

**FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE IN
METRO SPECIALIST HOSPITAL, SUNGAI PETANI,
KEDAH DARUL AMAN**

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ABSTRACT

Organizations are commonly defined as instruments of propose. They are seen as coordinated by intentions and goals. Organizational performances in this way typically devote little attention to complications of using such formulation to characterize that the casual of performance phenomena. This study had concentrated on factor influencing organizational performance at Metro Specialist Hospital (MSH). The aims of the study are to examine the performance of the company and the most significant factors that influence the performance of MSH. The researcher had analysed four factor that influence organizational performance which is staff motivation, working environment, training and skill, and management involvement. A total of 100 questionnaires were distributed to 100 staffs at MSH by hand and only 82 questionnaires were returned for analysis. The data had been analysing by using Statistic Package for Social Sciences (SPSS). Research findings revealed there was significant relationship between working environment, training and skill, and management involvement with organizational performance. The multiple regression results had shown that the independent variable which is training and skill, and management involvement are a significant predictor for organizational performance.

Keywords: Organizational performance, staff motivation, working environment, training and skill, and management involvement.

ABSTRAK

Organisasi lazimnya ditakrifkan sebagai cadangan instrument. Ianya dilihat sebagai niat dan matlamat sesebuah organisasi. Prestasi organisasi biasanya menumpukan perhatian kepada komplikasi dengan menggunakan formulasi tersebut untuk mencirikan yang kasual fenomena prestasi. Kajian ini menumpukan kepada faktor yang mempengaruhi prestasi organisasi di Hospital Pakar Metro (MSH). Tujuan kajian ini adalah untuk mengkaji prestasi organisasi and faktor-faktor yang penting yang mempengaruhi prestasi MSH. Pengkaji telah menganalisis empat faktor yang mempengaruhi prestasi organisasi iaitu motivasi kakitangan, persekitaran, latihan dan kemahiran, dan penglibatan pengurusan. Sebanyak 100 soal selidik telah diedarkan kepada 100 kakitangan di MSH secara tangan ke tangan dan hanya 82 soal selidik telah dikembalikan untuk analisis. Data telah dianalisis dengan menggunakan *Pakej Statistik Untuk Sains Sosial (SPSS)*. Hasil kajian menunjukkan terdapat hubungan yang signifikan antara persekitaran latihan dan kemahiran, dan penglibatan pengurusan dengan prestasi organisasi. Keputusan regrasi berganda telah menunjukkan bahawa pembolehubah bebas yang merupakan latihan dan kemahiran, dan penglibatan pengurusan adalah peramal yang signifikan bagi prestasi organisasi.

Kata kunci: Prestasi Organisasi, motivasi kakitangan, persekitaran kerja, latihan dan Kemahiran dan penglibatan pengurusan.

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Table of Content

Permission to Use	i
Disclaimer	ii
Abstractiii
Abstrakiv
Acknowledgementv
CHAPTER 1	1
1.0.... INTRODUCTION	1
1.1.... PROBLEM STATEMENT	3
1.2.... RESEARCH OBJECTIVE	8
1.3.... RESEARCH QUESTIONS	8
1.4.... SIGNIFICANCE OF THE STUDY	9
1.5.... DEFINITION OF THE KEY TERMS	10
1.5.1 Organizational Performance	10
1.5.2 Staff Motivation	10
1.5.3 Working Environment	10
1.5.4 Training and Development.....	10
1.5.5 Management Involvement	10
1.6 ... BACKGROUND OF ORGANIZATION.....	11

CHAPTER 2	13
2.0 INTRODUCTION	13
2.1 ORGANIZATIONAL PERFORMANCE	14
2.2 STAFF MOTIVATION	17
2.3 WORKING ENVIROMENT	20
2.4 TRAINING DEVELOPMENT AND SKILL	22
2.5 MANAGEMENT INVOLVEMENT	24
2.6 THE RELATIONSHIP BETWEEN STAFF MOTIVATION AND ORGANIZATIONAL PERFORMANCE.....	26
2.7 THE RELATIONSHIP BETWEEN WORKING ENVIROMENT AND ORGANIZATIONAL PERFORMANCE	27
2.8 THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE	28
2.9 THE RELATIONSHIP BETWEEN MANAGEMENT INVOLVEMENTS AND ORGANIZATIONAL PERFORMANCE	29
2.10 ...RESEARCH MODEL/FRAMEWORK	30
2.11 ...CONCLUSION	30
CHAPTER 3.....	31
3.0 INTRODUCTION	31
3.1..... RESEARCH APPROACH	31
3.1.1 Type Of Study	31
3.1.2 Data Collection	31
3.1.2.1 Primary Data	31
3.1.2.2 Secondary Data	32

3.2 RESEARCH DESIGN	32
3.3 POPULATION AND SAMPLING	32
3.4.... RESEARCH MEASUREMENT.....	33
3.5.... DATA COLLECTION	35
3.6.... DATA ANALYSIS TECHNIQUES	37
CHAPTER 4	38
4.1.... INTRODUCTION	38
4.2.... OVERVIEW OF DATA COLLECTED	38
4.3.... THE RESPONDENT PROFILE	39
4.4.... RIABILITY ANALYSIS	41
4.5 DESCRIPTIVE ANALYSIS	42
4.6 CORRELATIONS BETWEEN THE VARIABLE	43
4.7 SUMMARY OF FINDING	47
4.8 CONCLUSION	48
CHAPTER 5	49
5.1 INTRODUCTION	49
5.2.... DISCUSSION	49
5.3... THEORETICAL AND PRACTICAL IMPLICATION.....	52
5.4.... LIMITATIONS OF THE STUDY.....	54
5.5 ... RECOMMENDATION FOR FUTURE RESEARCH	54
5.5... CONCLUSION.....	55
<i>Reference</i>	56
<i>Appendix A</i>	62

<i>Appendix B</i>	69
<i>Appendix C</i>	71
<i>Appendix D</i>	77
<i>Appendix E</i>	78

LIST OF TABLE

Table 1.1	The annual report of number of inpatient and outpatient at Metro Specialist Hospital	6
Table 3.1	Distribution of Variable	34
Table 4.1	Rate of Respondent	37
Table 4.2	Respondent Profile	39
Table 4.3	Reliability Analysis	41
Table 4.4	Descriptive Statistics of All Variable in the Study	42
Table 4.5	Interpreting the R-value for Inter Correlations	43
Table 4.6	Pearson Inter-Correlation between the Variable	44
Table 4.7	Results of Multiple Regression Analysis (MRA)	46
Table 4.8	The Summary of Hypothesis	47

LIST OF FIGURE

Figure 1.1	Annual Report of the number of patient at Metro Specialist Hospital from 2004 until 2011	6
Figure 2.1	The Essential of Goal-Setting Framework by Locke and Latham	16
Figure 2.2	Maslow's Needs Hierarchy	19

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Many empirical researchers claimed to have identified a measurable link between Organizational Human Resource Management Practices and its performance referred here after as Human Resource Management Planning link (Fleetwood & Hesketh, 2008). Most of the researcher have investigated of planning within organizations from a source of academic debated and conceptual division, relationship between planning process and performance with mixed results (Beinhocker, 1999: Mintzberg, 1994).

Every organization should have a strategy, organizational strategy can be defined as the process or set of processes by which organizational goals and objectives are to be achieved. Organizational strategies are influenced by the feedback of the organizational various function and factor regarding the ability to provide the resources and inputs as well as produce the outcome necessary for the function that contribute to the attainment of the goals and objectives of the organization as a whole. That will be reflect the view of firm's leader and also emerge from organizational culture (Bailey & Johnson, 1995: Lumpkin & Dess, 1995)

According to Paul & Anantharaman (2003) the most important of the organizational performance are to achieve higher performance or maximization of wealth for the

shareholders. Performance also as the ability of an object to produce results in a determined a priority, in relations to a targets or goals (Laitinen, 2002).

Organizational performance includes strategic planning, operations, financial, legal, and organizational development. Organization may achieve its goals when each of the employee understand their roles and responsibilities for the organization, and there should be continues communication between management, leader and employee to set performance expectations, monitor program and achieve a good results (Katou, 2008).

Performance of the organizational can be measured and it can be defined as all aspects of performance that are relevant for the existence of organizational as a whole' and success as the way the organizational carries its objectives into effect (Flapper, Fortuin, & Stoop, 1996).

Effective performance measurement must be covered for all aspects of performance that are relevant for the existence of an organizational, which means the organizational achieve successful and growth (Kaplan & Norton, 1996: Hillman & Keim, 2001). Performance measurement system always include more than financial measurement, this have been established as many competitor orientation encompasses the extent to which firms are oriented toward and understand the strengths, weakness, tactical, strategy and potential of the organization (Day & Wensley, 1988: Narver & Slater, 1990: Noble, Sinha, & Kumar, 2002).

The organization consists of a set of resource employed in a productive way to generate wealth and resource of the company such as building, equipment, skills and

competencies of employees, procedures of norms, culture and value (Bruno, John, Maria, 2005). Base on that the researcher has listed out the factor are relevant to develop organizational performance. Factor that influence organizational performance which is staff motivation, working environment, training and development and management involvement (Arnold,1985: Srivastava,2003: Khan,2010: Bill & Steven,1990).

1.1 PROBLEM STATEMENT

Organizations are commonly defined as instruments of purpose. They are seen as coordinated by intentions and goals (James & Robert, 1997). Purpose of organizational success and failure in fulfilling those purposes are conspicuous part of conventional discourse. Business firm are compared in terms of profits, sales, market share, productivity, debt ratios, and stock prices. For hospital they used cost recovery, mortality, morbidity rates, board certification of physicians and occupancy rates (James & Robert, 1997).

The ability of an organization to sustain the delivery of quality product and service is essential to its long-term success. They have observe three major deterrents to sustaining high performance which is firstly leadership or management of an organization has an inaccurate understanding of the marketplace in which the organization must compete, secondly behaviour required to successfully implement the business strategy are out of alignment with customer and market place

requirement and lastly organizational system and process often fail to support the organizational version and strategy (Owen, Ron, Will, & Robert, 2001).

According to James & Roberts (1997), many of the cognitive and affective factors that seem likely to influence performance such as investor, customer, and worker confidence in the organizations. The resulting self-confident among successful individuals is likely to contribute positively to organizational performance, whereas the disassociation from failure restrains the loss of self-confidence among individual who are not successful. As results, the motivations generate by performance and its attributes are likely to accelerate success more than failure among current leaders (James & Roberts, 1997).

Hence motivation is very important to the determine employees ability so do other factors such as the resources given to an employee to do his or her job. Successful work performance can arise from ultimate companion limited which could achieve through appropriate motivation. Therefore employee motivation will be a condition necessary to achieve these goals. (Wiliam, 2010).

Nowier Mohammed Al-Anzi (2009) argued, it is felt in general that improving the work environment increases productivity. Any quantitative proof of this statement is sparse and conventional. There are number of interacting factor which affect productivity, including privacy, communications, social relationship, office system organization, management, as well as environmental issues. It is a much higher cost to employ people who work than it is to maintain and operate the building, hence

spending money on improving the work environment may be the most cost effective way of improving productivity.

Apart from that, most managers will sent their employees for training due to performance problem which arise in organizations as they expecting to see them to come back, a day or later and able to perform satisfactorily. But the manager not aware of the purpose of training nor he was given tools to help in coaching the employees in applying what they had learned in training on the job and thus will affect the organizational performance.

According to Haveman, Rosso, & Meyer (2001), to measure hospital performance base on return on sales such as gross patient, services revenue over net income. This reflects both effectiveness (good choices about service offer) and efficiency (low cost). Base on this statement, the researchers provided here report of visiting of the patient started on year 2004 until 2011.

The annual report of Metro Specialist Hospital (2012) shows the number of metro specialist hospital patients who seek treatment at the hospital either through insurance or panels from factories nearby. The number of patient is shown in Table 1.1. Based on the annual report of Metro Specialist Hospital April 2012 had shown that there is a decrease number in the presence of in-patients and out-patient over the past eight years.

Table 1.1: The Annual report of number of Inpatient and Outpatient at Metro Specialist Hospital.

Years	No of In-Patient	No of Out-Patient	No of Out-Patient
		(New cases)	(Follow-up)
2004	7420	15076	45216
2005	8018	15241	47059
2006	8774	14268	49189
2007	8990	14797	51780
2008	9505	15344	55675
2009	10328	15653	59912
2010	9567	15261	60161
2011	9021	15164	59666

**Source monthly census report of Metro Specialist Hospital April 2012*

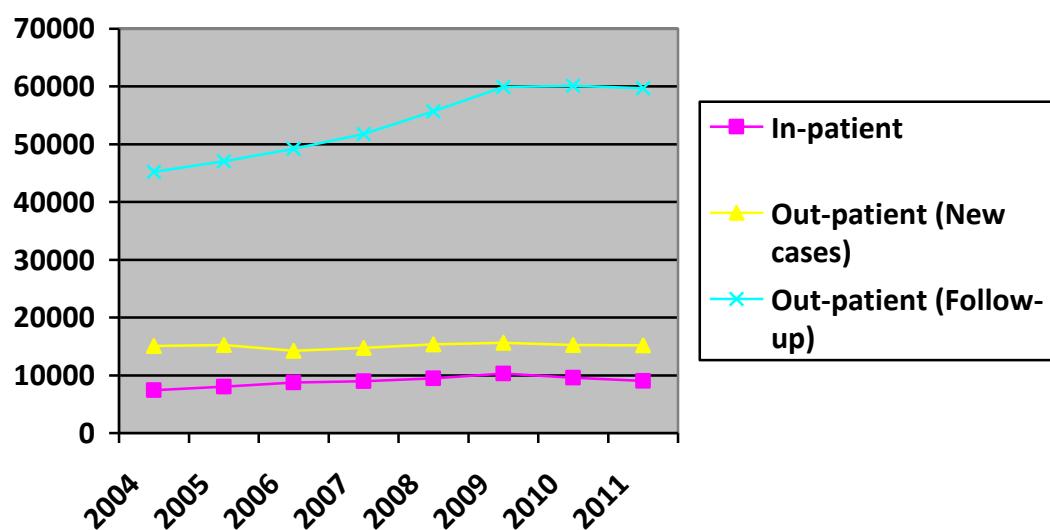


Figure 1.1 Annual report of the number of patient at Metro Specialist Hospital from 2004 until 2011.

Based on the annual report, the rate of increase and decrease of the number patients who seek treatment at Metro Specialist Hospital were flat. There is the possibility of the arrival rate of patients in hospital are at a static level due to the type of service offering is the same as other private hospitals and the rate is almost same charge. As we known the location of Metro Specialist Hospital and Pantai Hospital were nearby. They also provide the similar service which is health care. Metro Specialist Hospital also needs to compete with government hospital.

As we know, Malaysia is in process to improve health services in government sector, Malaysia had launch of the 1Malaysia Clinic and had established from January 2011 to provide medical services to the people of light in urban areas according to the government's' "*Rakyat didahulukan, Pencapaian diutamakan*" at rates as low as RM1 only. It is then followed by the launch of a Mobile Clinic Initiative earlier February 2011 (Utusan Malaysia, 31st Dec 2010). This is a competition to Metro Specialist Hospital as private hospital.

In this study, the researcher will examine factors that can improve performance of Metro Specialist Hospital. The factors were focus in four items which is staff motivation, working environment, training and development, and management involvement.

1.2 RESEARCH OBJECTIVES

- i) To examine the relationship between staff motivation and organizational performance.
- ii) To determine the relationship between working environment and organizational performance.
- iii) To investigate the relationship between training and development and organizational performance.
- iv) To examine the relationship between management involvement and organizational performance.

1.3 RESEARCH QUESTIONS

- i) Does staff motivation has a relationship with organizational performance?
- ii) Does working environment has a relationship with organizational performance?
- iii) Does training and development has a relationship with organizational performance
- iv) Does management involvement has a relationship with organizational performance?

1.4 SIGNIFICANCE OF THE STUDY

Although there are a large number of literature and research on the link between HRM performance or strategic human resource management and organizational performance (Dyler & Reeves, 1995; Katou,2008). But in this study the researcher were focus in directly for the factor that influencing organizational performance.

The study can help researcher to gain valuable experience and develop more knowledge and skills and to get the overview of this study. Indirectly, the researcher is not only helping the organization to identify the strength and weakness of the company but also has an opportunity to give some recommendations for further improvement.

Metro Specialist Hospital will gain some advantage. They will know the level of their performance and the problem faced by the organization so that they can improve their performance for in the future. The organization will get some idea and thought on the possible ways to improve their performance in the future due to this study and at the same time it will help them to get some idea to achieve their vision which is to be the leading health care provider in northern region.

Staffs at Metro Specialist Hospital also will also be beneficial from this study because the study will help staff to know the actual performance of their company. Therefore they can make their own perception and evaluation towards this company performance. Besides that they also can raise quality of work in order to enhance quality of the organization.

1.5 DEFINITION OF THE KEY TERMS

1.5.2 Organizational Performance

Organizational Performance is the valued productive output of system in the form of goods service (Swanson, 2000).

1.5.3 Staff motivation

According to Zainal et.al (2009) Motivation is defined as forces within individual that the direction, intensity and persistence of individual's voluntary behaviour (Steers, Mowday, & Shaprio, 2004)

1.5.4 Working Environment

Working environments can be defines as the manner and extent to which roles, power and responsibilities are delegated, controlled, and coordinated, communication and instruction between employee and management (Robbins, 2008).

1.5.5 Training and Skill

Training is the process of providing employees with specific skills or helping them correct deficiencies in their performance (Luis, David, & Robert, 2010)

1.5.6 Management Involvement

According to Bill & Steven (1990) Management involvement can be define as providing opportunities for communication, clarification, share strategic understanding and commitment with the employee (Dess, 1987).

1.6 BACKGROUND OF ORGANIZATION

In Sungai Petani, Kedah, there are two private hospitals which is Pantai Hospital and Metro Specialist Hospital. There is also a government hospital that is Hospital Sultanah Bahiyah, Sungai Petani. Three of these hospital located in nearest area. In this study the researchers had choose Metro Specialist Hospital for the sample of the research.

Before 1996, Metro Specialist was known as Bersatu Medical Center. Metro Specialist Hospital has been established on January 1996 and officially opened by Dato Chua Jui Meng (Health Minister). Before 2002 Metro Specialist Hospital building is in front of the Center Square located in the city of Sungai Petani and currently Metro building Establish on 19 October 2002.

As at today, Metro Specialist Hospital had 23 of Specialist in several of discipline, three medical officers and one visiting specialist for Orthodontist specialist. Most of the doctor specialists in Metro Specialist Hospital basically had more than ten years working experience.

Currently there are 387 staffs excluded doctor specialist and board of director from the various departments such as nursing department, financial department, hospital operation department, and etc. Each of department is managed by the management team for example Nursing department, Hospital operation, Finance department and etc. For large department such as nursing department and hospital operation will be divided into smaller units and will be led by the head units. For example nursing

department had been divided to operation theatre units, wards and outpatient units. Hence, there are top management, middle management, and lower management. Top management are group of board director, middle management, group of manager team and lower management are the head of units.

Metro Specialist Hospital provided medical service and focus in the northern region. They have their own vision which is to be the leading health care provider of choice in the northern region. The company mission is excellent patient care and customer satisfaction through building professional, caring and innovative.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to particular topic. Literature reviews are secondary sources, and as such do not report any new or original experimental work. This chapter also will discuss of the reviews and the summaries of the previous study regarding the scope of the research. Includes definition or the terms, discussion and the critically evaluation of past and current research. The main goals of doing literature are to gain sufficient information on area of research so that a researcher can make her own conclusion for the content of this project.

This chapter also discusses about the theory of organizational performance and also the work performance and the literature of the work performance. Organizational performance in the research will be assumed as a dependant variables and it will be analyze with the independence variable. Staff motivation, Working environment, Training and skill, and Motivation of the employee will assumes as an independent variable and also will be discuss in this chapter. Each item of the independent variable also will be discussing details in this chapter.

2.1 ORGANIZATIONAL PERFORMANCE

Organizations performance is process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions. One of the three key points of the organizational development will which lead to organizational performance are when many of organization development effort to increasing organizational learning, with the intent of then impacting organizational performance (Jon & Randy, 2009).

Organizational performance was referring to the actual output or results of an organization as measured against its intended outputs, goals and objective (Jon & Randy, 2009). There are four types of organizational performance measures, first human resource outcomes, second organizational outcomes, third financial accounting outcome, and lastly capital market outcomes. Human resource outcomes related to change in employee behaviour which included employee satisfaction, turn over and absenteeism. Organizational outcomes contain labour productivity, customer satisfaction, and quality of product services. Financial accounting outcomes included three measures such as returns on assets, return on equity and profitability. Capital market outcomes reflect how market evaluates an organization which consists of the three indicators which is stock price, growth rate of stock price and market returns (Dyer & Reeves, 1995).

Organizational performance basically can be defined as the outcome that indicate or reflect the organization efficiencies or inefficiencies in term of corporate image, competencies and financial performance (Khandekar & Sharma, 2006). Work

performance is the way employee perform their work. An employee's performance is determined during job performance review, with an employer taking into account factor such as leadership skills and productivity to analyze each employee on an individual basis. Job performance reviews are often done yearly and can determine raise eligibility, whether an employee is right for promotion or even if an employee should be fired (Rowold, 2011).

There were so many ways to evaluate employee work performance. According to Rowold (2011) high performance work system and practices have need identified as playing a key role in the achievement of business goals and improved organizational effectiveness. While there is no agreement on an ideal configuration or bundle of such systems and practises. The logic is that high performance work systems influence and align employee's attitude and behaviours with strategic goal of the organization and they increase employee commitment and subsequently organizational performance.

Campbell 1990 (cited from Xinyan, Jianqiao, & Degen, 2010) proposes that work performance comprises not only task but also contextual elements such as interpersonal and motivational components that contribute to a two dimensional performance construct.

Schermehorn, Hunt, & Osborn, (2005) Locke and his friend have developed a comprehensive framework linking goals to performance. The model used elements of expectancy theory to help clarify the implication of goal setting for performance while taking into account certain moderating conditions, such as ability and task

competency. Figure 2.1 shows that are essential of the Locke and Latham Goal-setting Framework.

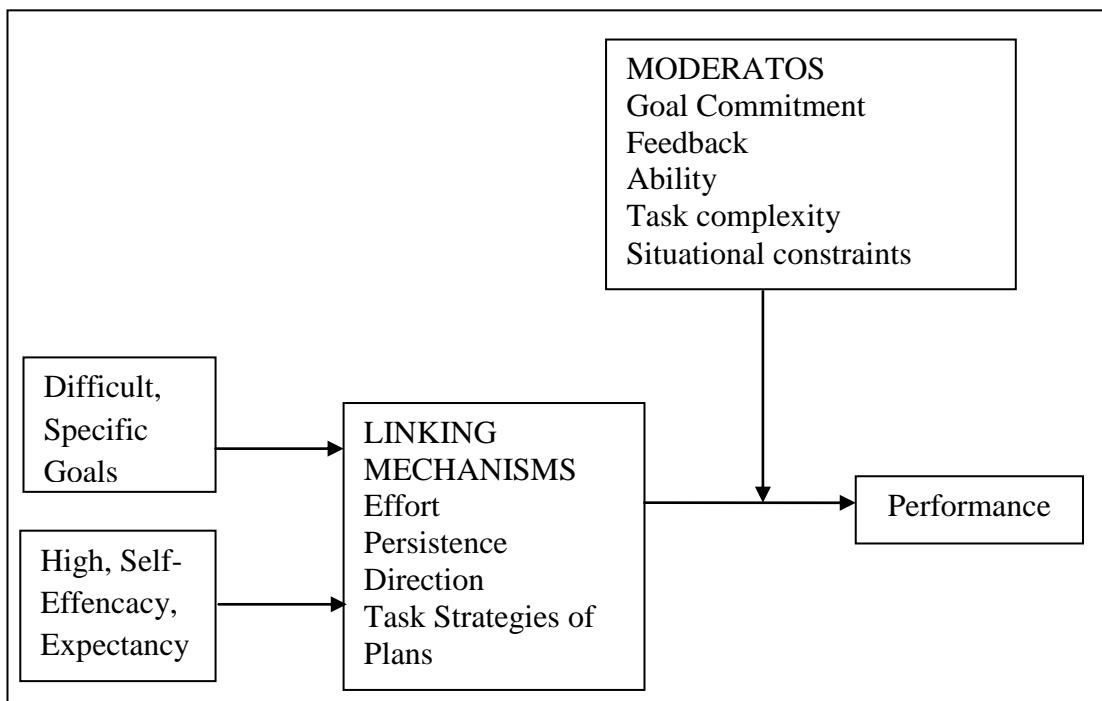


Figure 2.1: The Essential of Goal-Setting Framework by Locke and Latham (Schermerhorn et.al, 2005, p 165)

Schermerhom et al (2005) says that performance appraisal is a process of systematically evaluating performance and providing feedback on which performance adjustments can be made. From an evaluation perspective, performance appraisal lets people know where they stand relative to objectives and standard. As such, performance appraisal is an input to decisions that allocated rewards and otherwise administer the organization's personnel factions. From a counselling perspective, performance appraisal facilitates implementing decisions relating to planning for and gaining commitment to the continued training and personal development of subordinates.

Peter (2005) Company performance is traditionally related to increasing shareholder value. Performance can, however, also be measured in terms of reduction environmental footprint, improved occupational health and safety performance, increase customer satisfaction.

According to Sriwan (2004) Company performance should be judged against a specific objective to see whether the objective is achieved. Without an objective, the company has no criterion for choosing among alternative investment strategies and projects. For instance, if the objective of the company is to maximize its return on investment, the company would try to achieve by adopting investments with return on investment ratios gather than the company's current average return on investment ratio. However, if the objective of the company were to maximize its accounting profits, the company would adopt any investment, which would provide a positive accounting profit, even though the company might lower its current average return on investment ratio. Performance measurement is importance for keeping a company on track in achieving its objectives.

2.2 STAFF MOTIVATION

Motivation is very important for our life because when we have high motivation we will performed well. The important aspect associate with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about firms itself. That means that an employee with high morale will be more dedicated and loyal to the job. High morality of the employee results from difference

aspect to positive job and the firms, such as being recognized in the workplace and being financially secured. Simple motivation is a process of providing reasons for people to work in the best interests of the organization.

Greenberg and Baron (2000), (Cited from Naima Abdullahi Gure., 2010) motivation could be divided into three parts. Firstly, looks at arousal that deals with the drive, or energy behind individual action. People turn to be guided by their interest in making a good impression on other, doing interesting work and being successfully in what they do. The second part referring to the choice of people make and the direction their behaviour takes. Lastly, part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

According to Lock (1997) (cited from Roseanne & Daniel, 2006) motivation is determined by goal directedness, human volition on free will, and perceived needs and desires, sustaining the actions of individuals in relation to themselves and to the environment.

Luthans (1998) (cited from Sharipah Azlena 2011) Employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process. Motivating is the management process of influencing behaviour base on the knowledge of what make people tick. Motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. That is, it is process of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed with

their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators.

Have a lot of theory motivation are related to job satisfaction and work performance.

One of the very popular theories is Maslow's Needs Hierarchy Theory. Figure 2.2 shows the Maslow's needs Hierarchy.

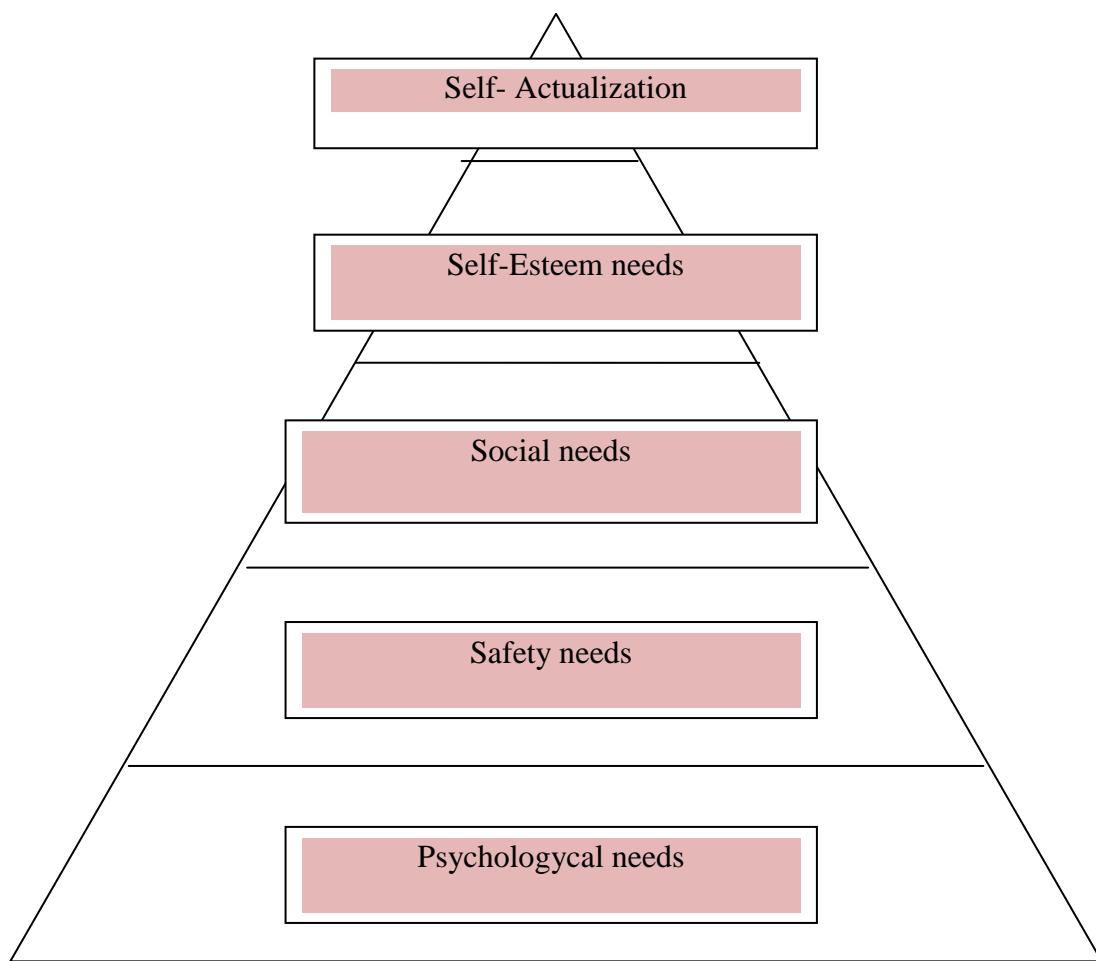


Figure: 2.2 Maslow's Needs Hierarchy. (Zainal, Lilis, Azura, Junaimah, Siti Rohaida, & Tanuja, 2009)

In lower level of Maslow's Need's Hierarchy is a psychological need that is basic needs such as sleep, cover from weather and thirst. Safety needs such as house,

transportation such as car, motorcycle and public transport. In the third level is Social needs, in this level people needs correspond to the affection and affiliation needs such as friends. Esteem needs; represent the higher needs of humans. In this level normally people already achieve the three levels under esteem. In this level people needs power, achievements and status. In this level mostly related to senior employee or managerial levels. Lastly the highest level is self-actualization. Those who are self-actualization are self-fulfilled and are aware of their potential. To achieve the all needs employee needs to perform well to make sure they were achieve their objective and goals. For social needs is more related to working environment. If the organization environments are good and positive people can show a good performance and make high productivity to the organization. Working environment will be discussing details latter in the next independence variable.

2.3 WORKING ENVIRONMENT

Working environment can be defined as manner and extend to which roles, power and responsibilities are delegated, controlled, and coordinated, communication and instruction between employee and management (Robbins, 2008). This structure depends entirely on the organizations objective and the strategy chosen to achieve them. Environment is made up of the administrative, technological, political, economic, socio-culture, and stakeholder factors. This environments provides multiple contexts that affect the organization and its performance what it procedures and how it operates (Muhammad Ehsan Malik, Salman Nasser, & Muhamad Mudsar Ghafar, (2011).

Workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impact behaviour and how behaviour itself drives workplace performance. That in relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristic. It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solution. (Chandrasekar, 2011)

The effect of organizational structure and its environment on the behaviour of its members has been an important issues of discussion and analysis since long ago. In industrial context, the problem of increasing production and making the work environment more pleasant has been approached through the introduction of durable change working environment. The environment in work organisation comprises several components of two major categories, namely, physical and psycho social. During early days of development of industrial psychology only physical environment in work place was given importance and was considered as a predominant of employee productivity. Numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity of the workers (Srivastava, 2008). Working environments also includes tools, material and equipment, working conditions, Action of –co-workers, leader behaviour, policies and objective of the organization, availability of required information, time availability and others (Srivastava, 2008).

The concepts of workplace performance means a workspace whose explicit objective is to support the performance of work, a performing workplace is designed to optimize worker productivity. However, worker productivity, although meaningful in an economic context, tends to be applied in a vague and general way to a whole range of desired behavioural outcomes in the context of work. A recent review of studies of the effects of environment on productivity concluded that confusion about what productivity means has made it difficult to identify the environmental conditions affect worker performance. (Jacqueline, 2006)

2.4 TRAINING AND DEVELOPMENT

Landy (1985) (cited from Stevent, 2007), defined job training as a set of planned activities on the part of organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirements of the job.

Training and development has been defined as the process by which people acquire various skills and knowledge that increases their effectiveness in a number of ways, which include leading and leadership, guiding, organizing, and influencing others to name of few. (K.Skylar Powell & Serkan Yalcin, 2010). Training is related to training received, advantage of training and importance and participation of training (Shandare & Hammed, 2009)

Make a effective service is one of the part of training objective. Objective of training involves mostly the acquisition of knowledge needed for staff to perform their functions. This is an important prerequisite of staff undertaking the second role of an employer's organization in training, which is to provide training to members in areas in which they expect services. (Sriyan,1997).

Developing a national role in training is important for an employer's organization for several reasons. First it enables the organization to contribute to the development of a country's human capital, through its influence on education policies and systems and training by public training institutions, to better serve business needs. It also enables it to influence employers in regard to the needs for them to invest more in training and employer development. Which employers should recognize as one key to their competitiveness in the future. Second, it will provide an important service to members, especially in industrial relations in respect of which sources of training for employers in developing countries are few. Third, it is an important source of income provided the organization can deliver relevant quality training. Fourth, it compels its own staff improve their knowledge without which they cannot offer training to enterprises through their own staff. Fifth, the knowledge required for training increases the quality of others service provided by the organization policy lobbying, advisory and representation service. Sixth, it contribute to better human relations at the enterprises performance, by matching corporate goals and people management policies. Finally, it improve the overall image of the organization and invest it with a degree of professionalism, which can lead to increased membership and influence. (Sriyan, 1997)

Organizational management requires certain skills for effectiveness and efficiency in recourse utilization for results. In work organisation across the world, productivity, improved performance and competitive advantage had become issues of concern among the stakeholders. It has been argued invariably that a worker training tends to foster effective utilization of organizational resources. However, it can be immediately ascertained whether workers training programmes have a direct positive influence on job security, increased productivity and improved workers performance among workers. (Oluseyi, 2010)

2.5 MANAGEMENT INVOLVEMENT

Management involvement thus involves practices such as team working, empowerment, idea capture schemes, information-sharing on quality, customer feedback and business results, organizational performance-related rewards system, and extensive training and development, including the social and problem solving skills required for high involvement working. It is conceived as an alternative to a control model based on job implication, tightly defined divisions of labour, rigid allocations of individuals to narrowly defined tasks and minimal employee participation in higher-level decisions. (Stephen, 2007)

The management must take an active role in not only defining the physical environment of the workplace and making it conductive for workers but also after the management style to suit the employees. This refer to changing aspects like

ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better. (Chandrasekar, 2011)

Normally, as managerial levels there are responsible to planning for further. There are three basic categorise that will involve management as below:-

i) Strategic Planning: managerial need to deciding the goals of the business.

Normally it is to long term strategist and look well into the future of the business, rather than just being involved in the present. Strategic plan really set out where the business is going.

ii) Technical Planning: This is the process of developing short range plans need to achieve certain strategic goal, required the analysis of current performance and other data. Technical plans usually have a short-term usage and their main purpose is the completion of tasks at the present time.

iii) Operational Planning: This is process of developing all the ways that the tactical plans can be achieved.

Management deals with human beings and their social interaction and both the external and internal environment are in a constant state of flux. Strategy will only improve performance if its formulation takes the fundamental unpredictability of the world into account. Strategy cannot be formulated through rational systems that model the real world. Formulating strategy is a continuously developing ‘narrative’ between the organisation and the external environment. (Peter, 2005)

2.6 THE RELATIONSHIP BETWEEN STAFF MOTIVATION AND ORGANIZATIONAL PERFORMANCE.

Employee satisfaction and motivation towards works refers to prospects of the employee about the organization and his approaches frontward his service (Reena & Shakil, 2009).

An internally satisfaction, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew, Grawhich, & Barber, 2009).

A study had been done to examine the relationship of organizational effectiveness and employee performance and motivation in the telecommunication and banking sector of Pakistan. The results of the investigation had shown that have significant relationship between employee motivation and organizational effectiveness (Muhammad et al, 2011).

Thus, it could be hypothesized that

H1: There is a relationship between staff motivation and organizational performance.

2.7 THE RELATIONSHIP BETWEEN WORKING ENVIRONMENT AND ORGANIZATIONAL PERFORMANCE.

The environment in work organization comprises several components of two major categories, namely, physical and psycho-social (Srivastava, 2008). According to Srivastava, numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity worker. However no consistent relationship could be noted between these components of physical work environment and performance (Srivastava, 2008).

The modern organisation are making all possible effort to make working environment more comfortable, safety and health (Richard, 2003).

The study had analyst of prediction of organizational effectiveness by two dimension of working environment and organizational. The obtained results make it apparent the welfare-provisions, working conditions, and safety in working environment and organizational are significant (Srivastava, 2008).

Thus, it could be hypothesized that

H2: The relationship between working environment and organizational performance

2.8 THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE.

Training and development is related to organizational performance in many ways.

There has two scenarios; first the training programmes can increase the firm specificity of employee skills, consecutively, increase employee productivity as well as reducing job dissatisfaction that results in employee turnover. Second, training and development internal personnel reduces the cost and risk of selecting, hiring and internalizing people from external labour market, which again increases employee productivity and reduces turnover (Huselid, 1995)

Cardon & Stevens (2004) training in small firms and suggested that unstructured training, informal job instruction and socialization are main components of the training and development process which effect organizational performance.

Huselid (1995) found that the education and development of employee has a significant effect both upon the personnel productivity and the short-term and long-term indicator of organizational performance.

Thus, it could be hypothesized that

H3: The relationship between training and skills and organizational performance

2.9 THE RELATIONSHIP BETWEEN MANAGEMENT INVOLVEMENT AND ORGANIZATIONAL PERFORMANCE.

Management involvements are providing opportunities for communication, clarification, share strategic understanding and commitment with the employee (Dess, 1987). Performance management is probably the most difficult process that can be used to improve organizational success, and yet it offers the largest potential return for the company (Sharipah, 2011). Performance management systems are hard to change despite the fact that, in many cases, they are recognized as being dysfunctional (Warren & Kammy, 1999).

According to Aliza (cite from Sharipah, 2011), studies have shown that HRM system influence firm performance by shaping employee behaviour and attitudes at work.

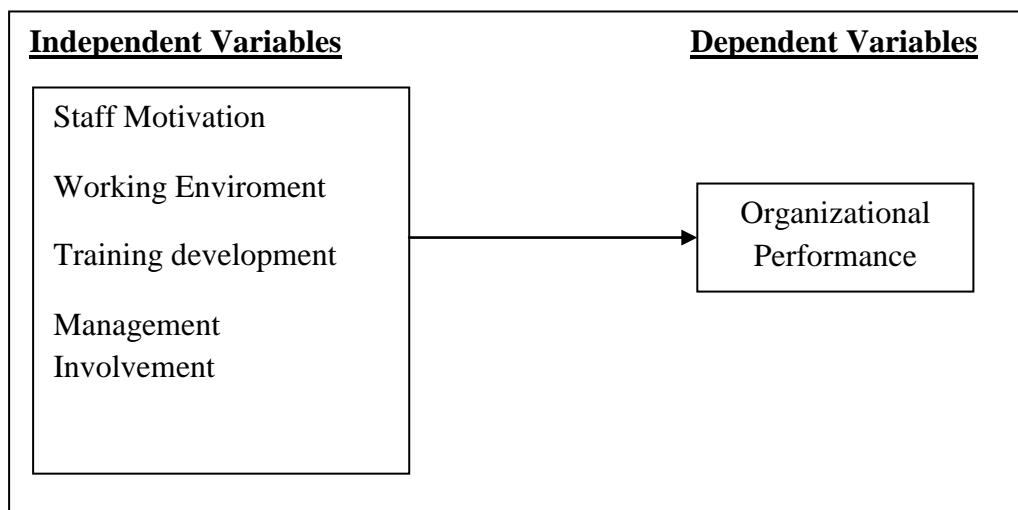
The others studies show that the relationship results chiefly from the higher productivity, the reduction of direct labour costs and the decline in turnover that specific HRM practises induce. For instance, there is a link between systems of high performance organizational practices and short or long team measures of the corporate financial performance.

Thus, it could be hypothesized that

H4: The relationship between management involvement and organizational performance.

2.10 RESEARCH MODEL / FRAMEWORK

According to Sekaran & Bougie (2009), a theoretical framework is a conceptual model of how theorizes or makes logical sense of the relationship among the several factors that have been identified as important to the problem. Developing such as conceptual framework helps us to postulate of hypothesize and test certain relationship and thus to improve our understanding of the dynamics of the situation.



2.11 CONCLUSION

Conclusions, the whole detail of this chapter are about literature review from the item of independent variable and dependent variable. This includes with the definition of staff motivation, working environment, training development and skill, management involvement and performance.

CHAPTER 3

METHODOLOGY

3.0 INTRODUCTION

This chapter will be included research design, population and sampling, research instrument pilot test, data collection, data analysis and limitations. The purpose of this research design is to provide a clear and completed description of the specific steps employed in this research.

3.1 RESEARCH APPROACH

3.1.1 Type Of Study

For the purpose of this research, the correlation and relations type of study have been chosen in analyzing process based on Independent Variable. These factors later will analyze to identified in there any significance influence on the relationship with the Dependent variable

3.1.2 Data Collection

3.1.2.1 Primary Data

According Sekaran & Bougie (2009), primary data is other types of information such as the perceptions and attitudes of employees are best obtained by talking to them by observing events, people, and objects, or administering questionnaire to individual.

Such data gathered for research from the actual site of occurrence of events. In this research, primary data will be gathering from the prepared questionnaires to the respondent in the Metro Specialist Hospital.

3.1.2.2 Secondary Data

The secondary data refers to the information gathered earlier before the actual research takes place. The sources of data gained from Sultanah Bahiyah Library, University Utara Malaysia and from the library website also. The types of data are books, journals, reports, thesis, and other related information about the study.

3.2 RESEARCH DESIGN

This is an exploratory research study that aims at explaining the factors influencing work performance. Questionnaire was used for data collection. These methods were chosen due to it's practically, where time and budget are the main constraints.

3.3 POPULATION AND SAMPLING

According Sekaran & Bougie (2009), Population refer to the entire group of people, events or things of interest that the researcher wishes to investigate. In this research will be a research to the staff at Metro Specialist Hospital in Sungai Petani. Total of population at the Metro Specialist Hospital for year 2012 are 387 staff excluded specialist and Board of Director. Sample will take from Nursing department,

Hospital Operation Department, Security department, Physiotherapist Department, Human Resource and Administrative department, Medical record and report, Laboratory Department and Financial Department. In Metro Specialist Hospital the main department are nursing. There have a lot of units such as emergency units, ward and operation theatre. In this study the researcher has taken sample from operation theatre and emergency units only. The total of samplings around 100 persons who are working in Metro Specialist Hospital there is difficulties to the researcher to get more than 100 because mostly staff are working in shift. All the questionnaire had been passed to the head of units and had been collected back after all of the staff in the units fill up the questionnaire. The researchers had using the random sampling techniques to measure factor influencing organizational performance among administration and nursing staff in Metro Specialist Hospital.

3.4 RESEARCH MEASUREMENT

The questionnaire developed in both languages which is English and Malay. To allow more ease to respondents and introductory letter were attached with this questionnaire (Appendix A). The letter introduced the researcher and the purpose of research and also ensures the anonymity of the respondent's personal information will be treated as completely private and confidential.

The survey questionnaire is composed into six parts. Part one about respondent demographic, part two about staff motivation, part three working environment, part

four about training and skill and lastly part five about organizational performance. In part two until five, the respondent needs to used 5 likert scale.

Table 3.1: Distribution of variables.

Variable	Items	Scale	Sources
Staff Motivation	5	5 likert scale	Arnold (1985)
Working Environment	5	5 likert scale	Mohapatra & Srivastava (2003)
Training & Development	5	5 likert scale	Khan (2010)
Management Involvement	5	5 likert scale	Eight Universal Management (2002)
Organizational performance	5	5 likert scale	Smith & Blum (2000)

In part two for staff motivation 5 item scales had developed by Arnold (1985) are used for staff motivation. The staff motivations perceive on rewards conditions, non-rewards conditions and rewards conditions group to gather. The scale's alpha reliability in this study is 0.77. Tactically self-developed.

In part three for working environment 27 item scales had developed by Mohapatra & Srivastava (2003) are used for working environment. The question consist on working conditions, safety and security, employee welfare, and external atmospherics conditions. However in this study, the researcher had used 5 items from the 27 items. The scale's alpha reliability in this study is 0.91. Tactically self-developed

In part four for training and development 5 item scales had developed by Khan (2010) are used for measure training development and skills. Examples of the items are ‘you satisfied with the training you received from the organizational and the training help you to perform better. The scale’s alpha reliability in this study is 0.80. Tactically self-developed.

In part five for management involvement 18 item scale had developed by Eight Universal Management & Leadership competencies. However in this study, the researchers were used 5 item from the 18 item scale. These instruments consist of measure communication between employee and leader, relationship between employee and leader, item of task management and personal development. The scale’s alpha reliability in this study is 0.96. tactically self-developed.

In last part for organizational performance 5 item scales had developed by Smith & Blum (2000) are used to organizational performance. The organizational performance consists of employee perceptions of en organization currents performance. The scale’s alpha reliability in this study is 0.87

3.5 DATA COLLECTION

Questionnaire was being distributed to the respondent, the question was written in English and Malay and all the question are simple to understand.

The researchers had distributes 100 of questionnaire at the nursing department (40 questionnaire), Hospital Operation department (20 questionnaire), Security department (10 questionnaire), Physiotherapy department (10 questionnaire), Human Resource and Administrative department (3 questionnaire), Medical record and report (13 questionnaire), Laboratory Department (4 questionnaire) and financial department.

The researcher needs to get approval from the managing director before can distributes to the staff from various department. This is the procedure had been practises in Metro Specialist Hospital. The application for the distribution of questionnaire had been done on earlier of March 2012. The question had distributes on middle of March 2012 by hand. The questionnaire had been passed to the head of department and units head and there were passed to the staff. The researchers receive back the questionnaire on May 2012 from the units head.

However the researchers only receive 82 of the questionnaire. The researchers were take long time to receive back the questionnaire because mostly staff at Metro Specialist Hospital working in shift condition and there also not allowed to stay off from there units especially staff from nursing department and hospital operations department. The researchers needs to waiting until two months before can receive back the questionnaire.

3.6 DATA ANALYSIS TECHNIQUES

Data were analyzed using SPSS version 14.0. For the purpose of answering all the objectives set, both descriptive and inferential statistics analysis were carried out.

- i) Descriptive Statistics to provide the frequencies, measurement of central tendency (mean) and percentage
- ii) Inferential Statistics to perform the Reliability Analysis, Descriptive Analysis, Pearson Correlation and Multiple Regressions Analysis.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This chapter outlines the results of data analysis obtained from data collected from respondents. The main purpose of this study is examining factor influencing organizational performance in Metro Specialist Hospital. In addition this study intends to verify the hypothesis listed in chapter two. This chapter is divided into seven parts which is overview of data collected, profile of respondents, reliability analysis, descriptive analysis, major findings, summary of findings, and conclusion.

4.2 OVERVIEW OF DATA COLLECTED

4.2.1 Rate of response

In this study, the respondents were chosen from the staffs who work at Metro Specialist Hospital in Sungai Petani, Kedah. A total of 100 questionnaires were distributed to the respondent by hand for nursing department, security department, laboratories department, hospital operations department and finance department. However, only 82% from the questionnaires were returned back to researcher.

Table 4.1: Rate of Response

	Total	%
Questionnaires distributed	100	100
Collected questionnaires	82	82

4.3 THE RESPONDENT PROFILE

This section presents the finding about the respondents profile in terms of their gender, age, marital status, race, education level and income level.

Table 4.2: Respondents Profile

Demographic	Categories	Frequency (n)	Percentage (%)
Gender	Male	37	45.1
	Female	45	54.9
Age Group	20-30 years	34	41.5
	31-40 years	17	20.7
	41-50 years	14	17.1
	51 years & above	17	20.7
Marital Status	Single	21	25.6
	Married	60	73.2
	Divorce	1	1.2
Race	Malay	57	69.5
	Chinese	9	11.0
	Indian	16	19.5
Education			
Background	SPM	36	43.9
	STPM	4	4.9

	Diploma	26	31.7
	Degree	16	19.5
Salary	Below RM1000	32	39.0
	RM1000-RM2000	27	32.9
	RM2001-RM3000	21	25.6
	RM3001-RM4000	1	1.2
	RM4001-RM5000	1	1.2
	Above RM5001	0	0

The study indicates that 54.9% of the respondents are female while the remaining of 45.1% with 37 respondents is male.

In term of age 41.5% of the respondents whose is between 20-30 years old, 20.7% between 31-40 years old, 17.1% between 41-50 years and 20.7% of the respondents were between 51 years old and above.

Base on this study for the marital status respondents 25.6% were still single, 73.2% respondents are married and 1.2% respondents are divorced. It means majority of the respondents are married.

Based on race item 69.5% respondents are Malay, 11% respondents are Chinese, and respondents 19.5% are Indian.

For education background 43.9% respondents are from SPM level, 4.9% respondents are from STPM level, 31.7% respondents are from Diploma level and 19.5% respondents are Degree level. That's mean majority of the respondents are from SPM level.

In term of salary, 39% of the respondents get salary below RM1000, 32.9% receive salary between RM1001-RM2000, 25.6% between RM2001-RM3000, 1.2% between RM3001-RM4000 and RM4001-RM5000. That's mean majority of the respondents get salary below RM1000.

4.4 RELIABILITY ANALYSIS

Data for this researcher were granted through a set of questionnaire, which from primary source of data collection. Thus it is essential to verify the appropriateness of this instrument use for measurement. According to Sekaran (2009), the closer the reliability coefficient gets to 1.0, the better it is and those are values .80 are considered as good. That value in the .70 is considered as acceptable and those reliability values less than .60 is considered to be poor.

Table 4.3 Reliability Analysis

Variable	No.of Item	Item Dropped	Cronbach's Alpha
Staff Motivation	5	0	0.620
Working Environment	5	0	0.720
Training and development	5	0	0.801
Management Involvement	5	0	0.848
Organizational Performance	5	0	0.804

Table 4.3 shows the Cronbach's Alpha value for independent variables whit is Staff motivation, Working environment, Training and developmet, and Management. Dependent variable whit is Organizational performance. The reliability values for

independent variables which is staff motivation with range 0.620, working environment range 0.720, training and skill range 0.801, management range 0.848. For the staff motivation and working environment reliability coefficients are considered as good reliability. Besides that, training and development considered as accepted. For management considered as good. Reliability for dependent variable, also known as organizational performance is acceptable which 0.804.

4.5 DESCRIPTIVE ANALYSIS

Descriptive analysis such as means and standard deviation were obtained for the interval scaled independent and dependent variables. The means and standard deviations for all variable used in this study are as recorded in Table 4.4

Table 4.4: Descriptive Statistics of All Variables in the Study

Variable	Mean	Std. Deviation
Staff Motivation	17.3659	3.04092
Working Environment	17.4024	2.52816
Training and Development	18.4268	3.16240
Management Involvement	16.5244	3.19423
Organizational Performance	17.3659	3.04092

All variables were evaluated based on a 5 point scale. Table 4.4 presents that Independent variable which is staff motivation had an average score of 17.3659 with a standard deviation of 3.04092. Work environment had an average score of 17.4024 with a standard deviation of 2.52816. Training and development had an average

score of 18.4268 with a standard deviation of 3.16240. Management had an average score of 16.5244 with a standard deviation of 3.19423. The results also showed that organizational performance had an average score of 17.3659 with a standard deviation of 3.04092.

4.6 CORRELATIONS BETWEEN THE VARIABLE

According to Sekaran (2003), in research project that included several variables, beyond knowing the means and standard deviation of the dependent and independent variable, the researcher would often to know how one variable related to another. Correlation analysis indicate the nature, direction and significant of the bivariate relationship of the variables used in the study.

Hinkle, et.al (1998) Cite from Herman proposed the rules of thumb that need to be used in interpreting the R-value obtained from inter correlation analysis in Table 4.5 as below.

Table 4.5: Interpreting the R-value for Inter Correlations

R-value	Relationship
Above 0.70	Very Strong Relationship
0.50 - 0.69	Strong Relationship
0.30 – 0.49	Moderate Relationship
0.10 – 0.29	Low Relationship
0.01 – 0.09	Very Low Relationship

The correlation matrix between dependent variable and independent variable a exhibited in Table 4.6 as below. The findings of this analysis are then compared against the hypothesis developed in study.

Table 4.6: Pearson Inter-Correlation between the Variable

Variable	Staff Motivation	Working Enviroment	Training and Development	Management Involvement	Organizational Performance
Staff Motivation	1	0.175	0.289	0.419	0.221
Working Enviroment		1	0.559**	0.533**	0.458**
Training and Development			1	0.634**	0.598**
Management Involvement				1	0.697**
Organizational Performance					1

** Correlation is significant at p<.01 level (2-tailed)

Hypothesis 1: There is a relationship between staff motivation and organizational performance.

The relationship between staff motivation and organizational performance had using inter-correlation analysis. The results indicate that there is not significant, positive relationship between the two variable ($r=0.221$, $n=82$, $p>.05$). The relationship between the variable is significant with low correlation. For regression analysis result shown in Table 4.7 indicates a significant relationship between staff motivation and organizational performance with the Beta value, ($B= -0.91$, $p=0.292$), Thus, H1 is rejected.

Hypothesis 2: There is a relationship between working environment and organizational performance.

Inter-correlations analysis has been used to test the relationship between working environment and organizational performance 0.01 confidence levels. From Table 4.11, it can be seen that there is significant relationship between these two variable ($r=.0458$, $n=82$, $p<.01$). The relationship between the variable is significant with moderate relationship. But the regression analysis results shown in table 4.7 indicates a significant relationship between working environment and organizational performance with the Beta value, ($B=0.036$, $p=0.712$), Thus, H2 is rejected.

Hypothesis 3: There is a relationship between training and development and organizational performance.

Inter-correlation analysis carried out to test the relationship between training and skill with organizational performance shown a significant relationship ($r=0.598$, $n=82$, $p<.01$) between them. The relationship between the variable is significant with strong relationship. Even the regression analysis results presented in Table 4.7 with ($B=0.252$, $p=0.21$). H3 is accepted.

Hypothesis 4: The relationship between management involvement and organizational performance

Inter-correlation analysis carried out to test the relationship between the management and organizational performance shown a significant positive relationship ($r=0.697$,

n=82, p<.01) between them. For the regression analysis results shown in Table 4.7 indicated that (B=0.556, p=0.000). Hence H4 is accepted.

Table 4.7: Results of Multiple Regression Analysis (MRA)

Variable	Standardize Coefficients Beta	Sig
Staff Motivation	-.091	.292
Working Environment	.036	.712
Training and Development	.252	.021
Management Involvement	.556	.000
F Value	22.123	
R	.731	
R Square	.535	
Adjusted R Square	.511	

*p<.05, **p<.01

Refer to the Table 4.7, the multiple R shows a substantial correlation between four independent variable and the dependent variable, which is organizational performance (R=.731). The R-Square value identifies the portion of the variance accounted for by the independent variable. Approximately 53.5% of the variance in the organizational performance is accounted for by staff motivation, working environment, training and skill and also management.

The Adjusted R square is considered a better population estimate and is useful when comparing the R square value between models with different number of independent

variables. The value of Adjusted R Square obtained is .535, illustrating that 53.5% changes of dependent variables, which is organizational performance, can be explained by the four independent variables of staff motivation, working environment, training and skill, and also management.

The beta (B) value for staff motivation (B= -.091), working environment (B=.036), Training and skills (B=.252) and management (B=.556).

4.7 Summary of Finding

Table 4.8 as below had shown the summary of hypothesis.

Table 4.8: The Summary of hypothesis.

H1	There is relationship between staff motivation and organizational performance	Rejected
H2	There is relationship between working environment and organizational performance	Accepted
H3	There is relationship between training and skill and organizational performance	Accepted
H4	There is relationship between management and organizational performance	Accepted

4.8 CONCLUSION

This chapter had presented the results of the statistical analysis of the hypothesis, and the finding collected from the respondents at Metro Specialist Hospital. The correlation analyses were used to test for the relationship among the variable of interest provided in this study. From the above finding, correlation analysis concludes that all four independent variables are significant related to organizational performance. However the results of multiple regression analysis (MRA) indicated that training and skill and management are significantly related to organizational performance. The next chapter had discussed the recommendation and conclusion for the study.

CHAPTER 5

DISCUSSION AND RECOMENDATIONS

5.1 INTRODUCTION

In this chapter, the finding of the study had been discussed and also provided recommendations for future research also had been suggested.

5.2 DISCUSSION

The purpose of this study is to explain the factor influence organizational performance, by using four independents variable namely staff motivation, working environment, training and skills and also management involvement. The dependents variable is organizational performance. The detailed discussion at the findings is based according to the research objectives of the study.

Objective 1: To examine the relationship between staff motivation and organizational performance.

The study had shown that there is a positive relationship between staff motivation and organizational performance, as the results obtained in study of (Muhammad et al 2011) the results showed that there exist significant positive correlations (0.287) between employee motivation and organizational effectiveness. But the results obtained in the study of (Sharipah, 2011) had indicated there is no relationship

between staff motivation with the performance of TNB Kota Bharu. Employee greatly satisfied with their job believe that the organization with fit their needs in the long run, therefore mind the quality of their work, are more committed to the organization, more productive, and have increased cohesive force (Istvan & Nikolett, 2004).

Objective 2: To examine the relationship between working environment and organizational performance.

The study had shown that there is a positive relationship between working environment and organizational performance, as the results obtained in study of (Srivastara, 2008) the results shown that there dimensions of work environment were found predicting 0.303 of the perceived organizational effectiveness. Different with the results obtained in the study of (Sharipah, 2011) had indicated there is no relationship between work environments with the performance of TNB Kota Bharu. The positive relationship between work environment and organizational performance were attributed to the physical convenience, facilities and comfort, feeling of safety and security, and congenial and motivating climate prevailing in the work environment (Srivastava, 2008). Working enviroment or working culture in which employees fell happier, perform better, and feel belonging to a work community is the important aspect of organizational performance (Jean,2003). A culture of shareing and caring eventually will reach all of the organizational stakeholders, suppliers, customers and shareholders. In such a humanistic work enviroment,

employees are more creative and have higher morale, two factor that are closely linked to good organizational performance (Jean, 2003).

Objective 3: To examine the relationship between training and development and organizational performance

The study had shown that there is a positive relationship between training and development and organizational performance, as results obtained in study of (Sharipah, 2011) had also indicated that are significant correlations with (0.399). No industrial firm, large and small can afford to be without personnel skill in the properties and uses of materials and in the tools and techniques of manufacture. (Willis, 2008). Group training scheme and local and country technological colleges are beginning to offer industrial training, as well as general education related to vocation interest and the courses are oriented towards the needs and development of industries (Willis, 2008). Training also can help to expand the range of skills available in the workforce as well as improve existing expertise (Steve, 2010). Training and development can enhance and modify knowledge, skill ability and attitude learning experience to achieve effective performance through work productivity and individual also will more cleared with their responsibilities with the job scope and they can perform well and also will be affect to the organizational performance (Caple & Buckley, 2004; Drummond, 2000)

Objective 4: To examine relationship between management involvement and organizational performance

The study had shown that there is a positive relationship between management and organizational performance, as results obtained in study of (Sharipah, 2011) had also indicated that are significant correlations with (0.508). Overall this study had indicate the importance of people management practices in influencing company performance. The research also demonstrated that emphasis on HRM practise is one of the most neglected areas of managerial practice within organization (Malcolm, 1997). HRM practise have been shown to be the important elements related to firm performance (Malcolm, 1997). Management are responsible for implementing strategy, and also involvement enhances implementation by producing opportunities for attaining consensus, defined as shared strategy understanding and commitment with the others employees (Bill & Steven, 1990). When management can share their strategic and goals with the employee it's can develop senses of self-belonging between the employees and management and at the same time it can help them to improve their productivity and performance.

5.3 THEORETICAL AND PRACTICAL IMPLICATION

According to Mary 2006, Organizational performance can be considered as well at the organizational level, the outcome of many work process throughout the organizational component. While performance means combination of behaviours by the performers (individual, group and teams) and the results or accomplishments that they produce. Performance in any organizational system, whether moderately or

highly complex, can also be considered at the work process level, and how the work is done by many performances.

In this study, researchers have examined the factors influencing organizational performance by refer to four factors which is staff motivation, working environment training and development, and management involvement. The researchers had evaluated for one organization only, perhaps researchers should make a study to include other private hospitals around Sungai Petani or kedah to obtain the accurate results.

In this study the researchers had used a survey questionnaire methods and the researcher also receive very limited answer from Respondent. Researchers may be obtained additional information if this study was use interview method. This is because, respondent can provide more information to answer the question posed by the researcher. Interview method also allows researchers to provide additional insights on a question. While this method requires a long time compared to the questionnaires.

In this study show there has relationship between working environment, training and development, and management involvement. This obviously shows that this theory still can use to measure organizational performance. However Staff motivation in this study had shown no relationship with the organizational performance.

In the future, HR Practitioners can review the other factors that can affect organizational performance based on the politic, economic and environment.

5.4 LIMITATIONS OF THE STUDY

This study had certain limitation that is the data had been collected only from one organization. This is clear limitation with respect to the generalization of the findings.

Secondly, the time of the survey also limited and the researchers does not have sufficient time in conducting the research.

Thirdly, the data had been granted by using a questionnaire. A series of interview should be conduct to provide other information and it's can be affected the outcomes of this research indirectly.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

Despite the above limitation, the researcher had suggested for future researchers to consider as below following:-

- i) To expand the study into other industries with the same service and there also can do a comparison between the results finding such as comparison between Privet hospital and public hospital.
- ii) Develop more factor influence organizational performance such as HRM practices or SHRM practices.

iii) There also can include performance measurement such as organization innovation.

5.6 CONCLUSION

The four objectives in this study have been achieved whereby the results had shown that staff motivation, working environment, training and skills, and management are influencing the organizational performance. The factor explained the variance in organizational performance by 53.5% (R Square) which indicates that the model is moderated satisfactory. Among all the four variables of the factor for management are found to be the strong independent variable that influencing organizational performance in context of Metro Specialist Hospital. However, researcher hopes that more research will be conducted in the further with the variance of factor influence organizational performance.

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APPENDIX A



UNIVERSITI UTARA MALAYSIA COLLEGE OF BUSINESS

Dear Sir/Madam,

Survey/questionnaire on
(*Factor influencing organizational performance in Metro Specialist Hospital, Sungai Petani*)

I am doing a survey research to fulfilment of a Master's programme in University Utara Malaysia (UUM).

I would like to invite you to participate in this research. All the information are strictest confidential and will be used for Academic proposes only.

Your cooperation is appreciated, thank you.

Tuan/Puan,

Kajian/ Soal selidik
(*Faktor yang mempengaruhi prestasi organisasi di Hospital Pakar Metro, Sungai Petani*)

Saya sedang menjalankan kajian bagi memenuhi program Sarjana di Universiti Utara Malaysia (UUM).

Saya ingin menjemput anda untuk mengambil bahagian dalam kajian ini. Semua maklumat adalah sulit dan hanya digunakan bagi tujuan akademik sahaja.

Kerjasama anda amat saya hargai, terima kasih.

Yasmin Musmuliana Binti Yatim Mustaffa (807373)
College of business
University Utara Malaysia

Questionnaire.

SECTION A

Please tick (/) for the most appropriate responses / answer in respect of the following items.

Sila tanda (/) untuk keterangan yang sesuai.

1. Gender

Jantina

Male

Lelaki

Female

Perempuan

2. Age

Umur

20 – 30 years old

20 – 30 tahun

41 – 50 years old

41 – 50 tahun

31 – 40 years old

31 – 40 tahun

51 years old and above

51 tahun dan ke atas

3. Marital status

Status perkahwinan

Single

Bujang

Married

Berkahwin

Divorce

Bercerai

4. Race

Bangsa

Malay

Melayu

Indian

India

Chinese

Cina

Others

Lain-lain

5. Educational level

Tahap pendidikan

SPM

DIPLOMA

STPM

DEGREE

6. Income level

Tahap pendapatan

Below than RM1000

RM1000 dan kebawah

RM1001 – RM2000

RM1001 – RM2000

RM2001 – RM3000

RM2001 – RM3000

RM3001 – RM4000

RM3001 – RM4000

RM4001 – RM5000

RM4001 – RM5000

More than RM5000

RM5000 ke atas

Please tick (/) for the most appropriate responses / answer in respect of the following items.

Sila tanda (/) untuk keterangan yang sesuai.

1 2 3 4 5

--	--	--	--	--

Strongly disagree/
Sangat tidak setuju Disagree/
Tidak setuju Neutral/
Natural Agree/
Setuju Strongly agree/
Sangat setuju

SECTION B

No.	STAFF MOTIVATION	Please tick (/)
1.	<p>You are satisfied with recognition received for your performance in doing a good job.</p> <p><i>Anda berpuas hati dengan pengiktirafan yang diberi oleh pihak syarikat dalam tugas-tugas cemerlang yang anda lakukan</i></p>	1 2 3 4 5
2.	<p>You are satisfied with salary payments.</p> <p><i>Anda berpuas hati dengan pendapatan anda</i></p>	1 2 3 4 5
3.	<p>I am free to discuss work related problems with immediate manager or supervisor.</p> <p><i>Saya bebas untuk berbincang masalah kerja dengan pengurus dan penyelia</i></p>	1 2 3 4 5
4.	<p>There are good staffs in my word unit (in term of co-operation, friendly and good team work among work unit).</p> <p><i>Terdapat kakitangan yang bagus di dalam unit saya. (dari segi kerjasama, mudah mesra, dan kerja kumpulan yang baik sesama unit)</i></p>	1 2 3 4 5
5.	<p>My employer care about my welfare.</p> <p><i>Majikan saya mengambil berat tentang kebajikan saya</i></p>	1 2 3 4 5

SECTION C

No.	WORKING ENVIRONMENT	Please tick (/)
6.	<p>You are satisfied with the working space at the office/working place (discussion room, operation and hall)?</p> <p><i>Anda berpuas hati dengan ruang pejabat/tempat kerja (Bilik mesyuarat, bilik operasi dan dewan)</i></p>	1 2 3 4 5
7.	<p>You are satisfied with the facilities and equipment provides by organization.</p> <p><i>Anda berpuas hati dengan peralatan dan kemudahan yang disediakan oleh syarikat.</i></p>	1 2 3 4 5
8.	<p>The company provides the right equipment to do a job done well.</p> <p><i>Syarikat menyediakan alatan yang betul/sesuai untuk membolehkan kerja dilakukan dengan baik.</i></p>	1 2 3 4 5
9.	<p>The noise level at workplace is tolerated.</p> <p><i>Tahap gangguan di tempat kerja saya adalah biasa</i></p>	1 2 3 4 5
10.	<p>My company located at a strategic location.</p> <p><i>Syarikat saya terletak di tempat yang strategik</i></p>	1 2 3 4 5

SECTION D

No.	TRANING AND DEVELOPMENT	Please tick (/)
11.	<p>You are satisfied with the training you received from the organization.</p> <p><i>Anda berpuas hati dengan latihan yang diterima daripada syarikat</i></p>	1 2 3 4 5
12.	<p>The training helps you to perform better job.</p> <p><i>Latihan dapat membantu anda membuat kerja dengan lebih baik</i></p>	1 2 3 4 5
13.	<p>I can practise my skill and knowledge into my works.</p> <p><i>Saya dapat menggunakan kemahiran dan</i></p>	1 2 3 4 5

	<i>pengetahuan saya di dalam kerja saya</i>	
14.	Training is important and gives many advantages to me. <i>Latihan adalah penting dan memberi banyak faedah kepada saya</i>	1 2 3 4 5
15.	You are always participate/involve in training that organise by company. <i>Anda kerap menyertai/terlibat dalam latihan yang dianjurkan oleh pihak syarikat</i>	1 2 3 4 5

SECTION E

No.	MANAGEMENT	Please tick (/)
16.	I am free to give an opinion about company management. <i>Saya bebas untuk menyuarakan pendapat tentang pengurusan syarikat</i>	1 2 3 4 5
17.	My company management team has a good performance. <i>Kumpulan pengurusan mempunyai prestasi yang bagus</i>	1 2 3 4 5
18.	You have a good relationship with your manager. <i>Anda mempunyai hubungan yang baik dengan majikan anda</i>	1 2 3 4 5
19.	Manager team give a good feedback for any kind of my complaints. <i>Pihak pengurusan memberi maklum balas yang baik terhadap aduan saya</i>	1 2 3 4 5
20.	You are satisfied with your company management team. <i>Anda berpuas hati dengan kumpulan pengurusan syarikat anda</i>	1 2 3 4 5

SECTION F

No.	PERFORMANCE OF MSH SUNGAI PETANI	Please tick (/)
21.	You are satisfied with company profit and loss. <i>Anda berpuas hati dengan untung dan rugi syarikat</i>	1 2 3 4 5
22.	MSH is achieving the desired profit target. <i>(Quality of service and product)</i> MSH mencapai sasaran keuntungan yang dikehendaki (Kualiti perkhidmatan dan produk)	1 2 3 4 5
23.	The strategy used by the company has achieved the profit. (New product, service and program) <i>Strategi yang digunakan oleh syarikat telah mencapai keuntungan (produk baru, perkhidmatan dan program)</i>	1 2 3 4 5
24.	Internal and external factor effect of achieving company's profit and loss. (Customer and client satisfaction) <i>Faktor dalaman dan luaran mempengaruhi pencapaian untung dan rugi syarikat. (Kepuasan pelangan)</i>	1 2 3 4 5
25.	Changing in profit or loss affected work performance. <i>Perubahan dalam untung dan rugi mempengaruhi prestasi kerja</i>	1 2 3 4 5

APPENDIX B

Statistics

	Gender	Age	Status	Race	Education	Salary
N	Valid	82	82	82	82	82
	Missing	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	45.1	45.1	45.1
	Female	45	54.9	54.9	100.0
	Total	82	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	34	41.5	41.5	41.5
	31-40 years	17	20.7	20.7	62.2
	41-50 years	14	17.1	17.1	79.3
	51 years and above	17	20.7	20.7	100.0
	Total	82	100.0	100.0	

Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	21	25.6	25.6	25.6
	Married	60	73.2	73.2	98.8
	Devorce	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Melayu	57	69.5	69.5	69.5
	Chinese	9	11.0	11.0	80.5
	Indian	16	19.5	19.5	100.0
	Total	82	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	36	43.9	43.9	43.9
	STPM	4	4.9	4.9	48.8
	DIPLOMA	26	31.7	31.7	80.5
	DEGREE	16	19.5	19.5	100.0
	Total	82	100.0	100.0	

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM1000	32	39.0	39.0	39.0
	RM1001-RM2000	27	32.9	32.9	72.0
	RM2001-RM3000	21	25.6	25.6	97.6
	RM3001-RM4000	1	1.2	1.2	98.8
	RM4001-RM5000	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

APPENDIX C

Reliability Analysis – i) Staff Motivation

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.620	5

Item Statistics

	Mean	Std. Deviation	N
SM1	3.2561	.82867	82
SM2	2.5488	.98322	82
SM3	3.5000	.78959	82
SM4	3.7195	.72477	82
SM5	3.2561	.75049	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM1	13.0244	4.197	.527	.482
SM2	13.7317	4.199	.374	.572
SM3	12.7805	5.161	.248	.625
SM4	12.5610	5.657	.143	.664
SM5	13.0244	4.172	.632	.438

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.2805	6.673	2.58330	5

Reliability Analysis – ii) Working Environment

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.720	5

Item Statistics

	Mean	Std. Deviation	N
WE6	3.5488	.87704	82
WE7	3.3415	.65205	82
WE8	3.5244	.67083	82
WE9	3.3659	.65757	82
WE10	3.6220	.79567	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WE6	13.8537	4.299	.364	.731
WE7	14.0610	4.280	.625	.622
WE8	13.8780	4.503	.505	.664
WE9	14.0366	4.850	.383	.707
WE10	13.7805	3.951	.571	.633

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.4024	6.392	2.52816	5

Reliability Analysis – iii) Training and development

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.801	5

Item Statistics

	Mean	Std. Deviation	N
TS11	3.4146	.85996	82
TS12	3.7195	.83554	82
TS13	3.8659	.81289	82
TS14	4.0122	.79340	82
TS15	3.4146	.92897	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TS11	15.0122	6.605	.601	.758
TS12	14.7073	6.284	.721	.720
TS13	14.5610	6.397	.716	.723
TS14	14.4146	7.406	.455	.800
TS15	15.0122	6.901	.458	.806

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.4268	10.001	3.16240	5

Reliability Analysis – iv) Management Involvement

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.848	5

Item Statistics

	Mean	Std. Deviation	N
MNGMT16	2.9268	.89966	82
MNGMT17	3.3537	.80694	82
MNGMT18	3.5976	.75129	82
MNGMT19	3.2927	.76154	82
MNGMT20	3.3537	.82210	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MNGMT16	13.5976	6.663	.588	.839
MNGMT17	13.1707	6.761	.665	.815
MNGMT18	12.9268	7.328	.568	.839
MNGMT19	13.2317	6.600	.773	.788
MNGMT20	13.1707	6.538	.711	.802

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.5244	10.203	3.19423	5

Reliability Analysis – v) Organizational Performance

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.804	5

Item Statistics

	Mean	Std. Deviation	N
PMSH21	3.2683	.80198	82
PMSH22	3.5122	.72425	82
PMSH23	3.5122	.83509	82
PMSH24	3.6098	.76588	82
PMSH25	3.4634	.91887	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PMSH21	14.0976	6.311	.569	.773
PMSH22	13.8537	6.077	.741	.725
PMSH23	13.8537	5.534	.768	.707
PMSH24	13.7561	6.434	.573	.772
PMSH25	13.9024	6.682	.362	.844

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.3659	9.247	3.04092	5

Reliability Analysis – vi) All variable (Staff motivation, Working Environment, Training and Skill, and Organizational Performance.

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded(a)	0	.0
	Total	82	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.816	5

Item Statistics

	Mean	Std. Deviation	N
PERFORMANCE	17.3659	3.04092	82
MANAGEMENT	16.5244	3.19423	82
TRAINSKLL	18.4268	3.16240	82
WORKENVT	17.4024	2.52816	82
STFFMOTIV	16.2805	2.58330	82

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PERFORMANCE	68.6341	77.544	.664	.761
MANAGEMENT	69.4756	70.277	.782	.720
TRAINSKLL	67.5732	74.371	.696	.750
WORKENVT	68.5976	89.083	.563	.793
STFFMOTIV	69.7195	98.278	.340	.847

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
86.0000	122.346	11.06100	5

APPENDIX D

CORRELATIONS ANALYSIS

Correlations

		STFFMOTIV	WORKENV	TRAINSKLL	MANAGE MENT	PERFOR MANCE
STFFMOTIV	Pearson Correlation	1	.175	.289(**)	.419(**)	.221(*)
	Sig. (2-tailed)		.115	.008	.000	.046
	N	82	82	82	82	82
WORKENV	Pearson Correlation	.175	1	.559(**)	.533(**)	.458(**)
	Sig. (2-tailed)	.115		.000	.000	.000
	N	82	82	82	82	82
TRAINSKLL	Pearson Correlation	.289(**)	.559(**)	1	.634(**)	.598(**)
	Sig. (2-tailed)	.008	.000		.000	.000
	N	82	82	82	82	82
MANAGEMENT	Pearson Correlation	.419(**)	.533(**)	.634(**)	1	.697(**)
	Sig. (2-tailed)	.000	.000	.000		.000
	N	82	82	82	82	82
PERFORMANCE	Pearson Correlation	.221(*)	.458(**)	.598(**)	.697(**)	1
	Sig. (2-tailed)	.046	.000	.000	.000	
	N	82	82	82	82	82

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

* Correlation is significant at the 0.05 level (2-tailed).

APPENDIX E

REGRESSION ANALYSIS

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	MANAGEM ENT, STFFMOTI V, WORKENV T, TRAINSPLL (a)	.	Enter

a All requested variables entered.

b Dependent Variable: PERFORMANCE

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.731(a)	.535	.511	2.12744	1.199

a Predictors: (Constant), MANAGEMENT, STFFMOTIV, WORKENV, TRAINSKLL

b Dependent Variable: PERFORMANCE

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	400.521	4	100.130	22.123	.000(a)
	Residual	348.503	77	4.526		
	Total	749.024	81			

a Predictors: (Constant), MANAGEMENT, STFFMOTIV, WORKENV, TRAINSKLL

b Dependent Variable: PERFORMANCE

Coefficients(a)

Model		Unstandardized Coefficients		Beta	t	Sig.
		B	Std. Error			
1	(Constant)	5.139	2.079		2.471	.016
	STFFMOTIV	-.107	.101	-.091	-1.060	.292
	WORKENV	.044	.118	.036	.371	.712
	TRAINSPLL	.243	.103	.252	2.358	.021
	MANAGEMENT	.529	.105	.556	5.019	.000

Dependent Variable: PERFORMANCE