

Managers Leadership Skills and Performance of Motortrade Nationwide Corporation Towards Training Enhancement Plan

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Abstract

This study investigates the link between leadership skills and organizational performance. Effective leaders possess a variety of skills, including commitment, integrity, and the ability to motivate others. They must also understand their roles and responsibilities. Servant leadership, which prioritizes employee well-being, is highlighted as a successful approach. The research acknowledges that some leaders may not recognize the value of their employees, particularly those at lower levels. However, leaders who demonstrate humility and respect can achieve outstanding results. The study acknowledges the influence of various factors on organizational performance, including communication, trust, and company culture. It emphasizes the importance of leaders possessing technical, interpersonal, and conceptual skills for success. Overall, the research aims to examine the leadership skills present at Motortrade Nationwide Corporation and their impact on the company's performance.

Keywords: Leadership skills, Effective leadership, Servant leadership, Commitment

Introduction

Leadership skills are the tools, behaviors, and capabilities that leaders should have in promoting the well-being of the employees and leading to the up-gradation of the organizations (Leadership Skills, 2020). The primary job duties of the leaders are focused on directing and motivating employees to implement their responsibilities and achieve their goals and objectives. The actual leadership skills involve helping individuals grow in their abilities. Leaders gain success in the implementation of leadership skills when they help others grow in their abilities. The leadership skills are numerous. Leaders must be aware that to perform well in their jobs and achieve the desired goals and objectives; they must possess the essential skills. Furthermore, they need to understand what kinds of skills they need to implement in various situations and settings. The implementation of skills need to be implemented in such a manner that they should be beneficial to the employees and the organization as a whole.

In effectively implementing leadership skills, various factors need to be considered (Leadership Skills, 2020).

These are: they need to be committed towards vision and goals, they need to acquire an efficient understanding of their job duties and responsibilities, demonstrate honesty and integrity, set an example in terms of their jobs, understand how to motivate others and stimulate their mindsets, generate awareness in terms of measures to cope with problems and challenges, exercise control on psychological problems, provide solutions to various types of problems and challenges, promote mutual understanding and create an amiable environment within the workplace. According to the research studies, some leaders are committed to their job duties to a major extent, obtaining the skills and abilities of other members and carrying out their job duties and responsibilities. On the other hand, most leaders do not claim they possess leadership skills. However, they make use of their skills to implement their duties.

Cable, D. (2021). Leaders often do not see the true value of their charges, especially "lower-level" workers. However, when leaders are humble, show respect, and ask how to serve employees as they improve the organization, the outcomes can be outstanding. Perhaps more importantly than improved company results, servant leaders get to act like better people. Because humility promotes better listening, increased collaboration, and more compassionate leadership, it develops greater genuineness and a persistent desire to learn. These characteristics result in improved outcomes

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for both leaders and their teams. Humble leaders are fearless in making mistakes.

Organizational performance is influenced by various internal and external factors, including communication effectiveness and trust levels (Afzal & Lim, 2022). Sustainable practices and positive organizational cultures also play a significant role in enhancing overall performance (AlShehhi et al., 2021). Understanding the interplay between communication dynamics, trust dynamics, and organizational performance is crucial for optimizing outcomes within organizational divisions.

According to Schermerhorn (2020). Stated that skill is the ability to translate knowledge into action, which results in the desired performance. Harvard scholar Robert L Katz divides managers' essential or basic skills into three categories: technical, Interpersonal (human), and conceptual. Technical skills refer to abilities, knowledge, or expertise required to perform specific job-related tasks. Interpersonal skills allow leaders to foster meaningful relationships with their team, engage and motivate employees, navigate setbacks, and address the root cause of poor performance. Lastly, Conceptual skills refer to the abilities of a leader to think through ideas, transform them into action-driven solutions, and benefit the organization. He suggests that all three sets of skills are necessary for management success.

Thus, this study is conceived to determine the leadership skills and organizational performance of Motortrade Nationwide Corporation.

Conceptual Framework

The study considered the Contingency Theory by Donaldson (2019) as a prominent theoretical framework in organizational management that suggests no universal or one-size-fits all approach to organizing and managing organizations. Instead, the effectiveness of organizational practices depends on the specific circumstances or contingencies facing the organization. The theory emphasizes the notion of contingency, which refers to the idea that organizational practices and structures should be contingent upon or adapted to the organization's unique circumstances, environment, and goals. Contingency Theory assumes that organizational practices should be flexible and responsive to changing circumstances rather than rigidly adhering to a single, predetermined approach. Contingency Theory offers valuable insights into how organizations can achieve effectiveness by adapting their practices to fit the specific circumstances and contingencies facing them. By recognizing that there is no one-size-fits-all approach to organizational management, managers can better navigate the complexities of organizational environments and enhance organizational performance.

Likewise, the study considered the Behavioral Theory of Watson and Skinner (2017), which emphasizes shifts from the traits or qualities of leaders to their behaviors and actions. This theory considers effective leadership to

result from many learned or acquired skills. It proposes that an individual can learn to become a good leader. Behavioral leadership theory argues that the success of a leader is based on their behavior rather than their natural attributes. Behavioral leadership theory involves observing and evaluating a leader's actions and behaviors when responding to a situation. This theory believes that leaders are made, not born. Proponents of this theory suggest that anyone can become an effective leader if they can learn and implement certain behaviors.

Research Paradigm/Operational Framework

The Independent Variables and Dependent Variables (IV-DV) research method was provided as the conceptual paradigm of the study based on the data gathered by the researcher. This approach is the most suitable for expressing the relationship between "causal" and "effect" factors.

Figure 1 shows the IV-DV research method used. The left box shows the independent variables, which include the manager's leadership skills in terms of interpersonal, adaptability, and creativity. The right box shows dependent variables consisting of organizational performance in terms of customer service, employee engagement, and product quality. This framework may help develop an action plan for training enhancement that will benefit the managers and rank-and-file employees of Motortrade NCR South.

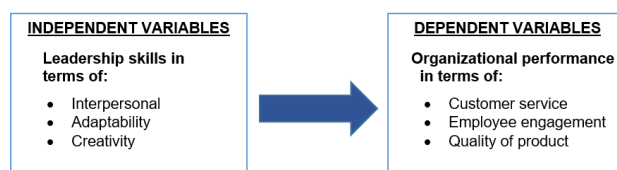


Figure 1: Operational Framework of the Study

Research Questions

This study aims to determine the level of leadership skills and organizational performance between managers. Specifically, it seeks answers to the following questions:

1. What is the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of:
 - 1.1. interpersonal;
 - 1.2. adaptability; and
 - 1.3. creativity?
2. What is the level of organizational performance of Motortrade Nationwide Corporation in terms of:
 - 2.1. customer service;
 - 2.2. employee engagement, and
 - 2.3. quality of the product?
3. Is there a significant relationship between leadership skills and organizational performance in Motortrade Nationwide Corporation?

4. Based on the study's findings, what training enhancement plan may be proposed?

Hypothesis of the Study

The following null hypothesis was tested in this study:

Ho. There is no significant relationship between leadership skills and organizational performance.

Scope and Limitations

This study aimed to determine the leadership skills and organizational performance of Motortrade Nationwide Corporation in the National Capital Region – South 2. The study's respondents comprised 35 managers from Motortrade Nationwide Corporation in the National Capital Region – South. The investigation was conducted during the Academic Year 2023-2024.

Significance of the Study

This study aimed to provide valuable information regarding leadership skills and organizational performance of Motortrade Nationwide Corporation in the National Capital Region – South 2: Basis for training enhancement plan.

Managers. This may help me become a more effective and efficient leader with high performance through initiating and implementing change, developing people, and delivering results.

Rank and file employees. The result of this study will help them to acknowledge a better understanding of how to become a good follower and team player to achieve high performance in a team.

Researchers. This study would fit in this study because it would provide him with some needed information to enhance his skills about the chosen topic.

Future researchers. The result of this research may serve as an additional reference in their study and can be used in related literature.

Definition of Terms: The following terms were defined conceptually and operationally:

Leadership. It refers to the capacity to manage and give intervention to a group of individuals (Pratt, 2022). This study refers to the ability of an individual to influence others to accomplish an objective and direct the organization in a way that makes it more cohesive and coherent.

Skills. It refers to the abilities and knowledge individuals acquire through training, practice, and experience, enabling them to perform tasks effectively.

Interpersonal. It is also known as people skills or social skills, which are the abilities that enable individuals to interact, communicate, and build relationships with others effectively. These skills are crucial in personal and professional settings and essential for successful collaboration, teamwork, and leadership. Interpersonal skills encompass a range of behaviors and attributes that facilitate positive interactions and connections with others.

Adaptability. It refers to adjusting and thriving in changing circumstances or environments. It involves being flexible, open-minded, and resilient in the face of new challenges, uncertainties, or opportunities.

Creativity. It is the ability to generate original ideas, concepts, or solutions that are novel, valuable, and meaningful.

Customer service. Refers to the assistance and support provided to customers before, during, and after they purchase or use a product or service. It encompasses a wide range of activities and interactions to meet customer needs, resolve issues, and enhance overall satisfaction.

Employee Engagement. It refers to employees' emotional commitment and investment towards their work, organization, and goals. Engaged employees are enthusiastic about their jobs, motivated to contribute to the organization's success, and aligned with its values and objectives.

Quality of Product. Refers to their ability to meet or exceed customer expectations and fulfill their intended purpose effectively and reliably. It encompasses various characteristics and attributes that contribute to a product's overall excellence and value. Product quality is essential for building trust and customer loyalty, establishing a solid brand reputation, and driving business long-term success and profitability.

Review of Related Literature

This chapter presents the relevant literature and studies that the researcher designed to express the importance of the present study. Furthermore, the researcher believes that the previous related studies will provide valuable insights in conducting this study.

Conceptual Literature. This part presents an in-depth analysis of the available literature on leadership skills, focusing on interpersonal skills, adaptability, and creativity. In addition to leadership skills, this part also discussed the concept of organizational performance, which is assessed through key indicators such as customer service, employee engagement, and the quality of products.

Grint & Jones (2022) stated that the phenomenon of leadership has roots in the beginning of civilization. Over time, organizations have evolved from those focusing on tasks (authoritarian styles) to those focusing on employees (participative styles). While leadership styles have also evolved from autocratic styles to more comfortable work environments, the shift was then to organizations where people were empowered, encouraged, and supported in their personal and professional growth. Yet, there is still movement and progression in how leadership, specifically servant leadership, is evolving. At the same time, Haslam et al. (2020) emphasized that leadership is never just about leaders. Instead, it is about leaders and followers who are joined together as a member of a social group that provides them with a sense of shared social identity – a sense of “us-ness”. In these terms, leadership is understood as the process through which leaders work with followers to create, represent, advance, and embed this sense of shared social identity. In addition, According to McKinsey et al. (2022), Leadership is a set of behaviors used to help people align their collective direction, execute strategic plans, and continually renew an organization. In addition, leadership is not something people are born with—it is a skill you can learn. At the core are mindsets, which are expressed through observable behaviors that lead to measurable outcomes. In summary, leadership is essential for providing direction, inspiration, and guidance, fostering innovation and collaboration, managing change and crises, and upholding ethical standards. Effective leadership contributes to the success, resilience, and sustainability of organizations, communities, and society.

According to Zulaikha (2022), the value of strong leadership in preserving operations similarly cannot be overstated. Ample incentives, a favorable working environment, compensation, and proper management relations all help to attain this goal. Planning and designing tasks are also essential for organizational success. Although there are contrary opinions, some academics have concluded that one of the most prevalent issues impacting organizational performance in commerce and other institutions is bad worker attitudes, inefficiencies, and generally incompetent leaders.

Echtelt (2024) affirmed that skill is an individual's ability to perform a specific task or solve a problem at a high level of proficiency. Furthermore, skills are acquired through education, training, and experience. Given this, education is valuable because education provides individuals with the necessary skills and knowledge to enter the workforce. Whether it's technical skills gained through vocational training or critical thinking skills honed in higher education, these abilities make individuals more attractive to employers. Education also equips individuals to adapt to new situations and challenges. Through learning, students develop problem-solving skills, resilience, and flexibility, essential in navigating the complexities of the modern world and enhancing

communication skills, including reading, writing, speaking, and listening. Effective communication is crucial in personal and professional contexts, enabling individuals to convey ideas, collaborate, and build relationships. Also, education fosters critical thinking skills, allowing individuals to analyze information, evaluate arguments, make informed decisions, and encourage creativity by exposing individuals to new ideas and perspectives. Overall, skills acquired through education are essential for personal growth, professional success, and societal advancement. They empower individuals to contribute meaningfully to their communities and navigate the complexities of the modern world. While trainings are valuable because training and programs Training programs are often tailored to specific industries, roles, or tasks, ensuring that the skills learned are directly applicable to the job at hand. This targeted approach enables individuals to acquire practical skills immediately relevant to their work. Also, Training programs would allow individuals to develop specialized skills in particular areas of interest or expertise. Whether it's technical skills like programming or soft skills like leadership, training will enable individuals to deepen their knowledge and proficiency in specific domains. Some training programs are conducted in group settings, fostering collaboration, teamwork, and peer learning. By interacting with colleagues and sharing experiences, individuals can gain valuable insights, perspectives, and support in their skill development journey. Overall, skills acquired through training are essential for professional development, career advancement, and organizational success. They enable individuals to acquire specialized knowledge, stay current in their field, and continuously improve their performance and effectiveness. Importantly, skills are acquired through experience because Experience allows individuals to apply theoretical knowledge in real-world situations. Through hands-on practice and exposure to different scenarios, individuals can develop practical skills directly applicable to their work. Experience enhances decision-making skills by providing individuals with a wealth of past experiences to draw upon. Through trial and error, individuals learn which strategies are most effective in different situations, enabling them to make informed decisions more efficiently. Overall, skills acquired through experience are invaluable for professional development, as they would allow individuals to learn from real-world situations, adapt to changing environments, and continuously improve their performance over time. Experience complements formal education and training by providing practical insights and wisdom that cannot be gained through classroom learning alone.

Rahim (2020) formulated that interpersonal skills are one of the variables that determine the ability of leaders to distribute the vision, mission, and goals of the organization to their subordinates. Interpersonal skills are something strategic at work, especially at the managerial level. That is why it is often said that the most essential

thing in leading others is how a leader is skilled in dealing with others.

Moreover, Interpersonal skills are critical for effective leadership and can significantly impact various aspects of leadership, including team dynamics, communication, collaboration, and overall organizational success. Strong interpersonal skills enable leaders to communicate concisely and persuasively. Leaders who articulate their vision, expectations, and feedback effectively foster a more cohesive and productive work environment. Overall, interpersonal skills are indispensable for effective leadership. Leaders who prioritize building solid relationships, communicating effectively, resolving conflicts, and fostering a positive work environment can significantly impact team performance, employee engagement, and organizational success.

Campbell (2022) defined adaptability as the willingness to change your behavior or strategy to adjust to a changing environment. It is crucial for success in today's ever-changing workplace. Those who are adaptable can respond quickly to a change in demands or priorities. Therefore, If adaptability is the ability to change and adjust, the opposite is inflexibility. Inflexible or rigid people need help coping with new situations or conditions. These traits can make employees seem out of touch or uncommitted. They may not want to try new things, fear not being successful at them, resist changes that would improve their work life, and show unwillingness to learn from their mistakes. Often, they need help hearing and incorporating feedback.

Moreover, adaptability is essential for leaders because it allows them to respond effectively to changing circumstances, drive innovation and growth, foster resilience, communicate effectively, develop talent, and lead by example. Overall, adaptability is a fundamental trait that enhances various aspects of leadership, including decision-making, problem-solving, communication, team building, change management, innovation, and personal development. Leaders who prioritize adaptability are better equipped to navigate the complexities of today's business environment and drive sustainable success for their organizations.

Moreover, according to Sony and Mekoth (2022), employee adaptability will be determined by their capacity to handle an emergency or unexpected event. The employee's ability to deal with such unpredictable work settings will be critical to the success of the Industry because it enables organizations to remain agile, competitive, and resilient in the face of constant change.

Creativity in leadership is more than just coming up with ideas; it is also about establishing an environment where innovation can thrive, issues can be efficiently solved, and workers feel inspired and engaged. Joshi et al. (2019) stated that creativity in organizational contexts is generally defined as generating novel and valuable products, ideas, and procedures for innovation. Moreover, the generation of novel ideas or solutions refers to the process of creating something new, original,

or unique. This concept can apply to creativity in various contexts in art, science, problem-solving, or innovation. In addition, leadership skills in terms of creativity involve the ability to foster and harness creative thinking within a team or organization to achieve goals and solve problems innovatively.

Therefore, a creative leader can envision new possibilities and opportunities others might overlook. They inspire their team with a compelling vision for the future, encouraging them to think beyond the status quo. Also, creative leaders approach challenges with a mindset of curiosity and resourcefulness. They encourage their team to think creatively about problems, exploring unconventional solutions and challenging assumptions. Ultimately, creative leaders lead by example, embodying the qualities of creativity and inspiring others to do the same. They demonstrate a passion for innovation and a commitment to pushing boundaries, motivating their team to reach new heights of creativity and achievement. Customer service refers to the assistance and support a business provides its customers before, during, and after a purchase or interaction. It encompasses a wide range of activities to ensure customer satisfaction, resolve issues, and build positive customer relationships. Customer service can include answering inquiries, providing product information, assisting with purchases, handling complaints and returns, offering technical support, and delivering personalized assistance to meet each customer's unique needs.

Goodman (2019) elaborated that customer service functions handle labor-intensive customer engagement and education, and the technology folks assure effortless transactions and electronic information on the web. Therefore, customer service functions typically handle labor-intensive customer engagement and education because they involve direct interaction with customers, addressing their queries, resolving issues, and providing assistance. This often requires human intervention to understand each customer's unique needs and concerns and provide personalized support and guidance.

On the other hand, technology plays a crucial role in ensuring effortless transactions and providing electronic information on the web. This involves developing and maintaining digital platforms, websites, and systems that enable smooth transactions, secure data transfer, and efficient access to information. Technology automates processes, streamlines operations, and enhances the overall customer experience by making it easier for customers to find what they need and complete transactions quickly and securely. By dividing these responsibilities, companies can leverage the strengths of both human interaction and technology to provide a seamless and satisfactory experience for their customers.

In addition, these studies also emphasized the difference between satisfied customers and loyal customers. For satisfied customers, one strike, just one tiny hiccup, and they are ready to exit. The loyal customer is willing to forgive and give an organization a second

chance. However, there is one significant caveat for loyal customers. Disappoint a loyal customer, and you just got strike one in the new loyalty game. What happens next will determine if you remain in the game or strike out and lose those loyal customers.

Furthermore, loyalty is the ultimate goal for businesses, and there are some ways satisfied customers can transition into loyal customers. Delivering consistent quality in products, services, and overall customer experience is essential. When customers know they can rely on your brand to meet or exceed their expectations every time, they're more likely to become loyal.

Building trust. Trust is the foundation of loyalty. Be transparent, honest, and reliable in all your interactions with customers. Address their concerns promptly and openly, and always follow through on your promises. Another vital aspect is continuous improvement, which means striving to improve your products, services, and processes based on customer feedback and market trends. By staying responsive to changing customer needs and preferences, you can maintain their loyalty over the long term. According to Hayati et al.(2020), the company manages to have a good image with the expectation that customers will become loyal. Loyal customers may lead to company's future profitability. Loyalty is customers' commitment to the company's people, products, and services. However, a loyal customer is a customer who makes regular purchases, makes a purchase in all product and service lines, becomes a reference to others, and shows immunity from competitors' attractiveness. Customer loyalty is also defined as word-of-mouth recommendation, possible brand improvement, and repeated purchase of goods or services offered by a company.

According to Lee (2020), this study presents another customer service strategy, the untact service. The concept of untact service is based on reviewing the literature on technology-enabled customer encounters with service providers and analyzing several real-world cases. The results indicate that untact services are becoming widespread in various areas of daily life, such as ordering food at franchise restaurants via digital devices, handling financial transactions without visiting a bank branch through e-banking apps, and using online or mobile order systems for a multitude of products/services. This study elaborates on the implications of untact service in terms of new opportunities and challenges involved when it is implemented as a new customer service strategy. Moreover, untact service offers customers greater convenience and accessibility by enabling them to access products or services remotely, anytime and anywhere. This flexibility allows customers to engage with businesses without location or time constraints, making fulfilling their needs and preferences easier. Despite the absence of face-to-face interactions, untact service can still deliver positive and personalized customer experiences. Through digital channels, businesses can

provide tailored recommendations, proactive support, and seamless transactions that meet customers' individual needs and preferences, fostering satisfaction and loyalty. Overall, the purpose of untact service is to provide safe, convenient, efficient, and personalized experiences for customers while enabling businesses to adapt, thrive, and differentiate themselves in an increasingly digital and competitive marketplace.

Zainal & Ilhamalimy (2021) determined the effect of service quality and brand image variables on purchasing decisions and customer satisfaction. Moreover, it shows that service quality affects purchasing decisions, service quality affects consumer satisfaction, brand image affects buying decisions, brand image affects consumer satisfaction, and purchasing decisions affect consumer satisfaction. Therefore, service quality directly influences purchasing decisions because consumers typically prefer products or services that meet their expectations and provide value for their money. When consumers perceive a high level of service quality, they are more likely to feel confident in their purchase decision and perceive the product or service as worth the investment. Conversely, poor service quality can deter consumers from purchasing or lead to dissatisfaction with their experience, ultimately influencing their decision to choose a competitor's offering. Similarly, service quality significantly impacts consumer satisfaction because it directly affects consumers' overall experience with a product or service. Consumers who receive excellent service are more likely to feel satisfied with their purchase and perceive the brand positively.

On the other hand, inadequate or subpar service quality can result in dissatisfaction, frustration, and negative perceptions of the brand, leading to decreased consumer satisfaction and loyalty. The brand image also plays a crucial role in purchasing decisions because consumers often choose based on their perceptions of a brand's reputation, credibility, and values. A positive brand image can instill trust and confidence in consumers, influencing their decision to purchase from that brand over competitors.

Conversely, a negative or inconsistent brand image may deter consumers from engaging with the brand or lead to skepticism about its offerings. Furthermore, brand image directly impacts consumer satisfaction because it shapes consumers' expectations and perceptions of the quality, reliability, and value of a brand's products or services. A strong and positive brand image can contribute to higher levels of consumer satisfaction by reinforcing positive associations and delivering on promises made by the brand. Conversely, a weak or negative brand image may result in disappointment, mistrust, and lower levels of satisfaction among consumers. Lastly, purchasing decisions can affect consumer satisfaction because they represent the culmination of consumers' evaluations and choices based on their needs, preferences, and experiences. When consumers make informed and confident purchasing

decisions that align with their expectations and desires, they are more likely to experience satisfaction with their choices and the overall buying process. However, if consumers feel unsure, regretful, or dissatisfied with their purchases, it can lead to negative perceptions of the brand and decreased satisfaction with their overall shopping experience. In summary, service quality, brand image, and purchasing decisions are interconnected factors that collectively influence consumer satisfaction and ultimately impact consumer behavior and brand success. Businesses prioritizing high-quality service, building a positive brand image, and facilitating positive purchasing experiences are likelier to cultivate satisfied and loyal customers who contribute to long-term success and growth.

Chanana & Sangeeta (2021) asserted that employee engagement refers to the positive activation of workers. More specifically, it involves certain levels of energy, dedication, and concentration at work. A drastic change in work routines may impact activation, focus, and performance. Therefore, employee engagement is often described as employees' emotional commitment and dedication toward their work and their organization. It encompasses several factors, including their enthusiasm for their job, willingness to put in discretionary effort, sense of connection to the company's goals and values, and overall satisfaction with their work environment. Employees who are highly engaged are more likely to be proactive, innovative, and productive. They tend to go above and beyond their basic job requirements, contributing positively to the organization's success.

On the other hand, disengaged employees may lack motivation, feel disconnected from their work, and may even exhibit signs of burnout. Changes in work routines can indeed impact employee engagement in various ways. For example, introducing new processes or technologies might initially disrupt employees' workflow and decrease their level of engagement as they adjust to the changes. Conversely, if the changes improve efficiency or job satisfaction, they could ultimately increase engagement levels. Organizations need to understand the factors that influence employee engagement and actively work to foster a positive work environment supporting high engagement levels. This can involve providing opportunities for professional development, recognizing and rewarding employees for their contributions, fostering open communication, and promoting work-life balance, among other strategies. Organizations can improve retention rates, enhance productivity, and create a more positive workplace culture by prioritizing employee engagement.

According to Clack (2021), employee engagement can be considered one of the essential elements of corporate success since it is intricately tied to other factors such as staff retention, morale, and productivity. When employees are disengaged at work, firms lose a lot of money due to absenteeism, lost productivity, and churn. The manager is directly responsible for engaging

employees. Managers must be personally invested in their work to engage their teams. Thus, properly engaging managers is the first step toward successful staff engagement. Therefore, employee engagement is critical for organizational success because it directly impacts employee performance, productivity, retention, and customer satisfaction. Organizations with high levels of employee engagement tend to outperform their competitors, attract top talent, and create a positive work environment that fosters innovation, collaboration, and growth. Therefore, promoting employee engagement should be a priority for businesses seeking to maximize their human capital and achieve long-term success.

Katili et al. (2021). It is emphasized that employee engagement is an essential strategy for increasing company performance. From this research, it can be concluded that work-life balance has the most significant influence on employee engagement. Work-life balance can affect employee engagement because employees must enjoy themselves, be healthy, and be happy to achieve high productivity. Problems in their private lives can affect their performance at work. The more flexible the company, the more accessible employees can manage their private and work lives. In addition, employees will be more motivated if they have a good leader who can direct them clearly and guide them on how to solve their problems. An ideal leader will make employees feel they are essential to the company.

Research Literature

Vrontis et al. (2022) investigated whether remote work flexibility enhances organizational performance. Their research underscores the significance of understanding the implications of remote work policies and securing top management support. This understanding is crucial for executives and non-executive employees to leverage flexibility and drive organizational performance effectively. By recognizing the importance of remote work dynamics and managerial support, their findings provide valuable insights for organizations seeking to optimize their operations in an increasingly remote and flexible work landscape.

Dayal & Verma (2021) examined factors affecting turnover intentions and organization performance through employee satisfaction and commitment. Their research highlights the shared responsibility of both executives and non-executive employees in cultivating a positive work environment conducive to enhancing employee satisfaction and commitment. By recognizing the importance of fostering a culture that prioritizes employee well-being and engagement, their findings offer valuable insights for all levels of the organization, ultimately contributing to improved organizational performance and success.

Career development (2023) highlights that you should have knowledge, ability, and competence to complete tasks successfully. These qualities, known as skills, can be

developed to help you gain expertise in a specific area. This expertise can translate into more tremendous success in your career and other areas of life. In this article, we provide an in-depth look at skills as they pertain to the workplace.

Yi & Zulaikha (2022) described leadership skills as the leader's ability that can be used to achieve goals. Therefore, one of the keys to being an effective leader in this situation is the application of the necessary leadership skills. The ability to achieve goals encompasses a variety of skills and qualities that enable individuals to navigate challenges and drive results effectively. A leader's ability to achieve goals is characterized by a combination of strategic thinking, effective communication, motivation, problem-solving, and resilience, all directed toward realizing a shared vision of success.

Cuofano (2024) affirmed that leadership skills are the strengths and abilities individuals demonstrate to manage and motivate others toward achieving organizational goals. Moreover, leadership skills encompass a range of abilities and qualities that individuals in leadership roles need to effectively guide, influence, and motivate others to achieve common goals and objectives. Leadership skills are crucial in various contexts, including business, politics, education, and community organizations. These skills are not innate but can be developed and refined through education, training, and practical experience. Effective leadership is essential for organizational success, employee engagement, and positive team dynamics. Therefore, leadership skills are crucial in various life aspects, from professional settings to personal interactions. In summary, leadership skills are essential for guiding, motivating, and empowering individuals and teams to achieve common goals, fostering a positive and productive environment, and driving long-term success in professional and personal endeavors.

Tariq et al. (2021) described creativity as generating novel and appropriate ideas or products. Innovation is the successful implementation of creative ideas within an organization. It emphasizes the ability to conceive new and valuable ideas or products that address specific needs, challenges, or opportunities.

Indradewa et al. (2019) emphasized that product quality and brand image directly influence the purchase decision process. Product quality and brand image affect customer satisfaction. Consumers trust brands with a proven track record of delivering high-quality products. A positive brand image signals reliability and consistency, reducing the perceived risk associated with a purchase. Trust in the brand and confidence in the product's quality encourage consumers to purchase.

Moreover, quality products and a positive brand image foster loyalty among customers. When consumers have positive experiences with a brand's products, they are more likely to become repeat customers and recommend the brand to others. This loyalty can lead to long-term relationships between consumers and brands,

driving sustained sales and revenue. Overall, product quality and brand image are interconnected in shaping consumer perceptions, preferences, and behaviors during the purchase decision process. By prioritizing quality and building a positive brand image, companies can enhance their competitiveness and drive customer loyalty and satisfaction.

According to Naini et al. (2022), three product and service quality indicators are most influential on customer satisfaction and loyalty: response accuracy, product uniqueness, and employees' attention, which make customers happy and want to return. To begin with response accuracy, this indicator reflects how effectively a company addresses customer inquiries, issues, or feedback. In addition, unique products provide customers with something different and innovative, fulfilling their desire for variety, personalization, and exclusivity. When customers find value in a company's exceptional products, they are likelier to develop a strong affinity for the brand and become loyal advocates. In conclusion, employee attention and the service employees provide significantly impact customer satisfaction and loyalty. Customers feel valued and appreciated When interacting with employees who are attentive, friendly, knowledgeable, and genuinely interested in helping them. Positive interactions with employees can enhance the overall customer experience, making customers more likely to return to the company for future purchases. Employees who go above and beyond to meet customer needs can create memorable experiences that foster solid emotional connections and loyalty. On the other hand, negative interactions or perceived indifference from employees can leave a lasting negative impression on customers, leading to dissatisfaction and potentially driving them away from competitors.

Therefore, response accuracy, product uniqueness, and employees' attention are the critical indicators of product and service quality that significantly influence customer satisfaction and loyalty.

Synthesis

Grint, Jones, Haslam, Mackinsey, & Zuliakha (2022) It was clear from the aforementioned related literature and studies that leadership skills are indispensable in organizations because they provide direction, inspire and motivate teams, drive change and innovation, build effective teams, facilitate informed decision-making, enhance communication, foster a positive organizational culture, achieve goals, and build external relationships.

Yi and Zulaikha (2022) affirmed that one of the keys to becoming a great leader in this situation is the application of the required leadership skills. The capacity to achieve goals comprises several abilities and attributes that allow them to traverse hurdles and drive results effectively.

Echtelt & Cuofano (2024) It was underlined that a successful leader can bring out the best in their team members' abilities, skills, and expertise while motivating

them to work together to achieve a common objective. It was also discovered that leadership qualities are acquired by continuous learning and an ongoing process of self-study, education, training, and experience. Good leaders are made up, not born. (Sharma, M. K., & Jain, S. 2013). But it contradicts the idea that great leaders are born, not made. (The Great Man Theory). It also demonstrates that critical thinking is the most vital quality leaders must have to lead a company successfully.

Rahim (2022) emphasized that leaders with excellent interpersonal skills communicate effectively, ensuring their team understands goals, expectations, and feedback. Hanna (2024) elaborates that interpersonal skills are often called "people skills" because they encompass the abilities and behaviors that allow individuals to interact, communicate, and collaborate with others effectively. Additionally, it demonstrates that critical thinking is the most essential skill leaders require to lead an organization successfully.

Campbell (2022) adaptability is the willingness to change your behavior or strategy to adjust to a changing environment. It is crucial for success in today's ever-changing workplace. Those who are adaptable can respond quickly to a change in demands or priorities. However, Sony & Mekoth (2022) Employee adaptability will be determined by their capacity to handle an emergency or unexpected event

Tariq et al. (2021) stated that Creative leaders can devise novel ways to overcome challenges, set visionary goals, and cultivate a culture of innovation. Creativity enables individuals and organizations to approach problems from new angles and find innovative solutions. This is crucial for overcoming obstacles and addressing challenges effectively. Furthermore, creativity contributes to individuals' and organizations' long-term success and sustainability. Joshi et al., (2019) affirmed creative leaders approach challenges with a mindset of curiosity and resourcefulness. They encourage their team to think creatively about problems, exploring unconventional solutions and challenging assumptions.

Goodman (2019) agreed that customer service is pivotal in shaping a business's overall success and reputation. Zainal & Ilhamalimy (2021) emphasized that quality customer service can create a positive first impression, which is crucial for converting potential customers into actual ones. Moreover, consistent and reliable service helps in building long-term relationships. Moreover, Hayati et al. (2020) state that satisfied customers are more likely to return, leading to repeat business. High retention rates are often a direct result of excellent customer service. Customers who experience exceptional service are more likely to recommend the business to friends and family. Positive word-of-mouth can significantly enhance the company's reputation and attract new customers. Lee (2020) affirmed that customer reviews and ratings on platforms like Google, Yelp, and social media can influence public perception in the digital age. Positive reviews can drive new business, while negative reviews deter potential customers.

Chanana & Sangeeta (2021). Employee engagement profoundly impacts an organization's overall health and success. Engaged employees are committed to their work, enthusiastic about their roles, and motivated to contribute to the organization's goals. Moreover, engaged employees are more productive. They are likelier to go above and beyond their basic job requirements, leading to higher output. Clack (2021) reiterates that engaged employees are more likely to deliver exceptional customer service. Their positive attitude and commitment can significantly enhance the customer experience, leading to higher customer satisfaction and loyalty. Katili et al. (2021) highlight that organizations that promote engagement often promote work-life balance, contributing to overall employee well-being and satisfaction.

Indradewa et al. (2019) reiterate that the impact of quality products and services extends beyond customer satisfaction—it influences brand reputation, financial performance, employee morale, and regulatory compliance. Businesses prioritizing quality create a virtuous cycle of customer loyalty, employee engagement, and sustainable growth. By investing in quality management systems, innovation, and a customer-centric culture, organizations can reap the benefits of delivering superior value to their customers and stakeholders.

Naini et al. (2022) High-quality products and services meet or exceed customer expectations, leading to greater satisfaction. In addition, consistently delivering quality builds customer trust, leading to repeat business and long-term loyalty. A reputation for quality builds credibility and confidence in the marketplace, making it easier to attract new customers and partners. Moreover, Employees take pride in delivering quality products and services, contributing to higher morale and job satisfaction.

Therefore, organizations that invest in customer service, employee engagement, and product quality are better positioned to achieve robust performance. Companies can drive customer satisfaction, operational efficiency, and long-term success by focusing on these areas.

Gap/s Bridged by the Present Study

After a thorough review of the literature and studies, the following research gaps were identified:

1. It was revealed that there is a dearth of both foreign and local studies focusing on leadership skills and organizational performance.
2. It was found that no studies have been conducted yet in the local context determining both leadership skills and organizational performance.

To address these existing gaps, the researcher was motivated to conduct the quantitative research determining the respondents' leadership skills and organizational performance.

Research Methodology

This chapter discussed the research design method, the study's respondents, the instrument used, data gathering procedures, and statistical data treatment.

Research Design

The researcher utilized the descriptive-correlational research method with the help of a survey questionnaire as the primary data source. A statistical method was used to give credence and reliability to the study. This is one in which information is collected without changing the environment (i.e., nothing is manipulated). It is used to obtain information concerning the current status of the phenomenon to describe "what exists" concerning variables or conditions in a situation. The methods involved range from the survey, which represents the status quo, to the correlation study, which investigates the relationship between variables, to developmental studies, which seek to determine changes over time (Polka, 2018).

Research Locale

The study was conducted in the area under the National Capital Region—South 2, composed of Pasay, Paranaque, Las Pinas, Taguig, and Muntinlupa City. The researcher preferred to conduct a study in the said area because it has the most significant number of branches compared to other regions, with a total of 38 branches and essential contributors to the national target in terms of sales and services, and the competition for managers leadership skills and performance in these areas was very high and challenging.

Respondent of the Study

The respondents to the study were selected to provide an extensive understanding of managers' leadership skills and performance at Motortrade-NCR South. The study focused on 35 managers from the areas of Pasay, Paranaque, Las Pinas, Taguig, and Muntinlupa City branches.

Sampling Design

The target population for this study comprised the positions of managers working at Motortrade Nationwide Corporation, NCR-South. The respondents were characterized by their managerial and leadership positions.

Respondents were selected using a purposive sampling method. This strategy was adopted to ensure participants had particular qualities related to the research objectives. Purposive sampling is a strategic method used in research to collect in-depth, thorough information from a select group of people who can provide the most relevant insights.

A total of 35 respondents participated in the study. The sample size 35 was determined based on a total population size of 38 using the Raosoft sample size calculator.

Instrumentation and Validation

The researcher used a self-made questionnaire to collect the needed primary data. The instrument was divided into two (2) parts. Part 1 dealt with leadership skills, and Part II covered organizational performance.

The researcher sought his adviser's advice to assess the items' substance and suitability. Then, the questionnaire was submitted for face validation to a panel of experts consisting of a researcher, statistician, and specialist. The panel's suggestions and recommendations were incorporated into the questionnaire draft. Additionally, the researcher-made questionnaire would undergo a reliability test using Cronbach's alpha to validate the formulated indicators thoroughly.

Evaluation and Scoring

To determine the respondent's leadership skills and organizational performance, the following adapted numerical rating, numerical range, categorical response, verbal interpretation, and verbal description would be used:

To determine the level of leadership skills

Numerical Rating	Numerical Range	Verbal Interpretation
5	4.50 – 5.50	Extremely High (Always)
4	3.50 – 4.50	Very High (Often)
3	2.50 - 3.50	High (Sometimes)
2	1.50 - 2.50	Low (Rarely)
1	1.00-1.50	Very Low (Never)

To determine the level of organizational performance

Numerical Rating	Numerical Range	Verbal Interpretation
5	4.50 – 5.50	Excellent
4	3.50 – 4.50	Very Good
3	2.50 - 3.50	Good
2	1.50 - 2.50	Fair
1	1.00-1.50	Poor

Data Gathering Procedures

A survey questionnaire was employed as it is perceived to be the most appropriate data-gathering instrument for this research study. The researcher provided a letter of permission addressed to the management of the National Capital Region – South 2, noted by the adviser and the Dean of the Graduate School, to allow the researcher to conduct the study survey. Following the approval, the researcher visited the National Capital Region – South 2 to distribute the questionnaire. The

researcher facilitated data collection; each participant was given a distributed questionnaire accordingly. The data generated from the responses were coded and encoded in Excel format and were sent to a statistician for statistical treatment.

Statistical Treatment

The following statistical tools were utilized in this study's quantitative analysis:

1. Weighted mean was used to describe the respondents' a)interpersonal, b)adaptability, and c) creativity.
2. Pearson r Moment Correlation Coefficient was used to determine the relationship between the respondents' a)customer service, b) employee engagement, and c) quality of product.

Ethical Considerations

Ethical guidelines were strictly followed throughout the research process. The researcher applied ethical consideration principles, data collection integrity, and honesty in reporting findings. The researcher asked permission from the head of Motortrade NCR South to conduct the study with the target respondents, the branch managers. The process involved clearly explaining the objective of the research, its purpose, procedures, and benefits. Participants voluntarily agreed to participate without any coercion. In addition, the privacy of research participants was ensured, and the personal information of participants and their data were kept confidential. Moreover, respondents understand their rights, including the right to withdraw from the study.

Presentation, Analysis, and Interpretation of Data

This chapter presents the analyzed and interpreted gathered data based on the given problem in Chapter 1. Thus, a pure understanding of this study relied on the sequential pattern of data from the result of a survey conducted by the researcher.

1. Level of leadership skills among managers of Motortrade Nationwide Corporation in terms of:

1.1. Interpersonal

Table 1.1 shows the level of leadership skills among managers of Motortrade Nationwide Corporation in the National Capital Region – South in terms of interpersonal skills.

Table 1.1 Assessment of the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of interpersonal

Indicators	Mean	Interpretation
1. I pay attention to others and lend a helping hand.	4.34	Very High (Often)
2. I ask the other people to tell me about their feelings and experiences.	4.2	Very High (Often)
3. I try to think about what other people want me to do to prevent causing them any trouble..	4.31	Very High (Often)
4. I can understand my emotional reactions when I look at the circumstances.	4.2	Very High (Often)
5. I express my emotions at appropriate times and with appropriate feelings.	4.23	Very High (Often)
General Assessment	4.26	Very High (Often)

Legend: 4.500-5.499 Extremely High(Always); 3.500-4.499 Very High (Often); 2.500-3.499 High (Sometimes); 1.500-2.499 Low(Rarely); and1.000 to1.499 Very Low (Never)

Table 1.1 presents the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of interpersonal skills. As seen in the table, Indicator 1: "I pay attention to others and lend a helping hand has the highest mean of 4.34 and is interpreted as Very High. Meanwhile, Indicator 4: I can understand my emotional reactions when I look at the circumstances and ask other people to tell me about their feelings and experiences. It has the lowest mean with a weighted mean of 4.20 and was interpreted as "Very High."

To sum up, the general assessment mean of 4.26 revealed that the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of interpersonal was "Very High." This implies that the managers of Motortrade Nationwide Corporation, in terms of interpersonal involve actively listening to others, demonstrating empathy, providing support, being proactive in addressing potential issues, embracing a servant leadership mindset, and adapting to the diverse needs of team members. These qualities contribute to building strong relationships, fostering collaboration, and driving collective success within an organization.

The results were also supported by Rahim (2020). Interpersonal skills have an important role in managerial performance because interpersonal skills are the basic things that managers must own to create harmony in the interactions with all members of the organization to achieve the goals that have been carried out together, with the primary outcome being to improve managerial and organizational performance. According to Kirchner et al., (2019). Effective organizational leaders are frequently attributed to their success in their roles due to their developed and demonstrated interpersonal skills. Interpersonal skills are essential for effective leadership because they help you create connections, resolve issues, and positively influence people. Leaders who succeed in these areas are better positioned to overcome complex organizational difficulties and generate long-term success

1.2 Adaptability

Table 1.2 Assessment of the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of Adaptability

Indicators	Mean	Interpretation
1. I am consistently prepared to share knowledge and information with team members.	4.40	Very High(Often)
2. I contribute ideas to help group members achieve better.	4.57	Extremely High (Always)
3. I want to motivate my fellow group members.	4.57	Extremely High (Always)
4. I encourage group members to work together to address the problem.	4.60	Extremely High (Always)
5. I train them to make decisions based on teamwork and group discussions.	4.37	Very High(Often)
General Assessment	4.50	Extremely High (Always)

Legend: 4.500-5.499 Extremely High(Always); 3.500-4.499 Very High (Often); 2.500-3.499 High(Sometimes); 1.500-2.499 Low(Rarely); and1.000 to1.499 Very Low (Never)

Table 1.2 presents the level of leadership skills among managers of Motortrade Nationwide Corporation regarding Adaptability. As seen in the table, indicator 4," I encourage group members to work together to address the problem has the highest mean and was interpreted as **Extremely High** with a weighted mean of 4.60. Indicator 5," I train them to make decisions based on teamwork and group discussions, has the lowest mean, with a weighted mean of 4.37, and was interpreted as **extremely high**.

To sum up, the general assessment with a weighted mean of 4.50 revealed that the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of adaptability was "Extremely High." This implies that managers always encourage group members to work together to address the problem, always contribute ideas to help group members achieve better, always motivate their fellow members to become more productive, consistently prepared to share knowledge and information with their teams and train their team members to make decisions based on teamwork and group discussion.

These findings affirm the study of Janakiraman (2022). The more adaptive a person is, the more leadership skills they will have. This may include attributes such as focus, motivation, and open-mindedness. When others see someone embracing change, they will be inspired to do the same. Being adaptive will also help them acquire the respect of their coworkers. The better one can manage change, the better one can lead the organization, according to Loughlin et al. (2021). The word adaptability

has many different meanings and is frequently "adapted" to match a particular situation or area of interest. Adaptability appears in various literature, including evolutionary studies. Adaptability is "the ability of a human organism to intentionally modify its reactions in the presence of unfamiliar external circumstances, or internal states, in such a way as to ensure its survival." Adaptability is a critical component of effective leadership, allowing leaders to negotiate change, inspire creativity, empower people, develop trust, increase organizational agility, and improve overall leadership effectiveness. Leaders who prioritize adaptability are more positioned to manage their organizations successfully in today's dynamic and unpredictable business climate. A person who has the more leadership traits they will have.

1.3 Creativity

Table 1. 3 Assessment of the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of Creativity

Indicators	Mean	Interpretation
1. I support other people who are successful in the workplace.	4.69	Extremely High (Always)
2. I believe that my role is a significant achievement for my team.	4.46	Very High (Often)
3. When I encounter a problem, I am open-minded about the best way to solve the problem.	4.54	Extremely High (Always)
4. I prefer to have all the facts before I make a decision.	4.34	Very High (Often)
5. I am encouraged to generate new ideas at work.	4.51	Extremely High (Always)
General Assessment	4.51	Extremely High (Always)

Legend: 4.500-5.499 Extremely High(Always); 3.500-4.499 Very High (Often); 2.500-3.499 High(Sometimes); 1.500-2.499 Low(Rarely); and1.000 to1.499 Very Low (Never)

Table 1.3 presents the level of leadership skills among managers of Motortrade Nationwide Corporation regarding creativity. As seen in the table, indicator 3," I support other people who are successful in the workplace," has the highest mean with a weighted mean of 4.69 and was interpreted as Extremely High. On the other hand, Indicator 4, "I prefer to have all the facts before making a decision, " has the lowest mean with a weighted mean of 4.46 and is interpreted as Extremely High.

To sum up, the general assessment with a weighted mean of 4.51 revealed that the level of leadership skills among managers of Motortrade Nationwide Corporation in terms of adaptability was "Extremely High." This implies that managers always support their people who are successful in the workplace, always anticipate when encountering a problem, and are open-minded about the

best way to solve the problem. They are also always encouraged to generate new ideas at work. The manager's role is significant to their team's achievement, and they prefer to have all the facts before making a decision.

These findings affirm the study of Nwachukwu et al. (2020). Individuals or groups in an organization can use creativity to introduce innovative strategies that will improve business outcomes. Creativity encompasses possibilities to address challenges and engage in breakthrough ideas within the enterprise. Creative problem-solving abilities are critical to leadership success. Individuals, groups, and organizations can all exhibit creativity. Creative people have more physical and mental energy and are more productive. Some feel that engaging in the creative process helps creative performance management. On the other hand, the environment promotes creativity through particular creative tasks. Leaders encourage creativity by actively participating in processes that can lead to innovative outputs. A work atmosphere that fosters creativity may facilitate constructive knowledge-sharing among subordinates.

2. Level of organizational performance of Motortrade Nationwide Corporation in terms of:

2.1. Customer service

Table 2.1 shows the level of organizational performance of Motortrade Nationwide Corporation in terms of Customer service.

Table 2.1 Assessment of the level of organizational performance of Motortrade Nationwide Corporation in terms of customer service

Indicator	Mean	Interpretation
1. I have constantly shown a strong commitment to providing excellent customer service, going above and beyond to satisfy our clients' expectations.	4.66	Excellent
2. I have effectively communicated with customers, building strong relationships, and gaining their trust and loyalty.	4.66	Excellent
3. I maintain a positive attitude even when dealing with challenging customers.	4.26	Very Good
4. Resolve customer issues and concerns in a timely manner.	4.51	Excellent
5. Listen actively to customer concerns and questions.	4.77	Excellent
General Assessment	4.57	Excellent

Legend: 4.500-5.499 Excellent; 3.500-4.499 Very Good; 2.500-3.499 Good; 1.500-2.499 Fair and 1.000 to 1.499 Poor

Table 2.1 presents the level of organizational performance in terms of customer service. As seen in the

table, indicator 5, "Listen actively to customer concerns and questions," has the highest mean with a weighted mean of 4.77, verbally interpreted as "Excellent". On the other hand, indicator 3, "Maintain a positive attitude even when dealing with challenging customers" has the lowest mean with a weighted mean of 4.36 and was interpreted as "Very Good."

To sum up, the general assessment with a weighted mean of 4.57 revealed that the level of organizational performance of Motortrade Nationwide Corporation in terms of customer service was "Excellent." This implies that the managers consistently provide high-quality service, listen actively to customer concerns and questions, have a solid commitment to providing excellent customer service, go above and beyond to satisfy customers' expectations, Effectively communicate with customers, build strong relationships, and gain their trust and loyalty, resolve customer issues and concern promptly and maintain a positive attitude even when a dealing with challenging customers.

These findings affirm the study of Ilies et al. (2020). For most companies, customer service is essential in retaining customers, maintaining high profits, and securing new customers. The issues related to customer service may negatively affect not only a company's image and the performance of frontline employees but also the sales volume and customer retention. Customer service effectiveness is an essential factor in ensuring a competitive advantage. A business company cannot grow and be competitive if it does not fully meet the needs and expectations of customers. Improving the level of customer service from the sustainability perspective is essential for a company's orientation towards ensuring customer satisfaction by customer loyalty, which costs much less than regaining lost customers or attracting new ones.

2.2 Employee engagement

Table 2.2 Assessment of the level of organizational performance of Motortrade Nationwide Corporation in terms of employee engagement

Indicators	Mean	Interpretation
1. I would recommend my company as a great place to work.	4.00	Very Good
2. I see myself still working at our company in five years' time.	3.49	Good
3. The leaders at the company have communicated a vision that motivates me.	4.09	Very Good
4. I receive appropriate recognition when I do good work and achieve month-to-date and year-to-date targets.	4.29	Very Good
5. I am satisfied with the way my company has managed business and people.	4.00	Very Good
General Assessment	3.97	Very Good

Legend: 4.500-5.499 Excellent; 3.500-4.499 Very Good; 2.500-3.499 Good; 1.500-2.499 Fair and 1.000 to 1.499 Poor

Table 2.2 presents the level of organizational performance of Motortrade Nationwide Corporation in terms of employee engagement. As seen in the table, indicator 4, "The managers receive appropriate recognition when doing good and achieve month-to-date and year-to-date targets," has the highest mean with a weighted mean of 4.29, verbally interpreted as "Very Good." On the other hand, indicator 2, "The managers still working in the company in five years," has the lowest mean with a weighted mean of 3.49, verbally interpreted as "Good."

To sum up, the general assessment with a weighted mean of 3.97 revealed that the level of organizational performance of Motortrade Nationwide Corporation – NCR South in terms of employee engagement was "Very Good." This implies that the managers receive appropriate recognition when doing well and achieve month-to-date and year-to-date targets. This recognition can serve as positive reinforcement for their efforts and further motivate them to continue performing at a high level. It also implies that when leaders effectively communicate goals, strategies, and expectations, managers are more likely to feel empowered, engaged, and focused on achieving those objectives. Consequently, it can improve performance, align with organizational goals, and create a more cohesive and productive work environment.

These findings affirm the study of Diskienė et al. (2020). To gain a competitive edge in the market, every firm aspires to maximize the use of its human resources. Engaged workers not only have better relationships with their coworkers and a better working environment but also transfer their job happiness into increased productivity and profitability for the company. High levels of engagement promote talent retention, foster customer loyalty, and improve organizational performance.

According to Turner et al. (2020). Engaged employees feel connected to their organization, are pleased to work there, and will go above and beyond to help the firm achieve its objectives. Engaged employees are more inclined to stay with the business and advocate for it. Employees who are more devoted, satisfied, and productive are thought to contribute to, among other things, job performance and intent to continue with the organization.

2.3 Quality of products

Table 2.3 Assessment of the level of organizational performance of Motortrade Nationwide Corporation in terms of employee Quality of products

Quality of products	Mean	
1. The products and services that are offered align with the customer's needs.	4.20	Very Good
2. The company has competitive prices, promotions, and giveaways	4.31	Very Good

3. With a strong partnership and suppliers to innovate and develop quality products that in demand in the market.	4.40	Very Good
4. Fastest approval for installments through online and walk-in applications.	4.46	Very Good
5. Train and develop high-quality personnel for post- and after-sales service.	4.43	Very Good
General Assessment	4.36	Very Good

Legend: 4.500-5.499 Excellent; 3.500-4.499 Very Good; 2.500-3.499 Good; 1.500-2.499 Fair and 1.000 to 1.499 Poor

Table 2.3 presents the level of organizational performance of Motortrade Nationwide Corporation in terms of product quality. As seen in the table, indicator 4, "Fastest approval for installment through online and walk-in applications," has the highest mean with a weighted mean of 4.46, verbally interpreted as "Very Good." Indicator 1, "The products and services that are offered align with the needs of the customer," has the lowest mean with a weighted mean of 4.20, verbally interpreted as "Very Good."

To sum up, the general assessment with a weighted mean of 4.36 revealed that the level of organizational performance of Motortrade Nationwide Corporation in terms of employee engagement was "Very Good." This implies that the company consistently provides high-quality products or services that meet and surpass market expectations, has the fastest approval for installment through online and walk-in applications, continues to train and develop high-quality personnel for post- and after-sales services, has a strong partnership with suppliers to innovate and develop quality products that are in demand in the market, and offers competitive prices, promotions, and giveaways. The products and services offered align with the customer's needs.

These findings affirm the study of SM Dam et al. (2020). The findings showed that product or service quality positively affects brand image, customer satisfaction, and loyalty. Likewise, the results also confirmed brand image had a positive impact on customer satisfaction and customer loyalty. Furthermore, when customers receive high-quality products or services, they perceive them as valuable. This perception contributes positively to the brand image as customers associate quality with the brand's reputation and trustworthiness. In addition, Satisfied customers are more likely to repurchase and spread positive word-of-mouth about their experience. Consistently providing high-quality products or services builds a strong brand reputation over time. Customers trust brands that consistently deliver on their promises and maintain high standards. A positive brand reputation attracts new customers and fosters loyalty among existing ones.

Problem 3. Relationship between leadership skills and organizational performance in Motortrade Nationwide Corporation- NCR South.

Table 3 shows the significant relationship between leadership skills and organizational performance in Motortrade Nationwide Corporation

		<i>Computed value</i>	<i>p-value</i>	<i>Interpretation</i>	
Interpersonal skills	Customer service	-0.026	0.966	Very Weak Inverse Correlation	Not Significant
	Employee engagement	0.023	0.892	Very Weak Correlation	Not Significant
	Quality of products	-0.564	0.322	Moderate Inverse Correlation	Not Significant
Adaptability	Customer service.	-0.763	0.133	Strong Inverse Correlation	Not Significant
	Employee engagement	0.526	0.362	Moderate Correlation	Not Significant
	Quality of products	0.359	0.553	Weak Correlation	Not Significant
Creativity	Customer service.	0.051	0.935	Very Weak Correlation	Not Significant
	Employee engagement	-0.205	0.741	Very Weak Inverse Correlation	Not Significant
	Quality of products	-0.71	0.188	Strong Inverse Correlation	Not Significant

Level of Significance $p < 0.05$

Table 3 presents the relationship between leadership skills and organizational performance in Motortrade – NCR South. As shown, there was no significant relationship between interpersonal skills and customer service ($r = -0.026$ $p = 0.966$), and it was interpreted as a "very weak inverse correlation. Interpersonal skills and employee engagement ($r = 0.026$ $p = 0.892$) were interpreted as a very weak correlation; Interpersonal skills and quality of products ($r = -0.564$ $p = 0.322$) were interpreted as a moderate inverse correlation; Adaptability and customer service ($r = -0.763$ $p = 0.133$) interpreted as strong inverse correlation; Adaptability and employee engagement ($r = 0.526$ $p = 0.362$) interpreted as moderate correlation; adaptability and quality of products ($r = 0.359$ $p = 0.553$) interpreted as weak correlation; Creativity and customer service ($r = 0.051$ $p = 0.935$) interpreted as very weak correlation; Creativity and employee engagement ($r = -0.205$ $p = 0.741$) interpreted as very weak inverse correlation; Creativity and quality of products ($r = -0.710$ $p = 0.188$) interpreted as strong inverse correlation. This means that the relationship between leadership skills in terms of interpersonal, adaptability, and creativity does not directly influence organizational performance in terms of

customer service, employee engagement, and quality of products.

Ibrahim et al. (2019) Recommend that since leadership is one of the most fundamental means of achieving organizational goals/objectives, every company should ensure that the correct leader is in charge of their organization to achieve their stated goals and objectives. Therefore, selecting suitable leaders is critical for organizational success. Leaders are responsible for establishing the organization's vision, inspiring employees, making strategic decisions, forming high-performance teams, managing change, encouraging communication, advocating ethical behavior, and driving continuous development. Organizations can increase their chances of attaining their goals and objectives by putting in place the proper leaders.

According to Radhika Kapur (2020), Attaining success is crucial for leaders. When leaders successfully carry out their job tasks, they benefit not just themselves but also the members and the organization. Leadership abilities must be put into practice effectively to be successful in the execution of job duties and in leading to the effective growth and development of the company as a whole.

Problem 4. Based on the study's findings, what training enhancement plan may be proposed?

Table 4 shows the action plan based on the findings of the study.

Areas of concern	Program	Time Frame	Person In-charge	Expected outcome
Team building activities	Attend seminars/training will help foster trust, cooperation, and positive relationships among team members, contributing to a supportive and emotionally healthy work environment.	Annually	Human Resource Business Partner and Area Head	Contribute 100% to a positive team dynamic, fostering trust, cooperation, and positive relationships among team members.
Critical Thinking Skills	This training focuses on developing critical thinking skills, including problem-solving, analysis, and evaluation techniques, to make informed and effective decisions various situations.	Annually	Human Resource Business Partner and Area Head	100% improve problem solving abilities and develop creative solutions.
Decision Support Systems	Attend seminars /training will help	Annually	Human Resource	100%improve managers'

	participants use decision support tools and technologies, such as decision trees, simulation models, and predictive analytics, to enhance fact-based decision-making processes.		Business Partner and Area Head	decision-making skills.
Customer Service Excellence Workshop	This workshop focuses on the principles of exceptional customer service, emphasizing empathy, active listening, professionalism, and will help employees maintain a positive mindset even in challenging situations.	Annually	Human Resource Business Partner and Area Head	100% Enhance customer satisfaction.
Wellness and Stress Management Seminars	This training/seminar will focus on employee well-being, stress management, and work-life balance.	Annually	Human Resource Business Partner and Area Head	100% enhance employee retention. Companies that invest in employee well-being are more likely to retain their talent over the long term.
Market Trends and Analysis	to keep employees informed about shifts in customer preferences, emerging technologies, and industry developments.	Annually	Human Resource Business Partner and Marketing dept.	100% improve products and services aligned with the needs of the customers.

Summary of Findings, Conclusions and Recommendations

This chapter summarizes the key findings from the research, draws conclusions based on the analysis, and offers recommendations to the researcher. The findings of this study are based on data gathered from study participants' responses. The data was evaluated using statistical approaches such as the weighted mean and Pearson product-moment correlation coefficient.

Summary of Findings

The Salient findings of the study are enumerated as follows:

1. The overall weighted mean of 4.42 indicates that the level of leadership skills among managers of Motortrade-NCR South was "Very High," specifically their level of leadership skills among managers of Motortrade-NCR South along with creativity 4.51, adaptability 4.50, and interpersonal skills 4.26.
2. The overall weighted mean of 4.30 indicates that the level of organizational performance of Motortrade NCR –South was "Very Good," specifically their level of organizational performance along with customer service at 4.57, quality of products at 4.36, and employee engagement at 3.97.
3. The level of leadership skills is not significantly correlated with the level of organizational performance as shown by Pearson r values of Interpersonal skills along customer service ($r=0.026$; $p=0.966$) and Interpersonal skills along employee engagement ($r=0.026$ $p=0.892$) and Interpersonal skills along quality of products ($r=-0.564$ $p=0.322$); Adaptability along customer service ($r = -$

4. 0.763 $p=0.133$) Adaptability along employee engagement ($r = 0.526$ $p=0.362$) adaptability along quality of products ($r = 0.359$ $p=0.553$) Creativity along customer service ($r = 0.051$ $p = 0.935$) Creativity along employee engagement ($r = -0.205$ $p=0.741$) Creativity along quality of products ($r = -0.710$ $p=0.188$) which were all less than 0.05 level of significance.
5. The researcher's action plan was determined based on the lowest indicators of managers' leadership skills and performance, indicating that management and department heads must focus and improve on specific areas.

Conclusions

Based on the findings of the study, the study was able to draw the following conclusions:

1. The level of leadership skills among managers of Motortrade – NCR South exhibiting strong interpersonal skills, adaptability, and Creativity are likely to be highly effective in leading teams and organizations, fostering collaboration, navigating change, and driving innovation. This signifies that the leadership skills among leaders indicate a strong foundation for effective leadership.
2. The level of organizational performance of Motortrade Nationwide Corporation, particularly in NCR–South, has achieved a "Very Good" level of organizational performance. In conclusion, achieving a "Very Good" level of performance in these areas indicates that the organization is effectively meeting the needs of both customers and employees, which can contribute to long-term success and sustainability.

3. The relationship between leadership skills in terms of interpersonal, adaptability, and Creativity has not directly influenced the organizational performance in terms of customer service, employee engagement, and quality of products.
4. The proposed action plan may help employees develop new skills and enhance existing ones. It helps the employees stay updated on the latest developments in their field and acquire the skills needed to adapt to change effectively.
4. The management may establish a strong relationship with the suppliers to ensure the quality of the products and foster long-term relationships. Building strong supplier relationships often means reliability and consistency in the supply chain. Reliable suppliers are more likely to deliver products on time, in the correct quantity, and with consistent quality, helping to prevent disruptions in production schedules and maintain customer satisfaction.
5. Future researchers may conduct a similar study to explore the effectiveness of interventions and strategies in leadership skills and organizational performance. This could include a larger and more diverse sample size. Additionally, the research could focus on the significant relationship between leadership skills and organizational performance.

Recommendations

Based on the findings of the study, the researcher proposed the following recommendations:

1. The administration may conduct quarterly reviews of organizational performance with the operation managers to ensure that the organization remains aligned with its strategic objectives. Evaluate the managers' leadership skills to identify the leaders' gaps, strengths, and weaknesses. Understanding where leaders excel and where they need improvement enables targeted development efforts to enhance their effectiveness.
2. The Department head may conduct monthly meetings to assess branch performance and identify and address challenges or issues the team faces. Investing in employee training and development, provide comprehensive training programs and seminars to equip employees with the skills, knowledge, and tools needed to deliver outstanding performance. May delegate responsibilities and authority to team members, empowering them to take ownership of their work and make decisions within their areas of expertise. Provide support, guidance, and resources as needed, but allow employees the autonomy to execute tasks and projects independently.
3. Managers and employees should be actively engaged and supported in the learning process provided by the management. Employees should strive to apply the knowledge and skills gained from training and seminars to their daily work. They can look for opportunities to implement new ideas, techniques, or best practices learned during training sessions to improve their performance and contribute to organizational goals.

References

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