

**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**



**LEADERSHIP COMPENTECY AND EMPLOYEE PERFORMANCE IN  
ORGANISATION, A CASE STUDY OF BRADARAN NAJIB MAHIB  
WASHING MATERIAL AND ANTI SEPTIC PRODUCTION AND PACKING  
SERVICE**

**MASTER'S THESIS**

**Ahmad Noman Haidari**

**Department of Business  
Business Administration Program**

**MAY, 2023**



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**Business Administration Program**

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**MAY, 2023**

**APPROVAL PAGE**

## **DECLARATION**

I hereby declare with respect that the study “Leadership Competency and Employee Performance in Organisation, A Case Study of Bradaran Najib Mahib Washing Material and Anti Septic Production and Packing Service”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

Ahmad Noman Haidari

## **FOREWORD**

I'd like to praise God for allowing me to put this piece of work together and for providing me with the knowledge to finish this program.

My heartfelt gratitude goes to my supervisor for his help in the completion of this paper.

I'd like to express my gratitude to my dear sisters and siblings for their fortitude, courage, and interest in my schooling.

Thanks are also extended to the University instructors for their assistance during my years of education at the university.

MAY, 2023

Ahmad Noman Haidari

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**ABSTRACT**

Every supervisor are expected to have some leadership skills in today's world, where external changes are increasing. The study's goal is to determine the relationship between leadership competence and staff success. The independent and dependent variables in this research are leadership skills and employee success concepts, respectively. Employee success is defined as meeting the corporate aims and targets of a specific job. Employee success will be evaluated against previously established criteria of accuracy, completeness, expense, and speed in this research. The research centers on how managerial leadership competencies influence ethical conduct, human capital growth, and communication competency in the workplace. The quantitative technique was utilized throughout the research project. The target group, sample size, selection method, data collection tools, tool validity and reliability, data gathering and protocols, statistical techniques, and ethical problems were all thoroughly considered in the study. The research was carried out at the Najib Mohib business. A target a group of people, or a population, situations, or things that share observable traits and are being studied. The study community totals 3700 workers, including administrative and supervisory staff. Management competence had an overall favorable and statistically significant impact of 76.3% on worker satisfaction, according to the findings. Furthermore, the results indicate that being ethical has a statistically significant and positive impact on staff performance in the business of 73.6%. According to the study's findings, enhancing employees' communication skills had a statistically significant beneficial effect on employee performance of 78.6%. Employee productivity increased by a massive 75.4% as a result of investments in human capital. The study is intended to contribute to current knowledge leadership and strategy literature and to the commercial sector.

**Keyword:** Management and strategy, Leadership competency, Employee performance



**ÖRGÜTLERDE LİDERLİK YETKİNLİĞİ VE ÇALIŞAN  
PERFORMANSI: YIKAMA MALZEMESİ, ANTİSEPTİK  
ÜRETİM VE PAKETLEME HİZMETİ SUNAN BRADARAN  
NAJİB MAHİB İŞLETMESİNE İLİŞKİN BİR ÖRNEK  
İNCELEMESİ**

**ÖZET**

Çevresel değişimlerin hız kazandığı günümüz dünyasına tüm yöneticilerin bir takım liderlik yetkinlikleri sergilemesi beklenmektedir. Çalışmada, liderlik yetkinliği ve çalışan performansı arasındaki ilişkinin ölçülmesi amaçlanmaktadır. Kavramsal olarak, bu çalışma sırasıyla bağımsız ve bağımlı değişkenler olarak liderlik yetkinlikleri ve çalışan performansı kavramları şeklinde değerlendirilmektedir. Çalışan performansı, belirli bir görevin örgütsel amaç ve hedeflere ulaşmasıdır. Bu çalışmada çalışan performansı önceden bilinen doğruluk, eksiksizlik, maliyet ve hız standartlarına göre ölçülecektir. Çalışmada, yönetsel liderlik yetkinlikleri, etik davranışa etkisi, insan sermayesi gelişimi ve iletişim yetkinliğinin şirkette çalışan performansını nasıl etkilediğine odaklanılmıştır. Araştırma nicel yöntemle yürütülmüştür. Araştırmada hedef kitle, örneklem büyüklüğü, örnekleme prosedürü, veri toplama araçları, araçların geçerliliği ve güvenilirliği, veri toplama ve prosedürleri, veri analiz teknikleri, etik hususlar dikkatle uygulanmıştır. Çalışma Najib Mohib isimli işletmede yapılmıştır. Hedef popülasyon, araştırılmakta olan ortak gözlemlenebilir özelliklere sahip bireyler, olaylar veya nesnelere oluşan bir gruptur. Araştırmanın toplam evrenini idari ve denetleyici personel dahil olmak üzere toplam 3700 çalışan oluşturmaktadır. Bulgulara göre yönetim yetkinliği çalışan performansı üzerinde %76,3 istatistiksel olarak anlamlı ve pozitif etkiye sahip olmuştur. Ayrıca bulgular, etik davranışın şirketteki çalışan performansı üzerinde istatistiksel olarak %73,6 oranında anlamlı ve olumlu bir etkiye sahip olduğunu göstermektedir. Çalışma, insan sermayesi gelişiminin çalışan performansı üzerinde %75,4 istatistiksel olarak anlamlı ve pozitif etkiye sahip olduğunu ve iletişim

yetkinliđinin alıřan performansı zerinde %78,6 istatistiksel olarak anlamlı ve pozitif etkiye sahip olduđunu bulmuřtur. Arařtırmanın mevcut ynetim ve strateji literatrne ve iř dnyasına katkı sunacađı dřnlmektedir.

**Anahtar Kelimeler:** Ynetim ve strateji, Liderlik yetkinliđi, alıřan performansı

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## **I. INTRODUCTION**

The research centers on managerial ability and employee performance in businesses, using Bradaran Najib Mohib, a washing materials and anti-septic manufacturing and packaging company, as a case study. This section includes the introduction, study background, issue assertion, the aim regarding the aims, research questions, scope, significance, and conceptual setting of the study.

### **A. Background of the study**

This study's conceptual framework is led by the concepts of leadership abilities and employee success as independent and dependent variables, respectively as well as behavioral traits, views, motives, and opinions. They are behavioral records of people's work duties. For their skill and effectiveness, (Billings & Bernard, 2019) stick out the definition of qualification is "requirements of a specific class of work tasks." Competence is described as "a type of human capital or human resource capable of being converted into productivity.

Changes within organizations are occurring with greater frequency. Workers must be more flexible as they emerge at a faster rate. Leaders play an important role in modeling all the beliefs, behaviors, and ideas that employees are supposed to have. Leaders must ensure that changes in the workplace are accepted and executed in such a way that they result in not only improved job performance but also general understanding and satisfaction among all workers. Consequently, for changes to be implemented successfully, it is reasonable to establish key workers' standards for what they should accomplish and how they should conduct (Alola et al., 2018). According to (Bluemke & Mueller, 2011), there are a handful of leadership competencies that have been shown time and time again to be essential for successful leadership. These include competency groups for vision and goal setting, interpersonal skills, self-awareness, and technological competency in the specifics of the business where the supervisor works. Additionally, frequently cited competencies include honesty/integrity, communication, technical, diversity consciousness,

developing others, result-orientation, change management, interpersonal skill, problem solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, and, more recently, emotional intelligence, societal and environmental adaptability (Hyung et al., 2010).

Competence, in its various meanings and readings, can be defined as cognitive, functional, and social abilities and skills, as well as all individual resources for finishing tasks in different areas, gaining necessary knowledge, and achieving outstanding results. Every competency is composed of a set of interconnected cognitive and practical skills, knowledge, motivation, values orientation, beliefs, feelings, and other social and behavioral components that must be applied for the school or organization to function correctly. Several studies have been conducted on leadership styles and work happiness. However, empirical proof linking communication skill to leadership and job happiness is rare in business studies. Through this research, they aim to clarify the components of finance sector leadership styles and speech skills (Maresova et al., 2018). Managing a university like a private company is tough, but adopting and applying private sector management tools to higher education administration is doable and necessary (Asree & Zain, 2017). As soon as the significance of managerial abilities has been acknowledged and recognized, it is extremely important to figure out how the concept relates to the specific responsibilities of those who oversee schools, colleges, institutes, or divisions. This can help clarify problems and abilities linked to management responsibilities. Furthermore, it is critical to determine which workers in a company must have which competencies for which positions (Beheshtifar, 2016). Even after identifying such competencies and people, finding the best method to provide those competencies for better work performance remains difficult. Employers use skills to distinguish between extraordinary and mediocre or poor performance. This is because skills stretch beyond defining and evaluating work accomplishment.

## **B. Statement of the Problem**

Global businesses have created methods for increasing employee performance as a means of providing firms with the necessary asset base and

resources to improve organizational performance. The aim is to successfully manage resources to increase efficiency. Despite substantial resource investment, the staff at these many companies has not performed to expectations, as demonstrated by the numerous losses and value reductions among the businesses that are still operational. As demonstrated by 64% of the stated objective staying unfulfilled, the company's success falls short of expectations (Maresova et al., 2018). Consequently, declining staff performance has become a source of growing concern about failing to reach scheduled objectives on time. Given the conditions, one might wonder if the workers held the required competencies to carry out their responsibilities. Companies have grumbled about financial fraud, employee insecurity, increased absenteeism, and a failure to deliver appropriate teaching programs across the three merged institutions, which have served as a secure haven for the increasing demand to change leadership, especially top management (Maresova et al., 2018). Complaints about top management, especially the top manager's failure to show good leadership skills, resulted in a high attrition of university staff, with some choosing not to attend to their valued job responsibilities. Consequently, the goal of this study is to investigate the relationship between management skills and employee performance at Najib Mohib Washing Materials and Anti-septic Production and Packaging Company. This study is based on the leadership competence measures that (Barnabas, 2016) made. These include Influencing and Motivating, Learning, Managing, Envisioning, Collaborating, Starting, Ethical Behavior, Developing Human Capital, Communicating, Making Decisions, and Changing Competencies. This study's metrics were built around four management skills: ethical conduct, human resource development, and collaboration.

### 1.3 The study objectives.

As will be seen in the following, the objectives of the research are both broad and specific.

#### **1. Specific Objective**

Below are the study's broad and specific aims.

1) To assess the impact of management ability on employee performance at Najib Mohib's cleansing and anti-septic production and packing business.

2) To investigate the impact of ethical conduct (leadership) on employee performance at Najib Mohib, a manufacturer and packager of cleansing goods and

antiseptics.

3) Evaluate the impact of human capital development on employee success at Najib Mohib washing materials, anti-septic manufacturing, and packing.

4) Assess the impact of communication skills on employee performance at Najib Mohib washing materials, antiseptic manufacturing, and packing.

### **Hypothesis**

**H<sub>1</sub>:** There is significant and positive effect of managing competency on employee performance.

**H<sub>2</sub>:** There is significant and positive effect of ethical behavior (leadership) on employee performance.

**H<sub>3</sub>:** There is significant and positive effect of human capital development on employee performance.

**H<sub>4</sub>:** There is significant and positive effect of communication competence on employee performance.

### **C. Scope of the study**

The study was conducted at the Najib Mohib washing materials, anti-septic production, and packaging company. The study investigated how managerial leadership abilities, ethical behavior, human capital development, and communication skills affect employee performance in the workplace.

The study was carried out over an eight-month span, from February to August 2022, because the requirement is within those months, and they provide sufficient information for the research. The research gathered data for the study from 2016 to 2020.

### **D. Significance of the study**

The research was conducted in its entirety at the Najib Mohib washing materials, anti-septic manufacturing, and packing firm. The research investigated how managerial leadership abilities, ethical behavior, human capital development, and communication skills impact workplace employee success.

Because the requirement is within those months and they provide adequate material for the research, the study was conducted over an eight-month period, from February to August 2022 from 2016 to 2020, data was collected for the project.

### E. Conceptual framework

The conceptual framework for the study of managerial abilities and employee performance demonstrates the relationship between independent and dependent factors.

#### Independent Variable IV

#### Dependent Variable (DV)

#### Management Competencies

#### Employee Performance

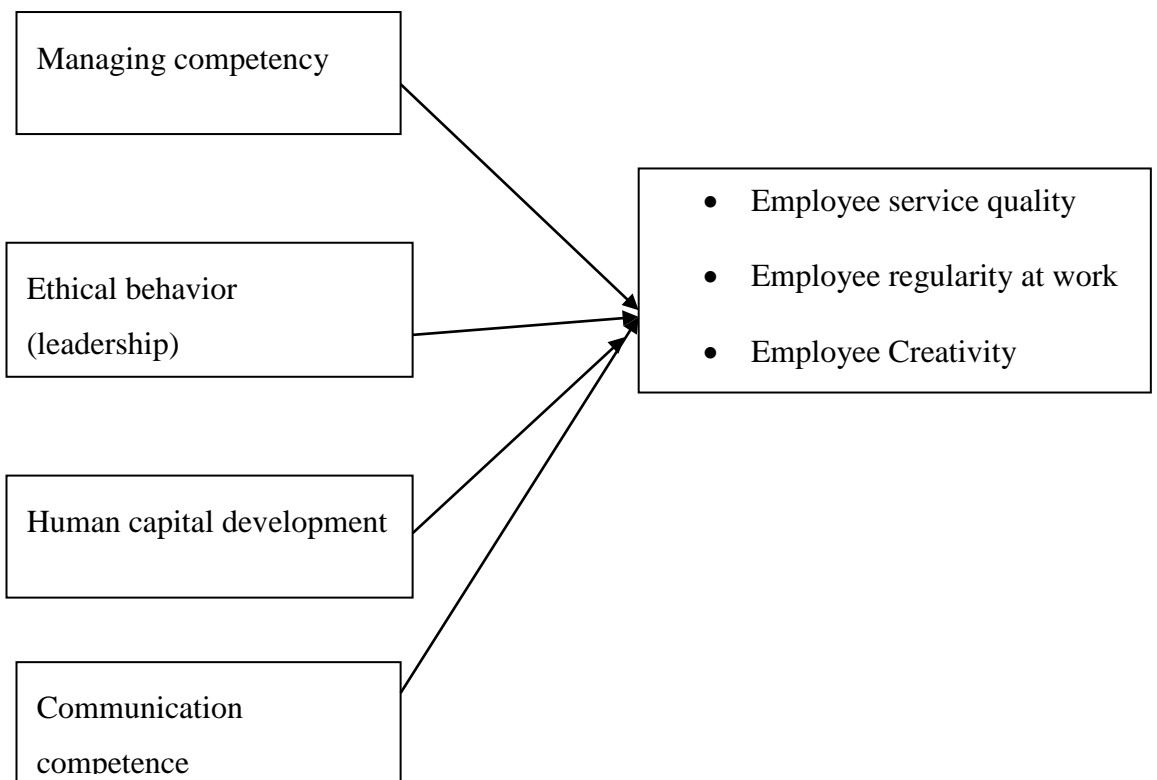


Figure 1. Conceptual framework

### F. Operational definition of terms

Improved results can be attributed to a leader's possession of certain traits. The skills, habits, motivations, knowledge, and attitudes needed for successful people management are referred to as management competencies. When management competencies are established, they promote better leadership and

contribute to business success (Ndulue, 2010).

Communication is the process by which ideas are passed from one person to another using a particular medium and are comprehended by the recipients (Nebo et al., 2015).

Performance is how well a given job is done based on standards for accuracy, thoroughness, cost, and speed that have already been set. A contract defines performance as the completion of a job in such a way that the performer is relieved of all contractual obligations (Allen et al., 2010).

## **II. LITERATURE REVIEW**

### **A. Introduction**

This chapter presents previous academic works on money management techniques and achievement. The chapter starts with a conceptual review, then moves on to an empirical review based on the objectives, and lastly, research gaps are identified.

### **B. Effect of Managing competency on employee performance**

In a study of Kenyan businesses that provide health insurance, recruiting methods improved employee performance. The screening, induction, and interview procedures, according to the researcher, improved job effectiveness found by (Janet , 2019). In a study of Kenyan international institutions, found identical findings. The scholar discovered a link between foreign companies' hiring and recruitment practices and employee success found by (Ramki, 2015).

The use of technology has enhanced the hiring procedure. According to Nikolaou (2021), most businesses use technology to draw many qualified candidates. HR can pick the most eligible prospects from a large group of candidates for a specific position, resulting in improved performance. According to the data collected, the hiring process is associated with greater work accomplishment. Errors, graft, tribalism, and racism have marred hiring in Kenya's government industry (Ombanda, 2018). These issues have a negative impact on both individual and collective achievement. A study of public schools would reveal whether the hiring procedure used at these organizations has an impact on employee success.

Afroz (2018) did research in 14 Bangladeshi institutions on the connection between training and employee success. She demonstrated how providing employees with training can improve their abilities, thereby allowing them to perform their jobs more quickly and efficiently. Al-Momani and Almzary (2015) discovered a link between training and individual work performance in a study to determine the

relationship between training and performance of Malaysian SMEs. Diamantidis & Chatzoglou (2014) used a combined study to show that work training efforts lead to long-term training, self-efficacy, and post-job training success.

In their investigation into whether performance appraisal in NHIF main offices led to better performance, Moraa and Datche (2019) discovered a favorable relationship among performance review and employee performance. According to research of the impacts of performance evaluation on employee production at Kenyan colleges, performance appraisal improves individual productivity, which adds to total business success (Mbiti et al., 2019). According to a survey of 166 employees from Spanish industrial firms, performance evaluation enhances employee behavior such as innovativeness and issue solving. Positive behavior contributes to increased success. If the evaluated employee and the assessor do not get along, the outcome of the evaluation may not result in the expected increase in performance. Employees' work improves when they are evaluated, and job evaluations are regarded favorably.

Onyekwelu, et al.,(2020) discovered that pay practices improved staff enthusiasm, which led in higher output, in a study of Nigerian companies. Actual research backs up these results (Kadir et al., 2019). The researchers conducted 80 interviews with XYZ College instructors to evaluate the relationship between the university's pay policies and teachers' work. They discovered a strong correlation between teachers' performance and the ways of compensation they received.

In research of financial compensation in Nigeria's public sector, that when employees were compensated commensurate with their efforts, their performance improved. The researcher also discovered that the objectives of compensation reform increased employee passion and performance, discovered by (Etebu, 2016). Chang and Hsu (2016) found that spending more than your competitors does makes you more successful in the short run. Salary practices used to outbid rivals, on the other hand, are detrimental to the business in the long run because they increase staff expenditures.



### **C. The Impact of Ethical Leadership on Employee Performance**

Competency management, which also enables the integration of business planning and human resource planning, makes it possible to assess the current human resource capacity based on competencies and to compare that capacity to the capacity needed to realize the organization's vision, purpose, and business goals. Specific human resource strategies, plans, and programs (such as hiring and people; learning; career growth; and transfer management, among others) are planned, created, and implemented to fill gaps. Companies that want to match their workers with company goals must emphasize competency management. However, ensuring that company employees have the necessary skills and abilities to perform their responsibilities on a regular basis can be difficult. There must be a system in place for assessing the current strengths and requirements of the organization, followed by the implementation of any necessary corrective measures. A methodical strategy to gap analysis is competency management.

As a KM approach, competency management is a step-by-step process with the following steps: Identifying and evaluating current staff skills is the first step. Those skills that have a direct effect on the core business activities of the organization are identified and evaluated for their usefulness. The second step is to maintain critical competencies. The present condition of the main knowledge assets (competency and abilities) is then documented, and improvement measures are implemented. Make sure they are spread out properly and evenly throughout the framework. The third stage is to identify any talent shortages or challenges that may be present and hinder the company's ability to accomplish its purpose and objective. This can be done by comparing the current state of the business to its ideal state (Schiuma, 2012).

Employees typically acquire information from colleagues, various kinds of documents, or the internet, according to (Wathananon & Minghwan, 2012). This information is available in many places and forms, and it often takes time to find what is needed, which negatively impacts employee performance. A knowledge map can help you navigate a knowledge environment and find the information you need.

A knowledge map, only guides or assists the user in finding necessary information but does not contain any. As a result, it is an effective method for

sharing knowledge within companies, enabling the formation of groups of people who may share a common worry while also connecting them to specific types of knowledge that they may find helpful. Likewise, knowledge mapping can assist businesses in determining which information is important and whether it should be protected or reviewed considering new issues (Zheng et al., 2010).

According to Alzolo et al., (2020), ethical conduct is critical to a company's success because its workers depend on a significant event of practical leadership style within a corporate setting. A bad model of leadership behavior is like an illness to the ideals of a business.

Ghaffari et al., (2017) examined the link between employee respect and work satisfaction. A perceived lack of confidence and regard leads to lower work satisfaction and dedication to the company's goals and actions. Abdulle and Aydintan, (2019) claim that the study's collaboration metrics, including team member trust, camaraderie, and knowledge sharing, all have a favorable and substantial effect on worker performance. Employee success was found to be linked to teamwork and other team performance metrics (Boakye, 2015). Gender inequality in advancement and pay, according to Hameed and Waheed, (2011), has a negative impact on employee performance. Similarly, Surji, (2014) discovered that the executive team has a beneficial effect on organizational and workplace success. Gautam (2018) discovered a positive relationship between team efficacy and its impact on employee performance in the setting of Nepal. According to Shrestha and Mishra (2011), the relationship between organizational performance and leadership styles and employee adaptability is strong. Unethical conduct, according to Yadav et al., (2016), has a negative impact on the organization's revenue and results in a loss each year. Discipline techniques, according to Schafer (2012), improve punctuality and efficacy. According to Williams and Kedir (2016), corruption can result in a deadweight loss that is detrimental to firm growth, resulting in a loss of welfare and social surplus.

Kuncorowati and Rokhmawati (2018) say that workers' bodies are becoming more controlled, which makes it easier for them to adapt and meet options, standards, and good work and behavior values. In today's competing environment, banks' actions must always focus on teaching a variety of ethical values such as regard, trust, discipline, ethics, responsibilities, and responsibility, among others John et al.,

(2018). Therefore, whether private Nepalese organizations will follow example is doubtful. These scandals and catastrophes have fueled widespread perception that the financial industry is fundamentally flawed. However, as the finance sector becomes more complex, the line between what is and is not lawful becomes increasingly hazy. It has been found that the financial business has a lax attitude toward the observance of professional, ethical, and principled standards and guidelines John et al., (2018). Therefore, research into ethical behavior and job success is becoming increasingly important. Furthermore, while much research has been conducted in the Western context, some research has also been conducted in the Nepalese context. This study examines how value alignment affects people and companies. Furthermore, regard is a critical business trait needed for company recognition, involvement, and a strong atmosphere. The connection between corporate principles and workplace culture is incalculable, and its absence can be disastrous for a business. Respectful treatment improved people's views of being welcomed as citizens of society.

Some team members must have technological knowledge, problem-solving and decision-making skills, as well as interpersonal skills. Similarly, Abdulle and Aydintan (2019) stated that while individuals can assist businesses in achieving their goals or objectives, team goals are the main cause of success. They also found that team trust, collaboration, performance assessment, and incentives all have a major beneficial effect on employee performance. In the workplace, incentives and penalties serve as a token of support for the behavior and deeds.

According to Pratheepkanth (2011), firms must keep competent employees while also inspiring them. This is done through the development of a specific method or way of finding a balance between what is expected and what is given in the form of a specific prize or incentive differential. Workplace managers use discipline to affect or alter their workers' behavior. Despite the desire to remove penalty from company law due to victims' unfavorable responses to the punishment given, it remains in place. According to Pratheepkanth (2011), employees appreciate regulation.

The severity of punishment may not be the most significant element in enhancing people's performance. Punishment, according to Putra and Damayanti (2020), increases the efficiency of business employees.

Kalay (2016) defines "interactional justice" as "justice among employees" and the concept that "justice among employees" educates workers about the foundations of organizational decisions. Interactional justice encompasses workers' attitudes and actions when business decisions are implemented. Kalay (2016) used a sample of 942 instructors from public schools in three Turkish towns to study the effect of procedural justice on staff work performance in Turkey. The study discovered that procedural justice had no influence on employee work efficacy. PLS structural equation modeling (PLS-SEM) techniques were used to evaluate the study hypothesis.

Niazi and Hamid (2016) examined justice's effect on Pakistani bankers' success. The survey got 300 replies from bank employees. Data was gathered using a self-administered questionnaire. PLS structural equation modeling methods (PLS-SEM) were used for statistical data analysis. Interactional justice has a powerful, positive, and substantial relationship with employee performance, according to the findings.

Krishnan et al., (2018) investigated the effect of corporate justice on worker performance in a Malaysian private industrial company. With 142 subjects, the study used a quantitative research technique. The data was examined with correlation and multiple regression, and the findings showed a positive link between interactional justice and employee work performance.

After that, Kalay (2016) investigated the impact of judicial justice on employee work performance. The study was conducted in Turkey, and its participants consisted of 942 public school instructors hailing from three different locations across the country. Structured equation modeling with partial least squares was used to assess the assumptions. (PLS-SEM). The study found that procedural fairness had no discernible impact on work success.

Iqbal et al., (2017) studied the impact of corporate justice on employee performance in Pakistani government firms. A questionnaire was used to collect information from roughly 120 Pakistan Railways employees. Practical selection methods were used on the data. The data was then further examined using correlation and regression analysis. According to the results, distributive justice has a substantial positive impact on employee success. The outcome also showed that procedural justice had no effect on employee success.

Niazi and Hamid, (2016) examined the effect of equity on employee performance in the banking sector in Pakistan. The survey got 300 replies from bank employees. Data was gathered using a self-administered questionnaire. PLS structural equation model methods (PLS-SEM) were used for statistical data analysis. According to the study's results, administrative justice has a positive and numerically significant relationship with employee performance.

#### **D. Effect of human capital development employee performance**

Employee engagement was studied by Otieno et al., (2015) to determine its impact on farming businesses in Kenya. The research was conducted in 14 floral shops in Kenya. A cross-sectional survey was conducted, and split filtration was used. The target population was 2460 persons, and 1888 people responded, yielding a 76.6% answer percentage. Techniques for both qualitative and quantitative data analysis were employed. The study's findings indicate a statistically substantial relationship between employee engagement and company success. At the 1% significance level, the relationship number is 0.533.

To pinpoint the primary factors influencing employee engagement, Dajuni (2015) conducted an observational study in Egypt. With an 81.6% response rate, the focus group for the study included 245 bank workers from different corporate and governmental groups in Cairo, Egypt. A voting mechanism has been developed and tried. A mathematical study was performed. According to the study, employee engagement has a statistically substantial impact on job performance.

Taj and Sanneh (2015) investigated the various facets of employee engagement and their impact on company success in the West African public sector. The research included 327 participants, and data was collected via questionnaires. The poll research technique was employed. According to the data, employee involvement is most affected by several factors, such as leadership. According to the findings, there is a substantial positive relationship between employee engagement and company performance.

Ndulue (2010) examined the effect of training and development on employee performance in a Nigerian government organization. The research relied on secondary sources. The research found that indicators of a need for training included

disinterest in the job, a bad outlook on work, low productivity, tardiness, an excessive absence rate, a high number of customer complaints, a high rate of accidents, and insubordination. The research suggests that everyone involved in training should agree on what abilities and attitudes are missing in the training.

Employee growth and business success: the efficacy of facilitators by (Sherwani, 2016). Quantitative and qualitative research techniques were utilized; for the purpose of data collection, a questionnaire was used; a total of 220 questionnaires were distributed to teachers at the respective schools, and 197 were subsequently returned for an overall response rate of 90%. SPSS was used for data analysis and policy formulation based on the findings to ensure training efficacy and employee success. According to the findings, there is a substantial and favorable relationship between training and organizational performance.

Kirschenbaum and Rapaport (2014) looked at computers all over Europe to find out how training affects choices about security. According to the research, those who have received more training are more likely than those who have gotten less training and a less comprehensive training process to follow norms and standards. The study's findings verified that an employee's real peril experience limits training's ability to predict security choice behavior. The research suggested using modeling to bridge the gap between regulation compliance and practice.

Sahay (2014) investigated how design thinking can be applied to the strategic function of talent acquisition in organizations. Secondary study and writers with less than 20 years of business expertise were used in the scientific analysis. According to the study, the process of relationship building requires managers to adopt a more outward-looking perspective, remain abreast of cutting-edge trends, enhance the company's image, and meet consumer expectations.

Job insecurity was one of the issues that Varuni and Suresh (2014) investigated in the nonprofit sector. (NGOs). The exploratory study gathered raw data from full-time paid workers of well-known big NGOs using structured surveys. According to the findings of the research, recruiting and screening processes should be carefully planned and developed as a component of talent acquisition to obtain competent and appropriate candidates.

Global Recruitment Trend (2016) surveyed 3,894 talent acquisition decision

makers with some financial influence from company Human Resources departments around the globe. Participants in the poll were chosen and reached via email using information from their LinkedIn profiles. According to the survey results, 46% of respondents think that finding applicants in a high-demand talent pool is a barrier to attracting top talent, while only 33% believe that their recruiting quality evaluation techniques are effective.

Scharf and Silveira (2013) performed research to determine the importance of knowledge management (KM) actions taken by one of Santa Catarina's best private security firms, particularly in knowledge, human capital, and creativity. The method of observational study was used. Even though the process has yet to be implemented in Santa Catarina's private security group, the study's findings back KM's feasibility in the sector. Human capital investing is essential in the industry, according to the research, and practices such as arranging processing, keeping knowledge, and communicating should be done with care.

Morakabi and Hendrick's (2012) investigated the connection between skill growth and work satisfaction. The group consisted of 17 individuals. The percentage of return was 70.8 percent. In the inquiry, a case study and an experiment were used to find out more. A questionnaire was used to collect data. The descriptive statics method was used in the research. According to the study's findings, workers have a favorable attitude toward talent development. Mehrabani and Mohamad (2015) conducted research to design a leadership skill development model and measure based on the impact of knowledge sharing on organizational effectiveness. The use of a poll to verify the study's metrics and model is investigated in this article. The dependability and veracity of the specifics were investigated. The findings of the research suggested a structural technique and a metric for measuring leadership ability growth.

Inyang and Abraham (2014) did research on the function of private security firms in Nigeria's Akwa State. A total of 160 respondents were chosen from Akwa Ibom State's Private Security Practitioners and members of the public who live in regions where private security companies operate. According to the research, unregistered and unregulated individuals have entered Nigeria's private security industry. The Private Guard Company Act, according to the study, should be modified to manage a variety of violations, particularly those involving training and

suitable accommodations or working equipment.

Gatoto et al., (2015) conducted research on Service Quality Strategies in Kenya's Private Security Industry. The descriptive research method was used in the investigation. 60 managers from Nyeri County businesses affiliated with the Kenya Security Industrial Association participated in the focus group. According to the research, to enhance service quality, the private security business should establish harmony among service processes. Service quality was influenced by person skill, care procedure, and customer relationships.

Senyuta (2013) looked over the impact of authority on financial success. From 2004 to 2008, secondary data from selected institutions was used in monthly data files. The results showed that as power grew, quantitative measures of bank success got better, but the quality of choices got worse. Kombo et al., (2014) investigated the impact of outsourcing on staff performance in Kisii County Kenya savings and credit unions. To establish if outsourcing affected staff performance, the study used inferential, descriptive, and t-tests to examine factor associations. Effective business sharing, according to the results, improves both corporate and individual success.

Olajide et al., (2016) performed research on power transfer and employee success in Nigeria. The poll was distributed in a systematic way to the right respondents. Both descriptive statistics and regression analysis were used to analyze the data. Delegation of power has a significant impact on employees' efficacy, according to the study's results.

#### **E. Effect of communication competence on employee performance**

Birungi and Fadnes (2020) asserts that discussion is crucial in almost every part of business. In business, excellent speaking skills are important. Many companies place a premium on effective dialogue. Miscommunication, a lack of knowledge, and a decline in employee productivity can all result from a lack of effective communication., and a decrease in business attrition. Employees are dissatisfied with ineffectual conversations, which can lead to strife. Staff who are unable to plainly communicate their thoughts, ideas, and requests will struggle to meet the company's expectations. According to Boakye (2015), if a supervisor is



unable to communicate their ideas effectively, their workers will be ignorant of what is expected of them and will perform their duties correctly. The aggressive handling of complaints annoys the staff, who are frequently left wondering what their true flaws were. A powerful management style and an open attitude toward conversation ensure that employees and supervisors comprehend one another and are more successful at work.

Effective communication helps employees comprehend what is expected of them and what to expect, according to (Dubois & Duquesne, 1993). Employees perform better when they communicate effectively, increasing client loyalty and profit. The strategy of a manager to discussion should be both motivating and successful. If employees completely comprehend the circumstance, they should inform their boss or upper management so that the business can take corrective action. Any issues must be conveyed to both employees and managers. The business environment should encourage effective communication so that workers understand the value of communication for both individual employees and the organization.

Effective communication, job clarity, and clear standards, all help to avoid performance issues. The capacity to respond quickly is critical in management and leadership. Employing people with the necessary knowledge, abilities, and skills is important. You should also make sure that new hires are fully and properly introduced, that training is excellent, that performance is tracked, and that you use the trial period to assess performance and give staff feedback. Provide frequent informal and official learning and performance feedback chances, as well as affirm employment.

According to Lawrie (1990), high success requires effective communication abilities. They are essential throughout the performance management process, from establishing and communicating work standards to recognizing employees' achievements. Performance managers need to build strong working relationships with their employees, make information and comments easy to find, encourage workers to take part in planning and development activities, and recognize and reward top performers. Competent managers tailor their efforts to everyone to ensure that expectations are understood that workers have ample opportunities to excel, that their efforts are recognized and rewarded, and that they are helped to develop their skills. These actions help to foster good working relationships. A routine of frequent,

in-depth evaluation reviews with their workers is established by successful supervisors. The routine should be kept simple, and the casual conversation should center on how the staff and the boss perceive the staff's work and development.

When holding meetings, the focus should not so much be on the past as it should be on the future and what "could be." Specific questions can be useful in assisting workers, discovering their talents, and supporting their development.

When communication fails and the meant message isn't received, it can cost a lot in terms of time, output, and even mood. This is especially difficult for managers who must interact with their workers on a regular basis about employment and behavioral problems. Communication protocols, according to managers and specialists, are critical to business success.

According to Allen I. (1992), there is a strong connection between managers' language and productivity. Even though previous studies have repeatedly shown that management communication is a good predictor of performance Allen I. (1992), it is also conceivable that performance influences the opinions that employees have of management communication, or that the relationship is reciprocal. Because high-level managers set policies and objectives and are thus viewed as firmly supporting the company by lower-level employees, effective communication with management should be especially effective in boosting performance (Eisenberger & Stinglhamber, 2011).

According to Roberts and O'Reilly (1974) and Snyder and Morris (1984), open contact with management may indicate that the company values its employees and their work, enhancing performance. No research has been conducted, however, to investigate the directionality of the link between management communication and achievement, independent of management level. Although organizational support theory suggests that management communication leads to performance, outstanding performance may drive employees to believe that managers interact more favorably. Femi (2014) His study, which was titled "The Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria," investigated the vital connection that exists between communication and worker performance, output, and dedication. He stressed how dialogue affects success.

According to the findings, employee dialogue is a major predictor of business performance in Kenya's horticultural sector. The study was conducted in Kenya's blooming areas. It was aimed at all Kenyan flower farms, but particularly at the 14 Naivasha flower farms that are registered in the KFC database. The researchers interviewed 2460 individuals using a cross-sectional survey study technique and a stratified selection strategy. The data was collected by questionnaires and was subsequently evaluated through the application of quantitative and qualitative data analysis techniques. Topic analysis examined emotional data, while descriptive statistics assessed numeric data. In their research, they used three independent variables: employee communication, employee participation, and human resource procedures.

Another study on the importance of good internal communication to employee motivation and productivity was performed by (Rajhans, 2012). The researcher investigated the relationship between discussion and inspiration, as well as the impact on job efficiency. A comprehensive study and critical analysis of pertinent research and books were conducted as part of the research. The scholar describes Vanaz Engineers Ltd.'s business dialogue and encouraging practices. Interviews with Vanaz Engineers Ltd. employees and communication effort monitoring sheets given to them were the techniques used for this manufacturing company. 10% of the business group, selected at random based on regional patterns, finished the surveys and conversation try sheets. According to the study's results, Vanaz Engineers Ltd. implemented several effective organizational communication practices that assisted in assisting its employees while also increasing their performance and dedication to the organization. In the study, employee motivation was discovered to be the mediating element between business speech and achievement. Udegbe (2012) evaluated the implementation of the investigated "constructs" in another study by using a research instrument that was literature-based and contextualized. Effective business communication increases work satisfaction, income, and public trust among other things by promoting two-way conversation, sharing ideas, giving feedback, and considering communication routes. They collected data from 100 small and large manufacturing and service companies in Lagos State, Nigeria, using a survey method. The findings were evaluated using descriptive statistics, ratios, and t-test analysis. According to the results, business communication has a moderate impact on

organizational success in Nigerian firms. Nebo et al., (2015) conducted a study at Nnamdi Azikiwe University in Awka to determine the significance of effective communication to the success of an organization. The study relied heavily on secondary and primary materials, as well as a survey method. The research team was made up of both academic and non-academic UNIZIK workers. There were 170 non-academic employees and 130 academic employees in the region. The Taro Yamane technique was used to determine a sample size of 166, which was then selected using stratified random sampling. Chi-square was used to test the theory. The researcher investigated two critical aspects of business communication: communication structure and routes, as well as the three Es: economy, effectiveness, and utility. At UNZIK, the research discovered a link between outstanding interpersonal relationships and employee efficacy.

Honubi and Akintaro (2016) conducted a series of observational studies on communication and organizational performance to examine the influence of successful communication on organizational performance. The findings verified the reciprocal benefit of high-performing businesses and effective communication methods. *Effective Internal Communication: A Critical Factor Affecting Employee Performance* was studied by (Bhatia & Balani, 2015). They looked at official and informal communication, as well as upward and downward communication, to examine the connection between internal communication and employee success in public sector companies in Bangalore, Karnataka, India. The questionnaire was completed by a group of 40 respondents as a research instrument to gather data for the study. The study's findings indicate a strong connection between business discourse and employee success. Ali (2016) investigated the influence of internal communication channels on employee effectiveness in Somali non-profit groups. The study examined the effects of downward, upward, and peer-to-peer contact on job performance. A descriptive survey study technique was used in the inquiry. The study included 300 Somali employees from the organization Help Leads to Hope. The experts used stratified random sampling to select 136 workers. The data was analyzed using descriptive and correlation statistics. The findings revealed that downward and peer-to-peer contact had a significant and positive association with employee performance. Additionally, the study discovered that upward communication was ineffective and had no clear connection with employee success.

Another relevant study was performed by Atambo and Momanyi (2016) to examine the Effects of Internal Communication on Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya. The specific objectives of the research were to identify the effects of downhill, upward, and horizontal conversation on employee performance. The study included 256 employees from the South Nyanza Region, with stratified random sampling used to survey 30% of the population. Data was collected using questionnaires and analyzed using the computer-based Statistical Package for Social Sciences. (SPSS). According to the findings, effective communication via these communication frameworks or standards influences performance. As a result, the research discovered that effective discussion could boost employee efficiency.

A similar study at the Badan Pendidikan Dan Pelatihan in Makassar City, Indonesia, on the Effect of Organizational Communication on Employee Performance. Corporate communication at Makassar City's Badan Pendidikan dan Pelatihan is excellent, according to the findings, and has a favorable effect on employee performance. This was disclosed using effective bottom communication, effective upward communication, and effective horizontal communication. The expert took a broad and qualitative strategy. Data was collected in numeric and qualitative formats. Primary data was gathered through observation and writing, and supplementary data was gathered from suitable sources. The population for this research included all 44 employees at Badan Pendidikan dan Plathian in Makassar.

### **III. METHODOLOGY**

#### **A. Introduction**

This section discusses the research layout, the sample of interest, capture and selection process, data collection tools, gadget trial testing, tool reliability and dependability, data gathering and techniques, statistical techniques, and questions of ethics.

#### **B. Research Design**

Mugenda and Mugenda (2003) say that a correlation research plan should, entails the gathering of data for the purpose of evaluating theories or giving answers to research questions based on the current situation. A correlation design was used in the research because it depicts and explains the characteristics of the target group. The purpose of correlation design is to identify and quantify the cause and effect of variable links (Cooper & Schindler, 2003). The research technique was chosen because it can only characterize or explain the relationships that occur between factors, but it cannot alter those relationships. The approach of the research required the use of mainly quantifiable data.

#### **C. People to be reached**

A target society is a comprehensive group of people, events, or things that share observable traits and are being studied (Mugenda & Mugenda, 2003). Employees of Najib Mohib washing materials and anti-septic manufacturing and packing business are the study's target groups. Administrative and technical employees are included in the study group. The study's overall population consists of 3700 workers, including managerial and senior staff.

#### D. Instance size

The term "sample" refers to a representative subset of a broader numbers (Mugenda & Mugenda, 2003). This subset was meticulously chosen. to be representative of the total society in terms of the relevant characteristics. The Krejcie and Morgan figure from 1970 was used to calculate the employee sample number (Krejcie & Morgan, 1970).

Table 1. The research's demographic and amount of sample

Category	Population	Sample size	Sampling strategy	Instrument
Staff	3625	317	Simple random sampling	Questionnaire
Top Administrators	15	2	Purposive Sampling	Questionnaire
Supervisory Staff	60	5	Purposive Sampling	Questionnaire
Total	3700	324		

**Source:** HR report of Najib mohib washing materials and anti-septic production and packaging company.2020

#### E. Sampling Techniques

The method of choosing samples is known as sampling a subset of a community to reflect the complete population of interest. It shortens the time required to finish the study and saves money. It is also practical and representative of the study group (Saunders, Lewis, & Thornhill, 2000). Because there was little evidence, the specialist workers for the research were selected through straightforward random sampling. The material sampled in the research is intended to reach the target group. The sampling technique was intended to reduce errors in determining the actual population. The study employed intentional selection. The technique of purposeful sampling is a not likely selection technique implemented by academics. Also known as critical, selective, or biased sampling. Choose community members to engage in their research based on their personal tastes. To gather information from administrative workers in the research area, purposeful sampling was used. Due to their challenging reach, the result helped in the selection of respondents.

## **F. Equipment for Capturing Info**

To get information, drop-and-pick polls were used. The questionnaire was designed with the goals of the research or hypothesis in mind. Structured polls included questions followed by a catalog of all possible responses, from which respondents selected the one that best suited their situation (Mugenda & Mugenda, 2003). A 5-point Likert scale was used in all the questionnaires. They were created in English for federal employees. These workers were selected for the study because they have precise and reliable data.

## **G. The Instruments' Validity**

Validity refers to an early qualitative process assessment of the research instruments to determine their accuracy and truthfulness in obtaining the intended data for the study (Mugenda & Mugenda, 2003). The extent to which a researcher gauges what he or she intends to measure is referred to as validity. A well-structured poll should yield reliable results. A genuine measure must satisfy two criteria: face validity and content validity. Face validity is the evaluation of whether a measure appears to measure the concept it is supposed to measure on the surface. This requirement should be fulfilled by a metric. The extent to which a measure accurately represents all parts of a notion is referred to as content validity. Respondents were given questionnaires to complete the queries. The surveys were hand-delivered to the recipients. Following the analysis, data was presented in the shape of tables in line with the research questions. The substance validity of the questionnaire was ensured by having it evaluated by subject matter experts. Supervisors who are experts in this area assessed the questionnaire. Face validity was ensured by comparing instruments used in earlier studies when reviewing pertinent literature.

### **1. Tool dependability**

The capacity of an instrument to produce consistent results is at the heart of the concept of reliability. It should be noted that the dependability of a tool is closely linked to its validity. A reliable instrument is a valid weapon. The reliability of an instrument, on the other hand, is autonomous of its reality. It is possible to correctly evaluate the reliability of an instrument. Reliability increased the instruments'



dependability and accuracy. Mugenda and Mugenda (2003) define dependability as "how well a study tool produces reliable findings or data after repeated attempts." The test-retest method was used to ensure the study's dependability. This involved administering the same questionnaire to ten employees over the span of a weekend and evaluating the findings. This is done to determine if the results are consistent.

The survey instruments were subjected to general reliability analysis by calculating the Cronbach Alpha a test with reliability values greater or equivalent to 0.7 is a suitable indication of internal consistency, indicating that items highly correlate among themselves (Mugenda & Mugenda, 2003). This study identified numbers greater than or equivalent to 0.7.

## **H. Methods of Analyzing Data**

We used both quantitative and qualitative data handling techniques. Following the collection of data, it was checked for correctness and appropriateness for analysis. The questionnaire's measurable data was classified and fed into a computer to produce descriptive statistics. The Statistical Software for the Social Sciences software was used to compute descriptive statistics such as percentages, mean, and standard deviation to display measurable data in cross tabulation plots based on the main study subjects. The qualitative data gathered through broad queries was arranged into subjects based on the study objectives and told in story form alongside numerical data. The qualitative data complemented the quantitative statistics. An illustration of an inferential metric is a simple study of regression.

## **I. Ethical Consideration**

The scholar received University permission before arranging the investigation. The letter was sent to all government offices, requesting permission to conduct the research in their offices and verifying that the research was done purely for academic purposes. The researcher received consent from the respondents, and They were assured that the study would be done solely for scholarly purposes and that any private information collected would not be divulged to any illegal third party. The researcher respected people's opinions to keep anonymity.

## **IV. ANALYSIS, INTERPRETATION, AND PRESENTATION OF FINDINGS**

### **A. Getting Started**

This part contains findings from research on organizational leadership and employee success, as well as a case study of the Bradaran Najib Mohib washing materials and anti-septic manufacturing and packing company. The study's findings are intended to test four hypotheses. The chapter is divided into sections based on the fundamental features of the respondents, the internal coherence and normal distribution of the results, factors analysis, independent sample T test for comparing participants, ANOVA test for comparing participants, correlation coefficient, and so on. Mean and standard deviations, and so on. Tables for the scale factors are followed by a simple linear regression analysis on the effect forecast and premise test for the research. The information was gathered from 305 of the 324 respondents who completed and returned the surveys that were the subject of the study's research.

### **B. Respondents' Demographic Characteristics**

This paragraph presents the population features of the respondents purposely to provide an informed perspective on the gender, age, time of work in the organization and income level among the respondents. Table 4.1 displays the outcomes.

#### **Table 4.1: Respondents' demographic characteristics**

Table 4.2 analyzes and presents the various population traits.

**Demographic characteristics of respondents (n=305) are shown in Table 2**

Table 2. Respondents' demographic characteristics

Categories	Frequency	Percentages
Gender	172	56.4
Male	133	43.6
Female		
Age		
20-29 Years	98	32.1
30-39 Years	53	17.4
40-49 Years	50	16.4
50 Years above	104	34.1
Time in Organisation		
Less than 3 years	105	34.4
3-6 years	45	14.8
7-10 Years	61	20.0
10 Years above	94	30.8
Income Level		
400- 900\$	72	23.6
1000\$ -1500\$	66	21.6
1501 – 2000 \$	74	24.3
2001\$ above	93	30.5

The participants' fundamental characteristics are displayed in Table 4.2. Male respondents made up 172 (56.4%) of the total, while female respondents made up 133 (43.6%). The study was acquired from respondents who provided relevant research material, according to the study findings. Gender was not a factor in the research because data was gathered from all interviewees. The institutions examined hire both male and female instructors, according to the results.

According to the information obtained, those respondents aged 20-29 years made up 98(32.1%) of the respondents, those aged 30-39 years made up 53(17.4%) of the respondents, those aged 40-49 years made up 50(16.4%) of the respondents, and those aged 50 years or older made up 104(34.1%) of the respondents. Results of this research reveal that most respondents were adults, and the insights gained from the study have significant implications for improving workers' access to and use of decision-making resources on the job.

Concerning the responses on time of employees work in the company, it was found that those of less than 3 years were 105(34.4%) respondents, those of 3-6 years were 45(14.8%) respondents, those of 7-10 years were 61(20%) respondents and finally those of 10 years above were 94(30.4%) respondents. The findings from the

field indicate that the employees work in the company is based on a known time hence the information attained is deemed significant for the information attained since this have knowledge on the leadership competency in the company.

Finally, findings on the income level of the respondents indicate that majority respondents were in the income level of 2001\$ above who were 93(30.5%) then those of 1501-2000\$ were 74(24.3%) of the respondents, then those of 1000\$ to 1500\$ were 66(21.6%) of the respondent's and finally 72(23.6%) respondent's. The findings for the study show that information from the field was attained from employees from the different income groups in the organizations. The findings show that data was attained in the information for the study.

### C. Internal uniformity, dependability, and regular distribution outcomes

In determining the internal consistency reliability and normal distribution, the researcher employed skewness and Kurtosis as shown in Table 4.2

Table 3. Internal consistency reliability and normal distribution results

	Skewness	Kurtosis	Cronbach's Alpha
Managing Competence	-.164	-.788	.857
Ethical Behavior	-.189	-.963	.798
Human capital development	-.153	-.941	.887
Communication competence	-.180	-.914	.619
Employee Performance	-.137	-.954	.901

The Cronbach's alpha internal consistency coefficient, shown in Table 4.2, was computed to evaluate the tool's internal consistency reliability. This demonstrated that the five variables were bigger than previously known. dependability value of .60 in social sciences. Values higher than 0.6- are regarded as reliable for the instrument, and thus research on the concept of tool is regarded as valid for the study.

The Cronbach's alpha internal consistency coefficient values obtained are 0.857, 0.789, 0.887, 0.619 and 0.901 for the variables Managing Competence, Ethical Behavior, Human capital development, Communication competence and Employee Performance respectively. Since these values are above .60 that is our

criteria, we can conclude that our variable are reliable for further research and analysis.

#### D. Factor Analysis

The study component includes the confirmatory production and dependability analysis tests, which are made up of the various scales used in the study scales. Each of the four categories of leadership competency had five items: managing competency, ethical competency, Human resource Development, and speaking competency. There were nine elements in the employee evaluation construct. The research must first evaluate the premise based on the KMO measure for the sample based on the explained variation percentages shown in Table 4.3. set to validate that the items for the study are valid and reliable from the scale.

##### 1. Exploratory Factor Analysis

Table 4. Exploratory Factor Analysis

Items	Managing Competency	Item Loading	Explained Variance %
MC1	The manager handles operations and provides direction.	.710	18.17
MC2	Mangers see that a job is completed.	.726	
MC3	Mangers set goals and organizes work effectively.	.720	
MC4	Manager is always organizing, planning and responsible use of finances.	.747	
MC5	Manger is willingness to change to meet organizational needs	.727	
	Ethical competency		
EC1	The leaders are of great integrity	.756	
EC2	The leaders are respectful of other leaders	.734	
EC3	The leaders here are trustworthy	.784	
EC4	There leaders here exercise fairness in their work	.757	
EC5	The leaders in this company are transparent in their working	.750	
	Human capital Development		16.70
I1	Leaders expands human capacity through development programs	.726	
I2	Leaders generates opportunities for individual growth and economic performance	.774	
I3	Leader Identifies the next generation of leaders	.761	

Table 4. (con) Exploratory Factor Analysis

Items	Managing Competency	Item Loading	Explained Variance %
I4	Leaders make awareness of Diversity- Understanding of your own diversity	.738	
I5	Leaders empowering and support others	.677	
	Communication Competency		15.41
A1	My manger speaks openly and directly about performance problems with others.	.756	
A2	My manager Listens to suggestions and comments and makes changes if the situation allows it.	.779	
A3	My manager communicates the organization's values in terms of specific statements on specific issues.	.776	
A4	My manager communicates to explore issues and develop solutions	.733	
A5	My manager expresses oneself effectively both orally and in written Employee Performance	.685	27.06
Ep1	I feel dedication, seriousness and ability to take responsibility.	.729	
Ep2	I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.	.741	
Ep3	I do my work according to specific policies and procedures	.691	
Ep4	Planning the work before starting its implementation contributes to setting the goals that need to be achieved.	.722	
Ep5	I have the ability to plan my work and its accomplishment according to the planned schedule.	.699	
Ep6	Planning the work before starting its implementation gives me a sense of comfort.	.629	
Ep7	Am careful or keen to make changes in the working methods of each period	.706	
Ep8	I stay away from repeating what others do in solving work-related problems.	.705	
Ep9	I have the ability to put forward ideas and solutions rapidly to face work-related problems.	.708	
	P-value		0.007

The confirmatory output and dependability analysis tests, which are made up

of the different scales used in the study scales, are part of the study component. There were five elements in each of the four areas of leadership competency: managing competency, social competency, human resource development, and speaking competency. The employee assessment design had nine components. The hypothesis must first be evaluated using the KMO measure for the sample based on the explained variance percentages shown in Table 4.3.

## **2. Confirmatory Factor Analysis**

To conduct first level confirmation analysis, CFA was used in conjunction with the SPSS AMOS software. Because of the study's investigation, detailed fit values were obtained. The primary goal of assessing the measurement model is to determine how well empirical markers capture latent component reliability (Musil, Jones, Warner, 1998). Maximum likelihood estimation was used in the fundamental model to set parameters and assess the adequacy of the predicted model. Structural equation models are used to reveal tiny, statistically inconsequential Chi-square numbers. RLRs of around 2: 1 or 3: 1 are indicative of good match. It is difficult to evaluate the insignificant values for the chi-square test, which can be inflated with large sample sizes, particularly above 100, so a close examination of the mode was made with the prediction of that are less dependent on the sample size, such as goodness of fit, normalized fit index, comparative fit index, and goodness of fit index. The degree of error introduced by oversimplifying a model can be quantified using the root-mean-squared error estimate (RMSEA). Values greater than 0.05 are considered optimal, while values between 0.05 and 0.08 are considered midlevel (Kaplan, 2000).

The fact that the coefficient between the latent variable and the empirical constructs is between 0.5 and 1 shows that the markers can be well connected in the latent variables. Path coefficients are computed using the t-test and the expected features of the relationship with the obtained compared values. A T value greater than 2 shows that the categories are statistically significant and substantially different from zero. Each endogenous variable's error or inexplicable variance was investigated.

The Confirmatory Factor Analysis confirmed the structure revealed by EFA. This discovery also shows that the dimensions drawn from the texts are statistically

validated. Figure 4.1 shows the model drawn from CFA.

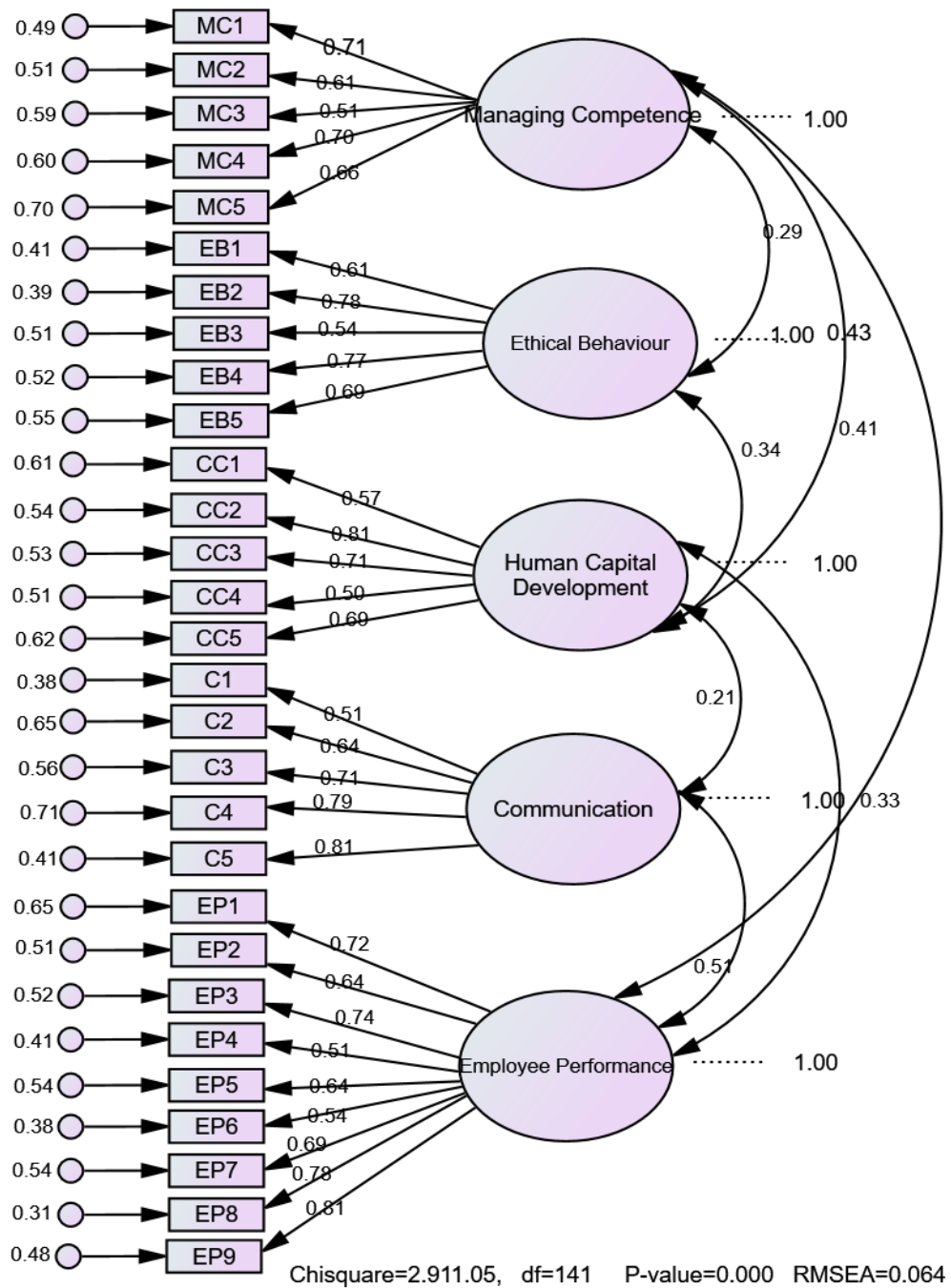


Figure 2. Initial-Level Confirmatory Factor Evaluation

### E. Independent T.Tests comparison

The demographic characteristics of the respondents were used in conjunction with one-way analysis of variance and the Independent T test comparison to determine if there is a statistically significant difference between the scale elements.



Table 5. Independent T. Tests comparison

	Group Statistics		Mean	Std. Deviation	T	Df	Sig. (2-tailed)
	Gender	N					
Managing Competence	Male	172	3.0919	.97197	-2.853	89.29	.005
	Female	133	3.7669	1.03020			
Ethical Behavior	Male	172	3.2012	1.07093	-3.168	152	.004
	Female	133	3.6932	1.08699			
Human capital development	Male	172	3.2558	1.03919	-2.840	152	.009
	Female	133	3.8150	1.00683			
Communication competence	Male	172	3.2186	1.05171	-3.413	152	.002
	Female	133	3.7865	1.03783			
Employee Performance	Male	172	3.2642	.97779	-2.862	152	.008
	Female	133	3.8755	1.00857			

Table 4.4 displays the findings. There was a significant change achieved. There was a disparity between male and female respondents in the research on the aspect of managing skill. (P- 0.005), ethical conduct had a substantial difference with 0.004, human capital development had (0.009), communication competency had (0.002), and employee success had (.008). The study's results demonstrate a strong relationship between gender (male and female) and all five study variables.

#### F. ANOVA test for comparing Participants

The researcher wanted to see if there was a substantial difference between the factors under investigation and the general characteristics of the respondents. The study's results are shared.

**1. ANOVA analysis of Managing Competence, Ethical Behavior, Human capital development, Communication competence and Employee Performance with age of the respondents**

Table 6. ANOVA analysis of factors and age of respondents

		Sum of Squares	df	Mean Square	F	P
Managing Competence	Between Groups	60.069	3	20.023	21.85	.000
	Within Groups	275.754	301	.916		
	Total	335.822	304			
Ethical Behavior	Between Groups	40.156	3	13.385	12.20	.000
	Within Groups	330.089	301	1.097		
	Total	370.244	304			
Human capital development	Between Groups	42.829	3	14.276	14.36	.000
	Within Groups	299.101	301	.994		
	Total	341.930	304			
Communication competence	Between Groups	56.857	3	18.952	19.10	.000
	Within Groups	298.645	301	.992		
	Total	355.502	304			
Employee Performance	Between Groups	45.427	3	15.142	16.25	.000
	Within Groups	280.361	301	.931		
	Total	325.788	304			

Table 4.6 results indicate that the demographic trait of respondents in regard to age of the respondent's with the five factors of managing competence, ethical behaviors, human capital development, communication competence and employee performance with the age of respondent's, because all the factors had the p-values of below 0.05, It implies that there was no substantial variation between age demographic characteristics and study variables.

**2. ANOVA analysis of Managing Competence, Ethical Behavior, Human capital development, Communication competence and Employee Performance with time of work of the respondents**

Table 7. ANOVA analysis of factors and time of work of respondents

		Sum of Squares	df	Mean Square	F	Sig.
Managing Competence	Between Groups	67.675	3	22.558	25.322	.000
	Within Groups	268.148	301	.891		
	Total	335.822	304			
Ethical Behavior	Between Groups	79.478	3	26.493	27.425	.000
	Within Groups	290.766	301	.966		
	Total	370.244	304			
Human capital development	Between Groups	52.695	3	17.565	18.279	.000
	Within Groups	289.235	301	.961		
	Total	341.930	304			
Communication competence	Between Groups	62.503	3	20.834	21.403	.000
	Within Groups	292.999	301	.973		
	Total	355.502	304			
Employee Performance	Between Groups	55.881	3	18.627	20.773	.000
	Within Groups	269.907	301	.897		
	Total	325.788	304			

In light of the findings presented in Table 4.7 indicate that the demographic trait of respondent's in regard to time of work in the organization for the respondent's with the five factors of managing competence, ethical behaviors, human capital development, communication competence and employee performance with time of work for the respondent's, because all the factors had the p-values of below 0.05, It implies that there was no substantial variation between the respondents' demographic characteristics and hours of employment and the research factors.

### 3. ANOVA analysis of Managing Competence, Ethical Behavior, Human capital development, Communication competence and Employee Performance with income of the respondents

Table 8. ANOVA analysis of factors and income level of respondents

		Sum of Squares	df	Mean Square	F	Sig.
Managing Competence	Between Groups	40.285	3	13.428	13.676	.000
	Within Groups	295.537	301	.982		
	Total	335.822	304			
Ethical Behavior	Between Groups	35.386	3	11.795	10.603	.000
	Within Groups	334.859	301	1.112		
	Total	370.244	304			
Human capital development	Between Groups	33.425	3	11.142	10.870	.000
	Within Groups	308.505	301	1.025		
	Total	341.930	304			
Communication competence	Between Groups	36.785	3	12.262	11.580	.000
	Within Groups	318.717	301	1.059		
	Total	355.502	304			
Employee Performance	Between Groups	44.621	3	14.874	15.923	.000
	Within Groups	281.167	301	.934		
	Total	325.788	304			

Table 4.8's results suggest, based on what we know so far, that demographic trait of respondent's in regard to time of income level of the respondent's with the five factors of managing competence, ethical behaviors, human capital development, communication competence and employee performance with income level of the respondent's, because all the factors had the p-values of below 0.05, it means that There was no substantial variation between respondents' income levels and the study's factors.

## G. Descriptive statistics with variables (Mean and standard deviation)

Table 9. Descriptive variables (mean and standard variation)

	Mean	Std. D	Interpretation
The manager handles operations and provides direction.	3.055	1.521	Fairly good
Mangers see that a job is completed.	3.547	1.411	Good
Mangers set goals and organizes work effectively.	3.426	1.431	Fairly good
Manager is always organizing, planning and responsible use of finances.	3.452	1.427	Fairly good
Manger is willingness to change to meet organizational needs	3.449	1.448	Fairly good
Managing Competence	3.386	1.051	Fairly good
The leaders are of great integrity	3.311	1.470	Fairly good
The leaders are respectful of other leaders	3.583	1.444	Good
The leaders here are trustworthy	3.488	1.437	Good
There leaders here exercise fairness in their work	3.304	1.483	Fairly good
The leaders in this company are transparent in their working	3.401	1.479	Fairly good
Ethical Behavior	3.415	1.103	Fairly good
Leaders expands human capacity through development programs	3.404	1.495	Fairly good
Leaders generates opportunities for individual growth and economic performance	3.501	1.412	Good
Leader Identifies the next generation of leaders	3.613	1.419	Good
Leaders make awareness of Diversity-Understanding of your own diversity	3.491	1.475	Fairly Good
Leaders empowering and support others	3.521	1.425	Good
Human capital development	3.499	1.060	Fairly Good
My manger speaks openly and directly about performance problems with others.	3.373	1.497	Fairly good
My manager Listens to suggestions and comments and makes changes if the situation allows it.	3.367	1.533	Fairly good
My manager communicates the organization's values in terms of specific statements on specific issues.	3.439	1.472	Fairly good
My manager communicates to explore issues and develop solutions	3.629	1.326	Good
My manager expresses oneself effectively both orally and in written	3.532	1.373	Good
Communication competence	3.466	1.081	Fairly good
Leadership competency (Overall Mean)	3.454	1.054	
Dependent Variable (employee Performance)	Mean	Std. D	Interpretation
I feel dedication, seriousness and ability to take responsibility.	3.542	1.473	Good
I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.	3.367	1.454	Fairly good
I do my work according to specific policies and procedures	3.675	1.431	Good
Planning the work before starting its implementation contributes to setting the goals that need to be achieved.	3.350	1.561	Fairly Good
I have the ability to plan my work and its accomplishment according to the planned schedule.	3.498	1.453	Fairly Good
Planning the work before starting its implementation gives me a sense of comfort.	3.567	1.438	Good
Am careful or keen to make changes in the working methods of each period	3.577	1.437	Good
I stay away from repeating what others do in solving work-related problems.	3.563	1.465	Good
I have the ability to put forward ideas and solutions rapidly to face work-related problems.	3.657	1.529	Good
Employee Performance	3.530	1.035	Good

Table 10. Interpretation of Mean Values

Scale	Mean Range	Response	Interpretation
5	4.21-5.00	Strongly agree	Very Good
4	3.41-4.20	Agree	Good
3	2.61-3.40	Not sure	Fairly Good
2	1.81-2.60	Disagree	Poor
1	1.00-1.80	Strongly disagree	Very poor

The findings from the study indicate that the general response on the leadership competency was generally good. The mean response attained was 3.454, The standard deviation was 1.054, which was regarded as acceptable. According to the results from the research, the majority respondent's that the leadership competence is generally good in the Najib mohib washing materials and anti-septic production and packaging company.

A summary of the research findings, the first item of the study was managing proficiency, which had 5 items of the study anchored on a liker scale with a mean of 3.386 and a standard deviation of 1.051, the condition of executive skill in mohib washing materials and anti-septic production and packaging company was generally above average.

The study's ethical actions were with the norm. was 3.415, and the standard deviation was 1.103, which was read as average. The findings are based on the mean responses with 5 scales responses which mean indicate that there is a response in agreement with the notion that the ethical behaviors are generally based on ethics of behaviors.

Human capital development was measured with 5 items which are scaled on the basis The standard deviation for the mean answers of 3.499 was 1.060, which was interpreted as excellent meaning that the human development competency in the company was generally above average performance in Najib mohib washing materials and anti-septic production and packaging company.

The ability to convey competence in Najib Mohib washing materials and anti-septic production and packaging company was anchored on 5 items that received a mean response of 3.466, the standard deviation was 1.081 interpreted as good meaning that the responses for the study are good.

Employee performance in Najib mohib washing materials and anti-septic production and with a mean answer of 3.530, the packaging business performed well

overall. The deviation was 1.035, which was interpreted as favorable, suggesting that employee success is typically excellent in the company.

## H. Correlation coefficient Analysis between factors

Table 11. Pearson correlation analysis between the variables

		Managing Competence	Ethical Behavior	Human capital development	Communication competence	Employee Performance
Managing Competence	Pearson Correlation Sig. (2-tailed)	1	.744**	.709**	.690**	.763**
Ethical Behavior	Pearson Correlation	.744**	1	.740**	.735**	.736**
Human capital development	Pearson Correlation	.709**	.740**	1	.705**	.754**
Communication competence	Pearson Correlation	.690**	.735**	.705**	1	.786**
Employee Performance	Pearson Correlation	.763**	.736**	.754**	.786**	1

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

The study's findings indicate that the factors for the research had the study's connection in Table 4.11 on Pearson correlation analysis between variables. The management skill result had (P., 000, r=.763). The findings also are indicate that ethical behaviors had the (P., .000, r=.736), then human capital development had (P= 754, r=.000) and finally communication competence had a (P, .000 and r=786). According to the results, there was a statistically substantial link between managerial skill and employee success at Najib Mohib, a washing materials and anti-septic manufacturing and packaging business.

**I. Simple linear regression analysis between Leadership competency (managing competency, ethical competency, human development competency, communication competence on employee performance in Najib Mohib washing materials and anti-septic production and packaging company.**

Table 12. The Influence of Competency Management on Employee Performance in the Najib Mohib Washing Materials and Anti-Septic Production and Packaging Company

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.763 <sup>a</sup>	.582	.581	.67031		
a. Predictors: (Constant), Managing Competence						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	189.645	1	189.645	422.072	.000 <sup>b</sup>
	Residual	136.143	303	.449		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Managing Competence						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.986	.130		7.605	.000
	Managing Competence	.751	.037	.763	20.544	.000
a. Dependent Variable: Employee Performance						

According to the findings in Table 4.12, managing competency had a 76.3% impact on staff productivity at Najib Mohib's washing material and antiseptic production and packaging company. The results had an revalue of .763, which is the rate of determination. The impact of managing competency on staff success in the study of variance Najib Mohib washing materials and anti-septic production and packaging company, the F-value was 422.072, the p-value was .000 interpreted as statistically significant effect, based on the confidence interval it implies that a statistically significant effect of managing competence and employee performance in the company was detected. The p-values for managing competency and that of employee performance in Najib mohib washing materials and anti-septic production and packaging company were .000 and .000, respectively, implying that a statistically significant effect was found between the variables of the research. The null hypothesis of H01 stated that "there is significant effect of Managing competency on



employee performance in Najib Mohib washing materials and anti-septic production and packaging company," according to the findings. Is accepted the researcher's claim that managing competency has a statistically significant impact on employee performance.

**1. Employee success and ethical conduct (leadership)Najib mohib washing materials and anti-septic production and packaging company.**

Table 13. Effect of ethical behaviors on employee performance in Najib mohib washing materials and anti-septic production and packaging company

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.736 <sup>a</sup>	.542	.541	.70157		
a. Predictors: (Constant), EthicalBehavior						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.650	1	176.650	358.893	.000 <sup>b</sup>
	Residual	149.139	303	.492		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Ethical Behavior						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.171	.131		8.952	.000
	Ethical Behavior	.691	.036	.736	18.944	.000
a. Dependent Variable: Employee Performance						

The effect of ethical behavior on employee performance in the Najib Mohib washing materials and anti-septic production and packing firm is shown in Table 4.13, with the findings having an revalue of.763, showing that ethical behavior had a 73.6% impact on employee success in the business. The number of.70157 for the normal estimate data indicated that the data was near.

An examination of variance was used to investigate the effect of ethical practices on staff performance. The F-value was 358.893 in Najib Mohib washing materials and anti-septic production and packaging company, the p-value was.000 interpreted as statistically significant effect, based on the confidence interval it implies that a statistically significant effect of ethical behaviors as well as staff

effectiveness in the company was detected.

The p-values for ethical behaviors and employee performance were .000 and .000, respectively, based on the study's coefficients of determination for the factors on the impact of ethical behaviors on employee performance in Najib Mohib washing materials and anti-septic production and packaging company, implying that a statistically significant effect was detected between the factors of the research. According to the findings, the null hypothesis of H02 stated that "there is significant relationship effect of ethical behaviors on employee performance in Najib Mohib washing materials and anti-septic production and packaging company. "The researcher's claim that ethical behaviors have a statistically significant effect on employee performance was accepted by Is.

## 2. Effect of human capital development employee performance in Najib mohib washing materials and anti-septic production and packaging company.

Table 14. Employee performance as a result of human resource growth in Najib mohib washing materials and anti-septic production and packaging company.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.754 <sup>a</sup>	.569	.567	.68094		
a. Predictors: (Constant), Human capital development						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	185.293	1	185.293	399.614	.000 <sup>b</sup>
	Residual	140.495	303	.464		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Human capital development						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	.955	.135		7.089	.000
	Human capital development	.736	.037	.754	19.990	.000
a. Dependent Variable: Employee Performance						

The results of Table 4.14's study on the impact of human capital development on employee performance at the Najib Mohib washing material and antiseptic production and packaging company had revalue of .754—a rate of determination

implying that the development of human wealth possessed a 75.4% impact on employee performance.

### 3. The impact of communication skills on job success in Najib mohib washing materials and anti-septic production and packaging company.

Table 15. Effect of communication competence on employee performance in Najib mohib washing materials and anti-septic production and packaging company

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.786 <sup>a</sup>	.617	.616	.64154		
a. Predictors: (Constant), Communication competence						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.082	1	201.082	488.572	.000 <sup>b</sup>
	Residual	124.706	303	.412		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Communication competence						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.924	.124		7.479	.000
	Communication competence	.752	.034	.786	22.104	.000
a. Dependent Variable: Employee Performance						

Table 4.15 shows the outcomes on the effect of communication competence on employee performance in Najib Mohib washing materials and anti-septic production and packaging company had an revalue of.786 which is the rate of determination indicating that communication competence had a 78.6% effect on employee performance in the company. The normal guess data had a value of.64154, indicating that the data was close.

The analysis of variance revealed an effect of communication competence on employee performance at Najib Mohib washing materials and anti-septic production and packaging the business has an F-value of 488.572 and a p-value of.000. The p-value of.000 shows a statistically significant connection between communication skill and employee success, and the confidence range indicates a favorable association.

## **V. RESULTS, CONCLUSIONS, AND RECOMMENDATIONS DISCUSSION**

### **A. Introduction**

This part compares the study's field data findings to previous conclusions based on the study's objectives. The chapter ends with conclusions and recommendations based on the study results.

### **B. Discussion of Findings**

#### **1. The result of Managing competency on employee performance in Najib mohib washing materials and anti-septic production and packaging company.**

In the Najib Mohib washing materials and anti-septic manufacturing and packing business, managing ability had a 76.3% impact on employee performance. The research also discovered a statistically significant connection between managerial ability and workplace achievement. According to the results, the researcher believes that managing ability has a relatively high impact on staff performance. Mbiti et al., (2019) claim that controlling ability enhances employee performance evaluation. Employee performance reviews may fail to produce the desired performance rise due to a strained relationship between the assessed employee and the evaluator. The results are also similar with those of Kadir et al., (2019), who contend that managerial skill is strongly related to employee success. They discovered that teachers' performance was closely linked to their compensation techniques.

#### **2. Employee success and ethical conduct in Najib mohib washing materials and anti-septic production and packaging company**

In the Najib Mohib washing materials and anti-septic manufacturing and packing business, managing ability had a 76.3% impact on employee performance. The research also discovered a statistically significant connection between

managerial ability and workplace achievement. According to the results, the researcher believes that managing ability has a relatively high impact on staff performance. Mbiti, Arasa, & Kinyili (2019) claim that controlling ability enhances employee performance evaluation. Employee performance reviews may fail to produce the desired performance rise due to a strained relationship between the assessed employee and the evaluator. The results are also similar with those of Kadir et al., (2019), who contend that managerial skill is strongly related to employee success. They discovered that teachers' performance was closely linked to their compensation techniques.

### **3. Employee performance as a result of human resource growth in Najib mohib washing materials and anti-septic production and packaging company.**

Human capital development had a 75.4% impact on staff success at Najib Mohib's washing materials and anti-septic manufacturing and packaging business, according to the research. Human capital development, according to the results, has a statistically significant impact on employee performance at Najib Mohib's cleaning products, anti-septic manufacturing, and packaging business. The findings back up observational study on employee training and business success: the role of employee performance. The findings showed a substantial and positive link between training and organizational performance. The results are similar with those of Scharf and Silveira, (2013), who performed research to establish the significance of KM activities in the areas of knowledge, knowledge management, and knowledge management. human capital, and innovation adopted by one of the leading companies in the Santa Catarina private security market, revealing that employee performance is significantly related to human capital development. The findings are consistent with those of Senyuta (2013), who studied the effects of delegation on success in the financial sector. Secondary data from chosen schools was used in monthly data files from 2004 to 2008. The findings showed that giving more power improved quantifiable metrics of bank performance while lowering the quality of decisions made.

#### **4. Effect of communication competence on employee performance in Najib mohib washing materials and anti-septic production and packaging company.**

Staff success at Najib Mohib's cleaning materials and anti-septic production and packing company was impacted by communication skills by 78.6%, the study found. Communication skill has a statistically significant impact on job performance, according to the results. performance at Najib Mohib's cleaning materials, anti-septic manufacturing, and packing company. The results are similar with those of Femi (2014), who investigated the critical connection between communication and worker performance, output, and dedication His research was named The Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria. The findings are also in line with those of Bhatia and Balani (2015), investigated internal communication effectiveness as a critical component influencing employee success. They investigated the link between company dialogue and employee success in government companies in Bangalore, Karnataka, India. The study's findings indicate that there is a strong relationship between business discourse and employee success.

### **C. Conclusion**

#### **1. Najib mohib, a manufacturer and packager of antiseptic washing materials, conducted a study to ascertain the effectiveness of competency employee administration productivity.**

The outcomes for the first objective demonstrate that managing competence and staff success in the business have a statistically significant impact. The researcher concludes that managing competence has a relatively high impact on staff success based on the results. The researcher concludes that managing competence can improve employee performance. It is critical to say that managing competence for the business can motivate employees to achieve improved performance outcomes, which is critical for ensuring the financial health of the company.

#### **2. How ethical behavior affects how well employees do their jobs at Najib Mohib's cleaning materials, antiseptic manufacturing, and packing business.**

The results show that ethical behaviors have a high substantial impact on employee performance at Najib Mohib washing materials and anti-septic

manufacturing and packaging business. The study concluded that a present ethical behavior in a company such as Najib mohib washing materials and anti-septic production and packaging company can induce the employee performance in the company. The researcher concludes further that the ethical behaviors are a strand to the employee performance enhancement in the company.

### **3. Employee performance as a result of human resource growth in Najib mohib washing materials and anti-septic production and packaging company.**

The results for the third goal indicate that human capital In the Najib Mohib washing materials and antiseptic production and packaging business, development has a relatively high impact that is statistically significant. This influences employee performance.

According to the research, human capital development as a leadership competency is a powerful tool for allowing employee success in Najib Mohib washing materials and anti-septic production and packing business. According to the research, the real emphasis the purpose of the research is to demonstrate the effect of human capital development on performance, implying that regular and timely human capital development supports performance through innovation and originality.

### **4. Effect of communication competence on employee performance in Najib mohib washing materials and anti-septic production and packaging company.**

Finally, the study's conclusion is communication ability has a significantly substantial influence on employee success at Najib Mohib washing materials and anti-septic production and packing business.

The research finds that communication competence is an important leadership competency in allowing organizational employee success. According to the research, communication competence is an instrument designed for the improvement and generation of performance realization and administration in businesses.

## **D. Recommendations**

Based on the field findings, the scholar suggests the following action methods for developing staff performance standards.

### **1. Effect of Managing competency on employee performance in Najib mohib washing materials and anti-septic production and packaging company**

Based on the study, management competency needs to be developed to enhance the performance of the employees. Managers need to be adequately trained and developed in management to increase their leadership competence in the way they handle the employees. There is also need for policies geared to guidance of managers on the aspects they can employ in the managerial stances to enable a functional performance system for the company.

### **2. Effect of ethical behavior (leadership) on employee performance in Najib mohib washing materials and anti-septic production and packaging company**

Secondly, the research contends that ethical behaviors are essential in enabling the employee performance. The researcher recommends for an appropriate opportunity aimed at enabling the leaders and the lead be conversant with the ethical requirements through policies, procedures and mechanisms appropriate in enabling the performance of the employees. There is need for consorted efforts geared towards the delivery of the procedural guidance and efforts in enabling the employee performance.

### **3. Effect of human capital development employee performance in Najib mohib washing materials and anti-septic production and packaging company**

There is need for development of human capital with the provision of financial and training sessions to the employees. There is need to have designed and developed schemes of human capital development aimed at enabling the employee performance. The study recommends for emphasis on enabling the policies towards human development and a functional system of excellence.

### **4. Effect of communication competence on employee performance in Najib mohib washing materials and anti-septic production and packaging company**

There is need for communication competency enhancement amongst the managers; organizations need to develop policies aimed at enhancing the employee performance in the companies. There is need for a functional system aimed at enabling the communication, proper communication channels need to be developed and made known to the employees. There is also a need for an open-door poor to



enable employees direct reporting to the company in the times of need for guidance work performance avenues.

#### **E. Areas for further research**

- Based on the research results, a case study of Bradaran NajibMohib washing materials and anti-septic manufacturing and packing business Bradaran NajibMohib was conducted. Based on the results and the character of the research, which could not be a standalone study due to constraints in completing the study, future research should be conducted; -
- Leadership Styles and employee performance in organization
- Challenges faced in ensuring leadership competencies in organizations.
- Factors influencing employee performance in organizations.

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## **APPENDIX**

**Appendix i:** Questionnaire

**Appendix ii:** Etic

## 1 Appendix i: Questionnaire

I would like you to take part in my research study entitled;Leadership competency and employee performance in organizations, a case study of Bradaran Najib Mohibwashing materials and anti-septic production and packaging company”. I will be very grateful if you complete the attached questionnaire to the best of your knowledge to enable me complete a successful research on the topic.

Your response will be kept strictly confidential and will only be accessed by the research team. The information provided will only be used for academic purposes in this study.

Thank you very much for your time and cooperation.

Yours

.....

Researcher

### Section A: Demographics of respondents (Pick the appropriate response)

1. Gender
  - 1) Male
  - 2) Female
2. Highest level of qualification
  - 1) Certificate and Diploma
  - 2) Degree
  - 3) Masters
  - 4) others
3. Age
  - a) 20 - 29
  - b) 30 – 39
  - c) 40 – 49
  - d) 50+

4. How long have you worked in this organization

- 1) Less than 3year
- 2) 3-6 years
- 3) 7-10 years
- 4) 10 Years and above

5. Income level of employees

- 400- 900\$
- 1000\$ -1500\$
- 1501 – 2000 \$
- 2001 – 3000\$
- 3001\$ above

The use of Likert scale were 1= strongly disagree, 2= Disagree, 3= Not sure, 4= Agree, 5= Strongly Agree.

Direction: please tick the column corresponding rating that best describes your response using the guide below

**SECTION B-1: Managing Competence**

Response		Rankings				
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	The manager handles operations and provides direction.					
2.	Mangers see that a job is completed.					
3.	Mangers set goals and organizes work effectively.					
4.	Manager is always organizing, planning and responsible use of finances.					
5.	Manger is willingness to change to meet organizational needs					

**SECTION B-2: Ethical behavior**

		Rankings				
	Response	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	The leaders are of great integrity					
2.	The leaders are respectful of other leaders					
3.	The leaders here are trustworthy					
4.	There leaders here exercise fairness in their work					
5.	The leaders in this company are transparent in their working					
6	The leaders are honesty in their working					

### **SECTION B-3: Human capital development employee**

		Rankings				
	Response	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	Leaders expands human capacity through development programs					
2.	Leaders generates opportunities for individual growth and economic performance					
3.	Leader Identifies the next generation of leaders					
4.	Leaders make awareness of Diversity-Understanding of your own diversity					
5.	Leaders empowering and support others					

### SECTION B-4: Communication Competence

		Rankings				
Response	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
1.	My manger speaks openly and directly about performance problems with others.					
2.	My manager Listens to suggestions and comments and makes changes if the situation allows it.					
3.	My manager communicates the organization's values in terms of specific statements on specific issues.					
4.	My manager communicates to explore issues and develop solutions					
5.	My manager expresses oneself effectively both orally and in written					

### Section C: Employee Performance

		Rankings				
Response	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	
	Efficiency					
1.	I feel dedication, seriousness and ability to take responsibility.					
2.	I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.					
3.	I do my work according to specific policies and procedures					
	Planning at work					
4.	Planning the work before starting its implementation contributes to setting the					

	goals that need to be achieved.					
5.	I have the ability to plan my work and its accomplishment according to the planned schedule.					
6.	Planning the work before starting its implementation gives me a sense of comfort.					
	Creativity and innovation					
7.	Am careful or keen to make changes in the working methods of each period					
8	I stay away from repeating what others do in solving work-related problems.					
9	I have the ability to put forward ideas and solutions rapidly to face work-related problems.					



APPENDICES: Appendix i

Appendix i: Table for determining the sample size

Krejcie, Robert V, Morgan, Daryle W, table of 1970

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	<b>3500</b>	<b>246</b>
25	24	130	97	320	175	950	274	<b>4000</b>	<b>351</b>
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

## **Appendix ii: Etic**

## **RESUME**

Name Surname: Ahmad Noman Haidari

### **Education:**

2015-2019 pune University-bachelolar in business administration

2020-2022 İstanbul Aydın University- master in business administration

### **Work Experience:**

2019-2020 minitry of higer education Manager Asisstant

### **Languages:**

Persian : native

-English: Advanced

-Turkish : Intermediate

### **Skills:**

-Communication, Teamwork, Problem Solving, Flexibility, Creativity

- Computer skills ( Microsoft Office ) and others