

Abstract

This research study aims to investigate the impact of leadership development on employee performance. One hundred and ninety-four respondents from KG Electrical Household Appliance Company participated in the investigation of the relationship between leadership development and employee performance. The research was conducted from January to August 2010. The results indicate that overall employee performance improved after organizational development intervention (ODI) has been implemented to leadership at each level in eleven departments, which included leadership development and training programs, formal and informal meetings, and mirroring and reflection on leadership development behaviors.

The research focused on departmental level leadership development. All department managers, unit supervisors, and chiefs of subunit teams were to determine the performance of their employees. The researcher divided one hundred and ninety-four respondents into two groups: leaders and immediate subordinates. At leaders' group, thirty-nine supervisory level leaders from three organizational levels (departments, units, and subunits) attended leadership development and training workshop, and completed the Multifactor Leadership Questionnaire (MLQ) survey for self rating. Another group of a hundred and fifty-five immediate subordinates completed the MLQ for their perceived leadership behaviors displayed by their immediate leader.

Then, leadership styles based on the ratings of their direct reports and employees' perception were examined from both organizational and hierarchical perspectives. A total of a hundred and ninety-four participating respondents were assessed by their

immediate leaders from bottom up. Employee performance between pre- and post-ODI assessment periods were compared to reveal any significant difference.

The improved performance of employees was reflected in the enhanced levels of perception. It was significantly related to perceived leadership behaviors as more employees have perceptions of the leadership displayed by their leaders the more performance is improved. The results of the findings confirmed the impact of leadership development where it increased the performance outcomes of the employees. Recommendations for future organizational development intervention are the balance scorecard and 360-degree feedback. It is encouraged to further investigate the impact of leadership behaviors and specific employee behaviors associated with organizational cultures in the household appliance corporate setting.

