



The Impact of Leadership Training and Development on Employee Job Performance in Manufacturing Sector, Malaysia

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ABSTRACT

The research was carried out to explore the influence of leadership training and development on employee job performance. Leadership is an expertise that drives groups of people to act towards a shared aim. It is a process of motivating and enabling people to work energetically towards goals. Leadership is vital because it develops a clear vision and communicates effectively with subordinates and co-workers. A company must develop its leaders and managers with strong leadership skills. This research aims to evaluate the influence of leadership training and development for managers on employee performance. About 68 workers have been picked as a sample. A quantitative research design was adopted, and a questionnaire was used to collect the primary data. The convenience sampling approach was chosen. The reliability test used Cronbach's alpha, and the result was determined to be 0.627. Based on the correlation and regression results, where $p < 0.00$, leadership training and development significantly influence work performance. Thus, the author concluded that practical leadership training and development for managers lead to high employee work performance.

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1. INTRODUCTION

In the context of globalization and rapidly changing economies, organizations have to compete in a challenging and uncertain operating environment. In addition, they need to make rapid changes to remain competitive at such a high level of complexity. It is becoming increasingly important for firms to ensure a competitive and dynamic workforce excited about developing and evolving in the rapidly changing market before taking these changes to remain sustainable in competition (Ali, Shen, Shi-Jie, Rahman, and Anisur. 2018) . Employees are the best asset of every firm because they may impact a company's reputation and could negatively affect its profitability. The large bulk of work that must be carried out, as well as customer satisfaction and quality of products and services, are often entrusted to workers. The performance of employees is a strategic multidimensional construct for an organization, as it allows the achievement of organizational objectives to be directed by their efficiency and effectiveness

in improving working results (Trisnawati, Mareni, and Sudja, 2018).

Various aspects might affect employee performance toward attaining the company's goals. However, leaders and leadership traits play a crucial part. Leadership plays an important role in motivating workers to improve performance. For the achievement of objectives and improvements in performance, staff needs to be directed and influenced by leadership. Perfect planning, policy, and equipment with the latest technology owned by an organization are only meaningful if it has driver factors, namely leadership (Zuama, Sudiardhita, and Wolor, 2023). Within the direct relationship with subordinates, leadership skills are central to a manager's role. The leadership process involves interaction between managers and their staff to influence them to achieve the company's objectives (Zuama et al., 2023; Gary, 2005). For people who want to become a leader in the future, leadership is one critical skill that will make them an effective leader for their organization (Overbay, 2017). Research has shown that

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for a leader to be effective at any level, they must possess certain innate qualities known as "leadership skills," which may be honed through training (Mohamad & Silong, 2008). However, ineffective leadership is often to blame when a company falls short of its objectives (Mundhe, 2018).

Leaders and workers alike need to hone their capacity for leadership to meet the performance and motivational challenges posed by today's rapid economic shifts. Leadership development and training are essential to maintain these abilities, and workers continue improving their output. Investing in quality leadership development programs may significantly impact organizational success and staff productivity. Amkor Technology Malaysia Sdn Bhd sees a direct correlation between its leadership development programs and the productivity of its employees. Outsourced semiconductor packaging and testing services may be found at Amkor Technology Malaysia Sdn Bhd, located in Banting, Selangor. Amkor, founded in 1968, is a key manufacturing partner for many of the world's major semiconductor businesses, foundries, and electronics original equipment manufacturers (OEMs). Package design and development, wafer probe and package testing, wafer bumping and redistribution, assembly, and final testing are all available from Amkor. It is purely a manufacturing sector that relies on an effective workforce. As a manufacturing company, Amkor Technology Malaysia faced high employee turnover issues. Amkor found that lack of leadership skills among managers and employee engagement were the main factors for this increased turnover rate. Thus, they decided to implement various leadership training and development programs for their managers to develop their skills.

This study will outline the organization on the employee's expectation of leadership skills and the effectiveness of leadership training that has been conducted on employee performance in the manufacturing sector. Measuring the effectiveness will help the organization develop more comprehensive training and development programs to build leadership skills. A robust leadership training program through education plays a pivotal role in shaping effective leaders by providing them with the necessary knowledge, skills, and perspectives to navigate complex organizational landscapes (Peng Lean Chong et al. 2024). Such training fosters self-awareness, helping leaders understand their strengths, weaknesses, and leadership style, thereby enabling them to leverage their strengths effectively while addressing areas for improvement. Additionally, leadership education cultivates critical thinking, problem-solving abilities, and emotional intelligence, empowering leaders to make informed decisions, navigate challenges, and inspire their teams towards shared goals (Ng, P.K. et al., 2023). Moreover, exposure to diverse leadership theories, case studies, and real-world scenarios equips leaders with a versatile toolkit to adapt to evolving environments and effectively lead diverse teams. Overall, leadership training via education not only imparts essential competencies but also instils a sense of responsibility, ethics, and vision, thereby shaping leaders who are not only competent but also compassionate and visionary in their approach (Chong, P. L et al., 2022) Effective leadership plays a crucial role in enhancing automation and improving the yield of the manufacturing sector. A competent leader fosters a culture of innovation and continuous improvement, encouraging the exploration and implementation of automation technologies to streamline processes and increase

efficiency. By investing in advanced automation systems, Internet of Things (IoT) system, low power sensors and robotics, leaders can optimize production workflows, reduce cycle times, minimize errors, and enhance product quality (Peng Lean Chong et al., 2023; Chong, P. L., et al., 2022; Mohammed Adel Al-badani, et al., 2023, Chong, P. L., et al., 2022, Mohammed Adel Al-badani, et al., 2023). Moreover, effective leadership promotes collaboration between cross-functional teams, including engineers, technicians, and data analysts, to identify automation opportunities and tailor solutions to specific manufacturing needs. Additionally, strong leadership ensures that employees receive adequate training and support to adapt to new technologies such as internet of things, artificial intelligence and machine learning, fostering a workforce that is agile, skilled, and capable of maximizing the potential of automated systems (Krishna S. R., et al., 2024, Sannasy, K., et al., 2024, Basir, R., et al., 2024). Furthermore, by emphasizing data-driven decision-making and performance metrics, effective leaders can monitor production processes in real-time, identify bottlenecks, and implement corrective actions promptly to improve overall yield and profitability. In essence, effective leadership drives the strategic adoption and integration of automation technologies, ultimately leading to enhanced productivity, competitiveness, and sustainability in the manufacturing sector.

Therefore, the author analyzed the impact of leadership training and development on employee performance in Amkor Technology Malaysia Sdn Bhd. To further understand and obtain more in-depth and detailed information, the following research question will be addressed on the topic research: Is there a significant relationship between leadership training and development on employee performance in Amkor Technology Malaysia Sdn Bhd?

2. LITERATURE REVIEW

The purpose of this section is to discuss the conceptual and empirical studies that have been performed on the study variables, as well as any prior research that has been done on this issue by other writers.

2.1 Employee's Job Performance

According to the literature (Zuama et al., 2023; Nassazi, 2013), employee performance is defined as the outcome of persons in terms of process, outcomes, relevance, and success. Productivity, efficiency, effectiveness, quality, and regular attendance at work are cited as indicators of success by Arinanye (2015). Performance management is the strategic approach to boosting organizational efficacy via increasing the performance of people working in the organization or the total accomplishment of a given job assessed against pre-selected criteria of accuracy, cost, and speed. Employee performance is "the quality and quantity of work achieved by employees in performing their duties by the responsibilities assigned" (Trisnawati et al., 2018). Moreover, performance is actual conduct demonstrated by all individuals and is measured by the outcomes that workers produce in their organizational roles. Poor performers perceive their jobs as tedious and unpleasant, leading to forced labor (Halawi & Haydar, 2018). In contrast, high performers are loyal to their employers and like coming to work. In light of these factors, it is believed that management within organizations must pay close attention to employee performance by analyzing the factors

that affect it. Managers' performance may be enhanced in part via the provision of adequate leadership training.

2.2 Leadership Training and Development

A leader's knowledge, skills, talents, and other factors may all be improved via training programs. Traditionally, this training has improved the organization by preparing its members to take on leadership responsibilities and participate in leadership processes (Lacerenza et al., 2017). Training in leadership strategies, such as assertive communication, motivational approaches, and coaching, may help managers take their management game to the next level. Their leadership significantly influences the attitude of workers toward their occupations. Today's leaders must adapt to new roles, and their leadership styles will determine whether or not their organizations succeed (Trisnawati et al., 2018). Mintzberg (2010) argues that genuine leaders inspire loyalty from their followers by demonstrating humility and care in their actions. Leaders acquire their abilities via training and development instead of leaders by born. As stated by Kishore and Fonceca (2023), training is an effective way to deal with changes brought on by technical progress, market rivalry, and organizational restructuring. Most significantly, it plays a critical role in improving employee performance. Training and development programs are designed to boost efficiency at all levels of an organization and its employees. On the other hand, training is often connected with more rapid improvements in organizational performance via organized instruction (Kishore

Fonceca, 2023) as opposed to development, which is associated with the achievement of longer-term organizational and human objectives. When someone receives training, they may close the gap between their current level of growth and their full potential.

2.3 Impact of Leadership Training on Job Performance

Kishore and Fonceca (2023) studied "Impact of Training and Development on Employee Performance in a paper manufacturing company with 150 employees. This study aimed to evaluate the relationship between training and employee performance. The findings indicate a strong correlation between training and development and employee performance. Training has been shown to increase production at Pakistan's Electricity Supply Company by Sabir, Akhtar, Bukhari, Nasir, and Ahmed (2014). Training also has a substantial influence on the performance of employees, as shown in research done by Mamo (2020) on a sample of workers at a commercial bank in Ethiopia. Twelve managers of a Fortune 500 business were taught by Hardre and Reeve (2009) how to improve their autonomy-supportive actions. The experimental group's managers showed a statistically significant increase in autonomy-supportive behaviors compared to the control group's managers on post-tests administered five weeks after training. Employees reported feeling more empowered and invested in their work. Employee performance and the success of the company as a whole may benefit from training in areas such as decision-making, collaboration, problem-solving, and interpersonal interactions, as argued by Rohan & Madhumita (2012). Improvements in performance and positive behavioral changes are two positive outcomes of training (Satterfield & Hughes, 2007). Many studies have shown that investing in an employee's training and development leads to better results in work performance (Trisnawati et al., 2018; Habon et al., 2019;

Ghalawat et al., 2020; Christiana et al., 2021). The researcher concludes that leadership training significantly affects worker performance based on the findings of many prior studies. Leadership development and employee performance both benefit from formal training. However, the majority of research examined standard training programs for employees. Research on leadership development is quite limited. As a result, researchers choose to conduct this study to examine the impact of leadership development programs on job performance.

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



Fig. 1. Research Framework

3. RESEARCH METHOD

This study adopted a quantitative design and employed survey techniques. The type of data used in this study is primary data. This research is survey research that uses a questionnaire to collect respondent feedback. Data on leadership training and employee job performance was collected by distributing questionnaires to respondents via Google Forms.

3.1 Population and Sample

Amkor Technology Malaysia Sdn Bhd in Banting, Selangor, was the chosen location for this research. Over 1,000 employees are working in this sector as a whole. The production department, which has 132 people, was chosen as the study sample. The convenience sampling method was adopted. The author gathered information from a readily available manufacturing department responder. 68 employees responded to the survey. The selection of this division was based on the fact that it is the most important or produces the most tangible results for the company. Moreover, the turnover rate is high in this department as well.

3.2 Data Collection Tool

The researcher utilizes the questionnaire and five Likert Scale to determine the impact of training and development on employee performance. The questionnaire was distributed through Google form, making it easier for the employees to participate using their smartphones. Two variables are examined in this study: leadership training and development and job performance. Leadership training and development six items were adopted and modified from a study conducted by Karim, Choudhury, Musfi, and Wasib (2019) on the impact of training and development on employees' performance. Meanwhile, job performance's five items were adopted and modified from a master study conducted by Sit Hassanah (2013) on "Work Stress and Job Performance of Employees in the System Operation Department at Tenaga Nasional Berhad.

Table 1. Variable Measurement

Variables	Measurement
Leadership Training and Development	1. My organization provided enough training and development programs for the managers to achieve the goals
	2. My company offers more frequent leadership training to managers/team leaders.
	3. The leadership training and development program positively impacts my manager's behaviors.
	4. Leadership training improves a manager's skills, knowledge, and attitude.
	5. Leadership training helps the manager to communicate effectively with their subordinates.
	6. Leadership training enhances company productivity and performance.
Job performance	1. The work which my leader assigned can complete on time.
	2. I meet and fulfill all formal requirements of the job
	3. I am always complaining about performance work
	4. I am satisfied with my job environment
	5. I am happy to recommend this job to my friends and family

4. RESULT AND DISCUSSION

In this section, we examined and emphasized the results and conclusions from the analysis of the data gathered from the respondents. Pearson's Correlation Coefficient and Multiple Regressions were used to examine the gathered data.

4.1 Demographic Profile

A total of 68 respondents answered the questionnaire from the production department of Amkor Technology Sdn Bhd. Based on Table 2 below, there are 66% of female employees participated in this study and the rest are males. Besides, the respondents are mostly from age 25 to 35 years old. Only 10% of employees are 45 years old and above. By education level, there were 40 employees are degree holders. The second highest is diploma holders which consist of 26%. For the employment period, most employees fall into the category above 5 years, which is as many as 29 (42.65%) employees. Employees with 1 to 3 years employment period recorded second highest in this study which is 22 from a total of 68 employees.

Table 2. Demographic profile

Demographic profile	Frequency	Percent	
Gender	Female	45	66.18
	Male	23	33.82
Age	Below 25 years old	3	4.41
	25-35 years old	39	57.35
	35 - 45 years old	19	27.94
	45 and above	7	10.29
Education level	SPM	2	2.94
	Diploma	18	26.47
	Degree	40	58.82
	Master & above	8	11.76
Employment period	Below 1 year	6	8.82
	1 -3 years	22	30.88
	3 - 5 years	11	16.18
	Above 5 years	29	42.65

4.2 Reliability Analysis

In this study, a reliability test was conducted to test the validity of the questionnaire used. Table 3 shows the reliability value (Cronbach's Alpha) obtained for the variable leadership training and job performance. A variable can be said to be valid if it has a Cronbach Alpha value above 0.06 (Sekaran, 2013). Based on Table 3, the overall questionnaire including the demographic part has a reliability value of 0.627 which is acceptable. Besides, variable leadership training and development (0.75) and job performance (0.62) have a value above 0.6, which shows a high level of good.

Table 3. Reliability output using SPSS

Variables	Cronbach's Alpha	No of items
Leadership Training and Development	0.750	6
Job performance	0.622	5
Overall Questionnaire	0.627	15

4.3 Hypothesis Testing

In this study, the researcher adopted correlation analysis and linear regression to evaluate the hypothesis whether accepted or rejected.

• Pearson Correlation

The purpose of Pearson's correlation is to identify the relationship between two or more persistent variables. Pearson's value ranges from 0 (no correlation) to 1 (perfect correlation). According to Siti Hassanah (2013), a correlation of 0.80 or higher is statistically significant. One possible

theoretical value for the correlation between two variables is 1.0 (plus 1), which would indicate a perfect positive correlation, while -1.0 (minus 1) would indicate a perfect negative correlation.

Table 4. Correlation result from SPSS

		Leadership Training and Development	Job performance
Leadership Training and Development	Pearson Correlation	1	.477**
	Sig. (2-tailed)		.000
	N	68	68
Job performance	Pearson Correlation	.477**	1
	Sig. (2-tailed)	.000	
	N	68	68

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

H1: There is a significant relationship between leadership training and development and employee job performance.

Table 4, shows there is a correlation between leadership training and employee job performance, which a value $p < 0.05$ (.000). the correlation value was 0.0477 which is significant at the 0.01 level. It can be concluded that there was a moderate relationship between leadership training and development programs and employee job performance. Besides, both variable has a positive relationship as the value shows a positive value. It means when the firms increased the number of trainings, employees' performance also will be improved. The hypothesis of this study is acceptable.

• *Linear Regression*

The investigation of relationships between a dependent variable and a set of independent variables is the domain of regression analysis, which is a highly adaptable method. It's an effort to determine whether or not a connection really exists. In order to make predictions about the values of a dependent variable that is either continuous, interval -scaled, or ratio-scaled, regression analysis may be used (Siti Hassanah, 2013).

Table 5. Linear Regression Result from SPSS

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	1.293	.224			5.780	.000
Leadership Training and Development	.462	.105	.477		4.414	.000

a. Dependent Variable: Job performance

b. R square = 0.228, Adjusted R Square = .216. F= 19.480

Based on Table 5, the value P shows there is a significant relationship between leadership training and development and employee job performance. The R-squared value indicates how well the dependent variable (job performance) can be predicted by the independent variable (leadership development training). This percentage shows that the leadership training and development variable explains just 22.8% of the variation in employee performance on the job. Taking into consideration the total number of predictor variables, the model still explains 21.6% of the variation in job performance, as shown by the adjusted R-squared.

Table 5. Linear Regression (ANOVA) Result from SPSS

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.450	1	4.450	19.480	.000 ^b
Residual	15.079	66	.228		
Total	19.529	67			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Leadership Training and Development

The F value = 19,480 when the Mean Square Regression (4,450) is divided by the Mean Square Residual (0.228). The associated p-value with this F value is extremely small (0.000). Since the p-value is less than the alpha value of 0.05, it can be concluded that the independent variables predict the dependent variable with reliability. Therefore, leadership training and development variables can be used to reliably predict employee job performance. Hypothesis accepted.

4.4 Discussion

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

Based on the correlation and regression result, the p values < 0.05 (0.00) show that the independent variable (leadership training and development) and dependent variable (employee's job performance) has a significant positive relationship. This is in accordance with the prior studies discussed in the literature review part. This study's results supported the finding in research conducted by Kishore and Fonceca (2023) on the impact of Training and Development on Employee Performance in a paper manufacturing company with 150 employees.

The result is also parallel with the respondent's answers in questionnaires. More than 75% of employees agreed that the company provided enough training and development programs for the managers in order to achieve the company goals and objectives. Managers who have received solid leadership training are more likely to establish open lines of communication with their staff. This was supported by the employee's response to the statement "Leadership training and development program have positive impacts on my manager's behaviors" in the questionnaire. There are 51 out of 68 employees agreed on this. Its means leadership training the way managers handle and motivate employees. In a similar vein, 56 out of 68 workers believed that leadership training aids managers in their ability to communicate effectively with their subordinates.

There were 66 (97%) out of 68 employees agreed that the work which was assigned by my leader can complete on time. Managers with proper leadership training will have the ability to effectively manage their staff and help them accomplish their objectives. This is because managers are aware of their employee's abilities and the possible outcomes of their tasks. As a result, they will provide workable objectives and targets for their staff. Besides, 68% of employees said that they were satisfied with their job environment and 72% of employees will recommend this job to their family and friends. This result shows that the managers have strong leadership skills which are developed through training and development programs.

5. CONCLUSION

The results of an examination of the data conducted using SPSS and a questionnaire indicate that leadership training and development have a greater effect on the work performance of employees. The findings of this research offer an organization with valuable insight into the ways in which leadership training may improve the motivation and performance of its employees.

Effective leaders make dreams come true. It's more than just putting people to work so a company can achieve its objectives. This is the pinnacle of moral excellence and eminent leadership. Total quality management and team operations rely heavily on this sort of pioneering work. Additionally, it can make up for the lost knowledge of middle management due to employee reductions. Leadership in modern organizations is discussed, along with a generic procedure for defining it, discovering it, and cultivating it. For an organization to have leaders who can effectively take on problems and steer its performance, leadership development must be deeply ingrained in its culture. Managers in today's organizations must possess strong leadership qualities in order to build high-performing teams from scratch and maintain oversight over the larger swaths of responsibility that remain after employee losses. Leadership is integral to the support actions. Refocused training and development programs may help aspiring leaders succeed. Employees might be inspired to go into leadership positions via leadership training. The quality of an organization's leadership determines how far it goes, expects the unexpected, adapts quickly, grasps opportunities, and inspires the team to greater output.

The researcher is aware that there are certain barriers to achieving their goal of completing this study. To begin, this research only employs one independent variable, which is leadership training and development, to assess employee performance, although there are still a great many factors that may be explored in order to create better results. The variable leadership training and development based on the company's current issues led to insufficient utilization of prior studies. This research relies solely on a questionnaire for data collection. The ultimate result will be affected if the employees' responses are not genuine.

Several suggestions for future study emerge from the results of the a forementioned analysis and discussion. The HR division may benefit the company by providing additional opportunities for workers to grow as leaders. Everyone in the company, from upper management on down, should be encouraged to take part in this kind of training so that they may all improve their leadership abilities. Employees may

become more self-reliant and productive as a result. Future researchers, they might benefit from including more variables in the job performance measurement, such as incentives, recognitions, and leadership style. Future scholars may examine this issue using a variety of research methodologies, including interviews, observations, and even quasi-experimental designs. The more approaches used, the deeper the understanding gained.

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