table 4.13	Result of Heterotrait-Monotrait (HTMT) Criterion Analysis	161
Table 4.14	Result of Collinearity Assessment (First Order Structural Model)	164
Table 4.15	Summary of First Order Bootstrapping Result of Path Coefficient	168
Table 4.16	Summary Coefficient of Determination ( $R^2$ Value).	170
Table 4.17	Result of First Order Effect Size ( $f^2$ )	171
Table 4.18	Result of the First Order Blindfolding Predictive Relevance $Q^2$	172
Table 4.19	Result of First Order Blindfolding for Deleted of Transactional Leadership Style ( $q^2$ )	174
Table 4.20	Summary Result of First Order Blindfolding for Deleted of Transactional Leadership Style ( $q^2$ )	175
Table 4.21	Result of First Order Blindfolding for Deleted of Transformational Leadership Style ( $q^2$ )	176
Table 4.22	Summary Result of First Order Blindfolding for Deleted of Transformational Leadership Style ( $q^2$ )	177
Table 4.23	Summary of Total Effect and Index Value (Performance)	179
Table 4.24	Second Order Indicator's Loadings	182
Table 4.25	Result of Second Order Cronbach's Alpha and Composite Reliability (CR) and Average Variance Extracted (AVE)	184

Table 4.26	Cross loadings analysis	185
Table 4.27	Fornell-Larcker Criterion Analysis	186
Table 4.28	Result of Heterotrait-Monotrait (HTMT) Criterion Analysis	187
Table 4.29	Result of Collinearity Assessment (Second Order Structural Model)	189
Table 4.30	Summary of Second Order Bootstrapping Result of Outer Loading	192
Table 4.31	Summary of Second Order coefficient of (Bootstrapping)	194
Table 4.32	Result of Second Order coefficient of determination ( $R^2$ value)	195
Table 4.33	Result of Second Order Effect Size( $f^2$ )	196
Table 4.34	Result of the Second Order Blindfolding Predictive Relevance $Q^2$	197
Table 4.35	Result of Second Order Blindfolding for Deleted of Transactional Leadership Style ( $q^2$ )	198
Table 4.36	Summary of Second Order Blindfolding for Deleted of Transactional Leadership Style ( $q^2$ )	198
Table 4.37	Result of Second Order Blindfolding for Deleted of Transformational Leadership Style ( $q^2$ )	199
Table 4.38	Summary of Second Order Blindfolding for Deleted of Transformational Leadership Style ( $q^2$ )	199
Table 4.39	Summary of Total Effect and Index Value (Performance)	201
Table 4.40	Summary of Indicators' Loadings Analysis for Transformational Leadership Style Mediation Measurement Models	203
Table 4.41	Result of Cronbach's Alpha and Composite Reliability (CR) and Average Variance (Transformational leadership Style Mediation)	204
Table 4.42	Variance Inflation Factor (VIF) values for Direct Mediation	206
Table 4.43	Summary of Transformational Leadership Style Structural Mediation Model Indicator's Loadings	209
Table 4.44	Summary Result of Transformational Leadership Style (Direct) Strength of Path Coefficient	211
Table 4.45	Summary Result of Transformational Leadership Style (Indirect) Strength of Path Coefficient	211

Table 4.46	Summary of Transactional Leadership Style Measurement Mediation Model's Indicator Loadings	214
Table 4.47	Result of Cronbach's Alpha and Composite Reliability (CR) and Average Variance Extracted (AVE) for Transactional Leadership Style	215
Table 4.48	Variance Inflation Factor (VIF) values for Direct Mediation	216
Table 4.49	Summary of Transactional Leadership Style Structural Mediation Model Indicator's Loadings	219
Table 4.50	Summary Result of Transactional Leadership Style (Direct) Strength of Path Coefficient	221
Table 4.51	Summary Result of Transactional Leadership Style (Indirect) Strength of Path Coefficient	221
Table 4.52	Summary Result of Mediation Relationship Between Transformational Leadership Style and Organization Performance	223
Table 4.53	Summary Result of Indirect effects and Direct effects for Transactional Leadership Style Mediation Analysis	224
Table 4.54	The Result and the Variance Accounted For (VAF) of Transformational Leadership Style	224
Table 4.55	The Result and the Variance Accounted For (VAF) of Transactional Leadership Style	225
Table 4.56	The Result for Hypothesis 1, Hypothesis 2, Hypothesis 3, Hypothesis 4, and Hypothesis 5	227
Table 4.57	The Result for Mediating Analysis of Hypothesis 6 and Hypothesis 7	229

## LIST OF FIGURES

<b>FIGURE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
Figure 1.1	The 10 Trends Ranked in Order of Importance of the Human Capital Trends Worldwide 2016 (Deloitte University Press, 2016)	6
Figure 2.1	The Research Model of the Process Performance Measurement's Impact on Organizational Performance (Hernaus et al. (2012)	34
Figure 2.2	Performance of Malaysian Selected Industries (Department of Statistic Malaysia, 2017)	43
Figure 2.3	Calculated food demand growth rate (FAPRI 2015)	44
Figure 2.4	Transformational leadership perspectives Framework ( Bass (1997)	51
Figure 2.5	Transactional leadership perspectives Framework ( Bass (1997)	54
Figure 2.6	Organizational assessment: a framework for improving performance (Lusthaus et al., 2002). International Development Research Centre/Inter-American Development Bank. Washington, USA.	75
Figure 2.7	Factors in Organisation ( Mullins (2010)	77
Figure 2.8	Bain Inspirational Leadership Model (Bain Company, 2017)	78
Figure 2.9	Leadership's Effect on Knowledge and Performance (Bryant, 2003)	80
Figure 2.10	ETA Advanced Manufacturing Competency Model (Clearinghouse, 2010)	82
Figure 2.11	Competency; the KSA Framework (UNIDO (2002).	83
Figure 2.12	Conceptual Model Framework for This Study	88
Figure 2.13	Research Frameworks for This Study	89
Figure 2.14	Research Gap	90
Figure 3.1	Stages of the Research Study	103
Figure 3.2	The Survey Research Process (Adapted from Piaw (2012)	104

Figure 3.3	The Sampling Method of This Study ( Source: Sekaran and Bougie, 2013)	106
Figure 3.4	G*Power Effect Sample Size	108
Figure 3.5	The Scale Ranging for This Study	113
Figure 3.6	The diagram of reflective and formative constructs (Petter et al., 2007)	125
Figure 3.7	Mediator Model (Hair et al. (2017)	129
Figure 3.8	Mediation analysis procedures (Hair, 2017)	130
Figure 3.9	Bootstrapping the indirect effects (Preacher and Hayes, 2004, 2008)	131
Figure 4.1	Six Step for Assessing the Structural Model for applying PLS-SEM Adapted from Hair et al. (2017)	149
Figure 4.2	A Systematic Approach to Evaluate the Mediation Structural Model (Hair et al., 2014).	151
Figure 4.3	First Order Measurement Model	152
Figure 4.4	First Order Bootstrapping Result of Outer Loading	167
Figure 4.5	The Total Effects (importance) and Index Values (performance) used for the IPMA	178
Figure 4.6	Second Order Measurement Model	181
Figure 4.7	Second Order Bootstrapping Result of Outer Loading	191
Figure 4.8	Second Order Path Coefficient	194
Figure 4.9	The Total Effects (importance) and Index Values (performance) used for the IPMA	201
Figure 4.10	Transformational Leadership Style Mediation Measurement Models	202
Figure 4.11	Transformational Leadership Style Structural Mediation Model	208
Figure 4.12	Transformational Leadership Style Structural Model's Path Coefficient	210
Figure 4.13	Transactional Leadership Style Structural Mediation Model	213
Figure 4.16	Bootstrapping for Transactional Leadership Style Structural Mediation Model	218
Figure 4.17	Transactional Leadership Style Structural Model's Path Coefficient	220

## 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

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

## LIST OF APPENDICES

<b>APPENDIX</b>	<b>TITLE</b>	<b>PAGE</b>
Appendix 1	Bursa Malaysia Food & Beverages Companies	293
Appendix 2	A Competency Model for “Industry 4.0” Employees (Prifti et al. (2017)	297
Appendix 3	Framework of Preliminary Data Analysis	299
Appendix 4	Framework of First Order Measurement Model, Second	300
Appendix 5	The Distributions of Research Instrument Description Questions for Organizational Performance	301
Appendix 6	Transformational Leadership Style Scale Indicators	302
Appendix 7	Transactional Leadership Style Scale Indicators	304
Appendix 8	The Distributions of Research Instrument Description Questions for Employee Competency	305
Appendix 9	The Expert Validation of Research Instruments (Associate Professor Dr. Muhammad Madi Bin Abdullah)	306
Appendix 10	The Expert Validation of Research Instruments (Dr. Abang Nawawi bin Awang Dahlan)	307
Appendix 11	The Expert Validation of Research Instruments (Prof Dr. Haslinda bt Abdullah)	308
Appendix 12	Approval Letter from Bass and Avilio (1989)	309
Appendix 13	Approval Letter from Bodea & Toader (2013)	310
Appendix 14	Appendix Approval letter from Hernaus et al.( 2012)	311
Appendix 15	Approval letter from McCormack, K. P., & Johnson, W. C. (2001)	312
Appendix 16	Approval letter from Le Cornu and Lockett’s (2000)	313
Appendix 17	Questionnaire	314
Appendix 18	Consent letter from Linaco Manufacturing (M) Sdn Bhd	322
Appendix 19	Consent letter from Hwa Tai Industries	323
Appendix 20	Consent letter from Hup Seng Industries Sdn Bhd	324
Appendix 21	Consent letter from Sharp Manufacturing Corp. (M) Sdn Bhd	325



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	326
Appendix 23	Assessment of Mediation Effect for Transformational and Transactional Leadership Style	327
Appendix 24	Published Journal (Review of Management, Vol. 5, No. 1/2, June 2015)	328
Appendix 25	Published Journal (Asian Business & Economic Journal)	329
Appendix 26	Published Journal (Sains Humanika UTM EISSN 2289-6996)	330
Appendix 27	Published Journal (Medwell Journal: ISSN: 1818-5800)	331
Appendix 28	Published Journal (Scopus Indexed- Growing Science – Management Science Letter)	332

# 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.

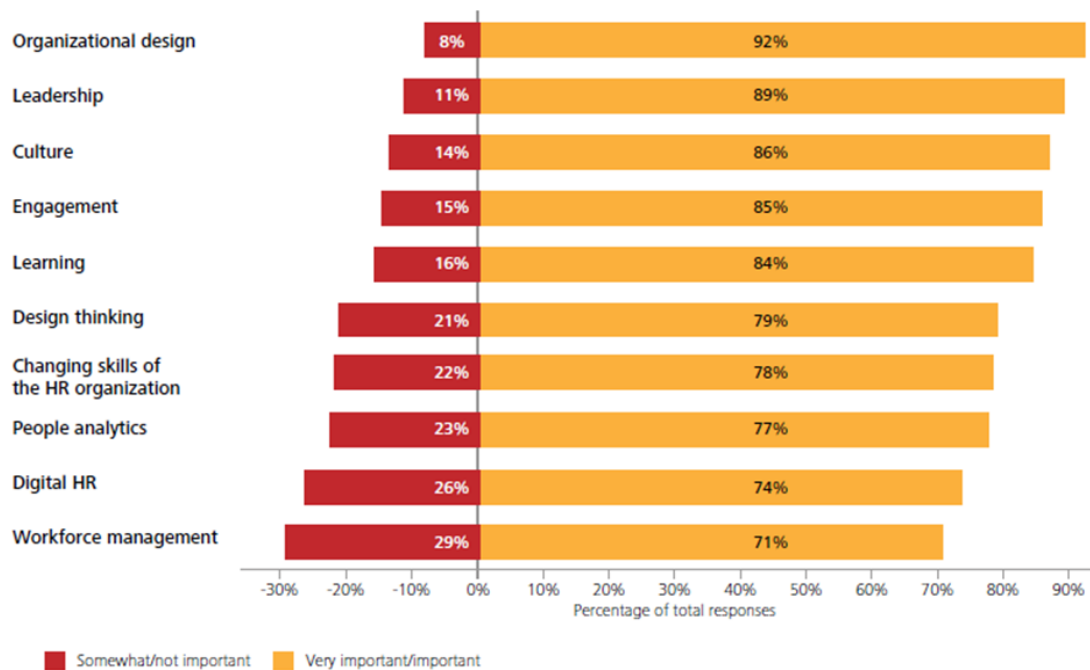


Figure 1.1 The 10 Trends Ranked in Order of Importance of the Human Capital Trends Worldwide 2016 (Deloitte University Press, 2016)

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 Kampkötter (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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## 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.

3. Jamsari Atan, Santhi Raghavan , Nik Hasnaa Nik Mahmood (2016). Retention Strategy and Its Impact On Employees' Job Performance. A Case Study Of A Small And Medium-Sized Enterprise (SME). *Journal of Sains Humanika*, Universiti Teknologi Malaysia (UTM). 8:1-2(2016) 97-102.

4. Jamsari bin Atan, Santhi Raghavan , Nik Hasnaa Nik Mahmood (2015 ).The impact of human resource management (HRM) practices of on employee job performance. *Asia Business and Economics Journal (ABEJ)* by online on coming issue of ABEJ, on December, 2015.

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