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EMPLOYEE PERFORMANCE IN MALAYSIA'S AUTOMOTIVE SECTOR : THE ROLE OF LEADERSHIP STYLE, ORGANIZATIONAL SUPPORT AND EMPLOYEE WELL BEING

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ABSTRACT

The automotive sector in Kulim, Kedah, plays a crucial role in Malaysia's industrial development, where employee performance remains a key driver of operational success and long-term competitiveness. This study investigates the effects of leadership style, organizational support, and employee well-being on employee performance. Adopting quantitative research design, data was collected from 150 respondents using a structured survey distributed via Google Forms. The responses were analyzed using the Statistical Package for the Social Sciences (SPSS) version 29. The findings reveal that leadership style, organizational support, and well-being each have a significant and positive influence on employee performance. These insights offer practical implications for leaders and HR practitioners in the automotive industry to enhance workforce effectiveness by fostering supportive leadership, strengthening organizational support systems, and prioritizing employee well-being. Given the rapid growth and increasing demands of Malaysia's automotive sector, this study provides timely and valuable insights for organizations, researchers, and policymakers seeking to drive sustainable employee performance through strategic people management initiatives.

Keywords: Perceived Organizational Support, Transformational Leadership, Transactional Leadership, Employee Well-Being, Employee Performance

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ABSTRAK

Sektor automotif di Kulim, Kedah, memainkan peranan penting dalam pembangunan industri negara, di mana prestasi pekerja merupakan pemacu utama kejayaan operasi dan daya saing jangka panjang. Kajian ini meneliti kesan gaya kepimpinan, sokongan organisasi dan kesejahteraan pekerja terhadap prestasi pekerja. Pendekatan kuantitatif digunakan dalam kajian ini, melibatkan 150 responden yang dipilih melalui persampelan mudah, dengan pengumpulan data dijalankan melalui borang soal selidik atas talian menggunakan Google Forms. Data dianalisis menggunakan perisian Statistical Package for the Social Sciences (SPSS) versi 29. Dapatan kajian menunjukkan bahawa gaya kepimpinan, sokongan organisasi dan kesejahteraan pekerja masing-masing memberi kesan positif yang signifikan terhadap prestasi pekerja. Penemuan ini memberikan implikasi yang berguna kepada pihak pengurusan dan pengamal sumber manusia dalam industri automotif untuk meningkatkan keberkesanan tenaga kerja melalui kepimpinan yang menyokong, sistem sokongan organisasi yang kukuh, serta penekanan terhadap kesejahteraan pekerja. Memandangkan pertumbuhan pesat dan permintaan yang semakin meningkat dalam sektor automotif Malaysia, kajian ini memberikan pandangan yang relevan dan bernilai kepada organisasi, penyelidik dan pembuat dasar dalam usaha memacu prestasi pekerja secara mampan melalui pengurusan sumber manusia yang strategik.

Kata Kunci: Sokongan Organisasi yang Dirasai, Kepimpinan Transformasi, Kepimpinan Transaksional, Kesejahteraan Pekerja, Prestasi Pekerja

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CHAPTER ONE: INTRODUCTION

1.1 Background of Study

Workers must perform outstanding work if an organization is going to thrive. This is especially the case in industries such as the automotive sector, where precision, dependability, and creativity are essential. A successful workforce relies on leadership since it provides employees with support, rewards, and direction. Based on meta-analytic results, relational communication, supportiveness, and goal setting are illustrations of leadership behavior that have a substantial effect on worker performance (Evcin & Ceylan, 2022). In several industries, this is the case.

The Malaysian automotive industry is working in a highly competitive and dynamic environment. This can be explained by rising workers' expectations, the development of technology, and the variation in global demand. In their study of Malaysian auto producers MY A and MY B, Teece et al. (2010) highlight that being competitive in the context of perpetual economic volatility requires flexibility, adaptability, and innovative leadership. These facts stress the utmost need for leaders who can make significant transformations to address shifting market conditions and intricate internal issues.

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Literature supports the idea that leadership has a notable impact on both the adaptability and performance of an organization. Bonini et al. (2024) posits that effective leadership substantially adds to adaptive performance, which refers to the ability of employees to cope with change and uncertainty in various organizational settings and cultural backgrounds. In addition, leadership indirectly enhances performance by altering behavioral dynamics within the people in the organization. In an empirical study carried out by Rahman et al. (2021) in the industrial sector, it was found that leadership improves performance when workers have a high level of commitment

to the organization. This observation highlights the influence of leadership on teamwork and the level of extra efforts made by team members.

Based on recent Malaysian studies, organizational support, leadership style, and employee well-being consistently affect employee performance in the manufacturing industry. Ong and Koh (2021) found that HRM practices, performance appraisal, and training and development had significant effects on how well Johorean manufacturing employees performed their job. This indicates how in-company support networks can directly affect.

Organizational Support (OS) plays a similarly significant role in performance levels. In their 2020 examination of Malaysian public sector employees, Isa and Ibrahim discovered that organizational support had a significant influence on the relationship between employee engagement and talent development programs. What this suggests is that when employees are valued and supported, they are more likely to become engaged and motivated.

In the interest of long-term success, the health of employees is vital in high-demand professions such as the automobile manufacturing industry. In their study of auto workers in Pahang, Malaysia, Qamarina Aqilah et al. (2023) found that the experience of being overworked decreased auto workers' dedication to their jobs and made it more likely they would quit. This illustrates the significance of taking people's health into account under conditions of stress.

Performance is significantly influenced by how the work environment is structured, employees are trained, and how HR functions. Applying the Job Characteristics Model, Samah et al. (2021) demonstrated how formal HR interventions, such as job design, training, and good work environment, enhanced security and worker performance among Malaysian automakers.

A national study on employee well-being by Mansor et al. (2024) reports that Malaysian businesses that focused on stress management techniques, work flexibility, and wellness initiatives saw notable productivity gains in tandem with decreases in absenteeism. Meanwhile, Mat Desa and Asaari (2020) studied engineers in Penang's E&E Free Trade Zone and learned that the impact of human resource management practices on job performance was moderated by the perception of organizational support. This result suggests that people work harder and continually pursue excellence when they feel supported. The triadic relationship between leadership, support, and well-being can still be seen in these results, which are gathered from a wider pool of industries. This is especially applicable in Malaysia's automotive industry, where precision in production, workflow efficiency, and rapid idea generation are paramount.

The Malaysian study shows that employee performance is significantly influenced by levels of organizational support, leadership styles, and employee well-being. Teoh et al. (2022) confirmed the contribution of transformational leadership to enhancing organizational performance-related outcomes by showing its significant effect in increasing employee engagement and commitment among service employees in Malaysia. Isa and Ibrahim (2020) argued that perceived organizational support (POS) is a psychological enabler that empowers employees and increases their involvement in government-linked companies (GLCs) in Malaysia. The argument that POS also serves as a psychological facilitator was supported by this evidence. In addition, Johari et al. (2019) found that job characteristics in the form of autonomy and feedback had a positive impact on workers' mental health, which in turn improved their performance in Malaysian governmental organizations. Taken together, these results imply a synergistic model where organizational support instills trust and empowerment, leadership provides direction, and well-being guarantees resilience and perseverance in performance. This triumvirate is particularly important in the automotive

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industry of Malaysia, where employees are confronted with high-tech environments requiring precision, creativity, and speed, as underscored by Samah et al. (2021).

The evidence adduced strengthens the fact that employee well-being, organizational support mechanisms, and leadership styles play crucial roles in promoting work performance among Malaysian automotive industry workers. Though individually important, each of these three factors has synergistic implications that make them even more imperative. Teams are able to realize their full potential when leaders are supportive and show care towards them. In order to remain competitive and have a quality workforce, the Malaysian automotive sector has to enable the shift towards IR4.0, adopt electrification, and expand globally.

The findings of the research are that employee performance in the automotive industry of Malaysia is greatly influenced by organizational support, leadership, and worker well-being. The study examines the interaction among these three factors and their effects on performance in a dynamic and competitive industrial setting. It highlights the supreme importance of each factor, as well-being promotes resilience and engagement, organizational support promotes trust and empowers workers, and leadership offers direction and inspiration. The aim of this research is to develop ways of capitalizing on the interconnections between well-being, support, and leadership to boost employee performance and maintain the competitiveness of Malaysia's automotive industry.

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1.2 Problem Statement

There is a lack of research on the influence of organizational support, leadership, and employee well-being on job performance in the automotive industry of Malaysia. While individually each of these factors has been investigated in general industrial contexts, little research has focused on how they interact together in the Malaysian automotive manufacturing environment.

Leadership as an employee performance measure has been widely researched, but leadership within Malaysian automotive operations has been less so. The immediate impacts of leadership on job performance, politeness, and adaptability to remote work environments were explored in Dewi Susita et al.'s (2023) industry survey in the Indonesian automotive manufacturing environment, but organizational support and employee well-being were not considered as additional variables. This imbalance indicates that, while important, leadership is infrequently explored in conjunction with the wellness and support systems that also influence performance.

Studies that investigate how businesses strengthen their human capital through HR policies, point-of-sale systems, job design, and employee rewards are sparse in Malaysia's automotive industry. As noted in Abiddin's (2024) exploratory study on automotive engineers in Malaysia's Klang Valley area, a positive work environment that supports collaboration, communication, and continuous learning improves the attitudes and behavior of employees. However, the study's analysis of performance determinants did not prove a connection between workplace support and leadership or employee well-being factors, suggesting that there is a gap in the overall framework.

Even though it is becoming more apparent that employee well-being is vital, there are not many studies that explicitly relate it to performance within the context of Malaysia's automotive sector. For example, Smith et al.'s (2024) five-year longitudinal case study in a European manufacturing

organization demonstrated that ergonomics-driven production development not only decreased physical workload substantially but also yielded considerable productivity gains (€1,130,810) alongside enhancements in employee well-being and decreased fatigue for assembly line workers. There is no specific Malaysian or Thai automotive data integrating organizational support, leadership, and well-being.

Taking the Malaysian hospitality industry as a case study, Norizan et al. (2024) examined the relationship between transformational leadership, perceived organizational support, and firm performance. Well-being measures are not part of the study, and the industrial context is quite different from car manufacturing. Moreover, generalizable meta-analytic evidence that leadership behavior affects performance in all areas was found by Evcin and Ceylan (2022). Nevertheless, these studies do not examine how employee well-being or support systems may modify or reduce these effects in industrial contexts.

Leadership by itself is not sufficient to maintain employees' peak performance in Malaysia's automotive industry amidst modernization pressures such as IR4.0 automation, disrupted supply chains, and increasing employee expectations. Employees need organized organizational support covering training, clear communication, and job security, along with care for their mental health, ergonomic safety, and stress mitigation. However, no studies have examined how well-being interventions, support systems, and leadership styles interact to impact performance outcomes.

This study examines the correlation between employee well-being, organizational support, and leadership styles, and their influence on work performance efficacy. Employee performance can be described as the degree to which an individual fulfills their duties and observes their obligations. It also has a connection with the quality of their work. Organizations hope their employees have high levels of performance to realize their objectives more effectively. Inability to do so can lead

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to great financial losses for the organization. Employees who put in optimum effort are more productive, produce higher quality deliverables, and increase customer satisfaction.

The Malaysian automotive industry is facing tremendous transformation due to automation, new technology, and global supply chain integration. Unless the automotive sector enhances its human capital, it will struggle with myriad challenges to keep its workforce productive and operational considering the pace of changes. The sector needs to make strategic adjustments and persist in upgrading its skills if it wants to survive in this fast-changing landscape. For this reason, it's paramount to consider the elements that most impact how effectively employees execute their tasks. As their input is pivotal to the general performance of the sector and its competitiveness in the global economy, this research targets employees in Malaysia's automotive manufacturing industry.

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1.3 Research Question

This research tried to answer these questions:

1. Does leadership style have a relationship with employee's performance?
2. Does organizational support have a relationship with employee's performance?
3. Does employee well-being have a relationship with employee's performance?

1.4 Research Objectives

The main objective of this study was to find out how leadership, organizational support, and employee well-being affect the performance of employees in Malaysia's automotive industry. This goal derives from the growing desire to know how things like leadership styles and the support

system for employees impact the mental health and job performance of workers in high-demand fields. As the automotive industry in Malaysia transforms with new technology and learns to compete with companies all over the world, how well employees do their jobs has become a key factor in the industry's long-term success and productivity. The study's goal is to give a full picture of how working circumstances and leadership styles affect the best use of human capital in the industry by looking at all these factors together. The specific objectives of this study were:

1. To examine the relationship between leadership style and employee's performance.
2. To examine the relationship between organizational support and employee's performance.
3. To examine the relationship between employee well-being and employee's performance.

1.5 Scope of the Study

The dependent variable in the current study is employee performance, which is investigated in the context of Malaysia's automotive sector. It investigates how employee performance is influenced by organizational support, leadership, and employee well-being. Employee performance is given focus because it is believed to be a primary driver of an organization's operational efficiency, ability to innovate, and survival—particularly in dynamic, competitive industrial environments.

According to Danişman, Tosuntą, and Karadağ (2015), an organization's performance, such as employee motivation, productivity, and efficiency, can be influenced by the quality of its internal support systems and leadership. These findings confirm that the conceptual model of the current study includes both leadership and support systems.

The BMW Kulim Plant, a leading automotive manufacturing plant in Malaysia with a dynamic and multicultural industrial environment, was selected as the venue for this study. The focus of the

research was the people, as they are crucial to the organization's success. The plant was selected because of its role in the national automotive sector and its diverse divisions that perform a myriad of activities, including engineering, production, logistics, and quality control. Through interviews with staff from different operating units, the study can gain an overall picture of how organizational issues influence overall performance.

The aim of this research is to analyze how leadership and organizational support influence employee performance directly and indirectly through the mediating influence of employee well-being. The research employed a framework to explore how employee well-being, organizational support, and leadership are interconnected and how they interact to enhance performance. The research focused on one car factory, but the findings are applicable to other comparable factories in Malaysia's automotive sector and offer valuable guidance on how worker performance can be enhanced through conducive workplace policies and strategic leadership.

This study highlights the importance of organizational support, employee well-being, and leadership as they pertain to worker performance. This study investigates the influence of (i) leadership, (ii) organizational support, and (iii) employee well-being on employee performance, both individually and in combination. Surveys are one of the main quantitative methods used in this study for data collection. A structured questionnaire is used for data collection. Because of practical considerations like time constraints, participant availability, and organizational permissions, a non-probability, convenience sampling approach was followed. Convenience sampling is preferred in initial exploratory studies in business and management research due to its efficiency, cost-effectiveness, and availability of easily accessible participants (Golzar et al., 2022).

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Employees at the BMW Kulim Plant in Kulim, Kedah, took part in this study by completing questionnaires, which were aimed at workers in the automotive manufacturing industry. Through measurement of the performance levels of their employees, automakers are able to determine areas of strength as well as areas that need improvement. This information can be used by companies to improve their support systems, modify their leadership styles, and increase employees' satisfaction and well-being. All these factors make an important contribution to making improvements in the performance of the automotive industry, which translates to more effective operations and continued competitiveness.

1.6 Significance of Study

This research examines how three separate variables that are leadership style, organizational support, and employee well-being influence the dependent variable, which is employee performance in the automotive sector of Malaysia. By examining the influence of these key workplace variables on employee outcomes, the research fills a significant void in the literature regarding this sector. It also helps firms decide how to make improvements.

This research examines the impact of organizational support and leadership styles on worker performance in a high-demand production environment and the influence of worker well-being on these outcomes.

Empirical studies have demonstrated that frontline production workers in the automotive manufacturing sector are highly attuned to perceptions of fairness and structured support, influencing their attitudes and production (Sora et al., 2010). Longitudinal research across multiple

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industries has established that positive leadership practices enhance workplace attitudes and well-being, which in turn influences performance outcomes (Kusik et al., 2024).

This study adds value to the Malaysian automotive sector and theory development by providing an integrated model that connects performance, well-being, leadership, and support. To improve and promote workforce productivity, organizational members can use the findings to develop leadership development programs, introduce support systems (such as HR policies and recognition systems), and launch well-being initiatives.

The findings of the research can help automakers get the best out of their workforce in the fast-changing global auto market, where adaptability and productivity are essential. The research adopts an integrated approach in examining how leadership, support, and well-being relate to each other. This encourages strategic workforce initiatives that provide Malaysia's automotive sector with competitive advantage and incrementally improve the performance of the employees.

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1.7 Organization of the Study

The five chapters that comprise this study have an individual objective to cover the topic under study in a systematic way. To establish the background for the study, Chapter One introduces the topic. It discusses the problem, the objective of the study, and the questions that will guide it. The research scope and importance are also addressed in this chapter, together with the reasons why it is relevant and worth undertaking. Furthermore, the study factors are mentioned and discussed at length. Employee performance is the dependent factor, whereas organizational support, leadership, and employee well-being are the independent factors.

A critical review of the literature related to the scope of the study is addressed in Chapter Two. The theories, models, and findings of previous research of relevance to performance, employee well-being, organizational support, and leadership are critically reviewed in this chapter. It provides a theoretical basis for inquiry. The literature review puts the research into the perspective of what is already understood and identifies any gaps that may be addressed by this research.

Chapter Three describes the research methods employed in the research. The research design, study participants, sample size, and sample selection are all addressed. Further details on the questionnaire of the study, data collection, and statistical analysis software are addressed in this chapter. The aim of the research methodology is to ensure that the data collected is valid, reliable, and pertinent to answering the research questions.

The conclusions obtained from data analysis are presented in Chapter Four. The chapter expounds on the results of the statistical analysis of data. It covers all the study questions and explains the relationships between the variables. The findings are discussed with reference to the objectives of the study, and the methods used in the analysis are described. Additionally, the chapter explores ways in which the findings either affirm or dispute conclusions made in existing research and theory.

Finally, Chapter Five discusses the results from Chapter Four more thoroughly. It examines the outcomes of the study considering previous research and draws conclusions based on empirical evidence. The implications of the results for theory and management are also discussed in the chapter, and it provides practical recommendations for managers. The limitations of the study are recognized, and recommendations are given for further studies to build on its conclusions.

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CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The most relevant research on factors investigated in this study is captured in this chapter. As the dependent variable, it begins with an exploration into employee performance, which is largely regarded as a key tool to evaluate how well a firm operates, especially in high-performance sectors such as the production of automobiles. The three independent variables, namely leadership style, organizational support, and employee well-being are then addressed in the analysis. These variables are being explored because scholars have shown that they have a significant influence on how well employees perform. Whereas organizational support and leadership style are structural and managerial factors, employee well-being is a psychological condition that enables long-term success. Collectively, these concepts allow us to understand how a firm's operations influence how well employees perform their job in Malaysia's automotive sector.

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2.2 Employee Performance

Operations effectiveness in the manufacturing industry, and especially in the automobile industry, is highly dependent on employees' performance, which is an indicator of the efficiency with which workers perform their tasks and contribute to the realization of organizational goals (Chen et al., 2020). In their study of frontline workers in seven major automobile factories in China, Chen, Hao, Ding, Feng, Li, and Liang (2020) found that improvement in organizational support has a positive influence on performance in many aspects such as active participation, problem-solving, teamwork, and continuous learning, subject to the mediation of the employees' sense of belonging.

These findings tell us that one's success at work depends on more than just getting tasks done. This makes it of paramount necessity to create structures within organizations that offer support to workers.

Work performance of employees has also been found to be drastically influenced by leadership. Kuang, Anggraini, Derliwanti, and Rohman (2023) undertook a recent quantitative survey in the manufacturing and retail industries and found that empowered leadership positively affects the performance and well-being of employees, both directly and indirectly via psychological well-being. Despite the research not having been carried out within the automotive industry, these results can still be utilized within the industry because the automaker would desire employees who are adaptable and involved in their jobs.

Yang et al. (2024) added to the literature supporting this relationship by examining the relationships among psychological well-being, job satisfaction, supervisory trust, and performance in manufacturing firms. They found that making employees happier and creating trustworthiness had a significant direct and indirect impact of employee well-being on performance levels. This supports the notion that health should be made a critical factor in affecting performance, particularly in stressful industries like car manufacturing.

The physical layout of the workplace can have a great impact on employees' job performance. Zhenjing et al.'s (2022) study in the context of educational institutions proved that a productive work environment facilitates employee commitment, and through that, performance is improved both directly and indirectly. The findings are applicable even in non-automobile-related contexts: a positive culture and environment allow factories to maintain high performance levels, particularly when workers need to put in long hours and do repetitive tasks.

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Psychosocial issues are extremely significant. Rathi and Kantabutr (2023) conducted research on organizational culture and well-being of employees with specific reference to the automotive industry. They identified that the provision of a good environment enhances morale, productivity, and well-being. By illustrating how culture influences performance through affective and cognitive processes, these qualitative results corroborate the quantitative results.

Also, recent meta-analytic studies demonstrate that employee well-being variables significantly influence performance outcomes. High-performance work systems have a consistent positive influence on subjective, psychological, relational, and health-based well-being, based on a meta-analysis conducted by Zhang, Hu, and Su (2023) that investigated 55 independent studies from various fields (total N = 51,750). These well-being factors are associated with increased innovation, productivity, and employee retention levels, indicating that well-being can enhance performance in high-stress industries such as the car manufacturing industry.

In their study of 208 workers in the Malaysian public sector, Johani Johari et al. (2018) discovered that feedback played a significant role in improving worker well-being, explaining 41.8% of the variation in job performance. These findings highlight the essential role of proper job design, particularly in high-stress contexts like car manufacturing, where performing repetitive tasks with inadequate feedback can have negative impacts on performance if done incorrectly.

Irwan (2020) states that the main factor influencing employee performance is the effectiveness of leadership. For an organization to achieve its goals, it needs content employees and competent leadership. The most important factor that influences the efficiency with which the employees perform their work is their leaders' competency in undertaking their functions. A competent team leader has the potential to inspire, guide, and support the group. Such a leader motivates others to realize their highest potential. Competent leaders create an environment that makes employees

want to succeed at work. The presence of strong and capable leaders is essential for maximizing team performance, which confirms our argument that the most influential factor that affects employee performance is the effectiveness of leadership. Effective leadership enables employees to reach their highest level and contributes significantly to the overall success of the organization. Leadership has a great influence on employee performance (Torlak & Kuzey, 2019). Think about working for a company where the manager creates a good working environment, is supportive of the team, and gives great directions on how to work together. Employees in this case are likely very competent, motivated, and driven, which normally means better work output. But if poor leadership is ineffective, not helpful, or creates a bad environment, it makes employees feel negative about work. Performance and job satisfaction can suffer because of it. So, when individuals state that "leadership has a big effect on employees' job performance," they are referring to the fact that leaders have the ability to motivate and bring out the best in performance or, in the situation of poor leadership, make it worse. Good leadership brings out the best in employees and allows them to perform at their best.

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2.3 Leadership Style

2.3.1 Overview and Definition of Leadership Style

A leadership style is a distinctive collection of actions, attitudes, and decision-making approaches that the leader habitually uses to motivate, inspire, and guide their followers to reach the organization's goals. It is about how leaders manage tasks, set standards, and build relationships with their followers. This model is based on a common scholarly view that differentiates a leader's style from their behavior (the actions they take) and their character (the nature of a leader) (Ford et al., 2021).

Leadership has a profound impact on employees' motivation, involvement, and dedication to organizational goals, making it one of the key determinants of workplace satisfaction (Ali Yaghoubipoor et al., 2013). The capacity of a leader to communicate their objectives clearly, as well as to foster and encourage a positive work environment, can greatly contribute to employee morale and productivity. On the other hand, ineffective leadership can cause dissatisfaction, indifference, and an increase in employee turnover. This effect could be particularly harmful to the automotive industry, where having skilled employees is critical to maintaining operations and developing innovation.

Two leadership types that have been thoroughly studied in the industrial and service sectors are transactional and transformational leadership. Transformational leadership significantly enhances employee performance by developing motivation, ethical practice, innovation, and professional growth, as shown in a study conducted at Dufil Prima Foods PLC in the Nigerian industrial sector by Omogero and Okwutu (2023).

Performance is also enhanced by transactional leadership based on structured management and pay for performance but not to the same extent as by transformational leadership, particularly in environments requiring creativity and adaptability. These findings add weight to the argument that transformational leadership enhances employee outcomes more effectively in high-pressure production environments.

While transactional approaches are necessary, they are less effective at ensuring operations are consistent and comply with regulations.

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Meta-analyses in organizational studies have shown beyond doubt that the leadership style embraced by a leader affects the productivity of employees. Sertel, Karadag, and Ergin-Kocatürk (2022) carried out a cross-cultural meta-analysis based on data obtained from different companies and countries. Their results show that, in contrast to transactional or laissez-faire leadership styles, transformational leadership is systematically linked to higher levels of employee engagement, innovation, as well as performance measures.

The effects of transformational and transactional leadership styles on culture, performance, and job satisfaction are also evidenced by Li's (2021) investigation of China's manufacturing industry. Based on the data collected from 30 departments and 300 employees, the research found the positive cascade effect: transformational leadership is shown to improve culture, which in its turn increases performance and satisfaction.

Also, there are two main types of behavioral leadership: task-oriented and relationship-oriented. Task-oriented leaders value planning, setting goals, and checking how their work is going. Relationship-oriented leaders value coaching, emotional engagement, and support. Both types are important, say Burke et al. (2006). Task-oriented behavior explains and structures things, and relationship-oriented leadership enhances teamwork and morale, all of which adds up to greater team effectiveness and performance.

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2.3.2 The Relationship between Leadership Style and Employee Performance

To improve employee performance, effective leadership is the kind that can inspire and motivate subordinates to do their job properly and improve their skills (Irwan, 2020). An effective leader is one who can inspire and motivate their staff, lead them to do well at work, and continuously work

on improving their own skills to facilitate the success of the team. Think of a leader who not only tells the team what to do but also leads them and gives them directions. Knowing what drives each member of the team, this leader can get the best out of them. By continuously trying to improve and learn new things, they are also setting a good example for the rest of the team to follow. So, having a leader who can inspire others, provide good advice, and help themselves and their team to improve is what we refer to as effective leadership. The overall business success and enhanced employee performance are usually the outcomes of this kind of leadership.

Leadership has a significant impact on employee performance (Torlak & Kuzey, 2019). Consider working for an organization where the manager creates a positive working environment, promotes team building, and provides exemplary guidance on teamwork. In this setting, workers are likely to be highly skilled, motivated, and engaged, which often results in increased work productivity. When leadership is marked by ineffectiveness, lack of support, or the fostering of a negative environment, it can have an adverse impact on employees' attitudes toward their job. As a result, performance and job satisfaction can decrease. Therefore, when people state that "leadership has a significant impact on employees' performance," they assert that leaders have the ability to motivate and enhance performance or, on the other hand, to destroy it in cases of poor leadership. Competent leadership allows employees to achieve their full potential, enabling them to deliver their highest level of performance.

Transformational leadership, in accordance with theory, advances organizational commitment, well-being, and satisfaction at work through intellectual stimulation and emotional support, both of which increase output (Wang et al., 2022). Transformational leadership strategies heightened employees' dedication and involvement within the workplace, which enhanced job performance, in a study of 845 Chinese hospitality employees.

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These trends are further supported by empirical research in specific industries. Transformational leadership characteristics, such as idealized influence and inspirational motivation, were strongly related to employee work performance in Malaysian hospitality companies. Individualized consideration and intellectual stimulation were less predictive, which means that different dimensions have varying effects depending on the specific setting. (Brenda et al., 2022).

H1: There is a significant relationship between leadership style and employee performance.

2.4 Organizational Support

2.4.1 Overview and Definition of Organizational Support

Organizational support encompasses managerial and structural mechanisms, policies, and help that an organization offers to assist workers in performing well and feeling more worthy. Incentives, professional development opportunities, managerial support, and workplace facilities are some of its components that together reflect an organization's dedication to the success and well-being of its employees (Tamimi et al., 2023)

As per an extensive literature survey of 79 studies published between 2018 and 2023 by Tamimi, Tamam, and Sopiah (2023), organizational support significantly enhances employee performance in approximately one-third of the instances. As per the research, support mechanisms such as training, supervisory monitoring, and equitable HR policies play a vital role in motivating employees and increasing production.

Chen et al. (2020) examined to what degree the flexible production systems of seven large Chinese car manufacturing plants supported their employees. The authors found that the performance of frontline employees significantly improved when they received greater organizational support,

including learning opportunities, cooperative structures, and employee-centered practices. In addition, workers who felt a greater degree of formal support showed greater initiative, better cooperation, greater flexibility in solving problems, and higher levels of active participation.

Organizational commitment plays the role of a mediator in the positive correlation between performance and organizational support. It is evident from Chu et al. (2024) that a multiple mediation model identifies organized support as a prerequisite to psychological engagement and performance enhancement. It demonstrates that organizational support has an indirect effect on task performance through the improvement of job satisfaction and affective commitment to the organization.

These results are also corroborated by other evidence in meta-analyses. As Tamimi et al. (2023) state, organizational support mechanisms such as training, recognition, and fair policies are essential to motivate employees and help them perform their work better. These beneficial impacts can be seen across a diverse number of organizations and are not unique to any culture or sector.

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These effects could theoretically be accounted for by social exchange models, which assert that workers are more inclined to work harder and stay committed if they feel supported by their company. Individuals feel obligated to give back in the form of commitment and productivity when supportive mechanisms show that someone is concerned and fair, especially in high-pressure fields such as the automotive assembly business (Tamimi et al., 2023).

2.4.2 The Relationship Between Organizational Support and Employee Performance

Nielsen et al. (2017) meta-analyzed 84 quantitative studies carried out at the individual, group, leader, and organizational levels of an organization. They discovered that resources at the

organizational level, including HR systems, autonomy, and feedback, were found to enhance organizational performance and employee well-being significantly. These results affirm the fact that an organization's infrastructure is an important determinant of its performance.

Björk, Bolander, and Forsman (2021) undertook a systematic review and meta-analysis of bottom-up, resource-building workplace interventions, including joint planning and participatory decision-making. In their study, individuals who were exposed to this form of organizational support were significantly more engaged at work. They also established that it resulted in performance (such as employee productivity and discretionary effort) and improvements in satisfaction.

Montano, Hoven, and Siegrist (2014) performed a systematic review of 39 organizational-level interventions aimed at improving psychosocial working conditions. These interventions included improving communication, increasing job control, task redesign, and supervisor training. The study found that interventions that simultaneously targeted several organizational factors showed considerably higher effectiveness in improving employee outcomes, specifically job satisfaction and performance, and helped reduce burnout and absenteeism. Notably, simultaneous specification of several psychosocial variables was associated with an increased likelihood of intervention success (OR = 2.71; CI = 0.94–11.12). These findings provide evidence for the argument that carefully crafted interventions for helping employees in their work setting can significantly affect long-term organizational prosperity.

The theory of organizational support is like the Job Demands–Resources (JD-R) model. This approach posits that organizational-level resources, such as training, autonomy, and supervisor coaching, help workers cope with work-related demands and increase their productivity, motivation, and overall well-being (Nielsen et al., 2017). Organizational support is also related to reduced turnover intention and better retention, according to Nielsen et al. (2017)'s meta-analysis.

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This lends support to the theory that well-supported environments sustain employees' commitment and performance.

H2: There is a significant relationship between organizational support and employee performance.

2.5 Employee Well Being

2.5.1 Overview and Definition of Employee Well Being

In the fields of organizational and occupational psychology, human resource management, and corporate ethics, there has been a particular focus on the general well-being of employees. The idea of well-being covers all aspects of an employee's working life, from physical, mental, and social components. Within an organizational setting, this concept would mean that employee well-being entails more than the simple absence of disease or distress; it also involves feeling job satisfaction, having a good work-life balance, and feeling positive about one's job (Grant, Christianson, & Price, 2007). According to the World Health Organization (2010), well-being is "a state in which the person understands their own abilities, can handle normal life stresses, can work productively and fruitfully, and can give back to their community."

The main conceptual models of employee well-being are eudaimonic and hedonic in nature. Eudaimonic well-being highlights the search for meaning, fulfillment of one's potential, and development of a purposeful life, whereas hedonic well-being calls attention to the avoidance of discomfort and the seeking of pleasure (Ryan & Deci, 2001). The workplace combines both approaches, recognizing that employees require both comfort and purpose. As well put by Schaufeli and Bakker (2004), the eudaimonic dimension of employee well-being occurs in job

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engagement, which is typified by vigor, dedication, and absorption. These factors are essential for maintaining employee engagement and performance in jobs that are demanding and high-paced.

Modern organizations accept that giving importance to the well-being of employees is not just a moral imperative but also beneficial for financial results. Robertson and Cooper (2010) established a strong connection between an organization's success and its employees' well-being. Its advantages, according to them, are improved morale, reduced staff turnover, and high customer satisfaction. This strategic approach focuses on proactive efforts such as good job design, positive leadership behaviors, and flexible work practices, as opposed to reactive responses such as stress management programs. As such, addressing employees' health and satisfaction is part of the value proposition of the organization and its employer brand.

Several models have been created to assist individuals in considering ways to enhance the well-being of workers in organizations. One very popular model is the Job Demands-Resources (JD-R) model. As developed by Bakker and Demerouti (2007), well-being results from finding a balance between job demands, such as workload and time limitations, and job resources, such as autonomy and social support. The model suggests that having adequate resources can improve motivation and general well-being; on the other hand, too many job expectations can result in burnout. This theoretical model is widely used both in academic and applied contexts to develop interventions and assess their impact on workers' health.

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2.5.2 The Relationship Between Employee Well Being and Employee Performance

Later studies have identified a substantial relationship between job satisfaction of employees and their job performance. Various aspects of workplace performance have been shown to gain from

employee well-being, comprising mental, emotional, social, and physical health (van Veldhoven & Peccei, 2015, as integrated in Gutiérrez et al., 2020). The "happy-productive worker" hypothesis suggests that people who are happier are more likely to perform better at work. A meta-analysis of 43 studies involving more than 34,000 participants showed that various components of well-being, such as mental, physical, and subjective well-being, were all consistently related to various types of performance (Gutiérrez et al., 2020).

Wright and Cropanzano (2000) were two of the first researchers to present empirical findings establishing a connection between mental health and job performance. According to their results, workers who had good mental health were more likely to receive positive performance appraisals. The authors argued that affective states boosted by overall well-being play a positive role in aspects such as concentration, motivation, and resilience, which are all vital in realizing high workplace performance. This pioneering work supported the "happy-productive worker" hypothesis that employee satisfaction is a true predictor of work output and not just an abstract ideal.

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By conducting a meta-analysis of the link between work engagement and task and contextual performance, Christian, Garza, and Slaughter (2011) added to this body of knowledge. The findings from 63 studies showed that workers who are motivated and exhibit enthusiasm, commitment, and focus on their job consistently outperform their less motivated peers on measures of performance. As engagement is commonly viewed as an indicator of optimum health, our results corroborate the view that supporting programs for the improvement of well-being is an investment strategy for performance improvement.

Work-life balance (WLB) is one key area of wellbeing that has important implications for job results. A study of seven nations by Haar et al. (2014) found that workers who engaged in work-life balance were much happier in their work, their lives, and their mental health. They became

more competent at work and more committed to it, therefore. Based on their findings, individuals who can balance their lives at home and at work are more motivated, present, and better able to perform at work.

Jiang et al. (2012) conducted a meta-analysis to explore the impact of human resource management (HRM) practices on employee outcomes with respect to organizational operations. The authors found that, particularly after controlling employee well-being, high-performance work systems (HPWS), which include elements such as training, engagement, and supportive leadership are associated with high levels of employee motivation, commitment, and performance. Their findings are consistent with the belief that organizations that adopt systematic HR systems for improving employee well-being are more likely to realize long-term gains in performance and productivity.

To make workers happy and healthy, which affects their performance, leadership also plays an important role. Based on an in-depth analysis of data going back in the last 30 years, Skakon et al. (2010) found a direct link between the emotional health of their employees and the behavior, emotional intelligence, and overall well-being of leaders. Empathy, openness, and inclusivity are all part of compassionate leadership, which has been found to greatly enhance employee satisfaction, decrease stress at work, and improve morale, all of which significantly contribute to performance. Based on research, leaders establish the emotional tone for their teams and play an important role in sustaining high performance by keeping everyone in good health.

H3: There is a significant relationship between employee well-being and employee performance.

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2.6 Research Framework

The study analyzes the impact of organizational support, employee well-being, and leadership style on employee performance in the automotive sector of Malaysia. The model analyzes how organizational support, employee well-being, and leadership style are associated directly and indirectly with each other. It also analyzes how these variables interact with the impact and represent the overall performance of employees in the organization.

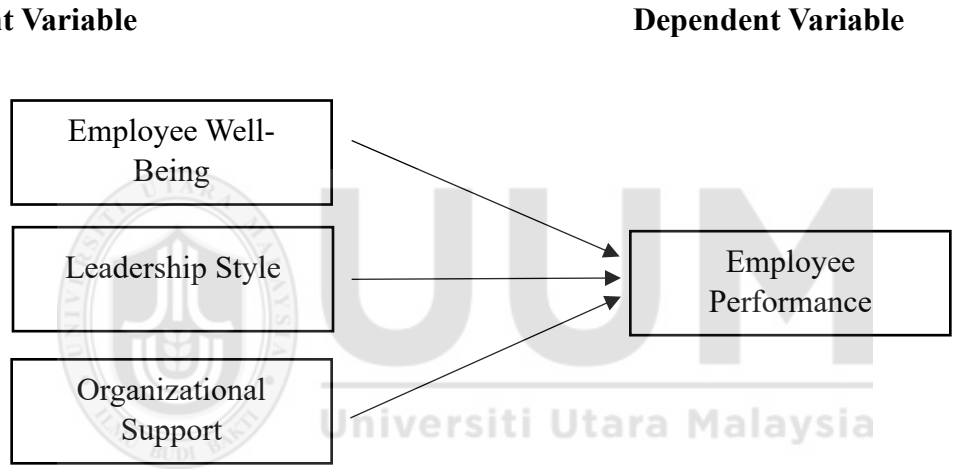

Figure 2.1

Research Framework

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2.7 Chapter Summary

The literature review in this chapter includes all the basic elements, the development of the theoretical framework, and the determination of relevant hypotheses. To develop a deeper understanding of how the independent variables which are leadership style, organizational support, and employee well-being impact the dependent variable, employee performance, the study examined these factors in-depth. This chapter includes examples of how these critical organizational factors impact performance results, backed by theoretical and real-world examples. In summary, the effectiveness of employees' work in the automotive sector of Malaysia is influenced by a number of critical factors, which are leadership style, organizational support, and employee well-being.

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CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter outlines the research methodologies used in the research to achieve its aims and form the basis for developing answers to the research questions. It elaborately discusses the design of the study, the choice of demographics and samples, the respondents, the sampling techniques, the structure of the questionnaire, and the scales used to measure each of the variables. This chapter also discusses statistical procedures used to test the research hypotheses and determine the reliability and validity of data collected on employee performance in the automotive industry in Malaysia.

3.2 Research Design

A systematic blueprint that describes how to gather, measure, and analyze data to answer research questions or test hypotheses is referred to as a research design. It serves as a blueprint to ensure the study is reliable, valid, and methodologically sound. A good research design indicates what the study is about (descriptive, correlational, or experimental, for instance), who the population is, how the sampling will be done, what data collection instruments will be employed, and how data will be analyzed. With this systematic strategy, researchers can get useful outcomes with fewer errors and biases (Kothari, 2004).

The correlational research design is a systematic approach to analyzing and measuring the interrelationships between two or more variables without alteration. It describes the strength and directionality of these interrelationships using statistical measures, most commonly the correlation

coefficient (r). As explicated by Bhandari (2022), correlations can be positive (meaning an increase in one variable accompanies an increase in another), negative (meaning an increase in one variable accompanies a decrease in another), or neutral (meaning a lack of relationship). This approach enables hypothesis testing by determining the presence and strength of relationships between independent and dependent variables. The analysis is crucial for studies examining the influence of factors such as organizational support, leadership style, and employee well-being on work performance.

To examine the structure of the discovered variables and their practical implications, this study employs hypothesis testing. The relationship between employee performance, leadership style, organizational support, and employee well-being is developed through a set of carefully designed hypotheses. The study takes a constructive approach, emphasizing the significance of objective quantification and the use of empirical, observable facts through statistical analysis. To verify the hypothesized statements and test the nature and strength of relationships between variables, a quantitative research approach is employed in the setting of Malaysia's automotive industry.

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Quantitative methodology employed in this study design is based on statistical analysis, which includes hypothesis testing and the use of questionnaires with predetermined response categories. The theoretical basis of this practice is positivism, which emphasizes structured, observable, and empirical data. To ensure consistency in response, standardized tools like Likert-type scales are used (Slevitch, 2011).

Constructing statistical models that illustrate how organizational support, employee well-being, and leadership style all influence how effectively workers do their jobs in the auto industry is the aim of this study's quantitative approach. To meet both descriptive questions and consider the strength and direction of the correlations among variables, this study uses a hybrid model called

descriptive-correlational. To discover, describe, and assess the relationships between the independent variables and employee job performance, a survey design is utilized to meet the research questions (Siedlecki, 2020).

3.3 Population, Sample, and Unit of Analysis

As defined by Arias-Gómez et al. (2016), the research population is the collection of known, small, and accessible cases from which a sample is selected. It comprises all people or units that meet certain eligibility and inclusion criteria that are essential to the study's aims. This well-defined group allows the findings to be generalizable to a larger setting and is utilized to make sampling decisions.

Based on the description above, the population of the study is composed of all the workers in the BMW Kulim Plant located in Kedah, Malaysia, that produces automobiles. The BMW Kulim Plant is a key element of Malaysia's automotive sector. It accounts for technological development, economic growth in the northern region, and the provision of many high-value jobs. The factory undertakes an extensive series of activities such as process engineering, logistics management, car assembly, and quality control. Workers have an important role to play to ensure everything runs smoothly and the company emerges successful.

Employees from different departments in BMW Kulim Plant were thus chosen as the target population for the study. Knowledge of how organizational support, employee well-being, and leadership style influence performance in a high-performance automotive environment is directly related to their experience and perceptions.

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Based on Adam (2020), descriptive-correlational research designs often utilize structured survey questionnaires in collecting data. This allows researchers to describe the participants and investigate the relationships among different variables.

It is often recommended that the sample size in social and behavioral science research be below 500. This is because, especially when testing correlational hypotheses, this number has enough statistical power, controls sampling errors, and allows for precise conclusions (Rahman, 2023). Thus, 217 individuals were chosen as the sample size to achieve a good estimate of the target group, which is made up of more than 500 employees.

Workers at the BMW Kulim Plant who produce automobiles will be studying subjects. To ensure the data is precise and complete, everyone's data will be analyzed separately, and the data's source, each employee's response will be processed independently.

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3.4 Sampling Size and Technique

Convenience sampling, as defined by Robbins, Ghosh-Dastidar, and Ramchand (2019), entails selecting participants who are readily available and do not meet strict inclusion criteria. The method is typically used where resources are scarce or when it is difficult to reach the target population. Researchers in behavioral and social science commonly use the method despite the inherent risk of selection bias and its potential effect on generalizability.

Convenience sampling, being a type of non-probability sampling utilized in this study, meets the required standards. Convenience sampling is justified because of the ease with which the concerned target population at the BMW Kulim Plant can be accessed. This mode of sampling is most appropriate for research because it examines organizational traits and stringently tests the

hypotheses. Data regarding leadership style, organizational support, employee well-being, and employee performance can easily be collected from those employed in the automotive manufacturing sector.

3.5 Questionnaire Development

The questionnaire consisted of five sections and was designed to regulate the desired replies.

Explanation of five sections is presented in Table 3.1.

Table 3.1

The Questionnaire Structure

Questionnaire Structure	Descriptions
Section 1	Information of respondents for elements that include role within the organization, years of experience, department and level of education.
Section 2	It contains 7 items assessing the independent variable of leadership style.
Section 3	It contains 3 items assessing the independent variable of organizational support.
Section 4	It contains 3 items assessing the independent variable of employee well-being.
Section 5	It contains 3 items assessing the dependent variable of employee performance.

Sections 2 through 5 employed a five-point Likert scale to assess all the information. The reason for using the Likert scale in the research is to understand the feelings or opinions of respondents regarding a single 'dormant' variable or field of interest. Seven factors were taken from Bass &

Avolio (1994) for leadership style. Organizational support was measured with three items from the study by Eisenberger et al. (1986). Employee well-being was measured using three items adapted from Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Three factors from the study by Bakker, A. B., & Demerouti, E. (2007) were used to measure employee performance.

Table 3.2

Questionnaire for Leadership Style

Variable: Leadership Style
Questionnaire
1. My leader inspires me to work towards achieving my best performance
2. My leader motivates me to reach my full potential in my role
3. My leader shows genuine concern for my personal well-being and development.
4. My leader is a role model, embodying the values and behaviors I respect.
5. I receive fair recognition from my leader when I successfully complete my tasks.
6. My leader proactively monitors my work to ensure I meet standards and addresses any issues immediately.
7. My leader usually steps in only if a task does not meet expected results.

Source: Bass & Avolio (1994)

Table 3.3

Questionnaire for Organizational Support

Variable: Organizational Support
Questionnaire
1. My organization provides the resources and support needed for me to perform my job well.
2. I believe my organization genuinely cares about my well-being.
3. My organization offers support that helps me balance my work and personal life.

Source: Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986)

Table 3.4

Questionnaire for Employee Well-Being

Variable: Employee Well-Being
Questionnaire
1. I feel less stressed and more fulfilled in my role due to my organization's support.
2. I experience a sense of happiness and satisfaction in my daily work environment.
3. My mental and physical well-being benefit from the support and leadership style in my organization.

Source: Grant, A. M., Christianson, M. K., & Price, R. H. (2007)

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Table 3.5

Questionnaire for Employee Performance

Variable: Employee Performance
Questionnaire
1. I can perform my tasks more efficiently due to the guidance and support from my leader.
2. My productivity has improved because of the supportive environment provided by my organization.
3. The leadership and support I receive enable me to work at my best capacity.

Source: Bakker, A. B., & Demerouti, E. (2007)

3.6 Pilot Study

It is essential, according to Bujang, Omar, Foo, and Hon (2024), to conduct pilot studies to determine the validity and usefulness of survey instruments before commencing the in-depth study. Based on their narrative review, when examining questionnaires with Likert-type scales, it is advisable to have at least a pilot sample size of 30 respondents to be able to examine internal consistency through measures such as Cronbach's alpha. This observation led the present study to conduct a pilot survey in BMW Kulim Plant, whereby 30 employees from the logistics department participated. To reveal any ambiguities and achieve clarity before proceeding to the main data collection exercise, the pilot questionnaire touched on demographics, leadership style, organizational support, employee well-being, and employee performance. It was a replica of the main instrument.

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Table 3.6 shows the summary of reliability coefficients results for pilot study.

Table 3.6
Reliability Coefficients (Cronbach Alpha) of the scales

Variable	No Items	Alpha N=30
Leadership Style	7	0.76
Organizational Support	3	0.81
Employee Well-Being	3	0.90
Employee Performance	3	0.71

To measure the main characteristics associated with organizational support, employee performance, well-being, and leadership style in the Malaysian automotive sector, a pilot study was conducted. Cronbach's Alpha was employed to analyze each variable's reliability coefficient to ensure the consistency and reliability of the instrument utilized in this research. The Cronbach's Alpha values of 0.71 to 0.90 in Table 3.6 indicate an acceptable level of dependability. With Cronbach's Alpha of 0.76, the construct of leadership style showed strong and adequate internal consistency. Leadership style of employees at the BMW Kulim Plant in Kedah, Malaysia, can be measured reliably using the seven factors in the questionnaire.

Similarly, an alpha coefficient of 0.81, indicating a high level of internal consistency, was obtained for the organizational support construct that was quantified using three different questions. An alpha level of 0.90, indicating excellent reliability, was obtained from the measurement of employee well-being quantified using three items. In addition, employee performance showed a satisfactory level of reliability with an alpha value of 0.71. These results confirm that all the elements of the questionnaire are suitable for validly measuring the desired variables in the field

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of automobile manufacturing and validate the effectiveness of the designed instrument in the main research setting.

The main research using the selected respondents was initiated after the validation of the stability of the variables by the pilot research.

3.7 Data Collection Procedure

Primary data, as defined by Babbie (2005), is data that has been directly collected by the researcher through formal surveys, questionnaires, interviews, or observations that were explicitly intended to meet the study's objectives and hypotheses. These sources of data offer current, direct, and context-specific data that facilitates the easy and accurate exploration of the relationships among factors such as performance, organizational support, leadership style, and well-being of employees. Secondary data, in contrast, entails data that has already been gathered and analyzed by other researchers or organizations. Sources of this kind of information are government statistics, organizational reports, journal articles, and online databases. Rather than being utilized to test empirical hypotheses, these data are usually employed to develop the study's theoretical framework or background. Employing structured questionnaires with Likert-scale answers, quantitative primary data is gathered in the current study. For literature review as well as theoretical validation, secondary data sources are academic papers and organizational reports.

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3.8 Data Analysis Method

The demographic information of the respondents, including their department, years of experience, organizational function, and level of study, were summarized through descriptive analysis in this research. This simple overview provides a clear understanding of the sample composition and facilitates the interpretation of results contextually.

The relationships between the study variables are tested with the Pearson correlation coefficient (r). One peer-reviewed source explains that the correlation coefficient is a dimensionless quantity and a standardized version of covariance. Its values vary from -1 to +1 and assess the extent and direction of a linear relationship between two variables (Kim, Park, & Lee, 2018). Rodgers and Nicewander (1988) explain that the coefficient, often represented by the letter "r," calculates the degree to which increases in one variable are associated with increases (positive r) or decreases (negative r) in another variable.

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To examine the direction (positive or negative) and magnitude of the relationships among leadership style, organizational support, employee well-being, and employee performance in the automotive sector in Malaysia, Pearson correlation was employed in this study. This method simplifies the process of fully evaluating how these variables connect to each other and sets the stage for subsequent predictive analysis.

Cronbach's Alpha, which examines the internal consistency of Likert-scale items, is employed in research to determine the reliability of the measuring scales. In accordance with Taherdoost (2016), measuring dependability provides consistency and stability among items measuring the same construction. Cronbach's Alpha is widely applied to denote internal consistency, and it has

set benchmark values: above 0.6 is considered problematic, above 0.7 is acceptable, above 0.8 is good, and above 0.9 shows excellent consistency (Taherdoost, 2016).

This study uses descriptive statistics, Pearson correlation, and internal consistency analysis through Cronbach's Alpha to assess the demographic makeup of the sample, as well as investigating the direction and reliability of correlations between the main constructs.

The correlation between the independent variables (leadership style, organizational support, and employee well-being) and the dependent variable (employee performance) was assessed in the current study through hierarchical regression analysis. Through this procedure, the researcher can determine how significant each predictor variable is in accounting for differences in the dependent variable. To examine their separate and collective influences, the dependent variable is regressed first on the independent variables in blocks.

SPSS software was utilized for analyzing all data collected. Various statistical tests, including descriptive and inferential statistics, were conducted using SPSS, which involved hypothesis testing in addition to measuring the significance and strength of the correlations between research variables.

3.9 Chapter Summary

Research design, target population, sample size, research instruments, data collection methods, and statistical processes utilized were all elaborated in this chapter, which gave an overall view of the research methodology employed in this research. The study investigates the relationship between key factors which include leadership style, organizational support, employee well-being, and employee performance and how they interrelate with each other in the Malaysian automotive industry. The employee was the main unit of analysis in this study. Five major sections constituted the methodical questionnaire that was carefully developed to extract pertinent data. Each construction was explained, including the source of the items and the Likert scales that were used to measure them. To ensure the internal consistency of the measuring scales utilized, the chapter also examined the pilot test results, the validity and reliability of the tool, and the Cronbach's alpha value for each construct. The general statistical procedures employed for hypothesis testing and data interpretation were found to be Pearson correlation, descriptive analysis, and hierarchical regression.

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CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the study findings in a systematic manner, starting with a preview of the rate of completion of surveys and moving on to an elaborate examination of the demographic features of the participants. To provide a complete picture of data distribution, the descriptive statistics relating to every variable are examined. Additionally, Cronbach's Alpha is used for reliability analysis with a view to assess the internal consistency of the instruments used for measurement. The chapter then evaluates the main hypotheses of the study and clarifies the interrelations between the main variables using inferential analytical techniques in the form of linear regression and Pearson correlation. The chapter is finalized with an overview of the main findings emerging from the analysis.

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4.2 Response Rate

Workers who are working in the automotive industry of the BMW Kulim Plant in Malaysia were the focus of this research. 200 questionnaires were administered by the researcher to employees in different divisions of the factory. The response rate was 90% as 180 surveys were completed correctly and returned. The high rate of return demonstrates high cooperation and participation from the targeted population and is thus considered sufficient and credible for studying interrelationships between organizational support, employee well-being, leadership style, and employee performance within Malaysia's automotive industry.

4.3 Profile of the respondents

Demographic information of the study participants is presented in this section. It contains vital information such as their department, years of service, level of study, and role in the company. The respondents' distribution by organizational job is as follows, based on the information in Table 4.1 and analysis via SPSS: 4.44% are Assistant Supervisors, 6.67% are Leaders, 6.67% are Specialists, and 82.22% are Operators. This distribution indicates that all employees in the auto factory, irrespective of position, are well represented. The division of these functions is well illustrated in Figure 4.1 below.

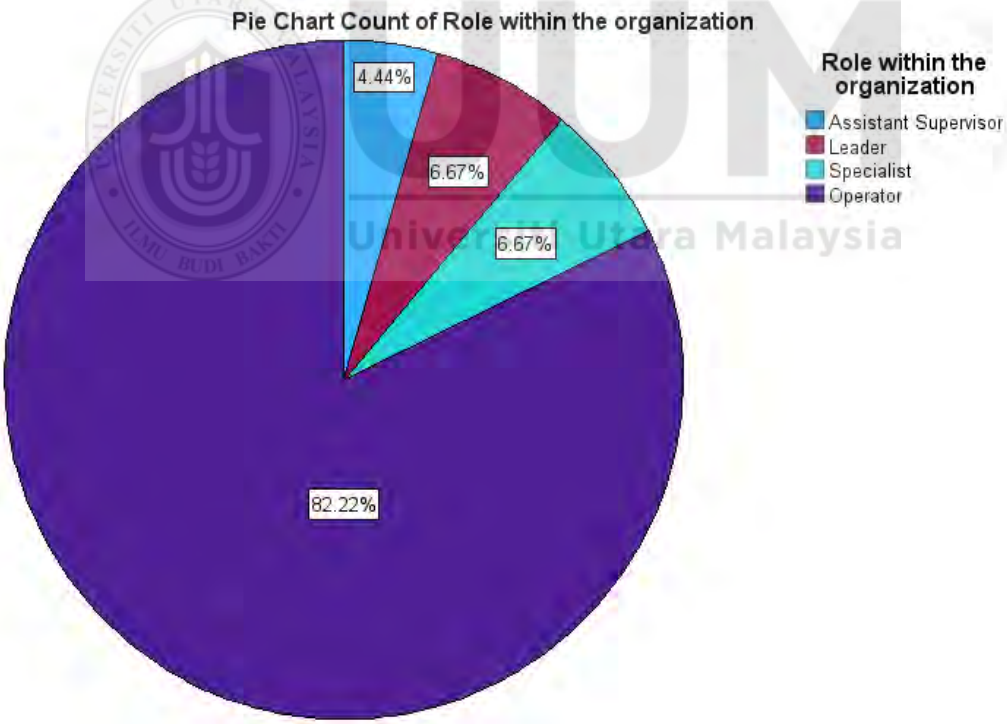

Figure 4.1

Role Within the Organization Respondents' Chart

The data indicates that the respondents' years of experience are categorized into four distinct groups. Specifically, 22.22% of participants possessed less than one year of experience, while 50.00% had between one and ten years. Furthermore, 18.89% had ten to twenty years of experience, and the remaining 8.89% exceeded twenty years. This equitable distribution offers a comprehensive viewpoint, incorporating insights from individuals at different stages of their careers, ranging from novice employees to experienced professionals within the automotive manufacturing industry.

The respondents in this study are divided into four main departments. The Production Department, with 45.56% of the respondents, is the largest group, followed by the Engineering Department with 23.33%, and the Quality and Logistics Departments with 18.89% and 12.22%, respectively. This distribution highlights the particular importance of both production and logistics in the overall operations of the organization since they are core to manufacturing and supply chain activities.

As per the statistics, the highest educational level for 42.22% of the respondents is an SPM certificate. Subsequently, 16.67% of the respondents possess a Sijil (certificate-level qualification), while 28.89% possess a diploma. 7.78% of the respondents indicated STPM or STAM, while the rest, 4.44%, are in the "Other" category, which could be other qualifications or vocational training. This spread indicates that employees in the automotive sector have diverse educational backgrounds, which provides information on how academic qualifications could influence worker performance.

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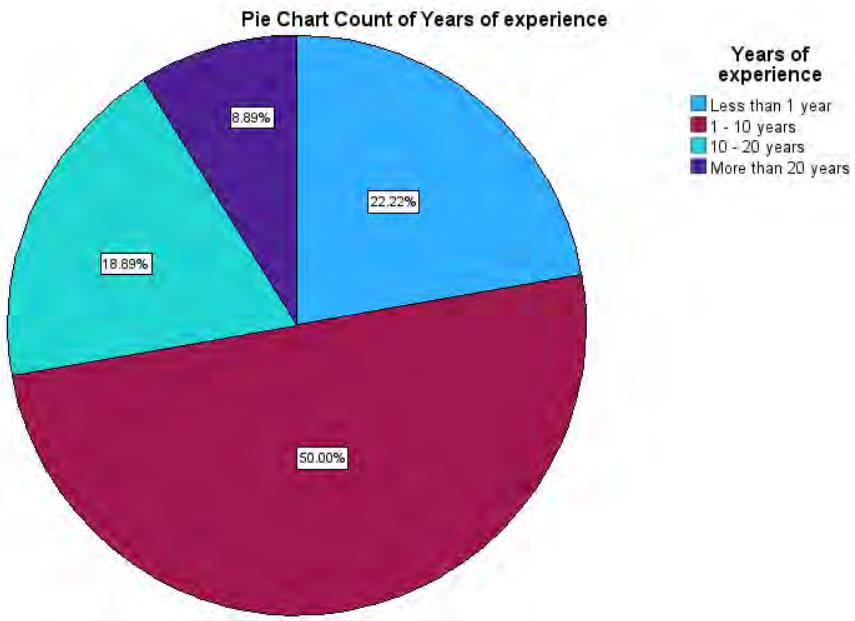

Figure 4.2

Years of Experience Respondents' Chart

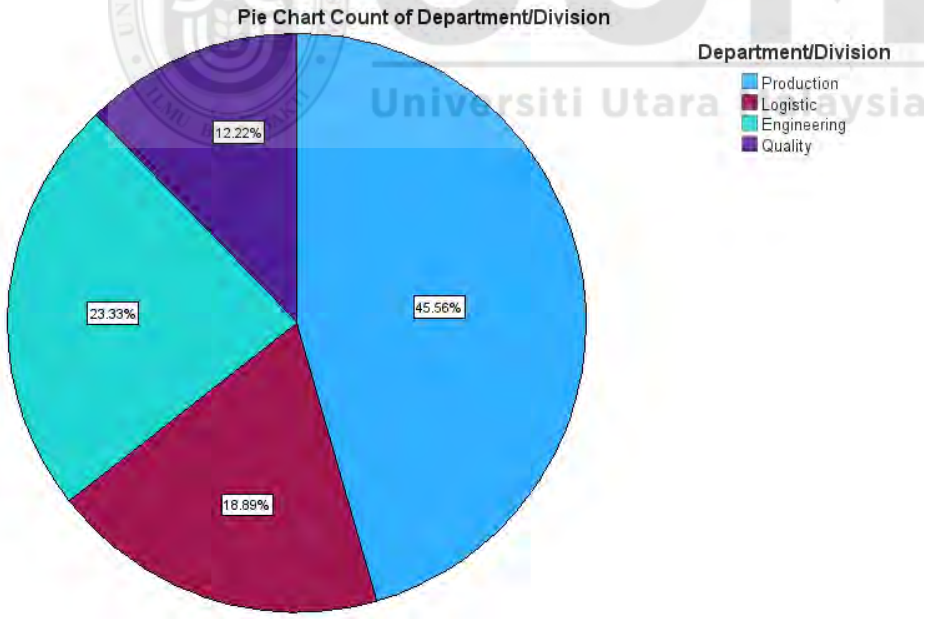

Figure 4.3

Department Respondents' Chart

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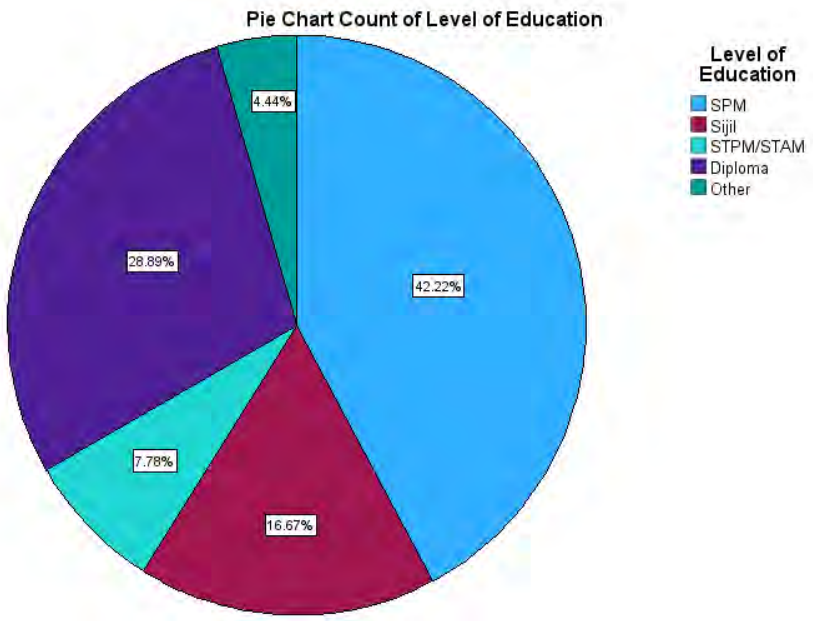

Figure 4.4
Level of Education Respondents' Chart

Table 4.1

Demographic Analysis (N=180)

Variable	Frequency	Percentage%
Role within the Organization		
Assistant Supervisor	8	4.44
Leader	12	6.67
Specialist	12	6.67
Operator	148	82.22
Years of Experience		
Less than 1 Year	40	22.22
1 – 10 Years	90	50.00
10 – 20 Years	34	18.89
More than 20 Years	**16**	8.89

Table 4.1 (continued)

Department		
Production	82	45.56
Logistic	34	18.69
Engineering	42	23.33
Quality	22	12.22

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Variable	Frequency	Percentage%
Level of Education		
SPM	76	42.22
Sijil	30	16.67
STPM/STAM	14	7.78
Diploma	52	28.89
Other	8	4.44
Total	**180**	

4.4 Reliability of Test

To validate the consistency and stability of the measures within every construction utilized throughout the study, reliability testing was conducted. The degree to which a measurement instrument consistently assesses a construct with minimal random error and yields consistent results is known as reliability, according to Taherdoost (2016). Cronbach's Alpha, a popular measure for Likert-scale questionnaires, was employed in this research to measure internal consistency. Cronbach's Alpha levels of 0.60 or more are deemed suitable for exploratory studies, and values exceeding 0.80 indicate strong internal consistency (Hair, Black, Babin, & Anderson, 2010). To establish that each scale consistently measuring the intended variable, a reliability test was conducted across all survey constructions, namely leadership style, organizational support, employee well-being, and employee performance. Table 4.2 provides a summary of the Cronbach's Alpha results obtained from the data of the empirical study. Detailed SPSS results supporting these reliability findings can be found in Appendix 7.

Table 4.2

Reliability Coefficient (Cronbach Alpha) of the scales for study

Variable	No Items	Alpha N=180
Leadership Style	7	0.889
Organizational Support	3	0.675
Employee Well-Being	3	0.864
Employee Performance	3	0.808

The reliability coefficients of the questionnaire instruments used throughout this study are above the minimum standard requirement of 0.60, and thus they confirm the presence of adequate internal consistency in all the variables that were measured. As shown in Table 4.2, the Cronbach's alpha value for the leadership style variable is 0.889, and this reveals a high internal consistency. The organizational support measure obtained a Cronbach's alpha value of 0.675, which satisfies the minimum for the purposes of exploratory research. The employee well-being measure obtained a very good reliability score of 0.864, while the employee performance variable obtained a reliability coefficient of 0.808, reflecting significant consistency. Overall, these results confirm the reliability of the study constructs and form a strong basis for examining the relationships between the variables under investigation within the Malaysian automotive sector.

4.5 Descriptive Statistics of Variable of Study

In this section, an overview of the statistical data related to the variables under investigation is given. Four main factors are included in the study: employee performance, organizational support, leadership style, and employee well-being. The findings of the descriptive statistical analysis of

the research variables are shown in Table 4.3 below. The analytical results are presented in Appendix 3 of the SPSS output.

Table 4.3

Descriptive Statistic of Leadership Style, Organizational Support, Employee Well-Being and Employee Performance (N=180)

Variable	Min	Max	Mean	Deviation	Skewness	Kurtosis
Leadership Style	2.71	5.00	4.3833	0.53099	-0.611	0.070
Organizational Support	4.00	5.00	4.5944	0.39121	-0.367	-1.375
Employee Well-Being	2.00	5.00	4.1259	0.69059	-0.489	-0.360
Employee Performance	2.67	5.00	4.4148	0.58070	-0.651	-0.104

The study findings, based on a five-point Likert scale, show that organizational support achieved the highest mean score (M = 4.5944) among all the variables assessed, suggesting a strong perception of support from the organization among participants. Conversely, employee well-being had the lowest mean score (M = 4.1259), showing relatively low consistency concerning well-being compared to other facets. Standard deviation was employed to examine the variability of the responses. Lower standard deviation represents higher consistency. Organizational support had the lowest standard deviation (SD = 0.39121), demonstrating close agreement among participants, and employee well-being had the highest standard deviation (SD = 0.69059), demonstrating higher variability in responses. In addition, the values of skewness and kurtosis for all the variables are within the acceptable range of ±2, indicating that the dataset is approximately normally distributed and ready for further statistical analysis, such as correlation and regression. This range has been typically employed as a cutoff point to reflect univariate normality. Curran, West, and Finch (1996), Hair et al. (2010), and Byrne (2010) posit that the values of skewness ranging from –2 to

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+2 and those of kurtosis ranging from –7 to +7 are within an acceptable range for the assumption of normal distribution in social science research.

4.6 Correlation Analysis – Pearson Correlation Analysis

The Pearson correlation coefficient (r) determines the strength of the linear relationship among the variables in this research. Clear information can be derived by the researcher from a linear relationship between the variables, and correlation analysis is undertaken before multiple regression analysis. The correlation coefficient indicates data that clearly follows a linear relationship. The Pearson correlation coefficient (r) was used in the study to examine relationships between the dependent variable, employee performance (EP), and the independent variables, organizational support (OS), leadership style (LS), and employee well-being (EWB). The correlation between all the factors is displayed in Table 4.4 below.

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Table 4.4

Correlations among Leadership Style, Organizational Support, Employee Well-Being and Employee Performance

		1(LS)	2(OS)	3(EWB)	4(EP)
1	Leadership Style	1	.195**	.360**	.448**
2	Organizational Support	.195**	1	.153**	.171**
3	Employee Well-Being	.360**	.153**	1	.417**
4	Employee Performance	.448**	.171**	.417**	1

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

A correlation analysis was performed to investigate the direction and magnitude of the correlations between the four main variables: leadership style, organizational support, employee well-being, and employee performance. The table illustrates that all variables are positively and statistically

related at the 0.01 level (2-tailed), indicating that increases in one variable are associated with increases in the others. The leadership style had a moderate positive relationship with employee well-being ($r = .360$, $p<.01$) and employee performance ($r = .448$, $p<.01$), indicating that effective leadership promotes better well-being and performance in employees. However, its relationship with organizational support was weaker ($r = .195$, $p<.01$), although it remained statistically significant. Organizational support showed a modest although significant relationship with employee well-being ($r = .153$, $p<.01$) and employee performance ($r = .171$, $p<.01$), indicating that those who perceive greater support from their organization are likely to have better well-being and job performance. Employee well-being showed a modest and significant relationship with employee performance ($r = .417$, $p<.01$), indicating that those with better psychological and emotional health are more likely to be productive and effective in their jobs. The findings suggest that developing a good leadership climate, organizational support, and well-being programs may play a significant role in improving employee performance within the automotive industry. Overall correlation analysis supports hypothesis defined below:

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H1: There is a significant relationship between leadership style and employee performance.

H2: There is a statistically significant but weak positive relationship between organizational support and employee performance.

H3: There is a significant relationship between employee well-being and employee performance.

4.7 Hierarchical Regression

Hierarchical regression analysis, a theoretically or conceptually driven method of adding independent variables to the regression model in blocks or steps, was employed to test the hypotheses. This is a statistically valid model-building method that minimizes the likelihood of inflated Type I error rates inherent in stepwise regression procedures that fail to account for repeated testing (Petrocelli, 2003). Employing the correct degrees of freedom for each block entry, the SPSS output in Appendix 5 indicates the contribution each step of the model makes to the overall variance in the dependent variable.

4.7.1 Relationship between Leadership Style and Employee Performance

Table 4.5

Results of the Linear Regression Analysis with Leadership Style as Predictors of Employee Performance (N=180)

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Leadership Style	0.363	0.076	0.332	4.782	0.001

a. Dependent Variable: Employee Performance

A linear regression analysis was conducted to assess the impact of leadership style on employee performance based on responses from 180 respondents. The results show a significant positive relationship between leadership style and employee performance. The unstandardized coefficient (B) was 0.363, which means that for every one-unit increase in leadership style, employee performance is likely to increase by 0.363 units, ceteris paribus. The standardized beta coefficient (β) was 0.332, which shows a moderate positive impact of leadership style on employee

performance. The t-value was 4.782, and the p-value was 0.001, meaning that the relationship is statistically significant at the 0.01 level. These facts support the premise that leadership style has a significant effect on employee performance improvement. As such, good leadership has a significant improvement on employee outcomes in Malaysia's automotive sector. Therefore, the foregoing results confirm the hypothesis H1.

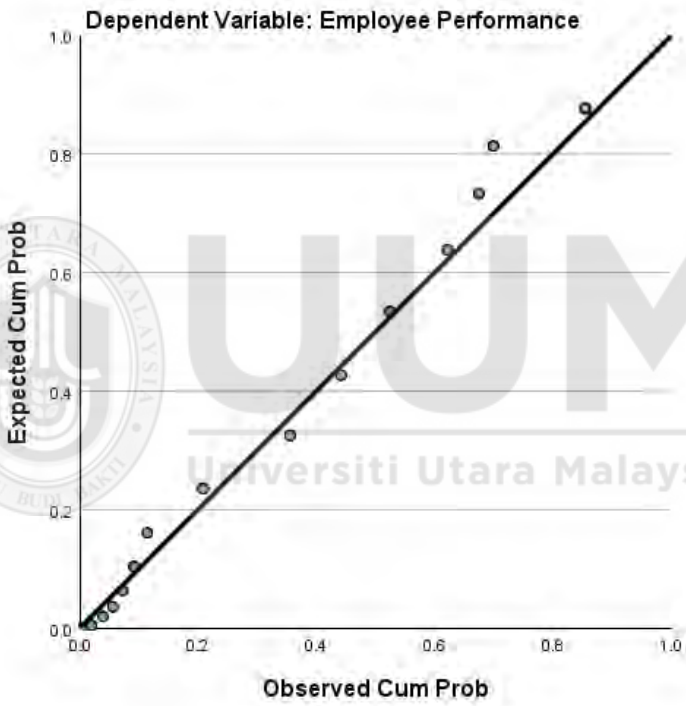

Figure 4.5

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance; Predicator: Leadership Style

4.7.2 Relationship between Organizational Support and Employee Performance

Table 4.6

Results of the Linear Regression Analysis with Organizational Support as Predictors of Employee Performance (N=180)

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Organizational Support	0.092	0.097	0.062	0.944	0.347

a. Dependent Variable: Employee Performance

A linear regression analysis was conducted to examine the influence of organizational support on employee performance based on the responses of 180 participants. The results indicated a positive but statistically nonsignificant correlation between organizational support and employee performance. The unstandardized coefficient (B) was 0.092, meaning that an increase of one unit in perceived organizational support corresponds to an increase of only 0.092 units in employee performance when all other factors are held constant. The standardized beta coefficient (β) was 0.062, denoting a very slight positive impact. The t-value was 0.944 and the p-value was 0.347, which is above the conventional significance level of 0.05. This finding implies that the correlation between organizational support and employee performance is not statistically significant within the framework of this research. The results do not support Hypothesis H2, which presumed a significant relationship between organizational support and employee performance. While there has been a positive trend, the evidence is not strong enough to deduce that organizational support directly affects employee performance in the framework of this study.

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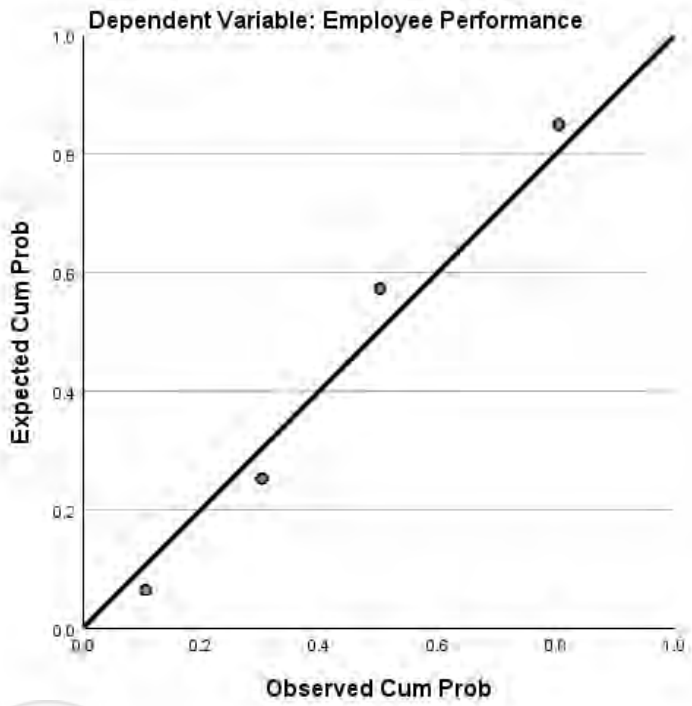

Figure 4.6

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance; Predicator: Organizational Support

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4.7.3 Relationship between Employee Well-Being and Employee Performance

Table 4.7

Results of the Linear Regression Analysis with Employee Well-Being as Predictors of Employee Performance (N=180)

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Employee Well-Being	0.242	0.058	0.288	4.180	0.001

a. Dependent Variable: Employee Performance

A linear regression test was performed in order to analyze the effect of employee well-being on employee performance based on data collected from 180 respondents. The results showed a positive and statistically significant correlation between the two constructs. The unstandardized coefficient (B) was found to be 0.242, which means an increase in employee well-being by one unit is related to an increase in employee performance by 0.242 units when all other variables are held constant. The standardized beta coefficient (β) was found to be 0.288, indicating a moderate positive effect of employee well-being on work performance. The test yielded a t-value of 4.180 and a p-value of 0.001, which is well below the 0.01 level of statistical significance. The results confirm that the correlation is statistically significant. The findings validate Hypothesis H3, which predicted a significant relationship between employee well-being and employee performance. Evidence indicates that employees with greater well-being are more likely to exhibit increased performance in their jobs.

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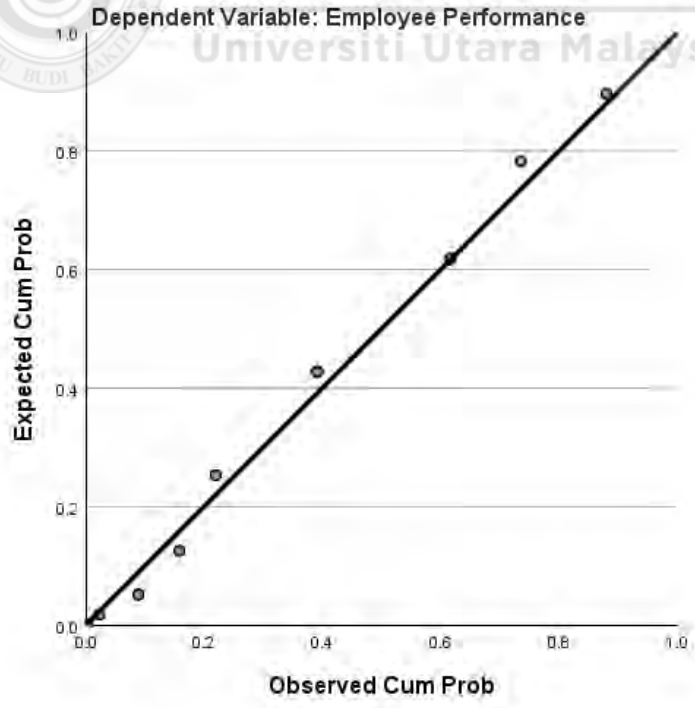

Figure 4.7

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance; Predicator: Employee Well-Being

4.8 Summary of Hypothesis Results

Summary of the Hypothesis

Hypothesis	Statement	Analysis
Hypothesis 1	There is a significant relationship between leadership style and employee performance.	Supported
Hypothesis 2	There is no significant relationship between organizational support and employee performance.	Not Supported
Hypothesis 3	There is a significant relationship between employee well-being and employee performance.	Supported

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4.9 Chapter Summary

The findings indicate that employee performance in the Malaysian automotive industry is strongly and positively associated with the organizational climate. The results confirm the assertion that effective leadership is a major determinant of worker productivity in this sector by indicating that leadership style significantly and positively influences employee performance. Employee performance and organizational support were positively related, but the regression test failed to establish a statistically significant relationship. This would imply that organizational support is appreciated but may not improve performance immediately unless combined with other variables such as wellbeing or leadership. Conversely, employee well-being was found to have a significant positive influence on employee performance, which implies that happier individuals are more likely to perform better at the workplace. This conforms to the view that psychological and

emotional well-being is necessary for effective work performance. The chapter summarizes by noting the significance of employee wellbeing and leadership style in improving performance outcomes, thereby confirming the suggested model. Despite the fact that organizational support may not have a direct effect on performance, its significance cannot be underestimated, particularly when coupled with a caring leadership style and genuine concern for employee welfare. These findings offer crucial new knowledge regarding management practice and human resources in Malaysia's automobile industry.

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CHAPTER FIVE: DISCUSSION

5.1 Introduction

This chapter offers a discussion of the findings of the study, eventually arriving at the general conclusions based on the research. The main objective of the research was to investigate the relationship between employee performance at the BMW Kulim Plant in Malaysia's automotive manufacturing industry and the independent variables of leadership style, organizational support, and employee well-being. The findings are discussed based on the intended research objectives. This chapter also discusses the implications, limitations, and recommendations for future study, hence offering insights that may contribute to both academic literature and real-world applications in the automotive sector.

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5.2 Summary of Research

The purpose of this research was to analyze the relationship between leadership style, organizational support, employee well-being, and employee performance in the automotive manufacturing industry in Malaysia, with a specific focus on BMW Kulim Plant employees. The research results are vital to automotive organizations as they help us understand the key areas that may influence and enhance employee performance. The research highlights the importance of developing supportive leadership behavior, ensuring organizational support, and fostering employee well-being to achieve improved productivity and performance outcomes.

i. To examine the relationship between leadership style and employee's performance.
ii. To examine the relationship between organizational support and employee's performance.

iii. To examine the relationship between employee well-being and employee's performance.

5.2.1 Relationship between Leadership Style and Employee Performance

The results reveal that there is a moderately positive relationship between leadership style and employee performance (r = 0.448), which means that effective leadership plays a crucial role in improving the productivity of employees. Leaders who use supportive and motivational approaches create an organizational climate that motivates people to perform to their highest potential. Clear communication, clear direction, and meaningful recognition by leaders may raise employees' motivation, purpose, and involvement in their work, which eventually lead to improved job performance in the organization.

This result agrees with previous research that emphasizes the strong impact of leadership on employees' productivity, including that by Torlak and Kuzey (2019). Workers have less uncertainty when leaders offer clear guidance and support, thereby enabling them to concentrate on their jobs better. Moreover, good leadership encourages cooperation, problem-solving, and teamwork, which all boost productivity outcomes. Strong leadership enhances individual productivity and supports the success of the organization through creating clear performance objectives and a good organizational culture.

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5.2.2 Relationship between Organizational Support and Employee Performance

The results reveal a weak but positive correlation between organizational support and employee performance (r = 0.171), which suggests that organizational support enhances workers' productivity, but its impact may be minimal. Workers might feel somewhat more motivated to enhance their performance whenever they receive a degree of perceived support, including resources, fundamental training, and good working conditions. The weakness of this association suggests that organizational support may not be sufficient to advance performance significantly without the support of other critical factors, such as leadership or individual wellbeing.

While the theoretical model for this idea is supported by previous research, such as Astuty et al. (2020), which highlighted the impact of organizational support on employee productivity and affective commitment, this study found a weak, statistically insignificant correlation between organizational support and employee performance. While the present study does not provide strong empirical support for this hypothesis in the automotive industry, it does not detract from the potential importance of organizational support in achieving outcomes such as employee retention, morale, or job satisfaction. Employers should pursue supportive efforts such as skill development, effective communication, and the provision of a supportive work environment in industries such as automotive manufacturing, where speed and precision are critical. While such programs were not directly linked to performance results in our sample, they can help promote long-term employee engagement and organizational performance.

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5.2.3 Relationship between Employee Well-Being and Employee Performance

There is, according to the research, a moderate positive relationship (r = 0.417) between employee well-being and performance in that individuals with greater levels of well-being are generally more engaged, attentive, and productive at work. Workers who ensure optimum mental and emotional well-being are more likely to exhibit greater motivation, concentration, and energy, all of which enhance performance results. Productivity within the auto sector can gain from a positive working environment that focuses on worker well-being because it can generate work satisfaction, limit stress, and enhance overall morale.

The findings support the claims by Isham et al., that employee happiness has a significant bearing on individual performance and organizational effectiveness. Studies show that happy individuals are better able to handle work problems, remain focused, and consistently perform at high levels over time. Protecting employee well-being is especially vital in the automotive industry, where accuracy, productivity, and dependability are key. The research suggests that in order to achieve a healthier, more productive workforce, organizations need to take proactive steps towards introducing well-being policies, such as work-life balance policies, flexible working schemes, and mental health intervention programs. Through investing in staff wellness, automotive companies can ensure long-term organizational viability and increased productivity.

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5.3 Implications of the Study

Study outcomes influence theoretical and practical attributes.

5.3.1 Theoretical Implications

The aim of this research was to clarify the theoretical connection between employee performance in the Malaysian automotive sector and leadership style, organizational support, and employee well-being. By supporting the assertion that certain organizational characteristics are significant predictors of employee outcomes, particularly performance, the results make theoretical contributions.

The results show a strong and positive relationship between leadership style and employee performance. This is consistent with numerous theoretical frameworks that argue a leader's behavior, be it relationship-oriented or task-oriented, has the potential to affect employees' motivation, clarity of roles, and general productivity (Yukl, 2013). Where leadership styles are seen to be open, fair, and beneficial, employees are likely to feel motivated and a sense of obligation to accomplish their job requirements.

Second, the theoretical basis of the study was supported despite organizational support having minimal impact on performance. The POS theory states that employees feel obligated to return the favor by demonstrating positive work behaviors, including enhanced performance, when they believe that the organization is concerned with their welfare (Eisenberger et al., 1986). Therefore, despite the impact in this instance not being statistically significant, the concept remains theoretically sound for further study.

Thirdly, theoretical models inferring that psychological well-being is responsible for increased vitality, resilience, and cognitive functioning are supported by the significant correlation (r = 0.417) found between job performance and employee well-being. The "happy-productive worker" theory is supported by considerable evidence showing that high levels of well-being result in better job performance (Warr & Nielsen, 2018).

The current research supports a theoretical model of leadership that contends that organizational support, well-being, and leadership behavior play a key role in influencing performance over and above technical or task-related issues alone. Future organizational behavior models are therefore expected to include such interdependent elements, in this way fostering an integrated view of employee effectiveness.

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5.3.2 Managerial Implications

Through highlighting the importance of leadership style, organizational support, and employee well-being, the findings of the research could contribute to the automotive manufacturing sector in the improvement of employees' performance. Top management in auto firms could benefit from the perceptions of this research, particularly in formulating strategies that allow for a resilient, motivated, and productive workforce.

The study shows that employee performance is greatly impacted by the leadership style used. The implication of this result is that management needs to make a priority of developing strong leadership capabilities at every level of the organization. When leaders are consistent, supportive, and clear in their approach, employees are more likely to feel engaged, valued, and committed, leading to improved overall performance. Thus, executives in the automotive industry need to

invest in leadership development programs that align managerial behavior with employee needs and expectations.

Second, our findings suggest that organizational support is also an important basis for employee well-being and long-term engagement, although it played a less overt direct role in our study. Automotive company managers need to provide employees with access to resources, training, and open communication channels to make them feel supported and valued. Talent retention and long-term productivity of teams are enhanced by an inclusive, respectful, and supportive culture.

Thirdly, employee well-being was demonstrated to have a significant effect on performance. Consequently, it is important for automotive organizations to establish an environment that supports mental and physical well-being. This entails fostering work-life balance, minimizing stress, and providing wellness initiatives that provide employees with a sense of security, energy, and support. Employees are thus more likely to exhibit higher motivation, concentration, and production.

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This study has practical implications for managers and employees in the automotive industry. The study provides a basis for upper management to develop evidence-based HR and performance programs, while highlighting the importance of organizational factors that directly affect their professional success. To develop the overall organizational effectiveness, it is suggested that managers develop talents, demonstrate ethical accountability, and foster leadership that is based on emotional intelligence.

The findings stress that it takes a mix of organizational dedication, nurturing leadership, and attention to employee wellness to improve staff performance. By adopting these findings,

managers in the automotive sector in Malaysia can create high-performing teams and enhance organizational resilience in a more competitive environment.

5.4 Limitation of the Study

Despite numerous limitations to be cognizant of, this research offers valuable information regarding the interaction between leadership style, organizational support, employee well-being, and employee performance in the motor vehicle industry.

One of the main limitations is the limited sample coverage, which includes only workers in the automobile industry. The generalizability of the findings might be limited because of this industry-specific focus. Different industries might have different leadership styles, organizational cultures, and employee expectations, each of which might influence the nature and extent of observed interactions.

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The study's reliance on cross-sectional data, which captures employee attitudes at a specific point in time, is another limitation. Although the method allows for the determination of correlations, it cannot assess the causal link between variables under investigation. As a result, the research findings relate to associations instead of causative influences.

Lastly, the findings might also be influenced by the cultural background of where the study was conducted. Based on this research, conducted in Malaysia, cultural norms, leadership expectations, and perceptions of organizational support could potentially differ by country or region. This cultural distinctiveness could restrict the generalizability of the findings across different geographical or cultural settings.

5.5 Recommendation for Future Research

Several avenues for future research are suggested based on the limitations to enhance knowledge of the determinants of employee performance.

For instance, additional studies may extend the research to other sectors such as banking, healthcare, technology, or education. This would be established if the relationships identified in the auto industry are generalized to other industrial and organizational settings.

Second, longitudinal study design should be employed in future research. A more thorough comprehension of leadership style development, organizational support, and employee well-being, along with the long-term impact of these changes on performance, would be an outcome of following employee experiences and perceptions over time. In so doing, scientists could move beyond correlation and start testing causal relationships.

In summary, cross-cultural comparative studies should be included in future research. Through investigating the interaction of organizational norms and cultural values in different countries or regions, it would be possible to gain a better insight into their effect on employee behavior and productivity. These comparative studies would broaden both the theoretical background and practical implications on a global scale.

By adhering to these suggestions, researchers in the future can build upon existing research and provide a more detailed, widely applicable, and culturally sensitive insight into employee performance dynamics.

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5.6 Conclusion

This chapter has presented an overall discussion of the extent to which the primary conclusions of the study are supported by its objectives and hypotheses. Based on the findings, improving employee performance in the automotive industry in Malaysia needs a good leadership style, organizational support, and employee well-being. The positive correlations between these characteristics demonstrate how essential it is to promote an environment in the workplace where employees feel supported, motivated, and secure.

The findings show that leadership is instrumental in determining the performance of employees by providing structure, direction, and inspiration in the workplace. Similarly, organizational support maintains theoretical significance by increasing workers' morale and felt value to the organization despite its lack of statistical significance in our model. At the same time, employee well-being significantly predicts performance such that an emotionally and mentally healthy workforce is more likely to be engaged, productive, and loyal.

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Practically, these findings imply that Malaysian automotive, particularly those in high-performance contexts like the BMW Kulim Plant, should place top priority on designing leadership development programs aimed at improving managerial competencies and strengthening supportive leadership behaviors. To build a long-term and effective workforce, organizations are advised to introduce employee well-being initiatives, including wellness programs, mental health assistance, and flexible work arrangements.

Companies can enhance employees' productivity and long-term operating excellence by adopting those strategies. For enhancing employees' performance and corporate success in the auto sector, this research highlights the interrelation between leadership style, organizational support, and

employees' well-being. It also supports an integrated and human-oriented approach.

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APPENDICES

APPENDIX 1

The Questionnaire

Section 1: Demographic Information

1. **Role within the Organization:**

   Assistant Supervisor ☐

   Leader ☐

   Specialist ☐

   Operator ☐

2. **Years of Experience in the Automotive Sector:**

   Less than 1 year ☐

   1-10 years ☐

   10 - 20 years ☐

   More than 20 years ☐

3. **Department/Division:**

   Production ☐

   Logistic ☐

   Engineering ☐

   Quality ☐

   Others ☐ _____ (Please specify)

4. **Level of Education:**

   SPM ☐

   Sijil ☐

   STPM/STAM/ ☐

   Diploma ☐

   Other ☐ _____ (Please specify)

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Section 2: Leadership

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. My leader inspires me to work towards achieving my best performance ☐
6. My leader motivates me to reach my full potential in my role ☐
7. My leader shows genuine concern for my personal well-being and development. ☐
8. My leader is a role model, embodying the values and behaviors I respect. ☐
9. I receive fair recognition from my leader when I successfully complete my tasks. ☐
10. My leader proactively monitors my work to ensure I meet standards and addresses any issues immediately. ☐
11. My leader usually steps in only if a task does not meet expected results. ☐

Section 3: Organizational Support

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. My organization provides the resources and support needed for me to perform my job well. ☐
13. I believe my organization genuinely cares about my well-being. ☐
14. My organization offers support that helps me balance my work and personal life. ☐

Section 4: Employee Well-Being

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. I feel less stressed and more fulfilled in my role due to my organization's support. ☐
16. I experience a sense of happiness and satisfaction in my daily work environment. ☐
17. My mental and physical well-being benefit from the support and leadership style in my organization. ☐

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Section 5: Employee Productivity

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. I can perform my tasks more efficiently due to the guidance and support from my leader. ☐
19. My productivity has improved because of the supportive environment provided by my organization. ☐
20. The leadership and support I receive enable me to work at my best capacity. ☐

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APPENDIX 2

PROFILE OF RESPONDENTS

Role within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Supervisor	8	4.4	4.4	4.4
	Leader	12	6.7	6.7	11.1
	Specialist	12	6.7	6.7	17.8
	Operator	148	82.2	82.2	100.0
	Total	180	100.0	100.0	

Years of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	40	22.2	22.2	22.2
	1 - 10 years	90	50.0	50.0	72.2
	10 - 20 years	34	18.9	18.9	91.1
	More than 20 years	16	8.9	8.9	100.0
	Total	180	100.0	100.0	

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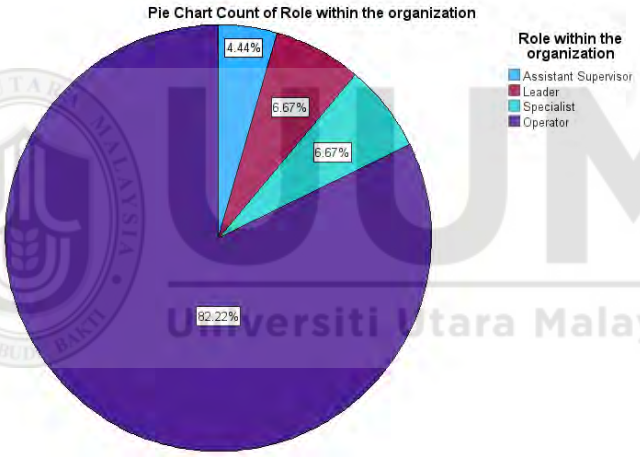
Department/Division

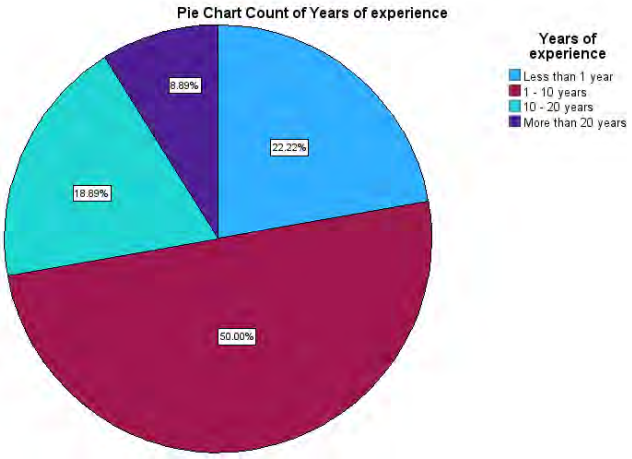
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Production	82	45.6	45.6	45.6
	Logistic	34	18.9	18.9	64.4
	Engineering	42	23.3	23.3	87.8
	Quality	22	12.2	12.2	100.0
	Total	180	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	76	42.2	42.2	42.2
	Sijil	30	16.7	16.7	58.9
	STPM/STAM	14	7.8	7.8	66.7
	Diploma	52	28.9	28.9	95.6
	Other	8	4.4	4.4	100.0
	Total	180	100.0	100.0	

PIE CHART





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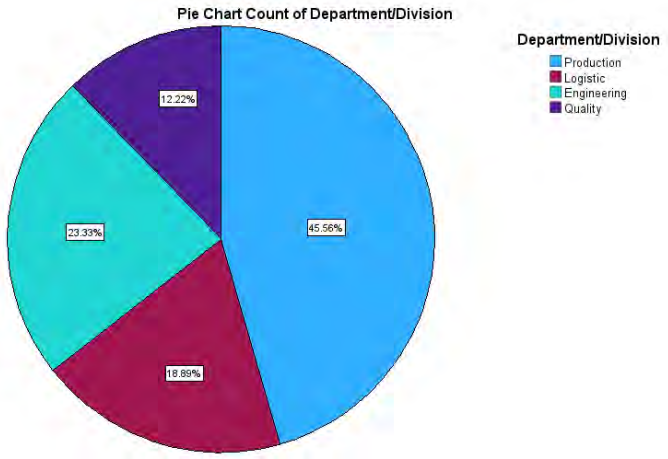

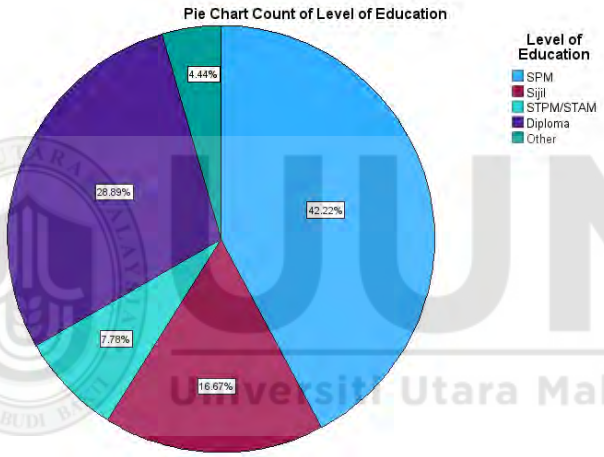

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APPENDIX 3

DESCRIPTIVE ANALYSIS

Leadership Style

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My leader inspires me to work towards achieving my best performanceMy leader inspires me to work towards achieving my best performance	180	2.00	5.00	4.3333	.66853
My leader motivates me to reach my full potential in my role	180	2.00	5.00	4.4722	.63800
My leader shows genuine concern for my personal well-being and development	180	1.00	5.00	4.4500	.63664
My leader is a role model, embodying the values and behaviors I respect	180	1.00	5.00	4.2722	.80384
I receive fair recognition from my leader when I successfully complete my tasks	180	2.00	5.00	4.4222	.66815
My leader proactively monitors my work to ensure I meet standards and addresses any issues immediately	180	3.00	5.00	4.5000	.59326
My leader usually steps in only if a task does not meet expected results	180	2.00	5.00	4.2333	.76297
Valid N (listwise)	180				

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Organizational Support

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My organization provides the resources and support needed for me to perform my job well	180	3.00	5.00	4.5722	.50727
I believe my organization genuinely cares about my well-being	180	3.00	5.00	4.5722	.51817
My organization offers support that helps me balance my work and personal life	180	4.00	5.00	4.6389	.48166
Valid N (listwise)	180				

Employee Well-Being

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I feel less stressed and more fulfilled in my role due to my organization's support	180	2.00	5.00	4.0611	.89170
I experience a sense of happiness and satisfaction in my daily work environment	180	2.00	5.00	4.1889	.66676
My mental and physical well-being benefit from the support and leadership style in my organization	180	2.00	5.00	4.1278	.76246
Valid N (listwise)	180				

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Employee Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I can perform my tasks more efficiently due to the guidance and support from my leader	180	3.00	5.00	4.4333	.66936
My productivity has improved because of the supportive environment provided by my organization	180	2.00	5.00	4.3222	.74486
The leadership and support I receive enable me to work at my best capacity	180	3.00	5.00	4.4889	.62970
Valid N (listwise)	180				

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APPENDIX 4

CORRELATION

Correlations

		Leadership	OrgSupport	WellBeing	Performance
Leadership	Pearson Correlation	1	.195**	.360**	.448**
	Sig. (2-tailed)		.009	<.001	<.001
	N	180	180	180	180
OrgSupport	Pearson Correlation	.195**	1	.153*	.171*
	Sig. (2-tailed)	.009		.040	.022
	N	180	180	180	180
WellBeing	Pearson Correlation	.360**	.153*	1	.417**
	Sig. (2-tailed)	<.001	.040		<.001
	N	180	180	180	180
Performance	Pearson Correlation	.448**	.171*	.417**	1
	Sig. (2-tailed)	<.001	.022	<.001	
	N	180	180	180	180

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

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

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APPENDIX 5

LINEAR REGRESSION

Leadership Style

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.448[a]	.200	.196	.52070	.200	44.626	1	178	<.001	1.629

a. Predictors: (Constant), Leadership

b. Dependent Variable: Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.099	1	12.099	44.626	<.001[b]
	Residual	48.261	178	.271		
	Total	60.360	179			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership

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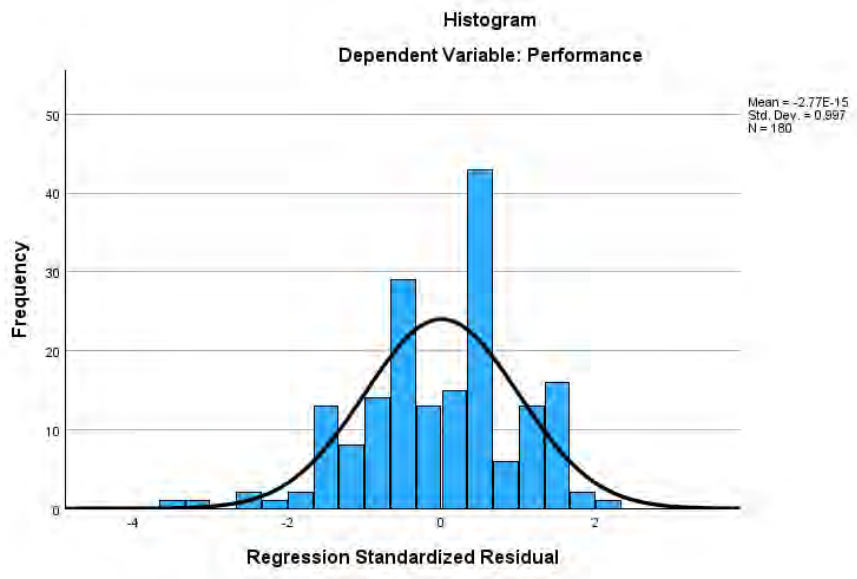
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.269	.324		7.010	<.001		
	Leadership	.490	.073	.448	6.680	<.001	1.000	1.000

a. Dependent Variable: Performance



Organizational Support

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.171[a]	.029	.024	.57376	.029	5.353	1	178	.022	1.571

a. Predictors: (Constant), OrgSupport

b. Dependent Variable: Performance

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ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.762	1	1.762	5.353	.022[b]
	Residual	58.598	178	.329		
	Total	60.360	179			

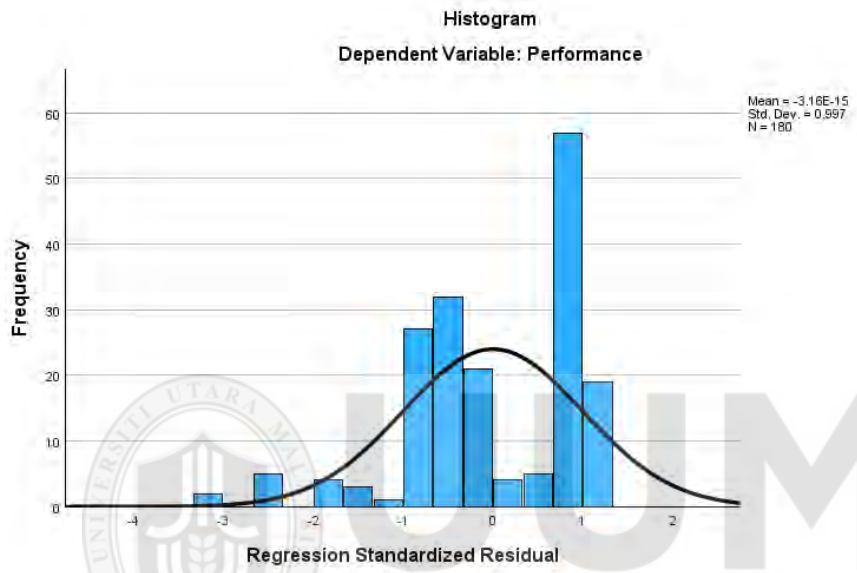
a. Dependent Variable: Performance

b. Predictors: (Constant), OrgSupport

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	3.250	.505		6.429	<.001		
	OrgSupport	.254	.110	.171	2.314	.022	1.000	1.000

a. Dependent Variable: Performance



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Employee Well-Being

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.417[a]	.174	.169	.52929	.174	37.459	1	178	<.001	1.515

a. Predictors: (Constant), WellBeing

b. Dependent Variable: Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.494	1	10.494	37.459	<.001[b]
	Residual	49.866	178	.280		
	Total	60.360	179			

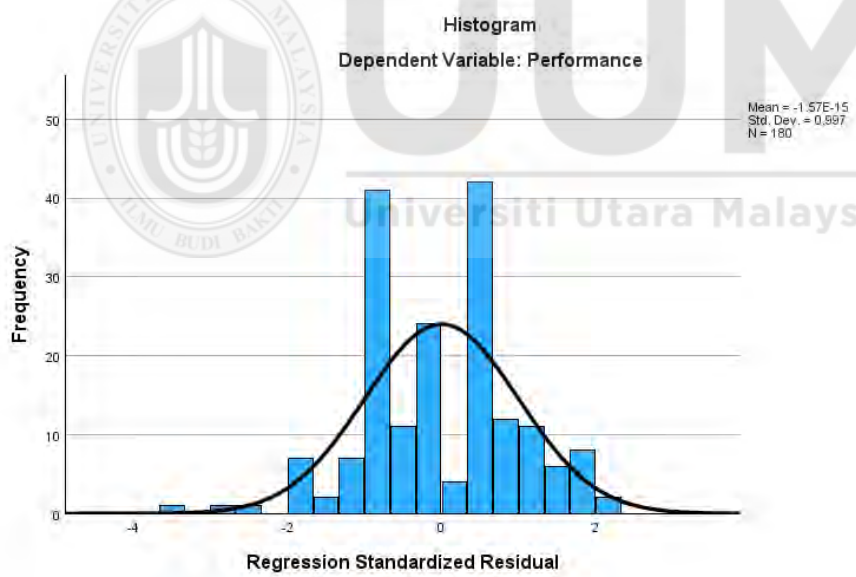
a. Dependent Variable: Performance

b. Predictors: (Constant), WellBeing

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	2.968	.240		12.387	<.001		
	WellBeing	.351	.057	.417	6.120	<.001	1.000	1.000

a. Dependent Variable: Performance



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APPENDIX 6

RELIABILITY ANALYSIS REAL STUDY

Leadership Style

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.893	7

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.383	4.233	4.500	.267	1.063	.011	7
Item Variances	.469	.352	.646	.294	1.836	.011	7
Inter-Item Correlations	.543	.333	.795	.461	2.385	.014	7

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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.6833	13.815	3.71690	7

Organizational Support

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.675	.674	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.594	4.572	4.639	.067	1.015	.001	3
Item Variances	.253	.232	.268	.036	1.157	.000	3
Inter-Item Correlations	.408	.302	.497	.195	1.647	.008	3

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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.7833	1.377	1.17362	3

Employee Well-Being

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.874	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.126	4.061	4.189	.128	1.031	.004	3
Item Variances	.607	.445	.795	.351	1.789	.031	3
Inter-Item Correlations	.698	.662	.754	.092	1.139	.002	3

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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.3778	4.292	2.07177	3

Employee Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.808	.811	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.415	4.322	4.489	.167	1.039	.007	3
Item Variances	.466	.397	.555	.158	1.399	.007	3
Inter-Item Correlations	.588	.542	.675	.133	1.246	.005	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.2444	3.035	1.74209	3

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