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**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT AND
LEADERS' EFFECTIVENESS AMONG MANUFACTURING LEADERS**

By

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ABSTRACT

Leaders' effectiveness is essential for any business to reach its full potential. Emphasising the importance of leaders' effectiveness can benefit both the employee and the employer. Leaders' effectiveness shows a positive emotion that attaches employees to their work and the organisation can gain profit results due to effective leadership. The objective of this study is to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. To achieve the objectives, four (4) variables were used in this study: staffing, performance management, training & compensation and compensation management. This study focus people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor. For research methodology, the researcher used a quantitative method and the Pearson correlation method was applied to evaluate the hypotheses on the relationships between variables. The data were collected using a questionnaire method. One hundred and fifty (150) questionnaires were sent out to respondents, and hundred eight (108) were returned. The data were analysed using Statistical Package for Social Sciences (SPSS) version 27. The study indicates that all variables tested significantly affect leaders' effectiveness. Compensation management ($\alpha = 0.824$) is the least positively connected variable with scores in leaders' effectiveness. The finding of the result recommends that to enhance leaders' effectiveness among working individuals, management has to focus more attention on staffing, performance management, training & compensation and compensation management.

Key words: leaders' effectiveness, staffing, performance management, training & compensation and compensation management.

ABSTRAK

Keberkesanan pemimpin adalah penting untuk mana-mana perniagaan mencapai potensi penuhnya. Menekankan kepentingan keberkesanan pemimpin boleh memberi manfaat kepada kedua-dua pekerja dan majikan. Keberkesanan pemimpin menunjukkan emosi positif yang melekatkan pekerja pada kerja mereka dan organisasi boleh memperoleh hasil keuntungan kerana kepimpinan yang berkesan. Objektif kajian ini adalah untuk menyiasat hubungan antara pengurusan sumber manusia dan keberkesanan pemimpin dalam kalangan pemimpin pembuatan. Untuk mencapai objektif, empat (4) pembolehubah telah digunakan dalam kajian ini: perjawatan, pengurusan prestasi, latihan & pampasan dan pengurusan pampasan. Kajian ini memfokuskan mereka yang bekerja dalam produk elektrik, elektronik & optik, kereta, barangan pengguna yang bergerak pantas dan syarikat pembuatan multinasional farmaseutikal di Selangor. Bagi metodologi kajian, pengkaji menggunakan kaedah kuantitatif dan kaedah korelasi Pearson digunakan untuk menilai hipotesis tentang hubungan antara pembolehubah. Data dikumpul menggunakan kaedah soal selidik. Seratus lima puluh (150) soal selidik telah dihantar kepada responden, dan ratus lapan (108) telah dikembalikan. Data dianalisis menggunakan Statistical Package for Social Sciences (SPSS) versi 27. Kajian menunjukkan bahawa semua pembolehubah yang diuji secara signifikan mempengaruhi keberkesanan pemimpin. Pengurusan pampasan ($\alpha = 0.824$) ialah pembolehubah yang paling kurang berkaitan positif dengan skor dalam keberkesanan pemimpin. Dapatan keputusan mengesyorkan bahawa untuk meningkatkan keberkesanan pemimpin dalam kalangan individu yang bekerja, pihak pengurusan perlu menumpukan lebih perhatian kepada kakitangan, pengurusan prestasi, latihan & pampasan dan pengurusan pampasan.

Kata kunci: keberkesanan pemimpin, kakitangan, pengurusan prestasi, latihan & pampasan dan pengurusan pampasan

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter gives a general summary of the study, outlining its research background, problem statement, research question, and objectives. Additionally, this chapter clarified the definition of the important terminology and the relevance and scope of the study. The organisation of the study is briefly discussed in the final part.

1.1 Background of the Study

The enormous and mutually reinforcing shock caused by recent crisis, which devastated the global economy, has never before occurred. It is considered as one of history's turning moments as it is upending social and economic traditions as we know them and ushering in a new century for humanity. A number of endeavours that have later failed at an unprecedented rate and scale (Gopinath et al., 2020). For instance, the crisis has killed hundreds of thousands of people, plunged the globe into the worst economic crisis since the Great Depression, and has put the world's healthcare systems under extreme strain (Gopinath et al., 2020). As social, economic, even health institutions are in risk of crumbling, it is difficult to foresee how the future world will appear, but it will rely on the actions that leaders make today. In times of crisis, governments, communities, and organisations look to their leaders for guidance (Munim et al., 2021). People beliefs about how things should be and the hierarchy of systems are in disarray, and depending on how the leaders respond to this circumstance, the organisations, entities, and systems may either face a breakdown or a breakthrough. According on how the crisis is managed by the leaders, the community's economic, social, and health pillars can be permanently changed (Gopinath et al., 2020). As the crisis spreads throughout the globe, manufacturing companies (e.g. automobile, fast moving consumer goods, electronics and pharmaceutical and etc.) are encountering challenging operational challenges. Due to regulations or declining demand, some businesses have temporarily closed their premises, while others are coping with unexpected spikes in demand for necessities (Bader et al., 2019).

Frontline employees in the workplace are unable to take their jobs with them to a place of relative safety. The current crisis is thus being navigated by human resource leadership experts while also making plans for a potentially much longer time of increasing supply and demand volatility as well as the ongoing need to maintain higher levels of cleanliness and physical isolation.

For human resource managers, sustaining employee productivity and promoting positive employee relations are top priorities. The recent crisis has decimated every organisation, making it challenging for managers and human resource leaders to find creative solutions that will help workers cope with this unexpected disaster and secure the survival of their companies in Malaysia (Munim et al., 2021). More than half of enterprises worldwide were compelled to engage in virtual non-work-related activities, which had a big effect on human resources tasks including hiring, training & development, performance evaluation, and employee remuneration (Munim et al., 2021). Some Malaysian businesses are unable to be as adaptable during RECENT CRISIS; big businesses, in particular, struggle to swiftly move all procedures online (Ahmed et al., 2021). Two organisational changes intended to assist the deployment of pods include worker concentration on a single production line and the removal of “floating” employees (McNulty et al., 2019). Members of the pod may now be responsible for procuring supplies and carrying out standard quality checks and servicing on their own. To reduce contact in public areas of the facility, it is feasible to vary the start, stop, and break periods of various pods. Moreover, shift handover meetings may be conducted remotely utilising videoconferencing technology. Manufacturing companies may even decide to alter their shift schedules so that nearby production lines operate at various times (Ahmed et al., 2021). So, in order to boost their employability in the digital environment, employees must develop new abilities.

Leaders’ effectiveness is essential for any business to reach its full potential. Emphasising the importance of leaders’ effectiveness can benefit both the employee and the employer especially during crisis moments. However, human resource leaders are having trouble dealing with the repercussions outlined above due to recent crisis (Munim et al., 2021). Although some of these leaders will rise forward, others may lose some of their authority. Notwithstanding the crisis, a leader's effectiveness is crucial because it ensures that organisational objectives are carried out in accordance with a vision and purpose (Sonmez et al., 2020). At the same time, effective communication between personnel and management is essential for achieving objectives and ensuring that everyone is content. The effectiveness of leaders exemplifies the value of

unselfish work that will substantially benefit the organisation of the leader (Sonmez et al., 2020). Workers may be inspired to set their own goals by the leaders' permissive behaviour at work. Therefore, the time is now for sincere leaders to assist organisations and individuals in overcoming challenges and concerns in order to boost performance. Thus, this study aims to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders.

1.2 Problem Statement

Excellent leaders follow a general set of practises that have been developed and refined by researchers throughout time (Danziger et al., 2020; Miller et al., 2020). Several researchers examined hundreds of best leadership practises to identify the finest leadership practises that leaders utilise to do extraordinary things in organisations (Danziger et al., 2020). The world's biggest leadership test appears to be the current crisis. While some are capable of handling this historic challenge, others are having difficulty. To assist their company and people, organisational leaders from the human resources department rely on their gut feelings and the counsel of human resource specialists. News reports and posts on social media have highlighted how some business and professional leaders are fighting to survive the recent crisis (Danziger et al., 2020). Miller et al. (2020) predict that by early spring 2020, 561 companies had declared bankruptcy in the US, 51 of which were retail firms. These statistics, which are projected to increase throughout the year, do not indicate that leaders are not prepared to handle a crisis of this size, duration, and complexity.

Organizations are impacted by the same problem that is hurting communities. They work hard to meet the fundamental needs of their clients while also looking out for the wellbeing of their staff. According to Human Resource scholarly research, the world's present atmosphere is unfavourable. From a variety of viewpoints, research has examined organisational and leadership practises in connection to the dangers, crisis circumstances, and hazardous settings that global disasters like the present crisis (McNulty et al., 2019). They include the effects of risky conditions on employee performance and turnover, workplace antagonism and discrimination, workload, and work-life balance, as well as the effects of these issues on employees' physical and mental health (Bader et al., 2019; Faeth et al., 2017). While studies on crisis-related organisational and leadership difficulties have mostly focused on risks that

can be attributed to humans, such as crime and civil unrest, it is crucial to emphasise that little is known about the results and leadership issues associated with other sorts of threats, such as the recent crisis dangers (Fee et al., 2017). More than half of Malaysian businesses are now required to do essentially non-work tasks, which has an impact on management practises including employee remuneration (Ahmed et al., 2021). Large Malaysian manufacturers estimated their losses to be between one and five million ringgits (The Edge Financial Daily, 2020). The majority of the estimated losses came from pay and performance management. A decrease in demand is cited by nearly half of large and medium-sized firms as their top concern (Belhadi et al., 2021). Large, publicly listed manufacturing businesses said that delays in obtaining supplies were the primary supply chain obstacle, while manufacturing companies mentioned delays in fulfilment and delivery as the main challenge. Financial issues include cash flow, liquidity, late payments on receivables, and declining income (Chen et al., 2021). Lack of cashflow and inputs, as well as problems finishing contracts, are some of the repercussions of the recent crisis and its control measures that have been the most thoroughly reported. Over a third of large, publicly listed companies mentioned communication as a key obstacle to doing business, while manufacturing companies cited work from home (WFH) connectivity as a top worry (Kamble et al., 2021).

The recent crisis continues to have an impact on businesses, posing substantial, conflicting problems and new situations for today's human resource leaders (Kamble et al., 2021). Depending on the area, industry, and size of their organisation, human resource leaders face different business management challenges; nonetheless, it is clear that cost-cutting will be necessary for many companies. Numerous organisations are already putting "no remorse" measures into place to hasten their recovery from the recent crisis (Ahmed et al., 2021). In response to the crisis, these human resource leaders are accelerating digital transformation, creating flexible cost structures, and implementing agile operations. Human resource leaders are in charge of managing operations, establishing strategies, allocating resources, assuring employee safety, and managing the workplace environment (Munim et al., 2021). On the other hand, more than 40% of firms had to transfer some employees to other roles, and more than 70% of businesses had to alter the tasks that certain employees were expected to perform. Employment sharing was far less prevalent. By the end of 2020, almost 60% of organisations would have stopped or delayed their operations (Giurge et al., 2020). Due to the recent crisis' management issues, the government and individuals in charge of crisis communication are neglecting human resource leaders. The result is that workplaces are overly centralised, staffing

and training & development are inadequate, bad performance management and pay leaders are being implemented, and human resource employees are having difficulty overseeing employee relations, safety, and health (Hamouche et al., 2021).

Boin et al., (2015) asserted that a crisis may result in the organisation and its employees becoming unstable after reading the crisis literature. Under these conditions, organisations must function under stress, which creates unique challenges for corporate executives. "Undependable data, contextual unpredictability, imprecise and shifting goals, and poorly structured settings" have been identified as the primary difficulties (Kayes et al., 2017). The number of staff layoffs is significantly rising as a result of these problems. Despite the fact that people's value cannot be measured in the same way that financial capital can, human resource development specialists believe that people are one of the most important assets that might help the company flourish (Kurian et al., 2018). Losing skilled employees leads in knowledge loss, even while preserving them may help organisations preserve knowledge and experience. Although anticipating more resiliency from the remaining workforce, many workers attempt to minimise the number of employees in order to save costs during the crisis. Employees behave differently during times of crisis because different people react to change in various ways. There are several alternative responses, ranging from acceptance to change to minor discomfort to outright rejection. Wang, Anne, and McLean et al., (2016) spoke with 66 Indians to find out how participants handle emergencies. They found that although there were differences in how employees responded to emergencies, they could be categorised into three main types. Workers that make an effort to fight and stay involved during the crisis fall into the first type. The second group consists of people who are tolerant and flexible. The third group, however, would rely on their religion to get them through the difficult situation. Since they worry about losing their employment, workers frequently raise fewer complaints about labour infractions during a crisis.

During a crisis, organisations are likely to experience unimaginable disruptions mainly due to staffing, performance management, training & development and compensation management. Workplaces are highly centralised, staffing, training, and development are lacking, poor pay and performance policies are being introduced, and human resource staff members struggle to manage employee relations, safety, and health. Thus, leader's effectiveness would be focusing on the restructuring, reclaiming the business, and going into crisis management mode (Ghasemy et al., 2018). Therefore, there may be several ways in which employees are most at risk. They could experience traumatic events, need to learn how to manage complexity, need

to adjust to the new realities of the workplace, and might need support from others emotionally and interpersonally. In line with this, leaders' effectiveness is essential for any business to reach its full potential. Emphasising the importance of leaders' effectiveness can benefit both the employee and the employer especially during crisis moments. Thus, this study aims to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders.

1.3 Research Questions

This study was developed to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. The following are the research questions of the study:

RQ1: Does staffing impact leaders' effectiveness among manufacturing leaders?

RQ2: Does performance management impact leaders' effectiveness among manufacturing leaders?

RQ3: Does training & development impact leaders' effectiveness among manufacturing leaders?

RQ4: Does compensation management impact leaders' effectiveness among manufacturing leaders?

1.4 Research Objective

The objective of the study is to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. The following are the specific research objectives of the study:

RO1: To examine the relationship between staffing and leaders' effectiveness.

RO2: To examine the relationship between performance management and leaders' effectiveness.

RO3: To examine the relationship between training & development and leaders' effectiveness.

RO4: To examine the relationship between compensation management and leaders' effectiveness.

1.5 Relevance of Study

The recent crisis has demolished all organisations, which puts human resource leaders in a challenging and delicate scenario where they must devise creative solutions to ensure the survival of their staff members while also assisting them in coping with this unique catastrophe. This research's significance lies in its leadership to pinpoint, examine, and assess how human resource leaders responded to the recent crisis and the resource of their use of the human resource practises. There have not been many studies on how the crisis has affected human resource management. The objective of this research, on the other hand, is to expand the field of management research by conducting a thorough examination of the literature on the leaders' reaction and the efficiency of human resource leadership practises among manufacturing leaders. Additionally, the recommendations presented in this study should be reviewed by the research's target group, human resource leaders. In addition, this study will help determine if a human resource plan has been formed for the recent era and how Malaysian human resource leaders are responding to the crisis. The results of this study should serve as a starting resource for further investigation into the issues with human resources that Malaysian organisations are facing as they adjust to the new standard of work.

1.6 Scope of Study

The purpose of the study is to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. The scope of the study revolves around the people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor. Selangor is chosen for this study because it is the most important manufacturing hub of Malaysia, and the state alone accounts for 29.9% of the manufacturing value of the whole country (AsiaPerspective, 2020). Selangor's multinational manufacturing companies were chosen because they were among the important industries that continued to operate under recent crisis constraints. This is done to reduce the population to a manageable level, learn

about any emerging changes in working habits, and assess how well human resource leaders' effectiveness techniques performed throughout the recent crisis. With 150 workers from electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor as the target population, the study was carried out using a quantitative research methodology. As a result, 108 individuals were given a questionnaire online in accordance with the sampling size table of Krejcie and Morgan (1970). The sample was gathered via referrals and social media sites like LinkedIn.

1.7 Definition of Terms

1.7.1 Leaders' Effectiveness

According to Li et al (2019), leadership is the process of supporting individual and group effectiveness in understanding and persuading the people to understand what has to be done and how, as well as to attain the common goals. As per Ghasemy et al. (2018), leadership is the process of social power whereby a person may recruit the assistance and support of others in order to achieve a common objective.

1.7.2 Human Resource Leaders

Those who work in the human resources division of a business or organisation are known as human resources leaders (Hamouche et al., 2021). The key duties of human resource leaders include managing compensation, training & development, staffing, and performance management (Hamouche et al., 2021). Leaders in human resources usually have a variety of resource specialisations.

1.7.3 Staffing

Staffing is the process of attracting, choosing, and retaining qualified employees to achieve organizational goals and it includes two basic HRM activities: recruitment and selection (Bieńkowska et al., 2022).

1.7.4 Performance Management

Researching, evaluating, and enhancing workgroup and individual performance while also coordinating performance with the organization's strategic goals is the process of performance management (Alpern et al., 2013).

1.7.5 Training & Development

Training and development are activities that aim to improve the effectiveness of organizations as well as the individuals and teams that work within them (Alpern et al., 2013). Training and development are essential for success in a crisis situation, such as a recent crisis.

1.7.6 Compensation Management

Compensation management is the process of monitoring, evaluating, and calculating each employee's pay, incentives, and benefits (Azmi et al., 2019). The goal of compensation management is to attract, keep, and engage employees by offering a variety of competitive pay programmes that are affordable for the business.

1.8 Organization of Study

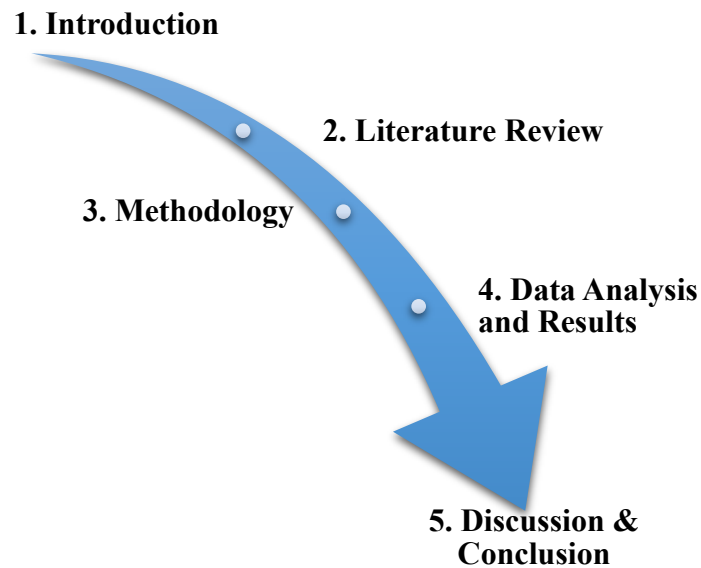


Figure 1. 1: Organization of Study

There are five chapters in the proposed research work as shown in Figure 1.8 above. The research background and issue description are presented in Chapter One (Introduction). The research aim, general objective, particular objective, and study hypothesis are then included in the chapter, which concludes with a conclusion. The literature basis on which the research is based is sufficiently thorough to be mapped out in Chapter Two (Literature Review). The research structure is theoretically or thematically organised, starting with the definition of terminology, the literature review, and the conceptual framework. Chapter Three (Methodology) needs the research design chosen to frame the thesis (e.g., survey design, questionnaire design, population) and to explain this design by tying design components, as observed in the literature on research methodology, to the student's research aims and objectives. This section also illustrates and describes the recommended approach or strategy that will support the architecture and methodologies (such as qualitative, quantitative, secondary, and primary data) used to collect and analyse data. The technique utilised to collect data and the protocols that were followed are given in Chapter Four (Data Analysis and Results). The researcher creates the instruments. As this entails a quantitative study, the researcher has developed his own questionnaire, which has been pilot-tested and examined for quality and face validity. Discussions of the findings from Chapter Four based on the study's

goals are included in Chapter Five (Discussions). The conclusion includes a review of the study purpose, objectives, and hypothesis as well as a summary of the findings, conclusions, and suggestions from all earlier chapters.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In order to provide readers a better understanding of the study, this chapter describes the study's literature. The leaders' effectiveness would be measured as a dependent variable by the researchers, along with its link to four independent variables: staffing, performance management, training & development, and compensation management. The formulation of the study's four (4) hypotheses is covered in the subsection that follows. The researcher also discussed the study's recommended research framework in the last chapter.

2.1 Literature Review

2.1.1 Leaders' Effectiveness

As a consequence of the recent economic crisis, people's everyday lives have been significantly changed. The outcome of the scenario is unclear in the case of the coronavirus epidemic (Stavros et al., 2021). Production being stopped due to crisis has significant operational, social, and financial repercussions. Manufacturers are being compelled to re-evaluate employee safety standards, production procedures, risk management strategies, and alternative work arrangements. Many crisis presents significant hurdles in terms of productivity, safety, and human availability (Carnevale et al., 2020). Due to rapidly shifting demand and product mix, as well as issues with ecosystem and workforce availability, manufacturers' traditional physical production networks may be considerably affected. In order to keep the company as steady as possible, human resource leaders have concentrated on addressing the pressing issues (Stavros et al., 2021). It is hardly surprising that these leaders are experiencing various levels of hardship. Since this is not a seasonal occurrence, it is expected that employees' levels of melancholy and anxiety would grow in this circumstance and persist into 2020 (Navo-Marco et al., 2019). The industrial industry will suffer long-term effects from the recent economic crisis. It has unequivocally highlighted the pressing need for businesses to improve the transparency, adaptability, reactivity, and resilience of their manufacturing processes.

Leadership, according to Yukl et al., (2013), is “the process of assisting individual and group efforts to comprehend and persuade the people to recognise what has to be done and how and to attain the agreed objectives.” The effectiveness of a leader is influenced by a number of organisational elements as well as certain personal and interpersonal qualities (Ghasemy et al., 2018). Good leadership emphasises the need of unselfish work, which will significantly benefit the leader's organisation (Prasad et al., 2019). Workers may be inspired to establish their own goals by the leaders' waiver behaviour in the workplace (Hamouche et al., 2021). In line with this, human resource leaders serve as the go-betweens for employees and top management, and they also represent their interests in advocacy work (Danziger et al., 2020). Throughout the period of change and transition, they promote awareness and guide the organisation at all levels. These leaders is a critical interface between management and the workforce of employees (Prasad et al., 2019). Employers ought to be aware that frequently their labour is their most precious resource. Human resource leaders may provide management with advice on issues relating to human resources, help establish and maintain positive working relationships with staff leaders, and foster a productive workplace (Keegan et al., 2020; Hamouche et al., 2021). Specific job tasks may vary depending on the organisation and industry, but before making recommendations, human resource professionals/leaders often compare recruiting practises, compensation, and benefits. They might offer tools and advice for creating career pathways for supervisors, succession planning, and other personnel management practises (Caligiuri et al., 2020). Additional duties include locating problem areas, educating managers on how to deal with employee issues, and allocating work (Danziger et al., 2020). Additional duties for human resource leaders include overseeing employee orientation and training programmes, workplace safety, dealing with labour unions, wellness programmes, and regulatory compliance (Ghasemy et al., 2018). Companies are looking for human resource leaders with effectiveness and capabilities, including strong leadership and organisational development abilities, the ability to function in a diverse workplace that is quickly changing, and demonstrated abilities to communicate orally and written.

Due to the recent crisis, the majority of businesses have shifted their focus from technology, regulations, and procedures to people (Stavros et al., 2021). The emphasis is now more on maximising each employee's specific talents than on addressing flaws. An crucial human resource leadership practise is maintaining openness and being open and honest with employees about the company's triumphs and problems. According to Biekowska (2022), by giving their internal teams the resources for team coaching, training, and mentoring, human

resource leadership practises provide each team greater power. This also requires educating existing leaders on how to spot potential successors (Zhong et al., 2021). In workplaces that value candid criticism and debate, employees feel trusted, appreciated, and valued. Some researchers contend that using human resource leadership techniques during the recent crisis reduced the performance difference between employees and the organization's strategic goals (Keegan et al., 2020; Hamouche et al., 2021). Additionally, during the recent crisis, effective human resource leadership techniques gave firms an advantage over their competitors (Caligiuri et al., 2020). Academics claim that a variety of challenges with human resource management have arisen as a result of the rapidly changing corporate environment and will likely continue for some time (Navo-Marco et al., 2019; Caligiuri et al., 2020). Using effective human resource leadership techniques that guarantee workplace rules remain current with crucial safety precautions and implementation and provide solutions to issues amongst team members may help a company and its employees reduce risk (Collings et al., 2021). Given that it is one of the main issues with management of human resources leadership development must be a vital strategic aim (Stavros et al., 2021).

Human resource directors must provide the required structures, methods, tools, and different points of view in order to make the best decision and create the firm's future leaders (Yücel et al., 2021). Across the world, effective leadership has been recognised as a crucial component of a strategic action plan. This is done to make sure that the correct people are kept on staff, that internal performance is encouraged to gain market share, and that leaders are ready to step into new leadership positions to ensure the organization's long-term survival (Abdullah et al., 2021). Like they might in many other parts of the industry, human resource managers may evaluate results in terms of transaction management and the positive impact on the firm (Daraba et al., 2022). In contrast to traditionally focused on measuring their own performance, human resource managers are starting to grasp that evaluating the success of the entire corporate organisation may give value to the firm (Mihalache et al., 2022). The modification is significant since it signals a shift from counting the number of hires to figuring out the long-term return on investment (ROI) of both group but also individual hiring (Daraba et al., 2022). By accounting for both "excellent" and "bad" turnover in addition to the total cost of replacement hiring, this novel approach goes beyond analysing turnover.

Humans are currently and will continue to be significantly impacted by the present situation on an interpersonal, institutional, societal, and international level. The recent crisis highlights the need for institutional leaders and leaders to adjust their businesses to survive both during and

following the crisis (Hite et al., 2020). Others among us also contend that challenging circumstances typically present goal-driven, strategic leaders with a chance to overcome obstacles and ultimately give their organization a competitive advantage. Studies on crisis leadership have shown that "crisis leadership requires a mix of talents, abilities, and traits that allow a leader to plan for, respond to, and learn from crisis events while under public scrutiny" (Hamouche et al., 2021). Human resource leaders have a duty to support leaders by providing them with the tools they need to handle current and upcoming crises. Human resource leaders must work with organisational leaders to foster kindness, inventiveness, and compassion in order to enhance the brand image of the company. By being proactive and purposeful, human resource leaders may encourage the growth of both individual and organisational resilience during a crisis.

2.1.2 Staffing

Due to economic crisis, many aspects of everyday life have already changed, and these changes are evident in both the economy and the working world. The globe is now dealing with a number of staffing problems, including the inability to retain all of the workforce and the difficulty in hiring enough people. Staffing is the process of luring, selecting, and keeping skilled workers to fulfil organisational goals, and it entails two fundamental HRM tasks: recruitment and selection (Biekowska et al., 2022). Economic crisis had a tremendous influence on it and altered organisational behaviour (Caligiuri et al., 2020). The bulk of the recent crisis's impacts on industry were detrimental. While the recent crisis led several businesses to witness a catastrophic fall in income, causing them to momentarily close their doors, other sectors enjoyed a rise in business. As a consequence, the effects of crisis on employees differ slightly from organization to organization. In this situation, organisations that were facing financial difficulties as a result of the recent crisis down-skilled by restricting recruitment of high-skill jobs more frequently than low-skill jobs in order to reduce costs and sustain their businesses; they simply either stopped recruiting completely or noticeably reduced it; or they laid off their employees (Prasad et al., 2019). This has become a difficulty for anyone who perform human resource management. Without a doubt, the recent crisis resulted in the loss of millions of jobs. With the reopening of enterprises, locked-out employees went back to their actual jobs, which increased job activity throughout different Malaysian states. Those who have been away from

their company for a longer period of time have a substantially lower chance of getting employment again (Gonçalves et al., 2021).

2.1.3 Performance Management

The method for managing performance entails conducting analysis, evaluating, as well as enhancing team and individual performance while also combining productivity with the company's strategic objectives (Alpern et al., 2013). It is essential to guarantee that employee performance is in accordance with the strategic goals of the company (Prasad et al., 2019). Employees should strive to provide exceptional performance in order to endure a tragedy like the recent crisis. Nonetheless, it seems that the economy has had an effect on company performance management. According to academics, most organisations reduced or even stopped performance management due to the complexity and uniqueness of the economic crisis as they became overburdened by the difficulties it presented, like measuring employee performance and halting performance-based remuneration (Keegan et al., 2020; Hamouche et al., 2021). In actuality, with the shifts in working conditions, judging employees' performance during this disaster may be challenging. Additionally, a range of recent economic crisis related factors might influence how successfully employees perform (Hamouche et al., 2021). Important factors that affect employee performance, especially for those who work from home (WFH), include isolation at work, poor communication, family distractions, stress at work, and traits associated with job unhappiness (role ambiguity, role conflict, career, and job-control). Human resource leaders are impacted by this and have a difficulty as a result.

2.1.4 Training & Development

The purpose of training and development is to improve the performance of organisations, their workforce, and the teams that make up such organisations (Alpern et al., 2013). Training and growth are essential for success in a crisis situation like a recent crisis. It helps with employee skill development, crisis management knowledge, lowering the risk of a worldwide recent crisis, and protecting mental health personnel (Navo-Marco et al., 2019). For corporate leaders, investing in education and learning programmes has never been more crucial. A crisis scenario might strike from any angle and at any time. Providing staff information and tools also helps

them adjust to working remotely (Navo-Marco et al., 2019). In actuality, not all employees possess the digital competencies required to adapt to the modifications driven about through the implementation of information and communications technology (ICT). In the interest of improving their efficiency and communication with co-workers and human resource leaders while they are far from their place of work, it is important to train them on the usage of ICT. The absence of resources for team member training is the most frequent issue that develops in relation to this factor (Gonçalves et al., 2021). In order to properly train a workforce, it is crucial to choose the right course and teacher. Failure to do so would only lead to more expenses that provide no outcomes, which will be challenging for human resource leaders.

2.1.5 Compensation Management

Monitoring, assessing, and calculating each employee's salary, incentives, and perks are all part of the compensation management process (Azmi et al., 2019). By providing a range of competitive pay programmes that are reasonable for the business, compensation management aims to recruit, retain, and engage people. The term "compensation management" refers to the internal and external advantages that employees receive for doing their duties. It consists of both financial (base salary and bonuses) and non-financial incentives (employee benefits). Compensation can have a significant impact on employee motivation, productivity, and turnover (Hamouche et al., 2021). Retention of employees and financial benefits, like crisis incentives, are closely tied. In response to the recent crisis, some countries have introduced governmental measures to provide employees and organisations with financial assistance during this health crisis and to urge people to follow the advice to stay at home. Short-term pay, sometimes referred to as part-time labour, has been utilised to maintain the economy while keeping businesses and employment (Azmi et al., 2019). In order to help businesses struggling with a drop in demand keep their employees on the job and prevent layoffs, it is offering employees a temporary reduction in the amount of hours they work.

2.2 Theoretical Model

In difficult times like the recent economic crisis, human resource leaders must combine their responsibilities at work and at home, which is stressful (Van der Lippe et al., 2019). Many

people wonder how they would be able to manage and deal with the stress that they feel at work. The Job-Demand-Control-Support (JDCS) Model, as illustrated in Figure 2.1, may offer helpful insights into stress management by highlighting the situations and personal traits that are most crucial in stressful situations.



Figure 2. 1: The Job-Demand-Control-Support Model (*Source: Karasek & Theorell, 1990*)

The Job Demand Control Support (JDCS) model is a well-established hypothesis describing how job characteristics impact employees' psychological wellbeing. In the aforementioned Figure 2.1, it is discussed in depth (Karasek et al., 1990). The model illustrates how certain job requirements, such as a heavy workload, role ambiguity, and strain from the job, can lead to stress in employees. According to the concept, people who have job skills that allow them to exercise autonomy and control over their work may be able to handle these challenges (Karasek et al., 1990). The JDCS is an effective instrument for identifying the causes of employee stress. There are also a variety of potential therapies to take into account. Multitasking employees may haggle with management over how much control they should have over their job. Workers who feel they have little influence at work can talk to management about the possibility of taking on a more active role in the future.

As per Social Cognitive Theory (SCT), environmental factors, other people's activities, and individual experiences all have an effect on health habits (Ammar et al., 2020). In accordance with Figure 2.2 below, SCT nurtures social support through establishing expectations, boosting self-efficacy, and altering behaviour through observational learning and other types of reinforcement. The SCT may be applied as a theoretical framework in many contexts and with a variety of people. It is frequently used to direct behaviour modification treatment in a number

of contexts. It may be quite helpful to research how people interact with their environment and with one another in rural areas (Brach et al., 2020). The SCT may be used to learn more about how social determinants of health interact with people's past experiences and how this influences how they behave. This theory is being used in this research to examine how the recent economic crisis affected human resource managers' lives, the effects of difficulties at work, and how individuals handle challenging circumstances.

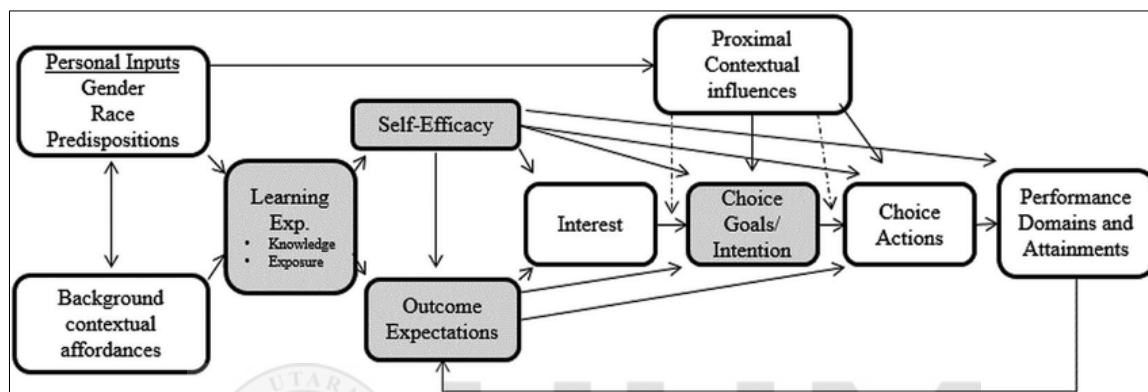


Figure 2. 2: Social Cognitive Theory Model (Source: Bocanegra, 2016)

It is frequently used to direct behaviour modification treatment in a number of contexts. Studying how individuals interact with and interpret their environment in rural places may be very beneficial. This idea will thus be helpful throughout the recent crisis. The SCT can be utilized to understand more about the way the social factors of health connect with people's prior experiences and how that affects how they behave. Learning is characterised as a dynamic relationship between an individual, their surroundings, as well as their behaviours in the Social Cognitive Theory (SCT) of learning. The most significant SCT components for human resource leaders are examined in this article, which also emphasizes theory-building, research, and application areas in human resource difficulties that have included one or more SCT assertions. The extensive nature of SCT's theory of learning as well as behaviour is demonstrated to offer significant application potential in human resource. One well-known theory of motivation is the notion of social cognitive motivation. According to the notion, internal mechanisms in people are in charge of behavioural outcomes.

2.3 Development of Hypothesis

2.3.1 Relationship between staffing and leaders' effectiveness

Employees must make a difficult choice about staffing, but in emergency organisations, like the recent economic crisis, it may not be possible to avoid it. The major issue for human resource leaders in this scenario is to effectively communicate with and assist managers and workers throughout the process (Hite et al., 2020). Nonetheless, it could be challenging if there is uncertainty. Nobody can say for sure when this outbreak will end or if its consequences on companies will be limited or broad. Nonetheless, businesses that expanded during the recent crisis faced a number of personnel issues (Liu et al., 2020). Considering the economic instability, the majority of them have chosen much more flexible workplace options including subcontracting labour, like temporary agency work, independent contractors, and the sharing economy. Several businesses were obliged to convert to online hiring and selection processes as a result of these factors, which might bring new challenges for human resource leaders and job seekers. Most individuals are uncomfortable using ICT technology. Human resource leaders were also ill-prepared for this drastic transition. Hence, a hypothesis is developed as the following:

H1: *There is a significant relationship between staffing and leaders' effectiveness among manufacturing leaders.*

2.3.2 Relationship between performance management and leaders' effectiveness

Understanding how to manage a remote workforce and what is required by human resource leaders has an impact on employee performance when working remotely (Ismail et al., 2017). For performance management, it is advised that supervisors meet with each worker for around an hour to go over their performance (Ghasemy et al., 2018). Because of this, when a company or team has a large number of employees, especially during the recent economic crisis, the performance evaluation process may become extremely chaotic and difficult for human resource leaders. According to some academics, human resource leaders may be reluctant to approve telecommuting because they think it would have a detrimental impact on employees' performance (Liu et al., 2020; Wang et al., 2019). This could result in micro management,

which employees might see as a diminished trust in them, resulting in conflict among them and their employer. Frequent appraisal of employee performance fosters learning and collaboration, which may also help businesses reclaim market share. The relationship between both the leader and the employee is expected to improve performance, particularly if leadership effectiveness is sustained across the board (Ghasemy et al., 2018). The link among human resource leadership practises during the recent crisis presents a challenge for human resource leaders as a result. Hence, a hypothesis is developed as the following:

H2: *There is a significant relationship between performance management and leaders' effectiveness among manufacturing leaders.*

2.3.3 Relationship between training and development and leaders' effectiveness

Organizations must reskill and upskill their workforce as a result of the current economic crisis in order to fulfil the demands of the new distance economy (Liu et al., 2020). The greatest obstacle for human resource leaders in this circumstance may be the creation of a training plan that is customised to the company's and its workers' new normal, in addition to the selection of appropriate training approaches (Liu et al., 2020). Employee growth is the main goal of training. Yet development is more than just a collection of academic subjects put together. Leaders need to have a comprehensive strategy in place in order to successfully manage employee training and development during the crisis time so that the money the business is investing in training will ultimately be justified. This suggests that when it comes to training, managers and human resource leaders need to look beyond the box (Wang et al., 2019). The crisis has had a significant influence on career development in businesses in addition to training. Some writers claim that the recent crisis has seriously affected their careers (Akkermans et al., 2020). Due to the recent economic crisis, employees worried that they would soon lose their employment. A few of them were also concerned about losing out on a raise they may have received if the crisis hadn't even happened. Human resource leaders have struggled with this. Hence, a hypothesis is developed as the following:

H3: *There is a significant relationship between training and development and leaders' effectiveness among manufacturing leaders.*

2.3.4 Relationship between compensation management and leaders' effectiveness

The indicators have an impact on organisational policy and remuneration practises. They may also provide a challenging atmosphere for human resource leaders (Lippényi et al., 2019). Paid sick leave, in the opinion of some studies, could increase employee absence from the workplace (Wang et al., 2019). Additionally, it helps to avoid employees from missing employee when they are unwell. In order to prevent demoralising their personnel, human resource leaders should consider how to sustain benefits like paid sick leave after the recent crisis (Vaidya et al., 2020). In addition, managing compensation could be particularly threatening in settings like hospitals where there is a high management of contamination. Given the degree of danger that these employees are exposed to on a regular basis, the level of pay offered to employees may be challenged in this situation (Gonçalves et al., 2021). This has an impact on human resource leaders since their involvement is focused on reducing risks in so that they are able to recruit employees for jobs with higher levels of risk. Hence, a hypothesis is developed as the following:

H4: *There is a significant relationship between compensation management and leaders' effectiveness among manufacturing leaders.*

2.4 Research Framework

The study aimed to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. The **Figure 2.4** below shows the conceptual framework of the study. The independent variables are staffing, performance management, training and development, and compensation management. The dependent variable of the study is the leaders' effectiveness.

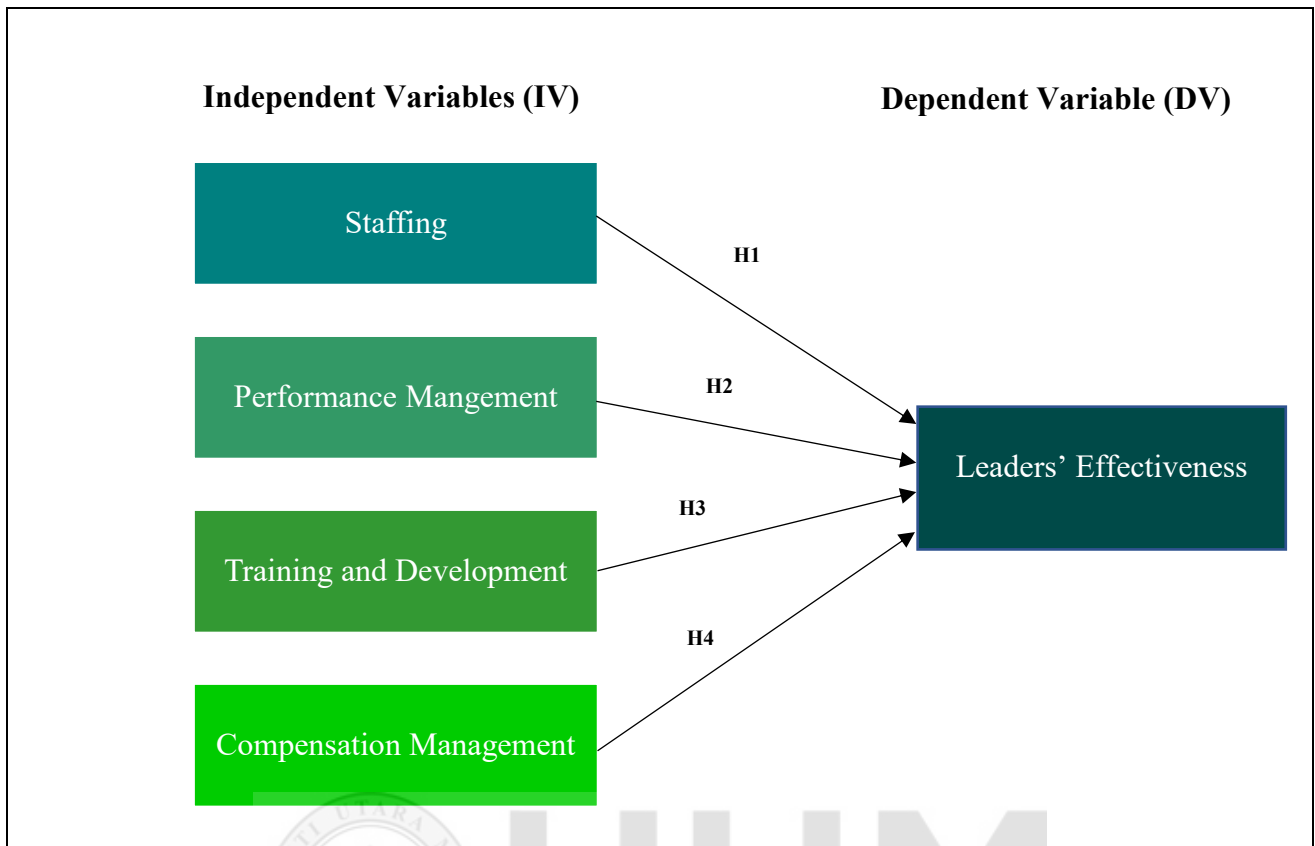


Figure 2. 3: **Research Framework**

2.5 Summary

This chapter has reviewed the literature on the research paper's findings on the relationship between human resource management and leaders' effectiveness among manufacturing leaders, namely staffing, performance management, training and development, and compensation management. The research structure that results from the conceptual framework, literature evaluation, and conceptual analysis is organised conceptually or thematically. The subsequent chapter discusses the methods used for data collection and analysis in this study.

CHAPTER 3

METHODOLOGY

3.0 Introduction

The methodology, research design, tools, population, and sample technique were all covered in this chapter. This study was planned using a quantitative approach. The dependent, independent, and control variables of the study are listed after the research methodology. The research, sampling, and data gathering techniques employed are also covered in this chapter. The pilot study using Statistical Package for Social Science (SPSS) version 27 and ethical considerations are also detailed.

3.1 Research Design

The research design is a thorough strategy that details the procedures and strategies for gathering and analysing data (Sekaran et al., 2019). The aim of this study is to investigate leaders' response and effectiveness of human resource leadership practices among manufacturing leaders. Among the Malaysian manufacturing businesses who responded, the study's basis and design were discussed. This applies to those who work for Malaysian manufacturers. Exploratory research and descriptive research are the two types of research designs used in this study. An exploratory research technique is utilised to answer the question when the researcher has little or no prior data at their disposal. This research might occasionally be unorganised and informal. A theoretical or fictitious grasp of the research issue is provided to the researcher as a result of this pre-research technique. In descriptive research, data is systematically gathered to describe a research, circumstance, or population (Sekaran et al., 2019). Instead of the why, it mostly helps with the what, when, where, and how questions related to the research topic. The research makes use of a quantitative methodology. Because of the vast amount of data it uses, quantitative research is defined as a strategy that places a focus on quantifying data collection and data analysis. Quantitative analysis is thought to be impartial and less likely to be prejudiced because the researcher is not in close contact with the participants. This is because quantitative research examines the relationships between variables as well as the ideas that theories have to offer.

3.2 Questionnaire Design

The questionnaire (*see Appendix 2*) is used to collect information regarding socio-demographic details such as gender, age, marital status, years of working experience and the relationship between human resource management and leaders' effectiveness among manufacturing leaders. The questionnaire comprises of twenty-nine questions which is divided into 3 sections (Sections A, B, and C). Respondents must select their answers based on a five-point scale to complete the questionnaire. The questionnaire adopted the Likert scale starting from "strongly disagree (1)" to "strongly agree (5)" except Section A. A rating scale from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree) was used. It is easier for respondents to understand the format to provide a more accurate response.

Section A questioned the demographics of the respondent and included four multiple choice items based on gender, age, marital status and years of working experience. This information is required to prove that the samples accurately represent the population. Section B is the human resource management and consists of twenty five-point Likert scale items. The questions adapted from Bienkowska et al., (2022) for the staffing variable (five items), Alpern et al., (2013) for performance management (five items) and training & development variable (five items), Schmidt et al., (2004) for compensation management variable (five items). The following Section C is about leaders' effectiveness which consists of five five-point Likert scale items. The items for the leaders' effectiveness which is the dependent variable is adapted from Li et al., (2019).

Table 3. 1: Distribution of variable

Section	Variables	Items
A	Sociodemographic of Respondents	4
B	Human resource management:	
	➤ Staffing	5
	➤ Performance Management	5
	➤ Training & Development	5
	➤ Compensation Management	5
C	Leaders' Effectiveness	5

3.3 Data Collection Procedures

The instrument for data collection is a questionnaire. Based on Krejcie and Morgan (1970) table (*see Figure 3.1*), the sample size of the study is 108 and the researcher prepared about 150 sets of questionnaires for distribution. The questionnaire was distributed online to the target population. The sample were recruited through social media channels (LinkedIn) and referrals. Before distributing the questionnaire, the researchers sent a letter of approval to the Human Resources department. This procedure required about three weeks to complete.

3.3.1 Population

In this research, target population was selected from the people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor. Selangor was selected for this study because it is the most significant manufacturing hub in Malaysia and represents 29.9% of the country's total manufacturing value (AsiaPerspective, 2020). Multinational manufacturing companies in Selangor were chosen since they were one of the important industries that continued to operate under recent economic crisis regulations. Making a manageable size is necessary in order to determine the efficacy of leaders and any emerging modifications to working patterns.

3.3.2 Sampling Size and Technique

The study was carried out using a quantitative research technique with a target population of 150 employees from multinational manufacturing firms in Selangor that produce electric, electronics & optical products, automobiles, fast-moving consumer goods, and pharmaceuticals. According to Krejcie and Morgan's (1970) sampling size table, 108 individuals were given a questionnaire online. The sample was gathered through referrals and social media sites like LinkedIn. A sampling frame, which might be a list or another tool, is used by researchers when they need to decide which individuals to study. Therefore, the 108 workers provided the data for this research directly through Google Form (*Link: <https://forms.gle/XPLEnQbC41NTnu1d7>*). All invitations included a web link to the Google

Forms survey. Collected data remained in the researcher's sole possession for the entirety of the research process.

This research employed convenience sampling, sometimes known as non-probability sampling. Convenience sampling is a type of non-probability sampling where the sample is taken from the closest area to the population. Every person in the population has an equal chance of being chosen. Data collection is the systematic collection and evaluation of data on pertinent elements that allows researchers to respond to research questions, test hypotheses, and assess findings (Saunders, 2019). Only primary data will be used to gather information and data for this research. The final findings may be analyzed using the Statistical Program for Social Sciences (SPSS).

Table 3. 2: Table Sample size of Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

3.4 Measurement of Variable and Instrument

3.4.1 Leaders' Effectiveness Measures

The relationship between staffing, performance management, training and development, compensation management, and leaders' effectiveness among manufacturing leaders has not yet been empirically investigated, to the researcher's knowledge. The poll has five questions about the leaders' effectiveness among manufacturing leaders, each of which was adapted from research on these topics. A five-point Likert-style scale with a range of strongly disagree to strongly agree is used to collect as well as evaluate participant answers to these items. The items for the leaders' effectiveness which is the dependent variable is adapted from Li et al., (2019). The Table 3.3 below shows leaders' effectiveness items.

Table 3. 3: Leaders' Effectiveness items

Operational Definition	Items
Leadership is the process of assisting individual and group effectiveness to comprehend and persuade the people to grasp what has to be done and how, as well as to achieve the common goals (Li et al., 2019)	1. I always complete the duties specified in my job description. 2. I meet all the formal performance requirements of the job. 3. I fulfil all responsibilities required by my job. 4. I never neglect aspects of the job that my is obligated to perform. 5. I am often able to perform essential duties.

Source: Li et al., (2019)

3.4.2 Staffing Measures

The items for staffing is adapted from Bieńkowska et al., (2022). Just like the dependent variable, participant responses regarding staffing items are collected and measured using a five-point Likert-style scale that ranges from strongly disagree to strongly agree. The Table 3.4 below shows staffing items.

Table 3. 4: Staffing items

Operational Definition	Items
Staffing is the process of attracting, choosing, and retaining qualified employees to achieve organisational goals and it includes two basic HRM activities: recruitment and selection (Bieñkowska et al., 2022).	1. Due to COVID-19 recruitment and hiring processes has been cancelled or limited for key/critical roles. 2. Due to COVID-19 development and promotion programs offered to employees have been suspended or limited to a minimum. 3. My organization applied virtual platforms for their recruitment and on boarding activities. 4. My organization offered alternative work location (work-from-home, hybrid, or rotation mode) and flexible work hour arrangements. 5. My organization created new skill demands, especially those related to the adoption of information and communication technology.

Source: Bieñkowska et al., (2022)

3.4.3 Performance Management Measures

The items for performance management is adapted from Alpern et al., (2013). Using a five-point Likert scale that goes from strongly disagree to strongly agree, participant responses to performance management issues are gathered and assessed. The Table 3.5 below shows performance management items.

Table 3. 5: Performance Management items

Operational Definition	Items
Researching, evaluating, and enhancing workgroup and individual performance while also coordinating performance with the organization's strategic goals is the process of performance management (Alpern et al., 2013)	1. The management of this organization is supportive of me 2. I receive the right amount of support and guidance from my direct supervisor. 3. I feel encouraged by my supervisor to offer suggestions and improvements. 4. My work is evaluated based on a fair system of performance standards. 5. The management makes changes based on my suggestions and feedback.

Source: Alpern et al., (2013)

3.4.4 Training & Development Measures

The items for training & development is adapted from Alpern et al., (2013). A five-point Likert-style scale with a range of strongly disagree to strongly agree is used to collect and measure participant answers to training and development items. The Table 3.6 below shows training & development items.

Table 3. 6: Training & Development items

Operational Definition	Items
Training and development are activities that aim to improve the effectiveness of organisations as well as the individuals and teams that work within them (Alpern et al., 2013).	1. I am provided with all trainings necessary for me to perform my job. 2. I have learned many new job skills in this position. 3. My department provides all the equipment, supplies, and resources necessary for me to perform my duties. 4. My work assignments are always clearly explained to me. 5. I feel I can easily communicate with members from all levels of this organization.

Source: Alpern et al., (2013)

3.4.5 Compensation Management Measures

The items for training & development is adapted from Schmidt et al., (2004). A five-point Likert scale with a strongly disagree to strongly agree range is used to gather and measure participant responses to compensation management items. The Table 3.7 below shows compensation management items.

Table 3. 7: Compensation Management items

Operational Definition	Items
Compensation management is the process of monitoring, evaluating, and calculating each employee's pay, incentives, and benefits (Schmidt et al., 2004).	1. The benefits we receive are as good as most other organizations offer. 2. I feel unappreciated by the organization when I think about what they pay me. 3. The benefit package we have is equitable. 4. I do not feel my efforts are rewarded the way they should be. 5. When I do a good job, I receive the recognition for it that I should receive.

Source: Schmidt et al., (2004)

3.5 Pilot Test

To evaluate the research design's validity, internal consistency, and reliability, a pilot study was carried out. For effective research practises, pilot studies are essential (Van et al., 2001). They enable testing of the phrasing, structure, and question order, ensuring that confusing questions are eliminated and the possibility of misinterpretation is reduced. Twenty volunteers were recruited to participate in the pilot study. These participants were employees of arbitrary manufacturing companies. The demographic details for the pilot study are shown in Table 3.8 below. The results of the internal consistency analysis for the pilot study are shown in Table 3.9. As all scales attained an acceptable level of internal consistency, the survey was deemed suitable for its intended use (George et al., 2003). Thus, the questionnaire is reliable and valid.

Table 3. 8: Demographic Data for Pilot Study

Demographic Data	Options	Percentage (%)
Gender	Male	40
	Female	60
Age	21-30	30
	31-40	30
	41-50	40
	51-60	0
Marital Status	Single	25
	Married	65
	Divorced	10
Years of working experience	Less than one year	0
	One year to less than two years	15
	Two years to less than five years	45
	Five years to less than ten years	35
	Ten years and above	5

Table 3. 9: Results for Internal Consistency Analysis of Pilot Study

Scale	Number of Items	Cronbach's Alpha
Staffing	5	0.909
Performance Measurement	5	0.922
Training and Development	5	0.853
Compensation and Management	5	0.911
Leaders' Effectiveness	5	0.912

3.6 Technique of Data Analysis

The research uses the Statistical Package for the Social Sciences (SPSS) version 27 to analyse the data collected. SPSS software can help the researcher to interpret the outcomes of the response. This study used descriptive statistics and correlation analysis to conduct analyses. Meanwhile, regression analysis was used to test the hypotheses.

3.6.1 Descriptive Statistics

Statistical methods including central tendency, distribution, and variability are used in descriptive analysis to analyse and assess a collection of data (Sekaran, 2019). This method may be used to summarise large amounts of data, such as demographic characteristics of respondents, such as gender, age, marital status, and years of work experience. It also helps researchers understand and describe the questionnaire respondent's data.

3.6.2 Correlation Analysis: Pearson Correlation

Correlation analysis was used to look at the connection between independent and dependent variables. The effect of staffing, performance management, training and development, and compensation management on leaders' effectiveness among manufacturing leaders must be carefully evaluated. Between -1.00 and +1.00 is the range of the correlation coefficient, or r . A negative linear relationship is obvious if r is close to -1. R values approaching +1 suggest a positive linear relationship. Therefore, there is no linear connection between the variables if r is close to 0. In this study, the correlation between variables is examined using the Pearson Correlation Coefficient. According to Sekaran (2019) the range of correlation of coefficient between -1 to +1 as shown in Table 3.10 below.

Table 3. 10: Correlation Coefficient Value

Correlation coefficient value	Strength	Direction
Greater than 0.5	Strong	Positive
Between 0.3 and 0.5	Moderate	Positive
Between 0 and 0.3	Weak	Positive
0	None	None
Between 0 and -0.3	Weak	Negative
Between -0.3 and -0.5	Moderate	Negative
Less than -0.5	Strong	Negative

3.6.3 Regression Analysis

The link between a dependent variable and independent factors is examined using the regression analysis method. An independent variable and a dependent variable were analysed using regression analysis to determine their significance (Sekaran, 2019). It also serves to assess the power of a variable and aid in future forecasting. The r^2 value represents the variance of the dependent variables, and the findings can be interpreted when the r^2 value, F value, and significance level are available.

3.7 Ethical Considerations

The most frequent possible injury in business management research is psychological harm (Bryman et al., 2008). This could cause tension, guilt, or threats to one's self-esteem. In light of this, the study treated participants' rights to respect and safety with regard at all times (Polonsky et al., 2010). All subjects gave their informed consent, and no coercion or false information was ever employed. Additionally, a letter outlining the study's goals, intended results, and participant criteria as well as an explanation of the participant's position within the research was sent with the invitation to participate (*see Appendix I*). The confidentiality, anonymity, and withdrawal rights of the participants were also explained to them. No individuals of vulnerable groups, as far as the researcher is aware, took part in the study.

3.8 Summary

To conclude, this study employs a quantitative approach. Data are gathered using an online survey using a practical, voluntary, and non-probability sampling approach. The dependent variable is the leaders' effectiveness and the independent variables are the human resource response (staffing, performance management, training and development, and compensation management) based on Hamouche et al., (2021). All possible ethical considerations are accounted for.



CHAPTER FOUR

DATA ANALYSES AND RESULTS

4.0 Introduction

This chapter contains the analysis, presentation, and interpretation of the study's findings. To begin, the sample's demographic profile are discussed. Internal consistency, Pearson Correlation coefficient, and Regression analysis are used to determine the relationship between the independent variables (*staffing, performance management, training and development, and compensation management*) and the leaders' effectiveness.

4.1 Demographic Profile

Table 4. 1: Demographic Profile ($n= 108$)

Demographic Data	Options	Frequency (n)	Percentage
Gender	Male	60	55.6%
	Female	48	44.4%
Age	21-30	52	48.1%
	31-40	42	38.9%
	41-50	12	11.1%
	51-60	2	1.9%
Marital Status	Single	49	45.4%
	Married	54	50%
	Divorced	5	4.6%
Years of working experience	Less than one year	11	10.2%
	One year to less than two years	11	10.2%
	Two years to less than five years	21	19.4%
	Five years to less than ten years	53	49.1%
	Ten years and above	12	11.1%

The researcher depended on socio-demographic questions to help categorize their respondents into different sub-groups, especially in working field. 108 respondents participated in this study. According to Table 4.1 above, the male respondents make up the majority of the participants in this study. This is due to the fact that males account for 55.6% (60) of the respondents, while females account for 44.4% (48). Furthermore, majority of the respondents are between the ages of under 21 to 30. They comprise 48.1% of the total replies, or 52 respondents. 38.9% (42) of the respondents were 31 to 40 years old and 11.1% (12) were 41 to 50 years old. Only 1.9% (2) people were 51 to 60 years old. Therefore, the demographic findings shows that this study comprises mostly millennials. According to Table 4.1 above, 49.1% (53) of the respondents have working experience of five years to less than ten years. This could mean that majority of respondents (people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor) have extensive employment history and career experience. The demographic findings shows that 10.2% (11) of the respondents have working experience of less than one year similar to the respondents who have working experience of one year to less than two years.

4.2 Internal Consistency Analysis

Table 4. 2: Internal Consistency Analysis

Scale	Number of Items	Cronbach's Alpha
Leaders' Effectiveness	5	0.920
Staffing	5	0.917
Performance Measurement	5	0.934
Training and Development	5	0.931
Compensation Management	5	0.913

Internal consistency is usually judged using Cronbach's alpha, which is generated from pairwise correlations between items. The scale of internal consistency is from 0 to 1. According to a commonly used rule of thumb, a of 0.6-0.7 signifies sufficient dependability, while a value of 0.8 or higher shows good dependability. All variables exhibit good internal consistency, as evidenced by the internal consistency analysis, which is displayed in **Table 4.2**, with a

Cronbach's alpha greater than 0.8. The variable (*Performance Measurement*) has the highest level of internal consistency ($\alpha = 0.934$) than the others and the variable (*Training and Development*) has the second highest level of internal consistency ($\alpha = 0.931$). Only one variable (*Compensation Management*) has a lower level of internal consistency than the others. It has an alpha value of 0.913 according to Cronbach's alpha.

4.3 Pearson Correlation Coefficient Analysis

Table 4. 3: Pearson Correlation Coefficient Analysis

Variable	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)
Staffing	0.878**	<0.001
Performance Measurement	0.927**	<0.001
Training and Development	0.874**	<0.001
Compensation Management	0.824**	<0.001

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

Pearson correlation coefficient analysis demonstrates that all impacts have a high positive correlation with the scores on effectiveness of human resource leadership practices among manufacturing leaders, as shown in Table 4.3. In other words, a higher score in one variable will result in a better overall score leaders' effectiveness. *Performance Management* ($\alpha = 0.927$) is the most favourably linked variable with scores in leaders' effectiveness, whereas *Compensation Management* ($\alpha = 0.824$) is the least positively connected variable with scores in leaders' effectiveness.

4.4 Result of Multiple Regressions Analysis

Table 4. 4: **Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.889	.879	8.14817

a. Predictors: (Constant), Staffing, Performance Management, Training and Development, Compensation Management

Table 4. 5: Anova

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9543.557	7	1192.944	29.932	.000 ^a
	Residual	9963.944	100	39.855		
	Total	19507.501	107			

a. Predictors: (Constant), Staffing, Performance Management, Training and Development, Compensation Management

b. Dependent Variable: Leaders' Effectiveness

The R-square of the model is 0.889. This implies that 88.9 % of the variation in leaders' effectiveness can be explained by the variation in the independent variables collectively using this model (Table 4.4). Furthermore, the test for significance of regression ($F = 29.932$, $p\text{-value} < 0.001$) reveals that at least one of the independent variables contributes significantly to the prediction of leaders' effectiveness (Table 4.5). To identify which independent variable contributes significantly to leaders' effectiveness, test on individual coefficient is carried out.

Table 4. 6: Coefficients

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.325	3.194		3.859	.000
	Staffing	.450	.088	.454	5.093	.000
	Performance Measurement	.466	.095	.479	5.553	.000
	Training and Development	.389	.074	.468	5.252	.000
	Compensation Management	.310	.058	.332	4.103	.000

Table 4. 7: Hypothesis

Hypothesis	Coefficient	Decision
H1: There is a significant relationship between staffing and leaders' effectiveness among manufacturing leaders.	.450	Supported
H2: There is a significant relationship between performance management and leaders' effectiveness among manufacturing leaders.	.466	Supported
H3: There is a significant relationship between training and development and leaders' effectiveness among manufacturing leaders.	.389	Supported
H4: There is a significant relationship between compensation management and leaders' effectiveness among manufacturing leaders.	.310	Supported
*Correlation is significant at <0.05 level (2-tailed)		

4.6 Summary

The primary hypotheses that the study addressed are summarised in this section. This part acts as a bridge to Chapter 5, which will go into more depth about these findings. The reader will be introduced to Chapter 5 in this subsection, which will also summarise the results of Chapter 4.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This is the last chapter to discuss the results in light of the study's goals. There are four key objectives for this study that are outlined in Chapter 1. Four hypotheses have been created in regard to it and examined in order to respond to the study's aim. The implications of the findings are outlined in this chapter in implications of both theoretical and practical implications. At the chapter's conclusion, limitations and recommendations for more research are discussed.

5.2 Summary of Research

This study was conducted on people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor. A total of 108 people working in electric, electronics & optical products, automobile, fast moving consumer goods and pharmaceutical multinational manufacturing companies in Selangor have responded to the study's questionnaires with complete answer. There are four main objectives to be achieved throughout this study, which are; (1) to investigate if staffing impacts leaders' effectiveness among manufacturing leaders; (2) to analyse if performance management impacts leaders' effectiveness among manufacturing leaders; (3) to examine if training and development impacts leaders' effectiveness among manufacturing leaders; and (4) to investigate if compensation management impacts leaders' effectiveness among manufacturing leaders.

In respond to the research objective 1, the result indicates that there is a significant relationship between staffing and leaders' effectiveness among manufacturing leaders. The study found that most organizations offered alternative work location (work-from-home, hybrid, or rotation mode) and flexible work hour arrangements. Meanwhile to respond on research objective 2, this study has shown a significant relationship between performance management and leaders' effectiveness among manufacturing leaders. The study found that employees received the right amount of support and guidance from their direct supervisor.

Furthermore, to respond on research objective 3, the analysis result shown a significant relationship between training and development and leaders' effectiveness among manufacturing leaders. The study found that work assignments are always clearly explained to the employees. And finally, to respond on research objective 4, the analysis also shown a significant relationship between compensation management and leaders' effectiveness among manufacturing leaders. The study found that employees do not feel that their efforts are rewarded the way they should be.

5.3 Discussions

This research is conducted to study on the human resource management (staffing, performance management, training and development, and compensation management) impacting leaders' effectiveness among manufacturing leaders.

5.3.1 Relationship between staffing and leaders' effectiveness among manufacturing leaders

This study proves a significant relationship between staffing and leaders' effectiveness among manufacturing leaders. The correlation analysis confirms that there is a positive connection between staffing and leaders' effectiveness among manufacturing leaders. This means that although companies must choose between staffing levels, it could be unavoidable in emergency organisations like recent crisis. The results, which are consistent with the study by Hite et al. (2020), indicate that the key issue for human resource leaders in this circumstance is to provide managers and employees with sufficient information and assistance during this process. If there is ambiguity, it could be difficult. Nobody truly knows when this crisis will end or whether it will have a localised or broad impact on organisations. Similarly, the study by Liu et al. (2020) indicated that organisations that expanded during the recent crisis experienced significant labour issues. Lots of them have chosen increasingly flexible job structures and subcontracted labour, like interim contract work, freelancing, and the sharing economy, as a response of the uncertainty brought on by the current economic crisis. Several businesses were obliged to convert to online hiring and selection processes as a result of these factors, which might bring new challenges for human resource leaders and job seekers. Most individuals are

uncomfortable using ICT technology. Human resource leaders were also unprepared for such a drastic transformation.

5.3.2 Relationship between performance management and leaders' effectiveness among manufacturing leaders

This study proves a significant relationship between performance management and leaders' effectiveness among manufacturing leaders. The correlation analysis confirms that there is a positive connection between performance management and leaders' effectiveness among manufacturing leaders. This conclude that, human resource managers' understanding of how to manage a remote workforce and what is required has a performance on how well employees perform when working remotely. In similar vein, according to the findings of a study conducted by Ismail et al., (2017) advised managers to meet with each employee for around an hour to discuss their performance in performance management. Due to this, when a company or team has a large number of employees, especially during the recent economic crisis, the performance evaluation process may become extremely chaotic and difficult for human resource leaders. According to Wang et al (2019) human resource leaders may be hesitant to support remote work because they believe it would negatively affect employees' performance. This could lead to micro management, which staff members might see as a lack of faith in them, causing tension among them and their supervisor. Frequent appraisal of employee performance encourages learning as well as sharing, which can help businesses reclaim market share. The link between human resource leadership practises during the recent crisis presents a challenge for human resource leaders as a result.

5.3.3 Relationship between training and development and leaders' effectiveness among manufacturing leaders

This study proves a significant relationship between training and development and leaders' effectiveness among manufacturing leaders. The correlation study supports the idea that leaders' effectiveness during a recent crisis is positively correlated with their level of training

and growth. As a result of the recent economic crisis, businesses must reskill and upskill their workforce in order to fulfil the needs of the new distance economy. Similar to this, the research by Liu et al (2020) suggests that the key obstacles for human resource leaders may be the establishment of a training plan that is customised to the changing reality of the firm and its personnel. It might also be the selection of proper training techniques and taking into consideration physical distance measurements and the necessity to have staff operational promptly in order to keep the firm functioning. The research by Wang et al. (2019) shows that managers and human resource leaders need to reassess their training practises. In addition to training, the recent crisis has severely impacted career development in firms. It is vital to keep in mind that employee performance, productivity, retention, and workplace culture are all enhanced by training and development. Yet, the recent crisis issue made workers worry that they would lose their jobs soon. A couple of them also worried about missing out on a promotion they would have gotten if the crisis hadn't occurred.

5.3.4 Relationship between compensation management and leaders' effectiveness among manufacturing leaders

This study proves a significant relationship between compensation management and leaders' effectiveness among manufacturing leaders. The correlation analysis confirms that there is a positive connection between compensation management and leaders' effectiveness among manufacturing leaders. This conclude that, the indicators have an impact on corporate policy and remuneration practises. They may also provide a challenging atmosphere for human resource leaders. According to findings of Wang et al., (2019), paid sick leave may cause a rise in employee absenteeism. Also, it lessens the likelihood that workers may miss work due to illness. According to Vaidya et al. (2020), government programmes like paid sick leave help to promote their adoption in businesses where employees have never received such benefits. To avoid losing workers' enthusiasm, human resource leaders should think about how to maintain them following the outbreak. Controlling compensation may be quite challenging in places like hospitals where there is a high risk of contamination. According to the findings of the study conducted by Gonçalves et al (2021), the amount of pay paid to employees may be questioned in this instance to evaluate if it is reasonable in light of the level of risk that these employees frequently face. Human resource leaders are affected by this because they intervene to lower risks so that they may hire workers for jobs with greater risk levels.

5.4 Implications of the Findings

Several implications emerged from the findings of the study. The implications are divided into two main categories, namely theoretical implications, and practical implications.

5.4.1 Theoretical Implications

The findings of this study experiencedly support the theoretical relationship between staffing, performance management, training and development, compensation management and leaders' effectiveness among manufacturing leaders. In order to achieve business objectives, successful human resource leaders must engage with their business leaders to develop strategic workforce plans that meet both short-term and long-term human capital needs. For a career as a human resource leader, a solid business knowledge foundation and specialised human resource understanding are frequently requirements. Those who desire to further their careers in human resources might learn new skills and information by enrolling in a training programme in human resources. Employers should be aware that frequently their labour is their most precious resource. Human resource managers may provide management with advice on issues relating to human resources, help establish and maintain positive working relationships with staff leaders, and foster a productive workplace. Specific job tasks may vary depending on the organisation and industry, but in general, human resource leaders assess competition in recruiting practises, compensation, and benefits before making recommendations. They could offer tools and advice for creating career pathways for supervisors, succession planning, and other personnel management processes.

5.4.2 Practical Implications

The findings of this study offer practical implications to organization, individual or employees, and policy makers. The details of the implications are discussed in the next sub-section.

5.4.2.1 Implications to Organization

This study on the the relationship between human resource management and leaders' effectiveness among manufacturing leaders helps improve the effectiveness of manufacturing organizations. There are several reasons why leaders' human resource management are crucial for corporate success, including boosting employee morale, creating employees to maintain high performance standards, settling employee issues, and ensuring a firm stays within its budget. It is crucial for organisations to recognise that improving human resource leadership practises is a major concern for the development of an organisation, especially since it might have detrimental consequences on organisational effectiveness if it is not effectively planned and implemented.

5.4.2.2 Implications to Individual

The study is successful in drawing attention to the significance of the human resource management impacting leaders' effectiveness on manufacturing organisation workers' organisations of performance especially during the recent crisis. A combination of inclusive staffing, performance management, training and development, and compensation management, according to the study's findings, may have increased the leaders' effectiveness among manufacturing leaders.

5.4.2.3 Implications to Policy Makers

Managers and supervisors should be participating in the process of constructing or changing the effectiveness of human resource leadership practises since this study will provide policy makers with first-hand information on how frequently to survey employees to assess their level of performance with the current practises. Additionally, all corporate sectors, agencies, or subsidiaries should follow uniform, consistent, and standardised regulations that are enforced by the government. Government organisations like the Small and Medium Industries Development Corporation (SMIDEC) and other government organisations will be able to raise public knowledge of the advantages of employing human resource management to boost employee performance in commercial enterprises.

5.5 Limitations and Suggestions for Future Direction

The findings of this study can only be broadly applied to Malaysia. In consideration of this, it is urged that Malaysia and other nations around the world analyse this study. This is done to give relevant findings from various social situations and to support the study's conclusions. This field of study may have important practical ramifications for organisations that work with a varied variety of people and operate in several nations. Additionally, the study's sample was restricted to employees of manufacturing organisations in Malaysia only in order to keep the number of participants manageable and to determine whether or not visible human resource leadership has been used, as well as what changes to working patterns have emerged. For next research, the study sample might be increased.

5.6 Conclusion

This chapter provides empirical discussions to all the findings corresponding to the research objectives of the study. The purpose of this research is to investigate the relationship between human resource management and leaders' effectiveness among manufacturing leaders. Findings revealed that all the variables have a great strength positive connection to leaders' effectiveness among manufacturing leaders. The discussion highlights the theoretical and empirical research gaps that were filled by the current study while also giving empirical and theoretical support for the findings. In general, it is hoped that the study's conclusions will be useful to the business, individuals, employees, and policymakers. Methodological limitations and recommendations for more study are also covered at the chapter's conclusion.

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APPENDICES

Appendix 1

SURVEY OPENING LETTER

Dear participants,

You are invited to participate in a research study titled “**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT AND LEADERS’ EFFECTIVENESS AMONG MANUFACTURING LEADERS**”. This study is being conducted by Norzulshafis Bin Mohd Noh, for the completion of Masters Science Management, Universiti Utara Malaysia.

The purpose of this study is to investigate the relationship between human resource management and leaders’ effectiveness among manufacturing leaders. In this study, you will be asked to complete an electronic survey (*Google Form*) <https://forms.gle/XPLEnQbC41NTnu1d7>. Your participation in this study is voluntary and you are free to withdraw your participation from this study at any time. The survey should take only 15 minutes to complete.

There are no risks associated with participating in this study. The survey collects no identifying information of any respondent. All of the response in the survey will be recorded anonymously. While you will not experience any direct benefits from participation, information collected in this study may benefit the business/human resource management students, managers and human resource practitioners, policy makers in the future by better understanding the the relationship between human resource management and leaders’ effectiveness among manufacturing leaders.

If you have any questions regarding the survey or this research project in general, please contact Norzulshafis Bin Mohd Noh. If you have any questions concerning your rights as a research participant, please contact the above. By completing and submitting this survey, you are indicating your consent to participate in the study. Your participation is appreciated.

Yours sincerely,

Norzulshafis Bin Mohd Noh

827205

Appendix 2

RESEARCH TITLE: THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT AND LEADERS' EFFECTIVENESS AMONG MANUFACTURING LEADERS

*There is no “right” or “wrong” answers. Please reflect carefully and answer all questions as **honestly** as possible. Your response will be kept **confidential** and will be aggregated with other responses so individual **respondents cannot be identified**.*

INSTRUCTION

This questionnaire has 3 sections (Sections A, B, and C). Please answer all the questions carefully.

SECTION A (SOCIODEMOGRAPHIC OF RESPONDENTS)

Please tick [✓] your response on the appropriate space provided below.

Gender	
Male	
Female	
Age	
21-30	
31-40	
41-50	
51-60	
Marital Status	
Single	
Married	
Divorced	
Years of Working Experience	
Less than one year	
One year to less than two years	
Two years to less than five years	

Five years to less than ten years	
Ten years and above	

SECTION B (HUMAN RESOURCE MANAGEMENT)

Read each statement carefully and choose which one of the five possible responses best reflects you by circling the corresponding number.

*Degree of Acceptance** (1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5 =Strongly Agree)

Staffing						
Bieñkowska, A., Koszela, A., Sałamacha, A., & Tworek, K. (2022). COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes. PloS one, 17(4), e0266364. https://doi.org/10.1371/journal.pone.0266364						
No	Questions	Degree of Acceptance*				
1.	Due to COVID-19 recruitment and hiring processes has been cancelled or limited for key/critical roles.	1	2	3	4	5
2.	Due to COVID-19 development and promotion programs offered to employees have been suspended or limited to a minimum.	1	2	3	4	5
3.	My organization applied virtual platforms for their recruitment and on boarding activities.	1	2	3	4	5
4.	My organization offered alternative work location (work-from-home, hybrid, or rotation mode) and flexible work hour arrangements.	1	2	3	4	5
5.	My organization created new skill demands, especially those related to the adoption of information and communication technology.	1	2	3	4	5
Performance Management						
Alpern, Rachelle & Canavan, Maureen & Thompson, Jennifer & McNatt, Zahirah & Tatek, Dawit & Lindfield, Tessa & Bradley, Elizabeth. (2013). Development of a Brief Instrument for Assessing Healthcare Employee Satisfaction in a Low-Income Setting. https://www.researchgate.net/publication/258504978_Development_of_a_Brief_Instrument_for_Assessing_Healthcare_Employee_Satisfaction_in_a_Low-Income_Setting						
No	Questions	Degree of Acceptance*				

6.	The management of this organization is supportive of me	1	2	3	4	5
7.	I receive the right amount of support and guidance from my direct supervisor.	1	2	3	4	5
8.	I feel encouraged by my supervisor to offer suggestions and improvements.	1	2	3	4	5
9.	My work is evaluated based on a fair system of performance standards.	1	2	3	4	5
10.	The management makes changes based on my suggestions and feedback.	1	2	3	4	5

Training And Development

Alpern, Rachelle & Canavan, Maureen & Thompson, Jennifer & McNatt, Zahirah & Tatek, Dawit & Lindfield, Tessa & Bradley, Elizabeth. (2013). Development of a Brief Instrument for Assessing Healthcare Employee Satisfaction in a Low-Income Setting. https://www.researchgate.net/publication/258504978_Development_of_a_Brief_Instrument_for_Assessing_Healthcare_Employee_Satisfaction_in_a_Low-Income_Setting

No	Questions	Degree of Acceptance*				
16.	I am provided with all trainings necessary for me to perform my job.	1	2	3	4	5
17.	I have learned many new job skills in this position.	1	2	3	4	5
18.	My department provides all the equipment, supplies, and resources necessary for me to perform my duties.	1	2	3	4	5
19.	My work assignments are always clearly explained to me.	1	2	3	4	5
20.	I feel I can easily communicate with members from all levels of this organization.	1	2	3	4	5

Compensation Management

Schmidt, S.W. (2004). The Job Training and Job Satisfaction Survey Technical Manual. <https://www.semanticscholar.org/paper/The-Job-Training-and-Job-Satisfaction-Survey-Schmidt/c57fb660b9db1fed944d0f92525995aef36de79b>

No	Questions	Degree of Acceptance*				
21.	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5

22.	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5
23.	The benefit package we have is equitable.	1	2	3	4	5
24.	I do not feel my efforts are rewarded the way they should be.	1	2	3	4	5
25.	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5

SECTION C (LEADERS' EFFECTIVENESS AMONG MANUFACTURING LEADERS)

Read each statement carefully and choose which one of the five possible responses best reflects you by circling the corresponding number.

Degree of Acceptance (1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5 =Strongly Agree)

Li C, Naz S, Khan MAS, Kusi B, Murad M. (2019). An empirical investigation on the relationship between a high-performance work system and employee performance: measuring a mediation model through partial least squares–structural equation modeling. Psychol Res Behav Manag. 12: 397-416 <https://doi.org/10.2147/PRBM.S195533>

No	Questions	Degree of Acceptance*				
1.	I always complete the duties specified in my job description.	1	2	3	4	5
2.	I meet all the formal performance requirements of the job.	1	2	3	4	5
3.	I fulfil all responsibilities required by my job.	1	2	3	4	5
4.	I never neglect aspects of the job that my is obligated to perform.	1	2	3	4	5
5.	I am often able to perform essential duties.	1	2	3	4	5

Thank you for taking the time to complete this questionnaire.

Appendix 3

SPSS Output Summary

		N	%
Gender	Male	60	55.6%
	Female	48	44.4%
Age	21-30	52	48.1%
	31-40	42	38.9%
	41-50	12	11.1%
	51-60	2	1.9%
Marital Status	Single	49	45.4%
	Married	54	50%
	Divorced	5	4.6%
Years of working experience	Less than one year	11	10.2%
	One year to less than two years	11	10.2%
	Two years to less than five years	21	19.4%
	Five years to less than ten years	53	49.1%
	Ten years and above	12	11.1%

	N Items	Cronbach's Alpha
Leaders' Effectiveness	5	0.920
Staffing	5	0.917
Performance Measurement	5	0.934
Training and Development	5	0.931
Compensation Management	5	0.913

Variable	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)
Staffing	0.878**	<0.001
Performance Measurement	0.927**	<0.001
Training and Development	0.874**	<0.001
Compensation Management	0.824**	<0.001

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

Items	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)
Due to COVID-19 recruitment and hiring processes has been cancelled or limited for key/critical roles.	0.752**	<0.001

Due to COVID-19 development and promotion programs offered to employees have been suspended or limited to a minimum.	0.785**	<0.001
My organization applied virtual platforms for their recruitment and on boarding activities.	0.764**	<0.001
My organization offered alternative work location (work-from-home, hybrid, or rotation mode) and flexible work hour arrangements.	0.811**	<0.001
My organization created new skill demands, especially those related to the adoption of information and communication technology.	0.787**	<0.001

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

Items	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)
The management of this organization is supportive of me.	0.802**	<0.001
I receive the right amount of support and guidance from my direct supervisor.	0.846**	<0.001
I feel encouraged by my supervisor to offer suggestions and improvements.	0.815**	<0.001
My work is evaluated based on a fair system of performance standards.	0.804**	<0.001
The management makes changes based on my suggestions and feedback.	0.839**	<0.001

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

Items	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)
I am provided with all trainings necessary for me to perform my job.	0.759**	<0.001
I have learned many new job skills in this position.	0.780**	<0.001
My department provides all the equipment, supplies, and resources necessary for me to perform my duties.	0.757**	<0.001
My work assignments are always clearly explained to me.	0.834**	<0.001
I feel I can easily communicate with members from all levels of this organization.	0.753**	<0.001

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

Items	Leaders' Effectiveness	
	Pearson Correlation	Sig. (2-tailed)

The benefits we receive are as good as most other organizations offer.	0.660**	<0.001
I feel unappreciated by the organization when I think about what they pay me.	0.698**	<0.001
The benefit package we have is equitable.	0.667**	<0.001
I do not feel my efforts are rewarded the way they should be.	0.754**	<0.001
When I do a good job, I receive the recognition for it that I should receive.	0.727**	<0.001

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.889	.879	8.14817

a. Predictors: (Constant), Staffing, Performance Management, Training and Development, Compensation

Management

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9543.557	7	1192.944	29.932	.000 ^a
	Residual	9963.944	100	39.855		
	Total	19507.501	107			

a. Predictors: (Constant), Staffing, Performance Management, Training and Development, Compensation Management

b. Dependent Variable: Leaders' Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.325	3.194		3.859	.000
	IV_SF	.450	.088	.454	5.093	.000
	IV_PM	.466	.095	.479	5.553	.000
	IV_TD	.389	.074	.468	5.252	.000
	IV_CM	.310	.058	.332	4.103	.000

Hypothesis	Coefficient	t-stat	Sig.	Decision
H1: There is a significant relationship between staffing and leaders' effectiveness among manufacturing leaders.	.450	4.607	.000	Supported
H2: There is a significant relationship between performance management and leaders' effectiveness among manufacturing leaders.	.466	5.093	.000	Supported
H3: There is a significant relationship between training and development and leaders' effectiveness among manufacturing leaders.	.389	5.553	.000	Supported
H4: There is a significant relationship between compensation management and leaders' effectiveness among manufacturing leaders.	.310	5.252	.000	Supported

*Correlation is significant at <0.05 level (2-tailed)

