

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES  
AND PROACTIVE PERSONALITY ON JOB PERFORMANCE AMONG  
COMMERCIAL BANK EMPLOYEES**

**BY**

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## **ABSTRAK**

Kajian ini adalah untuk mengenalpasti pengaruh tiga dimensi amalan pengurusan sumber manusia dan personaliti proaktif terhadap prestasi kerja dalam kalangan pekerja-pekerja di bank komersial di Kuala Lumpur. Tiga dimensi amalan pengurusan sumber manusia yang digunakan dalam kajian ini adalah ganjaran dan faedah, latihan dan pembangunan dan penilaian dan pencapaian prestasi. Prestasi kerja diukur dengan menggabungkan prestasi tugas dan gelagat kewarganegaraan organisasi. Tujuan kajian ini menggabungkan dimensi amalan pengurusan sumber manusia dan personaliti terhadap prestasi kerja adalah untuk mengesahkan Modal Prestasi Kerja. Secara keseluruhan, seramai 120 orang pekerja bank komersial telah terlibat dalam kajian ini. Analisis regresi telah digunakan untuk menguji hipotesis kajian. Keputusan kajian ini menunjukkan bahawa dua dimensi pengurusan sumber manusia iaitu latihan dan pengurusan prestasi dan ekuiti dalaman dan luaran tidak mempunyai pengaruh signifikan terhadap prestasi kerja. Walau bagaimanapun, ganjaran dan faedah serta personaliti proaktif dikenalpasti sebagai faktor yang mempunyai pengaruh signifikan terhadap prestasi kerja. Kajian ini juga memberi implikasi dari segi theoretikal dan praktikal.

## **ABSTRACT**

This study examined the influence of three dimensions of human resource management practices which are compensation and benefits, training and development and performance appraisal and achievement together with proactive personality on job performance among the commercial bank employees in Kuala Lumpur, Malaysia. Job performance was measured by combining task performance and organizational citizenship behavior. The researcher's intention of merging dimensions of human resource management practices and proactive personality on job performance is to validate the Determinants of Job Performance Model by Cardy and Dobbins and Waldman (1994). A total of 120 commercial bank employees participated in this study. Regression analysis was performed to test the research hypotheses. The results of this findings revealed that the two dimensions of human resource management practices (i.e. training and performance management and internal and external equity) did not have a significant influence on job performance. However, compensation and benefits were found to have impacted job performance significantly. Similarly, proactive personality was found to have significant influence on job performance. This study provided theoretical and practical implications.

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## TABLE OF CONTENTS

Permission to use	i
Abstrak	ii
Abstract	iii
Acknowledgement	iv
Table of Content	v
List of Tables	viii
List of Figures	ix

### **CHAPTER ONE :INTRODUCTION**

1.0 Introduction	1
1.1 Background of Study	1
1.2 Problem Statement	5
1.3 Research Questions	13
1.4 Research Objectives	13
1.5 Scope of Study	13
1.6 Significance of Study	14
1.7 Definition of Key Terms	16
1.7.1 Dependent Variable	16
Job Performance	
• Task Performance	16
• Organizational Citizenship Behavior	16
1.7.2 Independent Variable	16
1.7.2.1 Human Resource Management Practices	16
• Compensation and Benefits	17
• Training and Development	17
• Performance Appraisal and Achievement	17
1.7.2.2 Proactive Personality	17
1.8 Organization of the Study	17

## **CHAPTER TWO: LITERATURE REVIEW**

2.0 Introduction	19
2.1 The conceptual background of job performance	19
2.2 Concept of Human Resource Management Practices	22
2.2.1 Concept of Compensation and Benefits	24
2.2.2 Concept of Training and Development	26
2.2.3 Concept of Performance Appraisal and Achievement	28
2.3 Concept of Proactive Personality	31
2.4 Underlying Theories	32
2.4.1 Social Exchange Theory	33
2.4.2 Self-Determination Theory	34
2.4.3 Determinants of Job Performance Model	35
2.5 Hypotheses Development	37
2.5.1 Compensation and benefits and job performance	37
2.5.2 Training and development and job performance	39
2.5.3 Performance appraisal and achievement and job performance.	41
2.5.4 Proactive personality on job performance	42
2.6 Theoretical Framework	43
2.7 Summary of the chapter	44

## **CHAPTER THREE: METHODOLOGY**

3.0 Introduction	45
3.1 Research design and Unit of Analysis	45
3.3 Measurement and Questionnaire Design	46
3.4 Population and Sample	53
3.5 Data Collection Method	54
3.6 Pre-testing of Instrument and Pilot Test	56
3.7 Analysis Techniques	56
3.8 Summary of the Chapter	59

## **CHAPTER FOUR: DATA ANALYSES AND FINDINGS**

4.0 Introduction	60
4.1 Data Screening	60
4.2 Respondent's Demographic Profile	61
4.3 Exploratory Factor Analysis (EFA)	64
4.4 Re-statement of hypotheses	68
4.5 Reliability Analysis	69
4.6 Descriptive Statistic	70
4.7 Pearson Correlation Analysis	71
4.8 Multiple Regression Analysis	72
4.9 Summary of the Chapter	74

## **CHAPTER FIVE: DISCUSSION**

5.0 Introduction	75
5.1 Restatement of hypotheses and recapitulation of the research results	75
5.2 Theoretical and Practical Implications	81
5.3 Limitations of the Study	83
5.4 Recommendations for Future Researchers	84
5.5 Conclusion	85

References	87
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Appendices	98
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Appendix A	Questionnaire
Appendix B	Frequency Distribution of Respondent's Profile
Appendix C	Descriptive Statistic of Variables (Reliability, Mean and Standard Deviation)
Appendix D	Pearson Correlation Result
Appendix E	Multiple Regression Result



LIST OF TABLE	PAGE
Table 3.1 Items and Sources of Items for Each Variable	47
Table 3.2 Total number of distributed and received questionnaires	54
Table 3.3 Reliability of Each Variable	57
Table 4.1 Frequencies Distribution of Respondent's Demographic Profile	63
Table 4.2 Factor Loadings based on Exploratory Factor Analysis for Independent Variable	67
Table 4.3 Factor Loadings based on Exploratory Factor Analysis for Dependent Variable	68
Table 4.4 Reliability Coefficients Results	70
Table 4.5 Descriptive Statistic Output	71
Table 4.6 Results of Correlation Analysis	72
Table 4.7 Results of Multiple Regression Analysis	73

LIST OF FIGURE	PAGE
Figure 2.1 Hypothesized Theoretical Framework	44

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter presents the background of study, the problem statement, research questions, research objectives, significance of the study and also the operational definition of the key terms used in this study.

#### **1.1 Background of study**

According to the Association of Banks in Malaysia (2015), the financial system in Malaysia is segregated into two categories which are financial institution and financial market. Banking sector is one of the strongest sectors in the service industry which, falls under the financial institution category. Based on the report of Central Bank of Malaysia (2014), banking sectors are licensed institutes under the Banking and Financial Institutions Act 1989 (BAFIA) that supervised by Central Bank of Malaysia. Banking sector in Malaysia is divided into finance companies, merchant banks, Islamic banks and commercial banks.

The banking sector in Malaysia was first established in Penang and Malacca in 1867 by the British merchant communities (Association of Banks in Malaysia, 2015). In those

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