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EXECUTIVES' PERFORMANCE IN MANUFACTURING FIRMS
IN KULIM HI-TECH PARK, KULIM, KEDAH**Bokhori Md Amin¹¹ School of Business Management, COB Universiti Utara Malaysia, 06010 UUM Sintok, Kedah MALAYSIA
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Md Amin, B. (2022). HRM Practices, Executives' Engagement and Executives' Performance in Manufacturing Firms in Kulim Hi-Tech Park, Kulim, Kedah. *International Journal of Innovation and Industrial Revolution*, 4 (11), 01-12.

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This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

This study was conducted to determine the impact of HRM practices, executives' engagement and executives' performance in the manufacturing firms at Kulim Hi-Tech Park, Kedah. Stratified sampling technique was used to collect data for this research study. A questionnaire based on 52 items was distributed among 244 executives in manufacturing firms for data collection. To check the relationship between HRM practices and executives' performance, Multiple Regression Analysis and Hierarchical Regression Analysis was applied on the data. The results indicated that HRM practices involved training and development, performance management and executives' engagement have a positive impact on executives' performance. While compensation and benefits have a negative impact on executives' performance.

Keywords:

Compensation and Benefits, Training and Development, Performance Management, Executives' Engagement, Executives' Performance, Kulim Hi-Tech Park

Introduction

The purpose of this study is to identify the relationship between HRM practices involved compensation and benefits, training and development, and performance management on

executives' performance in manufacturing firms. Malaysia is a developing country and is heading towards a high-income country. The manufacturing firms is a major driver of the country's economic growth (Tunku, Rahman & Long, 2017). By becoming a developed country in the manufacturing firms, the country's image is certainly superior to the developing countries around the world. Manufacturing firms give much benefits to the country. The manufacturing firms can contribute to the country's income by exporting various domestic products and enabling the country to export its products to overseas. Among the goods exported included electronics, electrical and computer components. The manufacturing firms stimulates the use of high technology to produce high quality products. High technology exposure and generated a capability workforce in handling electronic machines and equipment besides exposes the workforce to the level of skills and expertise required by the firms (Anitha & Kumar, 2020). Malaysia is considered a developed country due to rapid manufacturing firms growth. Besides that, Malaysian provided the best transport facilities, seaport, international airport and highways which is the best in Asian contributing to the rapid growth of the manufacturing firms (MIDA, 2021). Political stability also contributes to the growth of the firms, especially the manufacturing firms. The purpose of this study is to identify the relationship between compensation and benefits, training and development, performance management on executives' performance in manufacturing firms. This study also identified whether executives' engagement mediate the relationship between compensation and benefits, training and development, performance management on executives' performance in manufacturing firms.

Research Questions

The research questions in this research are:

1. Is there any significant relationship between compensation and benefits, and executives' performance in manufacturing firms?
2. Is there any significant relationship between training and development, and executives' performance in manufacturing firms?
3. Is there any significant relationship between performance management and executives' performance in manufacturing firms?
4. Is there any significant relationship between executives' engagement and executives' performance in manufacturing firms?
5. Does executives' engagement mediate the relationship between compensation and benefits, training and development, performance management and executives' performance in manufacturing firms?

Research Objectives

The objectives of this research are:

1. To examine the relationship between compensation and benefits, and executives' performance in manufacturing firms.
2. To investigate the relationship between training and development, and executives' performance in manufacturing firms.
3. To find out the relationship between performance management and executives' performance in manufacturing firms.
4. To examine the relationship between executives' engagement and executives' performance in manufacturing firms.

5. To identify whether executives' engagement mediate the relationship between compensation and benefits, training and development, performance management and executives' performance in manufacturing firms.

Literature Review

HRM Practices

HRM practices are defined as practices, policies and systems that included recruitment, compensation and benefits, training and development, employee relations, industrial relations and performance management that affect the behaviour, attitudes and work performance of an employee in an organization (Nwachukwu & Chladkova, 2017; Adebola & Akpa, 2017; Awang, Ismail & Noor, 2020). Efficient human resource management practices can influence an individual's behaviour towards improving excellent work performance (Nawafleh, 2018; Andoh-mensah, 2019). The influence of human resource management practices also results in improved organizational performance (Yetunde, 2018; Rahahleh, Alabaddi & Moflih, 2019; Asad, Khan, Yusoff, Hussain, & Ismail, 2019; Saputri, Lorensa, Asriani & Za, 2020).

Compensation and Benefits

Kadir, Humaid, Al-Hosani, Ismail and Sehan (2019) stated that the importance of an organization to design and implemented compensation and benefits effectively to ensure that each individuals has an excellent level of work performance in performing a task given by the organization. To maintain the level of individuals job performance continues to be excellent, organizations need to plan an effective compensation and benefits strategy as a motivation to individuals to ensure that excellent job performance remains (Ketut, Saparuddin, Budi, Herlitah, Tuty & Indah, 2018). In addition to the role of compensation and benefits that are practiced effectively, with other factors should also be focused on such as letters of appreciation for the achievement of excellent work performance should be practiced by the organization on its employees (Saleh & Junaid, 2018; Febriyarso & Ruslan, 2021).

Training and Development

Fawwaz, Qudah, Yang and Anjum (2018) in a study on the effectiveness of orientation training found that new employees have a clear picture of the organization's requirements for their work performance in the workplace. Hartoyo (2017) in his study the development of training needs analysis (TNA) in the organization by emphasizing the importance of comprehensive and structured training planning so that the performance of individuals and organizations grows better (Nwali & Adekunle, 2021). Karim, Choudhury, Latif and Choudhury (2019) found that there is a significant relationship between on-job training, off-job training, on-going training and mentoring on individual job performance in the organization. Training and development are one of the human management practices that play an important role in producing highly skilled employees in performing their duties and responsibilities to achieve the objectives that have been set (Jeni, Momotaj & Al-Amin, 2021).

Performance Management

Performance management is defined as a process in conducting employee performance appraisals, measuring an employee's level of achievement of their duties and responsibilities in the workplace (Ibrahim & Daniel, 2019; Ademola, 2017; Munguti & Kanyanjua, 2017).

Performance management is measured involving job knowledge, communication, attendance, creativity and innovation, attitude / discipline, human relations and teamwork (Almusaddar, Ramzan & Raju, 2018; Hanafi & Ibrahim, 2018; Femi, 2019; Padmanabhan, 2017; Lee & Tan, 2019; Simatupang & Saroyeni, 2018; Rahman & Taniya, 2017). Justin (2019) and, Nishu and Lalrinzuala, (2021) found that organizations are aware of the benefits of job knowledge quality to individual job performance because job knowledge quality can help improve the skills and competencies of an individual in the organization (Jabeen, Khan, Ellahi & Begum, 2021).

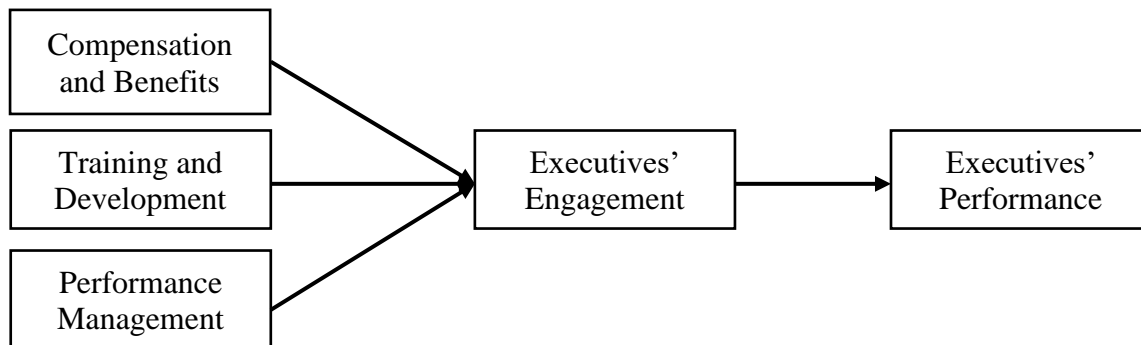
Executives' Engagement

Executives' engagement can be defined as employee or group of employees appointed to carry out their duties as employees and their involvement in organizational activities to meet the needs of each employee as a side responsibility to safeguard employee interests and good relations with the top management of an organization (Jelagat & Koech, 2018; Mansor, 2018; Pratima & Bhagirathi, 2021). Executives' engagement involves participation in decision making related vision, mission, policies and direction of organization, management by objectives, executives' involving in any training provided by organization, participation in determining in bonus and any financial rewards, involving in communication session, participate in performance appraisal decision, participation in pass any opinion to top management and opportunities in participate in decision related direction of organization for short and long term period (Slack, Corlett & Morris, 2018; Al-Hawary & Alajmi, 2017; Nasurdin, Ling & Khan, 2022). Othman, Hasnaa and Mahmood (2019) found that there is a significant relationship between individuals' engagement and individuals work performance in an organization.

Executives' Performance

Executive can be defined as an employee who is responsible for planning, organizing, executing and monitoring all their daily job responsibilities by focusing all activities towards achieving organizational goals (Amin, Halim & Majid, 2017; Mutua, Kinyili & Arasa, 2017). Executives are middle managers in their position in the organization (MEF, 2021). Employee is defined as a person who are appointed by the organization to perform their duties and responsibilities as directed by their superior and get a wage from the work done (Raiya, Abdulkadir & Otse, 2020; Qayyum, Zahid & Jamil, 2019; Hee & Jing, 2018). Dimension in executives' performance is measured involving efficiency, productivity and quality of job performance, accountability, leadership, problem solving and decision making, management skills and professionalism (Vesey, 2019; Suchitra, 2019; Basri, Muda & Lumbanraja, 2019). Tabouli, Habtoor and Nashief (2016) stated that the results of their study indicated that there is a positive relationship between the role of human resources on job performance involving efficiency of the work, planning of the work, creativity and innovation and making effort (Hayat, Shakeel & Chen, 2021).

Research Framework



Methodology of Research

Research Design

In this study, a fully quantitative research survey was adopted and respondents comprise executives in the manufacturing firms. The research study was conducted to determine the impact of HRM practices, executives' engagement and executives' performance.

Data Collection Instrument, Sampling Techniques and Method

The following Table shown the instrument measurements in this study:

Likert Scale Measurement				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Sources: De-Winter & Dodou, (2010)

Based on the table of Krejcie and Morgan (1970), the number of a sample depended on the total of population obtained by the researcher. Table shown the total sample selected based on the population, which is 351 sample of respondents.

Table for Determining Sample Size	
N	S
3500	346
4000	351
4500	354
5000	357
6000	361

Sources: (Krejcie & Morgan, 1970)

Note:

N=Population

S= Sample size

A stratified sampling technique method are employed to enable the findings generalized to the population and every executive in manufacturing firms have the chance to be selected as respondents. In techniques of data analysis discuss about the use of statistical methods used to analyze data and hypothesis testing made to test the objectives of the study. A stratified sampling technique ($351/4438 = 0.079$) method was employed to enable the findings in order to generalized the population and every executive in manufacturing firms have the chance to be selected as respondents. The data obtained were analyzed using SPSS version 26. Total 4438 is population and 351 is samples. Example, AIC Semiconductor Sdn. Bhd have 600 employees with 88 is executives, the calculation to get the respondents is $0.079 \times 88 = 6.952 \sim 7$. Therefore, 7 executives from this manufacturing firms is a respondents in this study. All respondents among executives from 4438 and 25 manufacturing firms are calculated with same formula to get 351 samples.

Data Analysis

Multiple Regression Analysis and Hierarchical Regression Analysis was conducted to determine the association between HRM practices (Compensation and Benefits, Training and Development, Performance Management), Executives' Engagement as Mediating and Executives' Performance as DV.

Findings

Result of the Study

Result of Multiple Regression Analysis				
Independent Variable	Standardized Beta	t-value	Sig.	Result
CB	.035*	.784	.434	Not Supported
TD	.206***	4.224	.000	Supported
PM	.261***	4.714	.000	Supported
EE	.433***	7.982	.000	Supported
F Value	83.478			
R ²	.583			
Adjusted R ²	.576			

Note *** $p < .001$, ** $p < .01$, * $p < .05$

Result of Hierarchical Regression Analysis:

Hierarchical Regression Analysis for Executives' Engagement as a Mediating in the Relationship Between Compensation and Benefits, Training Development and Performance Management

	Dependent Variables (Executives' Engagement and Executives' Performance)							
	Model 1		Model 2		Model 3		Model 4	
Independent variable	Coefficient	t	Coefficient	t	Coefficient (β)	t	Coefficient (β)	t
	(β)		(β)					
CB	.044	.833	.054	1.081			.035	.784
TD	.239	4.279	.309	5.865			.206	4.224
PM	.474	8.116	.466	8.462			.261	4.714
EE- <i>Mediation</i>					.693	14.972	.433	7.982
EP								
R2	.406		.472		.481		.583	
Adjusted R2	.399		.465		.479		.576	
F Statistics	54.701		71.409		224.159		83.478	
Prob F Statistics (CB)	.406		.281				.434	
Prob F Statistics (TD)	.000		.000				.000	
Prob F Statistics (PM)	.000		.000				.000	
Prob F Statistics (EE)					.000		.000	

Note. *** $p < .001$, ** $p < .01$, * $p < .05$

The result of the multiple regression analysis shown that compensation and benefits have a negative effect on executives' performance. The results of the multiple regression analysis also shown that training and development, performance management and executives' engagement have a significant and positive relationship with executives' performance.

The result of the hierarchical regression analysis shown that compensation and benefits have a negative effect on executives' performance mediated by executives' engagement. The result of the hierarchical regression analysis also shown that training and development, and performance management have a significant and positive relationship with executives' performance mediated by executives' engagement.

Conclusion and Discussion

The study revealed that HRM practices should focus on the compensation and benefits, training and development, performance management and executives' engagement in order to ensure that every executive can perform their job with excellence performance. The result shown that compensation and benefits have a negative effect on executives' performance. This finding is consistent with the past research by Nagaraju (2017), Ndungu (2017), Hassan (2017) and, Nasurudin, Ling and Khan (2022). While the result also shown that training and development, performance management and executives' engagement have a significant relationship with executives' performance. These result finding is consistent with the past research by Karim, Choudhury, Latif and Choudhury (2019), Fawwaz, Qudah, Yang and Anjum (2018), Hartoyo (2017), Hanafi and Ibrahim (2018), Lucas (2019), Nalini (2019) and, Anitha and Kumar, 2020). The study shown that human resource management (HRM) practices and activities have a significant impact on the executives' performance. It is also concluded that HRM practices can enhance the executives' level of performance which influence the perception of executives about performance (Amin, Halim & Majid, 2017; Mutua, Kinyili & Arasa, 2017; Jabeen, Khan, Ellahi & Begum, 2021; Hayat, Shakeel & Chen, 2021).

Recommendation

There are some recommendations from this study, a researcher must clean up the questionnaires for non-related questions and improve the survey design. The survey should be kept short and included only the important questions and answer options. Researchers should have face-to-face sessions with the respondents to encourage accurate screening. Respondents are not be able to give false information, especially on questions related to their benefits and human resource activities in their firm.

Respondents should be more focused to answer the questions. There are many sectors in Kedah, Malaysia. It is suggested that banking, construction, private education, services, private hospitals, transportation, finance and insurance sectors, besides the manufacturing firms, be studied. All these sectors given a better finding to researchers; based on the result, more accurate conclusions as to which sector gives more benefits to their executives and workers can be identified.

Limitation and Future Research

The first limitation is the relatively low response rate by the respondents. In this study, although the response rate obtained is similar to rates obtained in other studies, its low response rate may have a negative impact on the results, in terms of both size and quality of the sample. The

sample cannot be accurately described as a truly representative sample and as such, the generalizability of the finding is limited. The finding of this study only represents a sample of executives in the manufacturing firms. The findings do not include employees, like non-executives, management and top management, such as managers, senior managers, general managers, directors, managing directors and chief executive officer. This result may have a biased impact since all levels of employees are not part of the sample. The present study focuses on the executives in the manufacturing firms. Therefore, different results might be obtained if the study had included executives from other firms, such as Banking, Small and Medium Enterprises (SME), Private Hospitals and the Education Sector, such as private colleges.

In future research, it is suggested that banking, construction, private education, services, private hospitals, transportation, finance and insurance sectors, besides the manufacturing firms, should be studied. Besides that, it is suggested that motivation factor, social support, intelligence expert, workload, role conflict and culture can be studied as independent variables that contribute to executives' performance. A longitudinal research design would be required in future in order to systematically track the strategy, stronger evidence for causality and produce a better explanation of this issue.

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