

Leadership Competency and Employee Performance in Organizations

Sezer AYAZ¹ ,Ahmad Noman HAIDARI²

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. In the study, 324 undamaged data were obtained and analyzed with the simple random sampling. 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

¹Dr., Istanbul Aydin University, Department of Business, sezerayaz@aydin.edu.tr, Orcid: 0000-0002-6374-8652

²ahmadhaidari@stu.aydin.edu.tr, Orcid: 0009-0006-9088-0655 * Research Article, Received: 03.04.2023, Accepted: 18.04.2023.

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 Liderlik Yetkinliği ve Çalışan Performansı

ÖZ

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, örneklem 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 yetkinliğinin çalışan performansı üzerinde %78,6 istatistiksel olarak anlamlı ve pozitif etkiye sahip olduğunu bulmuştur. Araştırmanın mevcut yönetim ve strateji literatürüne ve iş dünyasına katkı sunacağı düşünülmektedir.

Anahtar Kelimeler: *Yönetim ve strateji, Liderlik yetkinliği, Çalışan performansı*

INTRODUCTION

Organizations are cognizant of the significance of their human resource as a competitive advantage because the business sector is confronted with substantial rivalry worldwide. Employee performance gives a company an advantage over its competitors, so businesses are primarily focused on achieving the highest standards of employee performance. (Liao & Chuang, 2004). Managers strive to achieve company objectives by increasing employee performance in an efficient and effective manner. Employee performance can be improved by concentrating on factors that have a substantial influence on it, such as satisfaction. (Harter, Schmidt & Hayes, 2002). Improved performance from employees requires organizations to prioritize things like employee happiness, training, and so on. (Gruman & Saks, 2011).

Background of Study

This study is conceptually governed by the concepts of leadership competencies and staff performance, which serve as independent and dependent variables, respectively. According to Huang (2016), management is the organization that oversees all of a company's actions in order to accomplish specific goals. Management consists of the interdependent functions of formulating corporate policy and organizing, planning, regulating, and directing the assets of an entity to attain its aims and objectives. In this study, management will be assessed in terms of planning, funding, and discussion. Definitions of staff performance include "the completion of a certain work evaluated in comparison to predetermined established benchmarks for its completion, accuracy, speed and cost in management," and "the degree of achievement of certain effort or undertaking." This is taken into consideration to be the completion of a duty, and as such, the actor is absolved of any further responsibilities in accordance with the contract. It refers to the preset goals or objectives that act as criteria. (Raines, 2002).

In two to three decades ago, scholars around the world have faced large management and employee performance challenges. Because of these problems, there have been big changes in their missions, how they are run, how they make and share knowledge, and how they work with other national, regional, and global businesses and societies. (Barnett, 2009). These changes are part of a larger "paradigmatic transition" that affects all cultures around the globe. (Santos, 2010: 1). While the long-

term characteristics of this transition are unclear at this time, some of its constituent elements and managerial politics are evident and cause serious worry. The way crucial knowledge is produced and evaluated is shifting in Africa as a result of shifting managerial politics. The supremacy of management ideas and staff success is an underlying thread in all of these problems.

Success as a whole can be defined as an individual's ability to engage, apply, and relate got knowledge in intricate, varied, and unplanned situations. Billings, Bernard, Caffery, Dolan, Donaldson, and Kalp (2019) differentiate between ability and qualifying. Their definition of competence as an employee trait is "a type of labor or human resource that can be converted into productivity," whereas their definition of qualification is "requirements for a particular category of work tasks." It is impossible to run a university like a private business. However, it is not only possible but also important to adapt the management tools developed in the private sector and use them in higher education. (Asree & Zain, 2017). Once the import of management talents has been acknowledged and accepted, it will be necessary to determine how the concept applies to the particular tasks of those who manage universities, faculties, departments, and classes.

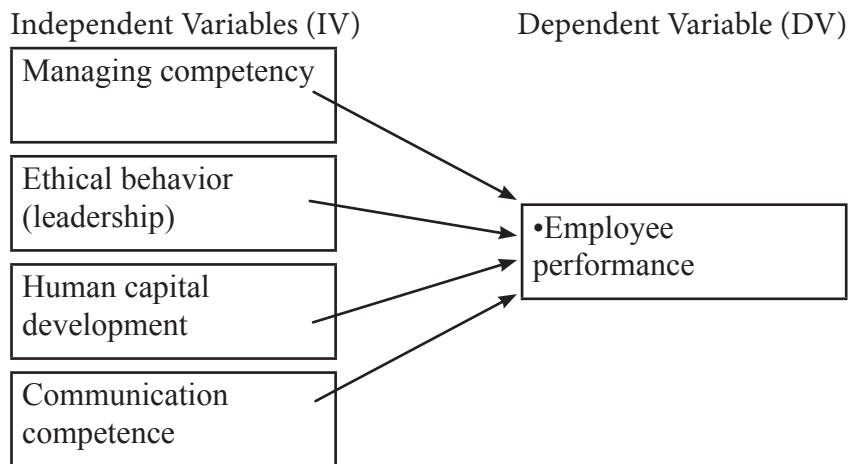
Report of the Issue

In an effort to improve organizational performance, multinational corporations have devised mechanisms for increasing employee performance in order to provide the necessary asset base and resources. (Khan, 2015). Despite significant resource investment, the staff at these many companies has not done to the expected standards, as evidenced by the numerous losses and value reductions among the businesses functioning. Companies' success is below expectations, as evidenced by 64% of the set goal remaining unmet (Çetin, Karabay, & Efe, 2012). As a result, falling staff performance has been a source of increasing anxiety about the failure to meet scheduled goals on time. When you look at the situation, you might wonder if the staff had the right skills to do their jobs. There has been mounting pressure to make changes in leadership, particularly at the top, after complaints of financial misappropriation, staff confusion, increased absenteeism, and a failure to deliver appropriate teaching programs across the three merged institutions (Çetin, Karabay & Efe, 2012). Complaints about top management, specifically the failure of the top manager to show good leadership skills, resulted in a high attrition

of staff, with some choosing not to attend to their prestigious tasks as per their job titles. As a result, the goal of this study was to look into the connection between the managerial competencies of Najib Mohib Washing Materials and Anti-Septic Production and Packaging Company and the performance of its employees.

THEORETICAL FRAMEWORK

The link between the independent and dependent factors is explained by a theoretical structure for the study of management competencies and employee performance.



Operational Definitions of Terms

Leadership abilities are the skills and actions of a leader that lead to better results. Companies can more effectively detect and develop the critical ability to lead of their next generation of leaders global competencies by using a competency-based strategy to leadership. (Rohana & Abdullah, 2017). Competencies in management refer to what it takes to lead a group of people to achieve their goals. Management competencies, when developed, support greater leadership and add to company success. (Ndulue, 2010). To demonstrate ethical leadership, individuals must conduct themselves in accordance with a set of principles and values that are acknowledged by the vast majority of people as providing a solid foundation for the advancement of the common good. Integrity, regard, faith, fairness, openness, and honesty (Kirschenbaum & Rapaport, 2017). Discussion is a way of sharing data or text messages among people via certain entails, with that data or & Okonkwo, 2015). Being able to use and adjust your understanding of

DOI: 10.17932/IAU.FCPE.2015.010/fcpe_v08i1002

successful and appropriate communication patterns in different settings is what we mean when we talk about communication competence. (Cooley & Roach, 1984). Performance is the completion of a given job as evaluated against established preset criteria of accuracy, completeness, expense, and quickness. In response to the terms of a contract, performance is defined as the act of fulfilling the promise in a way that absolves the performer of all duties arising from the terms of the contract. (Allen, 2012).

REVIEW OF LITERATURE

Effect of Managing Competency on Employee Performance

Janet (2019) discovered that recruiting practices improved employee performance in a study of Kenyan life insurance businesses. The researcher found that the screening, induction, and interview processes improved job effectiveness. Ramki (2015) found similar findings in a survey of Kenya International schools. According to Nikolaou's research (2021), the majority of firms employ technology to attract a large number of suitable candidates. A broad application pool makes it possible for human resources to choose the best suitable people for a given position, which improves performance. Moraa and Datche (2019), who looked into whether or not performance evaluations were done at the NHIF headquarters, found that there was a positive link between performance evaluation and staff success. Those doing research on the effects of performance reviews on productivity in Kenyan institutions reached the same conclusion: reviews boost employee productivity, which benefits the business as a whole. Etebu (2016) observed that when employees were rewarded proportionately with their efforts, their performance increased in a study of pay in Nigeria's public sector. The researcher also discovered that compensation reform objectives boosted employee motivation and performance. According to the data that Chang and Zhang (2018) uncovered, there is a connection between offering more remuneration than the opposition and improved performance in short-term. This was shown to be the case in a number of different industries. Higher labor costs from the pay practice adopted to keep up with the competition is bad for business in the long run.

Effect of Ethical Behavior (Leadership) on Employee Performance

According to Alzolo (2012), responsible conduct is crucial to the success of a business because it depends greatly on the leadership style that is

utilized in a workplace. A bad model for leadership conduct is like cancer to an organization's ethics. (Belas, 2013). According to the findings of Ghaffari et al. (2017)'s study, there is a link between demonstrating reverence for employees and feeling content with one's employment. Lamar (2010) argued that employees are less invested in the success of the company and their own jobs when they do not feel trusted or respected by their superiors. In their study, Abdulle and Aydintan (2019) came to the conclusion that all of the teamwork measures, such as trust, unity, and sharing of information among team members, had a positive and substantial influence on employee performance. Specifically, they found that trust was positively correlated with employee performance. Teamwork and other indicators of team performance were associated with increased employee productivity. (Boakye, 2015). According to Hameed and Waheed (2011), gender discrimination in advancement and benefits has a detrimental effect on employee performance. Surji (2014) reached a similar finding, stating that an organization's executive group has a considerable impact on staff productivity and work happiness. According to Gautam (2018), there is an overlap between a team's efficacy and its influence on employee performance in Nepal. Similarly, Uprety (2016) discovered a link between executive choices and overall performance. According to Shrestha and Mishra (2011), leadership styles and workers' readiness to adapt have a significant impact on how effectively a firm performs.

Yadav et al.'s (2016) study found that unethical behavior among employees costs companies money each year and lowers revenues. According to the research conducted by Stephen (2012), disciplinary procedures have a positive impact on both performance and punctuality. According to Williams and Kedir (2016), corruption can result in a deadweight loss that is harmful to company development, resulting in a loss of welfare and social surplus.

Effect of Human Capital Development on Employee Performance

Ndulue (2012) carried out research to investigate the impact that training and development had on employees' levels of productivity in a government agency in Nigeria. Secondary materials were used in the study. Lack of enthusiasm in the job, bad attitude toward work, low productivity, tardiness, high absenteeism rate, high customer complaints, high accident rates, and disobedience are some of the symptoms identified in the study as requiring training. Based on the study, everyone involved in training

should agree on what skills and attitudes are missing from the training. Mehrabani and Mohamad (2015) did a study to come up with a model and measure for developing leadership skills based on how it affects the effectiveness of a company and how knowledge sharing affects that result. This article examines the validation of the study's metrics and model using a poll. Validity and trustworthiness were examined.

Research on the relationship between the devolution of authority and employee performance in Nigeria was carried out by Olajide, Okunbanjo and Adeoye (2016). The poll was given to the suitable respondents via structured questionnaire. Descriptive statistics and regression analysis were used to examine the data. The study's conclusions made it abundantly obvious that delegation of power affects staff productivity significantly.

The Influence of Conversation Expertise on Employee Performance

In his study, Femi (2014) investigated the significant relationship between communication and workers' performance, output, and commitment. The findings indicate a connection between effective communication and worker efficiency, output, and dedication. The study was descriptive in nature, and data was acquired by a questionnaire administered to a random sample of 120 participants. It was examined how communication affects the output, performance, and commitment of workers. The study used a descriptive research design and collected data through a form that a representative sample of 120 individuals completed.

In addition, Shonubi and Akintaro (2016) analyzed the results of a number of research papers that focused on the relationship between communication and business success. The findings verified the link between good organizational performance and communication approaches. According to Hikmah (2015)'s study titled "The Effects of Teamwork on Employee Performance at Makassar City's Badan Pendidikan atau Pelatihan," organizational communication at Makassar City's Badan Teaching dan Pelatihan is satisfactory and has a positive impact on employees' performance.

H₁: There is significant and positive effect of managing competency on employee performance.

H₂: There is significant and positive effect of ethical behavior (leadership) on employee performance.

H₃: There is significant and positive effect of human capital development on employee performance.

H₄: There is significant and positive effect of communication competence on employee performance.

METHODOLOGY

Approach to Research

According to Mugenda and Mugenda (2003), correlation research involves the accumulation of data for the purpose of verifying hypotheses or providing answers to research questions based on the current situation. The study used a correlational design, which is ideal for the research because it explains and describes the traits of the target group. Correlation design finds the cause-and-effect links between factors and measures them. (Cooper & Schindler, 2003). We can only characterize or explain the relationships, if any, that exist between variables, so this study method is justified by the reality that we cannot change these relationships.

Population and Sample

The people, situations, or things being studied all share some easily observable quality that makes them a target audience. (Mugenda & Mugenda, 2003). Employees are the study's primary groups of Najib Mohib Washing Materials and Anti-Septic Production and Packaging Company. A sample size of 324 was attained based on the Krejcie and Morgan table of 1970 (Krejcie & Morgan, 1970).

Sampling Procedures

Purposive sampling was used in the study, as was sampling that was not probable known as "purposeful sampling," researchers use their own discretion in selecting poll respondents from the community at large. Purposive selection was employed to attain the information from the administrative employees of the study area. This was used in selection of the respondents due to their difficult accessibility.

Data Analysis Techniques

The software known as a utilizing a statistical application for the Social Sciences, descriptive statistical calculations were performed such as percentages and factor analysis in order to display quantitative data in the form of interrelated charts based on the major research questions. Inferential statistics such as simple regression analysis.

Findings and Interpretations

Demographic Features of Respondents

The table 1 analyzes and presents specific population traits.

Table 1: Respondents' Demographic Features (n=305)

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 Organization		
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 socioeconomic status of the respondents are shown in Table 1. The findings indicate that male respondents made up 172 (56.4%) of the respondents, while female respondents made up 133 (43.6%). On the age of the respondents, the information attained indicate that those respondents in the age of 20-29 years were 98 (32.1%) of the respondents, those of 30-39 years 53 (17.4%) of the respondents, those of 40-49 years were 50 (16.4%) respondents and finally those of 50 years above were 104 (34.1%) respondents. 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. 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 respondents and finally 72 (23.6%) respondents. 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.

Internal Coherence Outcomes of Availability and Common Distributions

The scholar used skewness and Kurtosis to determine internal consistency dependability and normal distribution, as shown in Table 2.

Table 2: Internal Consistency Reliability and Normal Distribution Results

	Skewness	Kurtosis
	Statistic	Statistic
Managing Competence	-.164	-.788
Ethical Behavior	-.189	-.963
Human capital development	-.153	-.941
Communication competence	-.180	-.914
Employee Performance	-.137	-.954

Table 2 above displays the results of the dependability test of the tool’s internal consistency using the Cronbach’s Alpha Internal Consistency Coefficient. This demonstrated that the five factors exceeded the social science-acceptable reliability value of 0.60. When the numbers for the instrument are above 0.6-, the study’s idea of its accuracy is considered reliable (Vesna, Kristina, Matko & Ana, 2007).

Factor Analysis

An array of measures used in the evaluation’s variables is provided here, as well as the results of confirmed factory and accuracy research tests. Leadership competency had 4 constructs of managing competency, ethical competency, and Human capital Development and communication competency each with 5 items The construct of employee performance had 9 items. All items in the questionnaire scales were used in the tests because their item factor load values were above 0.5, as shown by the factor analysis of the scales, which was based on the test scales that scored above 0.5.

Table 3: Pearson Correlation Analysis Between the Variables

	Managing Competence	Ethical Behavior	Human capital development	Communication competence	Employee Performance
Managing Competence	1	.744**	.709**	.690**	.763**
Ethical Behavior	.744**	1	.740**	.735**	.736**
Human capital development	.709**	.740**	1	.705**	.754**
Communication competence	.690**	.735**	.705**	1	.786**
Employee Performance	.763**	.736**	.754**	.786**	1

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

Table 4.11 on Pearson correlation analysis between the variables, the findings for the study indicates that the variables for the study had the correlation of the study. The finding of managing competency had (P, .000, $r=.763$). The findings also 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 $r=.786$). There was a significant correlation within leadership competency and employee performance at the Najib Mohib cleansing materials and antiseptic production and packaging company, as per the findings.

Table 4: Effect of Managing Competency on Employee Performance

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

The r-value of .763, which is the rate of determination, shows that managing competency had a 76.3% effect on employee performance in the company. The normal guess data had a value of .67031 indicating the information's accuracy.

Based on the confidence interval, it appears that a statistically significant effect of managing competence and employee performance was detected at Najib Mohib Washing Materials and Anti-septic Production and Packaging Company, where the F-value was 422.072 and the p-value was 0.000, indicating a statistically significant effect.

According to the coefficients of determination for the variables of the study on the effect of directing skills on employee performance in Najib mohib washing materials and anti-septic production and packaging company, the p-values for handling skill and that for staff performance were .000 and .000 respectively. This indicates that a statistically significant effect was detected between the variables of the study. The study focused on the impact of managing competency on worker output.

Table 5: Effect of Ethical Behaviors on Employee Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.763a	.542	.541	.70157		
a. Predictors: (Constant), Ethical Behavior						
ANOVA^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	176.650	1	176.650	358.893	.000 ^t
	Residual	149.139	303	.492		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Ethical Behavior ^t						

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
1	(Constant)	B	Std. Error	Beta		
	Ethical Behavior	1.171	.131		8.952	.000
		.691	.036	.736	18.944	.000
a. Dependent Variable: Employee Performance						

The data in Table 5 about how moral actions affected employee performance at the Najib Mohib company that makes cleaning materials and antiseptics and packages them show that ethical behavior had a 73.6% effect on employee performance. The number of .70157 for the normal estimate data indicated that the data was near.

The F-value was 358.893 and the p-value was .000 in the analysis of variance for the influence of ethical conduct on employee performance at Najib Mohib washing materials and antiseptic production and packaging firm. This suggests that ethical behavior had a statistically significant influence on employee performance in the organization.

It found a .000 p-value for ethical behavior and a .000 p-value for productivity at Najib Mohib, a manufacturer of washing materials and antiseptics, after adjusting for other factors, indicating a statistically significant relationship between the two.

Table 6: Effect of Human Capital Development on Employee Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.754a	.569	.567	.68094		
a. Predictors: (Constant), Human capital development						
ANOVA^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	176.650	1	176.650	358.893	.000 ^t
	Residual	149.139	303	.492		
	Total	325.788	304			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Ethical Behavior						
Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.955	.135	7.089	.000	
	Human capital development	.736	.037	.736	19.990	.000
a. Dependent Variable: Employee Performance						

The results shown in Table 6 on the influence of Human capital development on employee performance in Najib Mohib washing materials and anti-septic production and packaging company had an r-value of .754, showing that the growth of human capital had a 75.4% implication for employee performance in the company. The normal guess data had a value of .68094, indicating that the data was close. Human capital development was found to have a statistically significant effect on employee performance at the Najib Mohib washing materials and anti-septic production and packaging company, with an F-value of 399.614 and a p-value of .000. This finding was supported by a 95% confidence interval, suggesting that this relationship holds true across a wide range of organizations. As per to the coefficients of determination for the variables of the study on the effect of human capital development on employee performance in Najib Mohib washing materials and anti-septic production and packaging company, the p-values for ethical behaviors and that of employee performance were both .000, indicating that a statistically significant effect was found between the variables of the study. The study focused on the effect of human capital growth on employee performance.

Table 7: Effect of Communication Competence on Employee Performance
Model Summary

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

The findings in Table 7 on the effect of verbal competence on worker output in the Najib Mohib washing materials and anti-septic production and packaging company had an r-value of .786, which is the rate of determination, indicating that communication competence had a 78.6% effect on employee performance in the company. The usual guess data was close, with a value of .64154, according to the data.

The analysis of variance yielded an F-value of 488.572 and a significance level of .000. This suggests that the relationship between communication ability and employee performance was statistically significant. This indicates, based on the confidence interval, that there was a statistically significant influence of communication competence on the performance of employees in the organization.

Based on the coefficients of determination for the variables of the study on the effect communication competence on employee performance in Najib Mohib washing materials and anti-septic production and packaging company, the p-values for communication competence and employee performance were .000 and .000, respectively, indicating that a statistically significant effect was detected between the variables of the study. The researchers contend that there is a statistically significant influence of communication competency on employee performance in light of these data at Najib Mohib Washing Materials and Antiseptic Production and Packaging Company, thus rejecting the null hypothesis of H03.

In the light of the findings, the hypotheses can be shown as follows;

H₁: There is significant and positive effect of managing competency on employee performance.

ACCEPTED

H₂: There is significant and positive effect of ethical behavior (leadership) on employee performance.

ACCEPTED

H₃: There is significant and positive effect of human capital development on employee performance.

ACCEPTED

H₄: There is significant and positive effect of communication competence on employee performance.

ACCEPTED

IN SUMMARY AND RECOMMENDATIONS

Conclusion

The study's findings for the first prediction reveal that there is a statistically significant relationship between ability to lead and compensation and employee performance in the business. It is determined that competent management can produce increases in employee performance, and it is crucial to contend that competent management for a business can drive workers to higher performance outcomes, which is crucial for ensuring the financial health of the company.

Conclusions of the basis two show that ethical behaviors have a major effect on employee performance at Najib Mohib Washing Materials and Anti-Septic Production and Packaging Company. It is concluded that an organization's ethical behavior can influence employee performance. Ethical actions are recognized as a factor that enhances workers' productivity. The findings of the third hypothesis demonstrated that human capital development as a leadership competency is a powerful vehicle for allowing employee performance. This was shown by the findings of the third hypothesis. In addition, the study highlights the importance of human capital growth in driving success through innovation and creativity, revealing that this was the study's primary emphasis all along.

It is concluded from the result of hypothesis four that communication competence is a leadership competency significant in enabling the employee performance of the organization. The further conclusion is that communication competence is a tool developed for the enhancement and generation of performance realization and management in companies.

Recommendations

It is advised based on the field's discoveries the following action mechanisms for the development of employee performance standards as recommended here under:

H₁: Effect of managing competency on employee performance.

Based on the study, management competency needs to be developed to improve worker productivity. 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 particular aspects they can employ in the managerial stances to enable a functional performance system for the company.

H₂: Effect of ethical behavior (leadership) on employee performance.

Secondly, the research contends that ethical behaviors are essential in enabling the employee performance. It is recommended 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 concerted efforts geared towards the delivery of the procedural guidance and efforts in enabling the employee performance.

H₃: Effect of human capital development on employee performance.

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.

H₄: Effect of communication competence on employee performance.

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

REFERENCES

- [1] Abdulle, A., & Aydintan, B. (2019). The effect of teamwork on employee performance in some selected private banks in Mogadishu Somalia. *Journal of Business Research Turk*, 11(3), 1589-1598
- [2] Alzolo, M. (2012). The ethics of business in Wartime. *Journal of Business Ethics*, 99(10), 61-71.
- [3] Asree, S. & Zain, M. (2017). Influence of leadership competency and organizational culture on responsiveness and performance of firms”, *International Journal of Contemporary Hospitality Management*, 22 (4), 1-40.
- [4] Belas, J. (2013). The impact of the financial crisis on business ethics in the banking sector: A case study from Slovakia. *Review of Economic Perspective*, 13(3), 111-131.
- [5] Billings, C., Bernard, H., Caffery, L., Dolan, S. A., Donaldson, J. & Kalp, E (2019). Advancing the profession: An updated future-oriented competency model for professional development in infection prevention and control. *American Journal of Infection Control*, 47(6), 602-614.
- [6] Boakye, E. O. (2015). The impact of teamwork on employee performance. *Journal of Team Performance Management*, 3 (1), 18-31.
- [7] Chang, C. M., & Hsu, M. H. (2016). Understanding the determinants of users' subjective well-being in social networking sites: An integration of social capital theory and social presence theory. *Behaviour & Information Technology*, 35(9), 720-729.
- [8] Cooley, R. E. & Roach, D. A. (1984). Competence in communication: A multidisciplinary approach. In R. N. Bostrom (Ed.), *A conceptual framework* (pp. 11-32). Beverly Hills, CA: SAGE.
- [9] Çetin, M., Karabay, M., & Efe, M. (2012). The Effects of Leadership Styles and the Communication Competency of Bank Managers on the Employee's Job Satisfaction: The Case of Turkish Banks. *Procedia - Social*

and Behavioral Sciences, 58, 227-235.

[9] Etebu, C. (2016). Financial compensation and employee performance of Bayelsa state civil service. *Journal of Resources Development and Management*, 22(1), 1-12.

[10] Femi, A. F. (2014). The Impact of communication on workers' performance in selected organisations in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*. 19 (8), 75-82.

[11] Gautam, H. P. (2018). Team effectiveness and perceived employees' performance in Nepalese service sector. *International Journal of Research in Business Studies and Management*, 5(2), 1-10.

[12] Ghaffari, S., Burgoyne, J., Shah, M. I., Nazri, M., & Salah Aziz, J. S. (2017). Investigating the mediation role of respect for employees on the relationship between participative leadership and job satisfaction: A case study at University Technology Malaysia. *Australian Journal of Basic and Applied Science*, 11(1), 1-13.

[13] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.

[14] Huang, L. T. (2016). Flow and social capital theory in online impulse buying. *Journal of Business Research*, 69(6), 2277–2283.

[15] Hyung, J. Y, Ji Hoon, S, Wesley, E. D & Woodley, K. K. (2010). Leadership competency inventory: a systematic process of developing and validating a leadership competency scale. *Journal of leadership studies*, 4(3), 39-50.

[16] Janet, W. S. (2019). Effects of recruitment process on employee performance - A survey of life insurance companies in Kenya. *International Journal of Business Management and Finance*, 2(1).654-768.

[17] Khan, A. (2015). Using films in the ESL classroom to improve communication skills of non-native learners. *Elt Voices*, 5(4), 46-52.

- [18] Kirschenbaum, A., & Rapaport, C. (2017). Does training improve security decisions? A case study of airports. *Security Journal*, 30, 184-198.
- [19] Lamar, R. A. (2010). *Empowerment: Building trust and respect in the workplace*. Muncie: Ball State University.
- [20] Liao, H., & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management journal*, 47(1), 41-58.
- [21] Moraa, A. A., & Datche, E. (2019). Effect of performance appraisal on employee performance: A case study of national health insurance fund. *Strategic Journal of Business & Change Management*, 6(2), 45-78.
- [22] Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and Qualitative Approaches*. Nairobi.
- [23] Ndulue, T. I. (2010). Impact of Training and Development on Workers Performance in an Organization, *International Journal of Research in Management Economics and Commerce*, 2(9).
- [24] Nebo, C. S., Nwankwo, P. N., & Okonkwo, R. I. (2015). The Role of effective communication on organizational performance: A Study of Nnamdi Azikiwe University, Awka. *Review of Public Administration and Management*. 4(8), 131-148.
- [25] Nikolaou, I. (2021). What is the role of technology in recruitment and selection? *The Spanish Journal of Psychology*, 24(3), 67-89.
- [26] Olajide, T. O., Okunbanjo, O. I., & Adeoye, A. O. (2016). Delegation of Authority and Employee Performance: An Empirical Evidence from Ikeja Division in Lagos State, *Journal of Entrepreneurship & Innovation*, 8 (8), 103-110.
- [27] Raines, J. C. (2002). Present levels of performance, goals, and objectives: A best practice guide. *School Social Work Journal*, 27(1), 58-72.
- [28] Rajhans, K. (2012). Effective organizational communication: A Key to employee motivation and performance. *Inter-science Management Review (IMR)*. 2(2), 81-85.

- [29] Rohana, N. S. M., & Abdullah, C. Z. (2017). Leadership competencies and organizational performance: Review and proposed framework. *International Journal of Academic Research in Business and Social Sciences*, 7(8), 824-831.
- [30] Santos, B. D. S. (2010). From the postmodern to the postcolonial-and beyond both, Gutiérrez, E. et. al. (eds.), *Decolonizing European sociology: transdisciplinary approaches*, Milton Park: Routledge, 225-242.
- Shonubi, A. O., & Akintaro, A. A. (2016). The Impact of effective communication on organizational performance. *The International Journal of Social Sciences and Humanities Invention*. 3(3), 1904-1914.
- [31] Shrestha, A. K., & Mishra, A. K. (2011). Leadership styles, employees' commitment to organizational change, and organizational performance: A study in a Nepali technology-based organization. *11th South Asian Management Forum (SAMF)*, 23(1), 1-9
- [32] Surji, K.M (2014). The positive effect of leadership on employee performance and its impact on improving the workplace environment in addition to organizational culture. *European Journal of Business and Management*, 6(25), 150-162.
- [33] Williams, C. C., & Kedir, A. M. (2016). The impact of corruption on firm performance: Some lessons from 40 African countries. *Journal of Developmental Entrepreneurship*, 21(04), 1-19.
- [34] Yadav, R. S., Shrestha, I. N., & Mishra, A. K. (2016). Assessment of ethical behavior among professionals at procurement and after tendering process with its impacts and drives in Nepalese construction industry. *International Journal of Scientific & Technology Research*, 5(11), 1-8.