

**RELATIONSHIP BETWEEN ORGANIZATIONAL REWARDS  
SATISFACTION AND WORK PERFORMANCE OF HUMAN RESOURCE  
PROFESSIONAL IN GROUP HUMAN CAPITAL SECTOR, MAYBANK**

**By**

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in fulfillment of the Requirement for the Degree of Master of Human Resource  
Management**

## **DECLARATION**

I declare that the substance of this project paper has never been submitted for any degree or post graduate programme and qualifications.

I certify that all the supports and assistance received in the course of preparing and completing this project paper and all the sources abstracted and referred have been acknowledged in this project paper.

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## **ABSTRACT**

Rewards always play a significant role in influencing company's growth and employees' retention. Employees in this new era are more interested in the way organization use its resources thus they seek better approach and effective organizational rewards practice as to be efficient as possible. Not to mention that organizational rewards are one of the key elements to reward high-performer and eventually resulting in better performance traction and high retention. Nevertheless employees' perceptions toward rewards over its transparency, fairness and objectivity are always being the key over the satisfaction of the rewards itself. Hence this study investigates the relationship between organizational rewards and work performance. The target group is HR Professional in Maybank's Malaysia. The HR professionals were given standardized questionnaire in respect of the rewards practice in Maybank and required to respond to those questions accordingly. The data was collected from 128 questionnaires returned, out of 312 questionnaires distributed. Regression analysis results showed weak relationship between two components of rewards tested against work performance and the other showed no relationship at all, thus having weak linear correlation with work performance.

## **ABSTRAK**

Ganjaran dan faedah yang disediakan oleh organisasi sentiasa memainkan peranan penting dalam mempengaruhi pertumbuhan syarikat dan pengekalan pekerja untuk terus berkhidmat. Pekerja dalam era baru ini lebih berminat kepada bagaimana organisasi menggunakan sumber-sumber yang ada dan menggunakannya untuk menghargai mereka atau pekerja yang berprestasi baik kerana ia bertujuan menghasilkan satu amalan ganjaran berkesan dan proses pemberian ganjaran organisasi secepat yang mungkin. Ganjaran organisasi adalah salah satu elemen penting untuk memberi ganjaran kepada pekerja yang telah mencapai keputusan tinggi dan melepasi penilaian prestasi yang ditetapkan. Walau bagaimanapun persepsi pekerja ke arah ganjaran dan faedah yang diberikan oleh pihak syarikat supaya lebih telus, adil dan objektif agar pekerja akan berasa berpuas hati dengan fungsi proses ganjaran syarikat dan seterusnya mendorong pekerja untuk berkerja dengan lebih kuat lagi bagi menghasilkan produktiviti yang lebih cemerlang. Oleh itu kajian ini cuba merungkai hubungan antara ganjaran organisasi dan prestasi kerja. Kumpulan sasaran adalah mereka yang bertugas di bahagian sumber manusia di Maybank Malaysia. Para staf HR telah diberi set soal selidik yang seragam mengenai amalan ganjaran dan pemberian faedah pekerja di Maybank dan dikehendaki menjawab soalan dan memulangkan jawapan kepada penyelidik di dalam masa yang ditetapkan. Data yang dikumpulkan adalah berdasarkan daripada 128 set soal selidik yang dikembalikan, daripada 312 soal selidik yang diedarkan. Keputusan analisis regresi menunjukkan hubungan yang lemah antara dua komponen ganjaran/faedah yang diuji kesannya terhadap prestasi kerja. Manakala dua elemen ganjaran yang lain, iaitu kepuasan terhadap faedah pekerjaan dan struktur pentadbiran gaji, menunjukkan tiada hubungan langsung dan hanya mempunyai korelasi linear lemah dengan prestasi kerja.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

We began to realize on living in the world of uncertainties, where rapid globalization and economic transformation and the series of financial crisis that rocked the world's economy are the trend the world is anxious about. Hence moving towards 22<sup>nd</sup> century with complex environment, rapid-technology changes, and limited resources, organizations' survival is very much depended on how efficient is the organization drives the performance of its employees. The financial crisis has quickly changed the landscape of world economic of which reflected in quick contraction of production, as a result of slow demand. This has therefore had an impact on the employment and how the organization manages its human resources.

During the last quarter of 2008, world economies has entered a dramatic collapsed which begin in United States and spread to European economy that was later found under tremendous pressures, evidenced in Greece and Italy. Both countries were in the bottom of their worst economy ever. The whole economies then were moved into uncalled recession. As a result, lots of enterprises were shut down, that resulted in the slowdown in goods supplies. The low demand and the ability of the enterprises to curb with the cost pressure in the demanding economic pressure has somewhat resulted to big time of lay off that caused millions of people to have lost their jobs experienced by Indonesia, Malaysia, the Philippines and Thailand, the four hardest-hit countries in ASEAN (Lee and Rhee 1999), during 1997 Asian Financial Crisis.

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