

THE EFFECT OF PERFORMANCE MANAGEMENT ON EXECUTIVES' PERFORMANCE IN MANUFACTURING FIRMS: A CASE STUDY AT KULIM-HI TECH PARK KULIM, KEDAH, MALAYSIA

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ABSTRACT

The purpose of this study is to assess the extent of the role of performance management and its contribution to the performance of executive work in manufacturing firms. Methodology in this study was built where a questionnaire was designed for data collection to measure performance management-related executives' attendance, attitude/discipline, communication, creativity and innovation, human relations, job knowledge, and teamwork on executives' performance. Data were collected among executives in manufacturing firms at Kulim Hi-tech Park, Kulim, Kedah, Malaysia which had a 4438 population, 351 samples, and 244 respondents successfully collected from 25 manufacturing firms. A stratified sampling method was used to collect data and the data obtained were analyzed using SmartPls version 3.7.8. The finding of this study found that there is a significant relationship between executives' attendance, attitude /discipline, creativity and innovation, and teamwork on executives' performance. While communication, human relations, and job knowledge have not-significant. It is proved from SmartPls analysis shown that 4 independent variables have a positive impact on executives' performance in manufacturing firms and 3 variables have not significant. The limitation of the research only covers the manufacturing firms. Another limitation is the respondents only included executives. Apart from these limitations, this research can give a strong impact on the top management of manufacturing firms to design the strategy of performance management to be more effective in improving the work performance of executives.

Keywords: Performance Management, Executives' Attendance, Attitude / Discipline, Communication, Creativity and Innovation, Human Relations, Job Knowledge and Teamwork, Executives' Performance

INTRODUCTION

The purpose of this study is to examine the relationship between executives' attendance, attitude/discipline, communication, creativity and innovation, human relations, job knowledge, and teamwork on executives' performance. Performance management is defined as a process of 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 is measured by 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). Previous literature review stated that there is a significant relationship between executives'

attendance, attitude/discipline, communication, creativity and innovation, human relations, job knowledge, and teamwork on executives' performance on executives performance. The success of an organization depends on the skills and capabilities of its employees. Employees with high knowledge and abilities can perform their job well which can contribute to the growth of the organization for a long time.

RESEARCH OBJECTIVES AND RESEARCH QUESTIONS

2.1 Research Objectives:

1. To identify the relationship between executives' attendance on executives' performance in manufacturing firms.
2. To examine the relationship between attitude / discipline on executives' performance in manufacturing firms.
3. To evaluate the relationship between communication on executives' performance in manufacturing firms.
4. To find out the relationship between creativity and innovation on executives' performance in manufacturing firms.
5. To identify the relationship between human relations on executives' performance in manufacturing firms.
6. To examine the relationship between job knowledge on executives' performance in manufacturing firms.
7. To evaluate the relationship between teamwork on executives' performance in manufacturing firms.

2.2 Research Questions:

1. Is there any significant relationship between executives' attendance on executives' performance in manufacturing firms?
2. Is there any significant relationship between attitude / discipline on executives' performance in manufacturing firms.?
3. Is there any significant relationship between communication on executives' performance in manufacturing firms?
4. Is there any significant relationship between creativity and innovation on executives' performance in manufacturing firms?
5. Is there any significant relationship between human relations on executives' performance in manufacturing firms?
6. Is there any significant relationship between job knowledge on executives' performance in manufacturing firms?
7. Is there any significant relationship between teamwork on executives' performance in manufacturing firms.

LITERATURE REVIEW

3.1 Executives' Attendance

Padmanabhan (2017) in his study on the impact of employee absenteeism in the selected manufacturing industry. This study emphasized the importance of attendance at work by an

individual can improve their work performance. Workplace attendance is an obligation to every individual to ensure the organization can produce targeted productivity. Individual attendance at the workplace is directly able to ensure that all tasks and responsibilities given can perform well. The importance of attendance at work among managers can identify any issues related to attendance by acting to find out what problems need to be addressed. Attendance is very important to monitor planned absences and planned attendance as well as to strengthen policies on workplace attendance (Nzuve & Njambi, 2015; Dubey & Dasgupta, 2015). The organization acts based on work values and rules and this allows the organization to act to control each of its employees from performing activities that are contrary to the morals of an employee during absenteeism. In addition, the management of the organization that can control its attendance especially while managing holidays well can reduce absenteeism and increase productivity by increasing the morale of employees who feel valued by the management of the organization (Hoa & Thoa, 2016; Muda, Rafiki, & Harahap, 2019).

While Kocakulah, Bryan, and Lynch (2018) in their study, on the effects of absenteeism on company productivity, efficiency, and profitability. This study focuses on the impact of attendance on individual employees, productivity, efficiency, and organizational profitability. Productivity, efficiency, and profitability in the organization are the result of individual job performance in the organization. Any productivity, efficiency, and profitability cannot be produced if the attendance of an employee cannot be overcome and this situation affected the performance of the organization. In human resource management practices, performance management involving performance appraisal places great emphasis on attendance at work. Attendance is an important element to the work performance of an individual who can measure and evaluate the work performance of an individual in detail including their duties and responsibilities in the workplace with full work attendance without any absenteeism that can affect the evaluation of their work performance (Ademola, 2017; Thierry, 2018).

3.2 Attitude / Discipline

Simatupang and Saroyeni (2018) in their study on the effect of discipline on the performance of employees, a case study in PT Ardian Putra Mandiri Sidoarjo, Indonesia with a focus on employee discipline as an independent variable and the performance of employees as a dependent variable. The results of this study clearly state that there is a positive relationship between employee discipline to individual work performance in the organization. This study stated that discipline is respecting, following, and complying with all company rules whether rules written in company policy or unwritten as the responsibility of individuals in the organization to comply with it to ensure the company is disciplined and ethical. Failure of employees to comply with all prescribed rules resulted in them being subject to disciplinary action including warning letters and dismissal. An employee is considered a disciplined employee when they can adjust themselves by complying with all the rules and regulations of the company voluntarily and have a high spirit to be an ethical and disciplined employee who can improve their work performance well (Luddin & Supriyati, 2018; Tentama, Dewi & Meilani, 2020). While employees who have a positive attitude and behavior reflect that they are employees who are responsible for the implementation of the rules and regulations of the company and ensure themselves as disciplined and ethical employees in performing their work

and duties at work (Jeffrey & Soleman, 2017; Razak, Sarpan & Ramlan, 2018). Therefore, the rules and regulations that exist in the organization if not followed or ignored have a negative impact on employee discipline and this situation caused their work performance to be affected and the organization to fail to achieve goals. Good discipline reflects an employee's sense of responsibility for a given task. This study also found that there are disciplinary principles in the organization that need to be adhered to so that employees always have good job performance (Khan, Dongping & Ghauri, 2019; Shahab & Nisa, 2019).

3.3 Communication

Femi (2019) in his study on the impact of communication on workers' performance, is a case study in various selected organizations in Lagos State, Nigeria. This study examined the effectiveness of communication on individual job performance, organizational communication on individual job performance, how communication affects workers' productivity, and the influence of communication in influencing individual job performance commitment. Nowadays communication is an element in determining success in the organization, especially the communication of an individual regarding their duties and responsibilities to ensure the success of the organization in terms of marketing and profit. In the world of unlimited global markets, the success of an organization depends on a good level of communication as an accurate channel of information delivery. While the success of an individual depends on how the individual communicates more effectively with the individual around him and his top management related to the duties and work performed by him (Okoro, Cwashington & Thomas, 2017; Rukmana & Selvi, 2018). This study found that there is a positive relationship between communication on individual job performance, organizational communication on individual job performance, how communication affects workers' productivity, and the influence of communication in influencing individual job performance commitment. Good communication results can strengthen the effective relationship between the two parties in the organization. This study also revealed that poor communication can affect individual job performance. Individuals with poor communication are affected by their duties and responsibilities as a result of clear communication. Therefore, the organization and individuals in the organization must state any policies, objectives, goals, and objectives clearly so that the work performance of each individual can be improved and aligned with the goals of the organization. (Ishtiaque & Habib, 2016; Wikaningrum, Udin & Yuniawan, 2018).

Onifade, Opele, and Okafor (2018) in their study communication: an effective tool for employee performance, a case study in Unilever, Nigeria. This study examined the effectiveness of communication on job performance. This study places two independent variables, communication completeness, and communication clarity while individual job performance is the dependent variable. Communication is a response of an individual in the organization to convey information to other individuals in the workplace. It involved the process of exchanging information as a result of feedback between the two parties so that a task performed becomes more effective and can be completed as soon as possible. Every individual can know that an important aspect of their job is communication because communication can form an understanding through the exchange of information starting with the informant and ending with the recipient of information about what is being done and implemented through careful

planning by individuals in the organization runs smoothly (Shonubi & Akintaro, 2016; Abdurrahman, 2018).

3.4 Creativity and Innovation

Soori and Ferasat (2016) in his study the relationship between creativity and job performance. This case study was conducted at the staff of Municipal agencies in Khorramabad. This study stated that every individual in the organization needs to have a high level of creativity in generating quality ideas for the benefit of rapid organizational growth. Creativity can only be produced through extensive work experience, training for self-development, and the use of theory in creating a new idea. The result of effective creativity has resulted in innovations that have a very important impact on the growth of the organization and the efficiency of each individual as a result of the ability of employees to come up with ideas that can be utilized to maximize profits (Van-Veldhoven, Dorenbosch, Breugelmans & Van-De- Voorde, 2017; Gong, Zhao, Wang & Yu, 2018). While Lee and Tan (2019) in their study on the influences of employee creativity and employee performance found that there is a significant relationship between employee creativity on employee performance. This study emphasizes that creativity is produced by the basic abilities found in the thinking of employees as a result of all the experience gained in performing their work in the organization with the level of self-ability to create something new that can be used by every employee and organization of high product and viable. Creativity is generated from thinking skills and individuals' accumulated creativity based on the formal education they have gone through and their past experiences. Studies also state that the importance of creativity not only depends on the important characteristics of an individual such as thinking skills, competence, and ability in creating something creative but work environment factors also influence the level of creative thinking of employees to produce new creations in the organization. Creativity and innovation are very important to focus on every employee because the contribution of creativity can not only make each organization more effective but also can help organizations adapt to change, growth, and competition in the business arena (Chen & Zhu, 2019; Bagheri, Esmaili & Abasi, 2019).

3.5 Human Relations

Tentama, Izzati, and Husna (2019) in their study on the effect of human relations on employee employability, a case study that has been made at the University of Yogyakarta, Indonesia. Independent variables that represent human relations are the need for cooperation, mental readiness, emotional control, cultural background, and employee relationship while employability that acts as a dependent variable are career, identity, personal adaptability, and social and human capital. The results of this study found that there is a significant relationship between all independent variables involving the need for cooperation, mental readiness, emotional control, cultural background, and employee relationship on employee employability (career, identity, personal adaptability, social and human capital). Human relations and employability have a very positive relationship with the work performance of individuals in the organization. This study clearly stated human relations as being able to relate well with colleagues/suppliers and superiors, observance of general courtesy, and diplomacy. Human relations emphasized the ability of individuals to control work environment situations, the way

individuals anticipate, enhance diplomacy, prevent something bad from happening in the workplace and resolve conflicts between groups within the organization (Sawithri, Nishanthi & Amarasinghe, 2017; Celestine & Ishongi, 2018). In addition, interpersonal relationships are good whether at work or outside the workplace, effective interaction to achieve the objectives of the task created, and mutual respect among employees (Atalia, Dalimunthe & Zarlis, 2019). While employability is needed by each individual in the organization as employees who can provide input to good work skills and performance, can develop and improve the ability to perform tasks, employability can influence an individual to manage his responsibilities better by improving the ability to work in a team, communication, self-management, analysis, and critical thinking. If an individual has a low employability level will affect self-efficacy, less effort to improve their career, make less accurate decisions, conflict in the workplace, leadership that does not fit his position in the organization, low meta-cognitive skills, poor job performance satisfactory, low social responsibility and pessimism (Bacong & Encio, 2017; Omuya, 2019). The conclusions from this study clearly stated that human relations and employability are important factors that contributed to the level of skills and abilities of an individual in the organization to maintain existing competencies and compete with each other to master all available opportunities to help organizations achieve goals. Human relations are important elements as a measure to evaluate the work performance of an individual in the performance appraisal held annually for promotion, salary, and career development (Babatunde, Joseph, 2015; Munguti & Kanyanjua, 2017).

3.6 Job Knowledge

Almusaddar, Ramzan, and Raju (2018) in their study the influence of job knowledge on employee performance through competence in Palestinian Municipalities by testing job knowledge on job performance, job knowledge on job competence, and job knowledge mediated role of competence on job performance. In this study, there is a positive relationship between job knowledge of job performance, there is a significant relationship between job knowledge of job competence and a significant relationship between job knowledge of job performance and competence as a mediator. This study shows that job knowledge plays an important role in job performance in an organization. Job knowledge is an important factor in determining the eligibility of an individual to perform a job that is his responsibility (Alias, Mansor, Rahman, Ahmad & Samsudin, 2018; Alyoubi, Hoque, Alharbi, Alyoubi & Almazmomi, 2018). Therefore, an organization needs to place job knowledge in the human resource management process that involves hiring, placement, training, and development as well as the ability to perform a task. Usually, in organizations, written tests are made to select a candidate, job placement, and organizational advancement by focusing on job knowledge as a candidate's main talent. The organizational structure has placed job knowledge as technical information, the level of ability of an individual, and the competency procedures required to ensure that an individual has a high level of competence for a task to be performed (Anggiani, 2017). The results of this study also stated that job knowledge has a close relationship with knowledge and skills that directly affect the ability, capability, and competence of an individual in the organization.

Justin (2019) in his study of job knowledge quality and job performance of knowledge workers, by placing job knowledge quality as an independent variable and individual job performance as a dependent variable. Job knowledge quality is the main focus in the organization to ensure that each individual has multi-skills in performing a responsibility. 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. The results found that there is a significant relationship between job knowledge quality on individual job performance. Based on this study found that the organization obtained maximum results through the analysis of social networks that can affect the quality of knowledge, capabilities, abilities, and performance of their work. Job knowledge measures the knowledge and skills possessed by an individual in an organization that involved the ability and competency to carry out a task including policies, resources, work practices, customers services, law, technical information, and work relationships implemented with the mission and vision of the organization (Kuzu & Ozilhan, 2019; Babelova, Starecek, Koltnerova & Caganova, 2020). Therefore, it is the right of the organization to continue to move forward in the global marketing arena to ensure that individuals in the organization have sufficient skills and knowledge through job knowledge related to their work practices so that their job performance is always in good condition and excellent.

3.7 Teamwork

Phina, Arinze, Chidi, and Chukwuma (2018) in their study on the effect of teamwork on employee performance, this case study was conducted at Medium Scale Industries In Anambra State, Nigeria. This study places teamwork, team members' abilities, team members' esprit, and team members' trust as independent variables and individual job performance as dependent variables. The results of this study found that there is a significant relationship between teamwork, team members' abilities, team members' esprit, and team members' trust in individual job performance. This study emphasized the importance of teamwork among employees so that a task performed becomes easy and fast. Among the benefits of teamwork is that each individual in the organization has a lot of information and ideas that can be shared and exchanged ideas and views so that work or problem that occurs can be solved immediately, teamwork can produce creative ideas because the number of employees can contribute fruit a lot of thoughts compared to individuals who have limited ideas, any decision to solve existing problems became more effective, the decision-making process also becomes easier and teamwork in the workplace provided a high level of motivation and satisfaction to all employees as they are responsible for a task to be completed jointly and able to establish a network of relationships with other employees in the same organization (Hanaysha, 2016; Michael, Faith & Marta, 2018).

This situation has a high impact on the spirit of hard work and cooperation among employees in achieving organizational goals. Conclusions from this study as a result of the analysis that has been made found that teamwork has an important role in an organization to ensure that every employee has good and efficient work performance in carrying out their responsibilities. Significant relationships with teamwork have a positive impact on job performance, higher productivity, better organizational performance, competitive advantage, and advantages in the

quality and quantity of products produced. This situation directly makes teamwork an important tool to evaluate and measure the performance of each employee more accurately (Sanyal & Hisam, 2018; Aydıntan & Abdulle, 2019).

3.8 Executives' Performance

The performance of an organization is the result of the excellent work performance shown by executive-level employees. Executives are middle-level management staff who are responsible for planning and executing a task assigned by top management. While the achievement of an organization is valued based on the performance of the organization's executive employees (Singh & Kassa, 2018). Executives can be defined as employees who are responsible for planning, organizing, executing, and monitoring all their daily job responsibilities by focusing all activities on achieving organizational goals (Amin, Halim & Majid, 2017; Mutua & Kinyili, 2017). Executives' performance refers to the skills, abilities, and competencies that an executive possesses in an organization. Previous literature reviews are showing that there is a positive relationship between executives' performance on work quality and productivity, skills and competencies, creativity and innovation, problem-solving and decision making, job knowledge, attitudes and discipline, communication, teamwork, management skills, and professionalism with the job performance of each employee in an organization. Ahmad in his study stated that an executive in an organization has a big role to perform especially in a job designed to achieve maximum profitability for a long time. In addition, executives also have a role to ensure the existence of their organization is very important in the market. global and the ability to move the organization forward compared to other competitors. An executive is said to be an efficient and skilled person when they can perform a task with excellence. As a result of success in the implementation of a task, the organization will also move forward to achieve the success that has been set based on the vision and mission that has been designed about what needs to be achieved in a certain period.

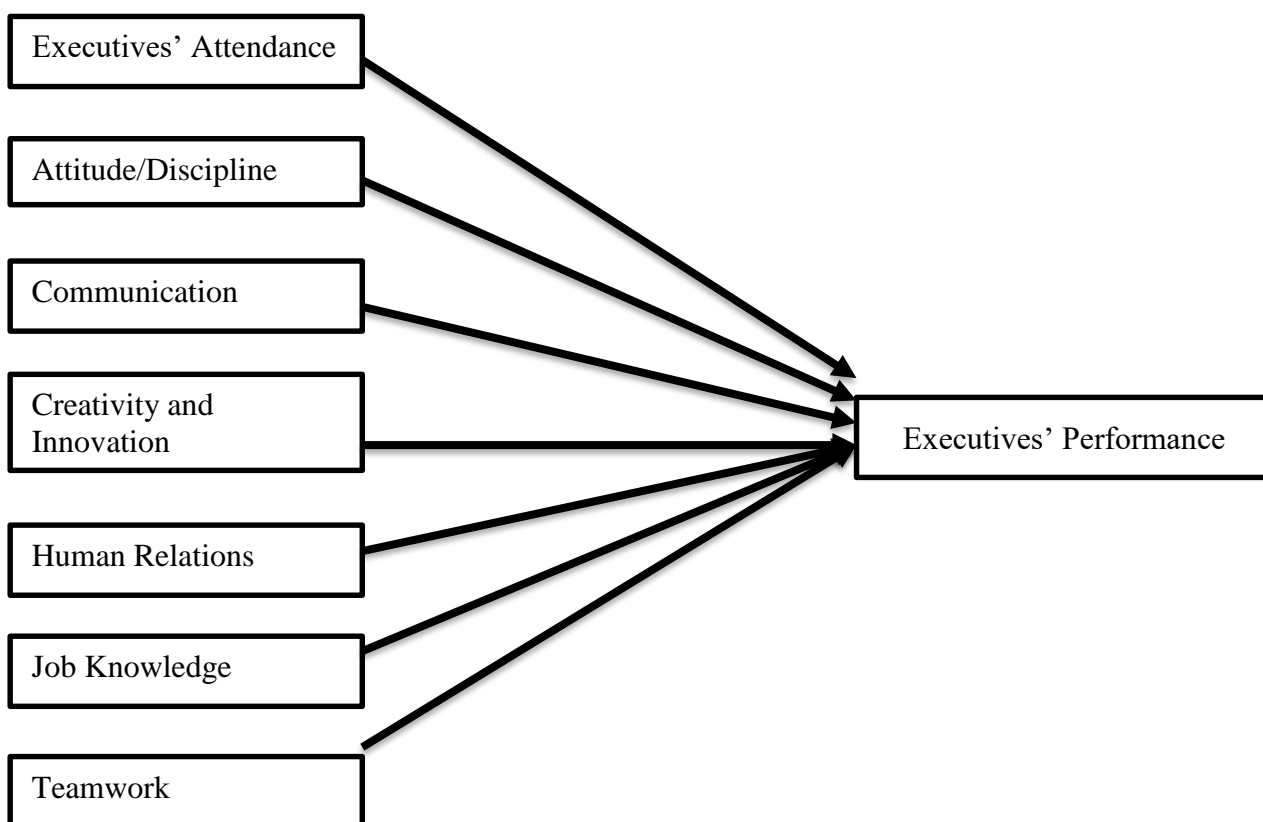
THEORITICAL FRAMEWORK

4.1 Independent Variables

- Executives' Attendance
- Attitude/Discipline
- Communication
- Creativity and Innovation
- Human Relation
- Job Knowledge
- Teamwork

4.2 Dependent Variable

- Executives' Performance In Manufacturing Firms



This research was conducted to identify the relationship between employee attendance, attitude/discipline, communication, creativity and innovation, human relations, job knowledge, and teamwork on executives' performance. A questionnaire was designed to collect the data from manufacturing firms at Kulim Hi-tech, Kulim Kedah, Malaysia.

4.3 Hypothesis Development

H1: There is significant relationship between executives' attendance on executives' performance in manufacturing firms.

H2: There is significant relationship between, attitude / discipline on executives' performance in manufacturing firms.

H3: There is significant relationship between communication on executives' performance in manufacturing firms.

H4: There is significant relationship between creativity and innovation on executives' performance in manufacturing firms.

H5: There is significant relationship between human relations on executives' performance in manufacturing firms.

H6: There is significant relationship between job knowledge on executives' performance in manufacturing firms.

H7: There is significant relationship between teamwork on executives' performance in manufacturing firms.

RESULT

5.1 Participants

The data was collected from 25 manufacturing firms and 244 questionnaires were distributed among the executives. The respondents were selected using the stratified sampling technique.

5.2 Measurement Scale

Questionnaires are designed in Linkert Scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree)

5.3 Data Analysis

The data obtained were studied using SmartPLS version 3.7.8 to discuss the findings obtained. SmartPLS is highly recommended by statistical scholars in producing an accurate analysis of the cause and effect relationship of each variable. SmartPLS is also referred to as a large multivariate analysis technique in social and psychological research. SmartPLS is capable of analyzing measurement model evaluation and structural model evaluation.

Table 1 shows the Loading, Composite Reliability (CR), Average Variance Extracted (AVE) values for each construct studied and the lowest value is 0.5530 and the highest value is 0.9376. These values are greater than 0.5 (> 0.5), confirming that the study construct can explain the mean change of variance within the items (Fornell & Larcker, 1981; Gefen & Straub, 2005; Henseler, Ringle & Sinkovics, 2009).

Table 1 Loading, CR & AVE Results

	Loading	CR	AVE
Attendance		0.8823	0.6523
AT1	0.8078		
AT4	0.8170		
AT5	0.8348		
AT6	0.7695		
Attitude / Discipline		0.9016	0.6047
AD1	0.7295		
AD2	0.7470		
AD3	0.7904		
AD4	0.8402		
AD5	0.7890		
AD6	0.7648		
Communication		0.8810	0.5530
CO1	0.7073		
CO2	0.6859		
CO4	0.7824		
CO5	0.7623		
CO6	0.7865		
CO7	0.7318		

Human Relations		0.8895	0.6173
HR2	0.7890		
HR4	0.8219		
HR5	0.7474		
HR6	0.8263		
HR7	0.7398		
Job Knowledge		0.9140	0.6037
JK1	0.7615		
JK2	0.7676		
JK3	0.8516		
JK4	0.8144		
JK5	0.7845		
JK6	0.7330		
Creativity and Innovation		0.9161	0.6102
CI1	0.7437		
CI2	0.8211		
CI3	0.8162		
CI4	0.8267		
CI5	0.7676		
CI6	0.7051		
CI7	0.7796		
Teamwork		0.9338	0.7019
TE1	0.8335		
TE2	0.8489		
TE3	0.8513		
TE4	0.8498		
TE5	0.8742		
TE6	0.7648		
Executives' Performance		0.9376	0.5571
EP1	0.7261		
EP2	0.7436		
EP3	0.7332		
EP4	0.7321		
EP5	0.7688		
EP6	0.7857		
EP7	0.6465		
EP8	0.6606		
EP9	0.7502		
EP10	0.7592		
EP11	0.8143		
EP12	0.8167		

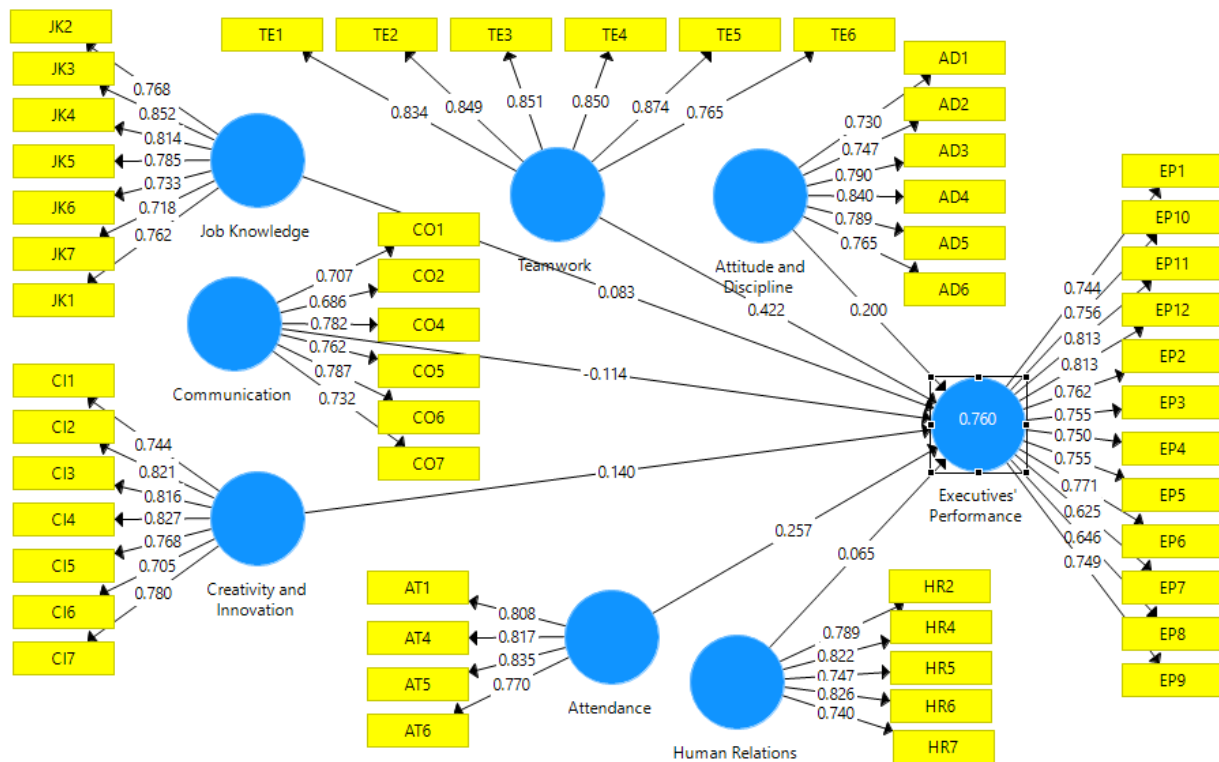


Figure 1: Structural Model Direct Effects

The discriminant validity test was measured through two methods, namely the Heterotrait-Monotrait (HTMT) criterion test and cross-loading (Henseler et al., 2009). Table 2 below shows the output from the HTMT analysis. The results can be calculated easily using the formula as in (Henseler, Ringle & Sarstedt, 2015).

Table 2 Discriminant Validity

Constructs	AT	AD	CO	CI	EP	HR	JK	TE
AT	0.8076							
AD	0.4955	0.7776						
CO	0.7126	0.4886	0.7437					
CI	0.5207	0.6993	0.5637	0.7811				
EP	0.6352	0.7165	0.5476	0.6770	0.7469			
HR	0.6004	0.6266	0.5611	0.5696	0.7049	0.7657		
JK	0.3909	0.4703	0.5721	0.5677	0.5100	0.4127	0.7770	
TE	0.5122	0.6369	0.5166	0.5824	0.7889	0.7358	0.4539	0.8378

Note: Values in Bold face are the square root values of average variance extracted

5.4 Assessment of Structural Model

The findings for testing this direct effect model using SmartPLS software package version 3.7.8 that is through the structural equation model. This measurement aims to test the direct effect model and the effect model of the mediated variable. Therefore, empirical evidence has been used to construct a direct effect model as shown in Table 3.

Table 3 Summary of Hypotheses

Relationship	Summary of Hypotheses				
	Beta	Std Error	T-Value	P-Value	Decision
AT -> EP	0.2568	0.0743	3.4570	0.0000	Supported
AD ->EP	0.2002	0.0581	3.4453	0.0000	Supported
CO -> EP	-0.1137	0.0737	1.5426	0.1230	Not Supported
CI ->EP	0.1396	0.0654	2.1345	0.0000	Supported
HR -> EP	0.0649	0.0689	0.9420	0.3463	Not Supported
JK ->EP	0.0830	0.0607	1.3686	0.1712	Not Supported
TE -> EP	0.4219	0.0658	6.4140	0.0000	Supported

DISCUSSION

6.1 Executives' Attendance

The results obtained shown that the executives' attendance variable has a significant relationship on executives' performance in manufacturing firms ($\beta = 0.2568$; $t = 3.4570$; $p = 0.0000$). H1 Accepted. The results also showed that executives' attendance contributed 25.7% ($R^2 = 0.257$) to changes in executives' performance in manufacturing firms.

The results showed that executives' attendance had a positive relationship with job performance. Executives' attendance plays an important role in ensuring that every executive can focus fully on their daily tasks. Executives who always take care of their attendance can handle their duties well because attendance and satisfaction with daily tasks as well as the workplace environment play a role in achieving good work performance for each executive and firm they work for.

6.2 Attitude / Discipline

The results obtained shown that the attitude/discipline variable has a significant relationship on executives' performance in manufacturing firms ($\beta = 0.2002$; $t = 3.4453$; $p = 0.0000$). H2 Accepted. The results also showed that Attitude/Discipline contributed 20.0% ($R^2 = 0.200$) to changes in executives' performance in manufacturing firms.

The results showed that attitude/discipline had a positive relationship with job performance. Attitude/Discipline is an important factor in the success of an executive. Without adherence to the attitude/discipline set by the firms, executives have unsatisfactory levels of job performance, and poor work results, and firms are unable to control the behavior of executives effectively. Therefore, attitude/discipline needs to be controlled and supervised well because attitude/discipline that is arranged effectively can contribute to an excellent level of work performance.

6.3 Communication

The results obtained showed that the communication variable has a not-significant relationship on executives' performance in manufacturing firms ($\beta = -0.1107$; $t = 1.5426$; $p = 0.1230$).H3

Rejected. The results also shown that communication contributed -11.4% ($R^2 = -0.114$) to changes in executives' performance in manufacturing firms.

The results showed that communication had a non-significant relationship with executives' job performance. This indicates that there are barriers to communication in manufacturing firms. Communication barriers have a negative impact on their work performance. In performing a task, effective communication is an important factor contributing to job performance. Without clear communication, executives failed to perform their duties well. Therefore, manufacturing firms must ensure that communication plays a good role in conveying any information related to the job so that an instruction can be implemented with satisfactory results.

6.4 Creativity and Innovation

The results obtained show that the creativity and innovation variables have a significant relationship with executives' performance in manufacturing firms ($\beta = 0.1396$; $t = 2.1345$; $p=0.0000$). H4 Accepted. The results also showed that creativity and innovation contributed 14.0% ($R^2 = 0.140$) to changes in job performance among executives in manufacturing firms.

The results showed that creativity and innovation had a significant relationship with executives' job performance. Creativity and innovation are important factors that contribute to the work performance of each executive. Executives should be allowed to present any views as an opportunity to manufacturing firms to increase productivity as a result of the creativity and innovation possessed by each executive. Therefore, any form of creativity and innovation is given attention by the top managers of manufacturing firms to maintain the productivity and work performance of each of their executives.

6.5 Human Relations

The results obtained shown that the human relations variable have a not-significant relationship on executives' performance in manufacturing firms ($\beta = 0.0649$; $t = 0.9420$; $p = 0.3463$). H5 Rejected. The results also showed that human relations contributed 6.5% ($R^2 = 0.065$) to changes in executives' performance in manufacturing firms.

The results showed that human relations had a non-significant relationship with executives' job performance. This shows that there are barriers among executives to communicating with each other in their work affairs or exchanging ideas in a talk about what needs to be done so that the work can be implemented well. It is a priority for top management in ensuring that human relations among executives can be built so that the work environment becomes more productive and their work performance becomes better. Creating human relations can strengthen the relationship between executives and top management as well as fellow executives in building a high-performance work culture for the benefit and growth of manufacturing firms as a result of good work performance produced by each executive.

6.6 Job Knowledge

The results obtained showed that the job knowledge variable have a not-significant relationship on executives' performance in manufacturing firms ($\beta = 0.0830$; $t = 1.3686$; $p = 0.1712$). H6 Rejected. The results also showed that job knowledge contributed 8.3% ($R^2 = 0.083$) to changes in executives' performance in manufacturing firms.

The results showed that job knowledge had a non-significant relationship with executives' job performance. These results indicated that job knowledge alone does not help in improving job performance. Job knowledge possessed by executives must be accompanied by high work motivation that involved effective communication, good human relations, and the desire of an executive to constantly improve their work performance. The results of this study can be concluded that manufacturing firms should not only focus on job knowledge among their executives but also by focusing on issues related to their enthusiasm to work harder and self-motivation towards achieving excellent work performance.

6.7 Teamwork

The results obtained showed that the teamwork variable has a significant relationship on executives' performance in manufacturing firms ($\beta = 0.0658$; $t = 6.4140$; $p = 0.0000$). H_7 Accepted. The results also showed that teamwork contributed 42.2% ($R^2 = 0.422$) to changes in executives' performance in manufacturing firms.

The results showed that teamwork had a significant relationship with executives' job performance. The results from this variable shown that teamwork is very important for every executive to perform their jobs to be more effective and productive. Teamwork can speed up their daily tasks, work in a group and respond more quickly to a task with high quality and fast work results. Due to the result showing that there is a significant relationship between teamwork and executive work performance, then the top management of manufacturing firms should focus on efforts for each executive to work in a group so that their work performance can be maintained.

CONCLUSION

Based on the above results showing that executives' attendance, attitude/discipline, creativity and innovation, and teamwork have a significant relationship, then the top management of manufacturing firms must focus continuously so that the work performance of executives can be maintained. These results can give a clear picture that executives' attendance, attitude/discipline, creativity and innovation, and teamwork have a close relationship to the work performance of each executive.

While the results of the study also showed that communication, human relations, and job knowledge have a not-significant relationship to the work performance of executives. This shows that manufacturing firms pay less focus on issues involving communication whether non-executives, executives, or top management. Manufacturing firms as a large organization should emphasize the importance of communication as a tool to communicate well in conveying any information about any instruction or job that needs to be done by executives to achieve goals. Human relations should also be focused on encouraging each executive to interact with each other and share information on a job to be done. Human relations can create a comfortable work environment and help each other. Job knowledge is a very important variable for executives when performing their duties. Excellent job performance cannot be achieved without adequate job knowledge. There are other elements in this study that make job knowledge insignificant. Among them is the attitude of top management of manufacturing firms that does not create a harmonious workplace environment, compensation, and benefits that are not appropriate or

equivalent to the duties and responsibilities of an executive and no tolerance of top management on issues such as dissatisfaction with leadership style, involvement of executives in joint decision making with top management and neglecting corporate social responsibility among executives.

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