THE FACTORS THAT INFLUENCE JOB PERFORMANCE

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ABSTRACT

Job performance is an individual output in terms of quality and quantity expected from every employee in a particular job. Individual performance is most of the determined by motivation and the will and ability to do the job. This study was conducted to find the factors that influence job performance among non-executive employees at Telekom Malaysia Berhad Kedah and Perlis and used quantitative method in determining the relationship between all the independent variables (reward and recognition, training and development and proactive personality) and dependent variable (job performance). This study involved 250 respondents from non-executive employees Kedah and Perlis. Researcher has distributed 300 sets of questionnaire to the respondents but researcher only received back 250 completed questionnaires. The questionnaire contains of 34 items that have used five point Likert scale. Each hypothesis was tested using Statistics Package for Social Science (SPSS) version 20.0. The obtained data were analyzed using descriptive analysis and inferential analysis namely correlation and regression. Three hypotheses were formed after performed the inferential analysis was used to determine the relationship between independent variables and dependent variable. The results of the study showed that that most of the respondents agreed that the two factors which are training and development and proactive personality can increase their job performance. As a conclusion, training and development and proactive personality can give positive effects to the non-executive employees through their good performanc. The findings were discussed and recommendations for further research were also addressed.

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Key word: Reward and recognition, training and development, proactive personality and job performance.

ABSTRAK

Prestasi kerja adalah output individu dari segi kualiti dan kuantiti yang diharapkan daripada setiap pekerja dalam pekerjaan tertentu. Prestasi individu adalah sebahagian besar daripada yang ditentukan oleh motivasi dan kemahuan dan kemampuan untuk melakukan sesuatu pekerjaan. Kajian ini dijalankan untuk mencari faktor-faktor yang mempengaruhi prestasi kerja dalam kalangan pekerja bukan eksekutif di Telekom Malaysia Berhad Kedah dan Perlis dan kaedah kuantitatif digunakan dalam menentukan hubungan antara semua pembolehubah bebas (ganjaran dan pengiktirafan, latihan dan pembangunan dan personaliti proaktif) dan pembolehubah bersandar (prestasi kerja). Kajian ini melibatkan 250 responden yang terdiri daripada kakitangan bukan eksekutif Kedah dan Perlis. Penyelidik telah mengedarkan 300 set soal selidik kepada responden tetapi penyelidik hanya menerima kembali 250 soal selidik selesai. Soal selidik yang mengandungi 34 item yang telah menggunakan lima mata skala Likert. Setiap hipotesis telah diuji menggunakan Statistik Pakej untuk Sains Sosial (SPSS) versi 20.0. Data yang diperolehi dianalisis dengan menggunakan analisis deskriptif dan analisis inferensi iaitu korelasi dan regresi. Tiga hipotesis telah dibentuk selepas dilakukan analisis inferensi telah digunakan untuk menentukan hubungan antara pembolehubah bebas dan pembolehubah bersandar. Keputusan kajian menunjukkan bahawa kebanyakan responden bersetuju bahawa kedua-dua faktor yang latihan dan pembangunan dan personaliti proaktif boleh meningkatkan prestasi kerja mereka. Sebagai kesimpulan, latihan dan pembangunan dan personaliti proaktif boleh memberi kesan positif kepada pekerja bukan eksekutif melalui prestasi mereka. Hasil kajian telah dibincangkan dan cadangan untuk kajian lanjutan turut dinyatakan.

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Kata kunci: Ganjaran dan pengiktirafan, latihan dan pembangunan, personaliti proaktif dan prestasi kerja.

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

According to Gibbs (2000), the crucial issues of the job performance will be numerous in the coming decades. A continuing emphasis on organizational effectiveness, productivity, and increasing community pressures for quality of service, will focus attention on the link between human resources management practices and employees' performance. These pressures will require a much more strategic approach to performance management. Performance management is a continuous process of identifying, measuring and developing performance in organisations by linking each individual's performance and objectives to the organisation's overall mission and goals (Aguinis H., 2005).

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Hunter and Hunter (1984) pointed out that job performance is an interest to the organizations because of the importance of high productivity in the organization. According to Marisson, Stein, Lincolon, Schmidt, Gage and Pitaff (2008), the importance of job performance can help employees understand the expected scope, key responsibilities, required knowledge and skills and duties of the job. In addition, the job performance is very important because it can support equitable evaluation of all employees doing the same job task (Marisson et al. 2008). Job performance also significant to increase the employees' job and make sure that communication between employees and their employer can be related and perform very well. For example, job performance will be used in assessing the duty that are given to the employees by supervisor (Marisson, 2008). Furthermore, employees can make evaluation of their job and know their performance.

In a competitive market, where service companies are progressively more concerned about high quality service delivery in order to attract new customers and retain the existing ones, it is not surprising that the use of incentives and reward programs are techniques for motivating employees to strive beyond contracted job tasks. It is surprising however, that there is limited academic applied research on the mechanisms that elicit such behaviours. Reward and recognition programs are implemented to increase employee productivity and performance, generally over a short time period as a mechanism to evoke desirable employee behaviour. According to Stajkovic and Luthans (2003) and Peterson and Luthans (2006), incentive programs deal with rewards that aim to increase specific behaviours. However, rewards and recognition not only impact specific behaviour, but also can affect employee's attitudes towards the organization and employers.

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Results of a survey of London university graduates conducted by Prickett (1998) showed that 90 percent of the employees expect their employer to help their development. Holbeche (1998) found that one third of her sample of high-fliers would leave if they could not broaden their skills since their job performance are affected. Providing training without measuring the effectiveness is not good enough for employees. The need for training evaluation is called to ensure the resources invested in training and development of employees is fruitful (Gilbert, 2005; Kirkpatrick, 2005). The training evaluation is used to measure the training effectiveness. So, the amount of money and time invested by the employers are worthwhile to their employees and will affect their job performance. For technical based company, the cost of training and development to increase employee's job performance is quite expensive and sometimes it takes more than two weeks to complete the basic training. Some organizations will spend more than one month to train their employees on basic operation and internal system. Therefore, the evaluation of training effectiveness in the industry is very important in order to determine the training programs given to the employees are useful (Kirkpatrick, 2005; Minbaeva, 2005).

Early research on proactive personality relied mainly on only one aspect of interactionism and social cognitive theories focusing on the possibility that persons are capable of influencing the environment and behaviours. According to Turner (1960), theoretical foundation explaining why proactive personality impacts distal outcomes such as performance. Fuller and Marler (2009) utilized the contest-mobility model to suggest that employees compete for positive career outcomes (e.g., promotions or increased salary) and the winners of favourable outcomes are those who are the most competent and most willing to put in the effort. According to Seibert et al. (1999), proactive personality should lead to job performance because proactive people are more likely to take the initiative to select, create and influence work situations and environment such that they are more likely to outperform other employees.

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1.2 Problem Statement

According to Porter and Lawler (1968), there are three types of performance. The first type is the measure of production rates, amount of output over a given period of time. The second type is rating of employees' performance by someone or manager.

The third type of performance measures is self-appraisal and self-ratings. Once the performance of an individual is poor, this will influence the production of an organization directly.

Telekom Malaysia Berhad is a giant conglomerate in Malaysia dealing in the telecommunication service and matters pertaining to communication. With 29,700 employees stationed nationwide, Telekom Malaysia Berhad brings telephone facilities to 2.7 million subscribers nationwide. With these many employees, it becomes a vital matter and Telekom Malaysia Berhad has taken a serious and focused view in solving these problems. Pacelli (2005) mentioned two kinds of performance problems in the workplace. First, the barrier to accomplishing a task better and second, the unknown opportunity to do something better. The problem in this study is to identify whether reward and recognition, training and development or proactive personality can influence non-executive employees at Telekom Malaysia Berhad (TM) in order to accomplish the task better. To pursue an opportunity to perform better; therefore, this study investigate the factors that have influenced job performance among non-executive Telekom Malaysia Berhad employees.

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Telekom Malaysia Berhad received complaints about their service to the customers (http://www.aduanrakyat.com). So, the management team was worried about the level of employee’s job performance at their company. The management team allow the researcher to conduct this research at their company because they also want to know the factors that influence job performance among a group of employees which are linked to the quality of customer service at Telekom Malaysia Berhad.

Some of Telekom Malaysia Berhad customer had complained about service faultiness and did not manage to find out what was wrong with their subscription;

additionally, they never had any technicians to come over to check (http://www.aduanrakyat.com). This problem was caused by either the call centre did not do a good job or TM does not have a proper Standard of Procedure (SOP) to manage their staffs and to manage the whole flow of their services. For example, the call centre received a complaint from a customer but did not do any follow up or update with the technician. After the customer walked in to TM Point to lodge the complaint, he was given the technician's contact number to contact (http://www.aduanrakyat.com). This shows that the staffs did not perform well by not taking full responsibility of the customer's complaint.

Telekom Malaysia must take serious efforts to improve call centre employees' performance by providing good services to customers, as it is the oldest and biggest telecommunications service provider in the nation. There have been numerous complaints which have not been dealt with properly (http://www.consumer.org.my). The complaints that Consumer Association of Penang (CAP) has received have been taken up with the Malaysian Communication and Multimedia Commission (MCMC), Consumer Forum Malaysia (CFM) and TM as well but they have not received satisfactory responses to date yet. There have been inordinate delays in TM rectifying service interruptions. This shown that TM's employees inefficiency in dealing with service interruptions, which signify the job performance.

Another incident that should be noted is when the entire Komplek Tun Abdul Razak (KOMTAR) area experienced TM service interruption for almost one month (http://www.consumer.org.my). A news feature stated that nearly 10,000 users had been affected. According to TM, the problem was due to some piling and other construction work happening in the nearby vicinity. However, this scenario could be avoided; whereas before development plans are approved by Majlis Perbandaran

Pulau Pinang (MBPP), they firstly must have been sent to TM for its approval and to impose any conditions if necessary. Since they should have studied the developer's construction plans and would have known that they have cables in the area where construction would be carried out, TM employees should have imposed conditions where a TM official must be present at the site before any construction work commenced.

Due to this problem, therefore, researcher conducts a study about the factors that influence on job performance among non-executive employees in Telekom Malaysia Berhad Kedah and Perlis. This study will clearly explain high job performance can reduce the complaint from the customer about their services.

1.3 Research Question

i. Does reward and recognition influence job performance?

ii. Does training and development influence job performance?

iii. Does proactive personality influence job performance?

1.4 Research Objective

i. To determine the relationship between reward and recognition and job performance.

ii. To examine the influence of training and development and job performance.

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iii. To determine the relationship between proactive personality and job performance.

1.5 Significant Of Study

Nowadays, it is very important for an employer to know the factors that influence employees' job performance. Consequently, how an employee performs their job is a major factor in determining how successful an organization will be. Therefore, the research of factors that influence job performance of the non-executive employees is useful for the employer to use as a guideline to improve job performance at their organization.

Hopefully through this research, it can serve as a basic in the study on the factors that influence employee's job performance which are reward and recognition, training and development and proactive personality. This study will contribute to help an employer to identify better factors on job performance. By increasing employees' job performance, it can help to reduce turnover rate and retain most of the capable workers at the organization.

This research will be helpful to all the industry and business practitioners such as Telekom Malaysia Berhad that have hired the workers especially non-executive employees. It can serve as a reference to inform employer about what are the factors that actually influence job performance. So, they can work on the identified factors and try to develop some programs that could increase job performance at their organization.

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1.6 Definition Of Key Terms

Job performance. The degree to which an employee accomplished the task that made his or her job (Byars & Rue, 2006).

Human Resources Management Practices. Organizational activities that are directed at managing the pool of human resources and ensuring that resources are employed towards the fulfilment of organizational goals. **(**Schuler, R., & Jackson, S., 1987)

Reward and recognition. Reward is something that can increase the frequency of employee action such as salary, bonuses and benefits and recognition is other type of acknowledgement that is non-monitory (Zigon, 1998).

Training and development. Training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization (Adeniyi, 1995).

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Proactive personality. Taking initiative in improving current circumstances or creating new ones (Crant, 2000).

1.6 Organization of Study

Chapter 1 briefly explained a brief introduction, background, and the study's research problem. It then outlines the research questions, objectives, followed by the definition of key terms and finally, it will present the structure of this research. Chapter 2 contains the detailed review of past studies which are related to this research. The review which be presented in this section also will discuss on the employees' job performance. In addition, this chapter also discusses all the factors that influence employee's job performance among Telekom Malaysia Berhad non-executive employees towards their job. Finally, the chapter discusses the selected independent variables.

Chapter 3 explains the research method used in this research paper which includes research design of the study, population and sampling of the study, the measurement of the variables used and also the data analysis method. Chapter 4 discussed the results of the study. The profile respondents, goodness of measure, descriptive analyses, and reliability analysis of the variables, the results of hypotheses tested are presented. Lastly, a summary of results is obtained at the end of this chapter. Chapter 5 then will present the research findings followed with the discussions. In addition, the implications and limitation of the present study are also discussed. It then goes on to recommendation for future research and conclusion.

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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In Chapter Two, the researcher will study how each independence variable would affect the dependent variable by reviewing past studies that related to this research. Besides that, this chapter also enlightened and concluded the past studies on factors that influence job performance. On the other hand, a proposed conceptual framework has been constructed which was being extended from previous studies. Next, hypothesis has been drawn out to evaluate whether those hypotheses are aligned with the researcher's objective or not and also for assessing the validity.

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2.2 Definition and Conceptualization of Variables

2.2.1 Job Performance

According to Muchinsky (2003), job performance is a set of employee's behaviours that can be monitored, measured and assessed to the achievement of an individual level. Apart from that, these behaviours are also in agreement with the organization's goals. Job performance is a human behaviour that gives important result for individual work effectiveness.

Job performance can be defined as employees' behaviours (Campbell 1990) towards their jobs. Job performance also can be seen in organizational task performance, group or individual performance. Job performance is arguably one of the more important dependent variables of interest to educators, businesses, the government and society. In business, job performance is really important to determine about their employees' performances at their workplace (Campbell 1990). Rotundo (2000) presents an integration and summary of the body of literature that has emerged in defining job performance.

Smith (1976) discusses some of the problems with various definitions of job performance and stresses that an accurate measure of job performance includes the direct observation of behaviour. Murphy (1989) states that job performance should be defined in terms of behaviours rather than results because employee who have good behaviour towards their job will increase their job performance. He explains that results-based measures are not always functional to the organization, as employees may try to maximize results at the expense of other things.

There are two factors that can affect job performance. There are the internal and external factors (Bogdanova, Enfors, Naumovska, 2008). According to Bogdanova et al. (2008), they described the job performance internal factor consists of two aspects. For the first aspect, it is skills and abilities of a given job that the employees have and the second aspect is the role perceptions or the requirements of the job. Thus, employees' job performance can be influenced by both internal and external factors and employees can eventually perform within their full potential. For the second factor, Bogdanova et al..(2008) defined it is the external factors which is the work condition. For example, when the individual working under condition such as noise, heat and cold environment that can affect their job performance, they are either can do the job or not. The definition of job performance that suitable for this study is the degree to which an employee accomplished the task required of his or her job.

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2.2.2 Reward and Recognition

According to Zigon (1998), reward is something that increase the frequency of an employee action such as salary, bonuses and benefits and recognition is other type of acknowledgement that is non-monitory. There are four types of reward which are intrinsic reward, extrinsic reward (e.g: bonuses, insurance plan and praise), monetary reward and non-monetary reward (Hellriegel at al. 1999). According to Hellriegel et al. (1999) intrinsic rewards as personally satisfying outcomes, and they include feelings of achievement and personal growth. Hellriegel et al. (1999) said that an extrinsic reward is outcomes supplied by the organisations. One can compare these rewards to the job context items that Herzberg (1996) called hygiene factors. Monetary rewards by Newstrom and Davis (1997) states that money has always been important to employees because of the goods and services that it will purchase, it can be regarded as a status symbol and it represents to employees how their employer appreciate and recognise their contribution.

Recognition is the most common and powerful tool that is being used in the organization to drive employee job performance (Sun, 2013). Sun (2013) further identifies three conditions that are necessary for the effective use of recognition. First, recognition should be used frequently; recognition needs to be provided weekly to employees so that they can feel valued. Second, recognition should be specific, and identifying what is recognized makes it meaningful and vital. Third, rewards should be timely, that is, it should take place shortly after the employee action that deserves recognition occurs. Deeprose (1994) argues that recognition has a significant impact on employees' productivity. Effective use of recognition resulted in improved performance of the organizations. Employees take recognition as part of their feelings of value and appreciation and as a result it increases job performance of employees.

Danish and Usman (2010) affirm that when rewards and recognition are properly implemented, a good working environment is provided that motivates employees to achieve high performance. Deeprose (1994) mentioned "good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible ". Praise is probably the most common way of giving recognition, but there are other forms of recognition such as long service awards, status symbols of one kind or another, sabbaticals and work-related trips abroad, all of which can be part of the total reward process. The importance of recognition is defined as a key part of the value set of the organisation and this would be reinforced by education, training and performance appraisals (Armstrong & Murlis, 1994). Hence, following the above discussion this study adapts the definition from Zigon (1998), reward is something that increase the frequency of an employee action such as salary, bonuses and benefits and recognition is other type of acknowledgement that is non-monitory.

2.2.3 Training and Development

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There exists a positive association

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between training and employee performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (April, 2010).

Training traditionally has been defined as the process by which individuals change their skills, knowledge, attitudes, and or behaviour (Robbins & DeCenzo, 1998). In this context, training involves designing and supporting learning activities that result in a desired level of performance. According to Charnov (2000) training is an educational process. Employees can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness and performance at work. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviours that can be transferred back to the workplace (Charnov, 2000). According to Goldstein and Ford (2002), training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness.

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Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term “training” to refer to both training and development efforts. Development includes the acquisition of behavioural skills including communication, inter-personal relations, and conflict resolution. Development may also include processes aimed at the acquisition and development by employees of knowledge, understanding, behaviours or attitudes outside those specifically required for employees' job or task at their organization.

According to Poh (2001), training and development can be defined as the process of providing employees with specific skills or helping those correct deficiencies in their performance. Previous empirical studies have provided extensive evidence that training and development facilitate the updating of skills, and lead to increased commitment, well-being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton & Golden, 2000; Karia & Ahmad, 2000; Karia, 1999).

Training and development can be described as the formal and on-going efforts that are made within organizations to improve the performance and self-fulfilment of their employees. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. More and more companies of all sizes have embraced continual learning and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. According to Marmer (1999) the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses and in addition create a corporate culture that supports continual learning.

The terms "training" and "development" are used together to describe the overall improvement and education of an organization's employees. However, while closely related, there are important differences between the terms that

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centre on the scope of the application. In general, training programmes have very specific and quantifiable goals, like operating a particular piece of machinery, understanding a specific process, or performing certain procedures with great precision. According to Ronal L. Jacob (2003), developmental programmes on the other hand, concentrate on broader skills that are applicable to a wider variety of situations such as decision making, leadership skills, and goal setting. From the discussion above, definition of training and development for this study is a well thought of development activities aimed to facilitate learning of knowledge, attitude and skill among its people in the organization to improve their current job performance and contribute to the achievement or organizational goals. Development pertains to long-term planned efforts to enhance the total growth of human resources that will lead to the fulfilment of personal and organization goals.

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2.2.4 Proactive Personality

Proactivity stands out as one of the most important personal attributes for employees facing an increasingly fast and uncertain work environment (Frese & Fay, 2001; Griffin et al., 2007). A proactive person is relatively unconstrained by situational forces, identify opportunities and act on them, and effects environmental change (Bateman & Crant, 1993; Crant, 2000). Compared to reactive individuals, proactive ones may benefit by advancing faster in an organization, finding better jobs, achieve excellence performance and having better career paths (Fuller & Marler, 2009; Brown et al., 2006; Erdogan & Bauer, 2005; Seibert et al., 2001).

According to Bateman and Crant (1993) proactive personality is defined as a disposition toward taking action to influence one’s environment. Proactive personality entails a dynamic approach toward work (Frese, Kring, Soose & Zempel, 1996; Parker, 2000). Crant (2000) in his exhaustive review defined proactive personality as taking initiative in improving current circumstances or creating new ones. It also involves challenging the status quo rather than passively adapting to present conditions.

According to Bateman and Crant (1993), the prototypic proactive personality is conceptualized as one who is relatively unconstrained by situational forces and who affects environmental change and is characterized as a stable and behavioural tendency to effect change. Therefore, the broad types of behaviours that are expected to be associated with proactive personality include scanning for opportunities, showing initiative, taking action and persevering until bringing about meaningful change. Highly proactive people are path finders who change the organization's mission or find and solve problems. In contrast, people who are considered non-proactive exhibit the opposite behaviours; they fail to identify and seize opportunities to change things. Passive individuals also show little initiative and rely on situational forces for change. As a result, passive individuals are more likely to adapt to and endure their circumstances (Bateman & Crant, 1993). Hence, following the above discussion, this study adapts the definition from Crant (2000), which proactive personality is taking initiative in improving current circumstances or creating new ones.

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2.3 Gaps in the Literature

From the review of literature, it is observed that most of the studies (e.g: Factors That Influence Job Performance in Kenya) used another factors such as organizational structure, work environment, non-material incentive, knowledge, skills, attitude and reward by Sokoro J.M. , (2012) have done in western. There are few research studies in public sector for example Yasmin Musmuliana (2012) but limited on Telekom Malaysia Berhad which is half government and half privates' organization. Meng Y.C. et al.. (2011) and Nnadi F.N. (2012) have conducted a similar study to determine the factors that influence job performance. On the other hand, most of the studies use big five model to predicted employee performance, but limited studies look on how proactive personality influence performance especially in job performance.

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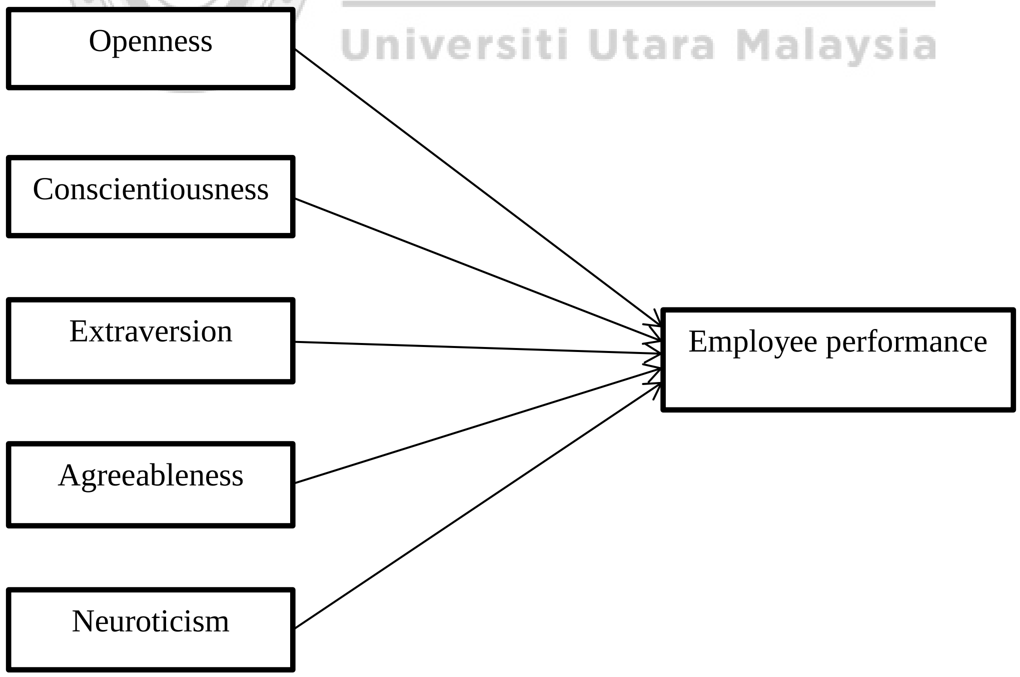

Figure 2.1
Big Five Model

According to Thomas, Whitman and Viswesvaran, (2010), research on proactive personality and job performance implies that the relationship between proactive personality and job performance are exists. The variables that link proactive personality to job performance include network building, job tenure, and other self-managing behaviours. The current research indicates that future efforts should focus on identifying which variables can link proactive personality to job performance.

2.4 Underpinning Theory

2.4.1 Social Exchange Theory

According to Blau (1964) social exchange theory is unspecified obligations whereby when an individual does a person a favour, there is the expectation the favour will be returned at a future. The employer and employee exchange relationship can be described as an on-going repetitive cycle of bestowing benefits and inducing obligations to reciprocate (Coyle-Shapiro, 2000). The basic principle underlying the social exchange theory is that an individual, who supplies rewarding services to another, obligates them. To remove this obligation, the second individual must provide benefits of some type to the first.

The norm of reciprocity that reinforces the social exchange process occurs when one individual does an action for another. Employees may develop exchange relationships with their employers for socioemotional, as well as economic reasons (Shore et al., 2001) if their employer provide reward and recognition to them to enhance their job performance. Social exchanges with an organization represent the non-monetizable, socioemotional elements of the relationship that produce feelings of trust and loyalty to their organization (Craig & Tetrick, 2001). In social exchange relationships, the employer's compensations can go beyond the monetary rewards and includes a concern for the employee's job performance, no time frame limitations on employment, and beliefs of reciprocity between employees and employer (Millward & Hopkins, 1998; Tsui, Pearce, Porter, & Tripoli, 1997).

According to Aselage and Eisenberger (2003), social relationships becomes stronger when both partners are willing to provide resources valuable to the other. In line with the proposition on social exchange theory, these studies also predict that employees can be more productive in their job or task at the workplace if employer knows the factors that influence employee's job performance. Whereas employees value beneficial treatment, employers seek loyalty and dedication on job or task from their employees (Coyle-Shapiro & Shore, 2007; Eisenberger, et al.,2001). Positive actions directed at employees by the organization are argued to contribute to the establishment of high-quality exchange relationships between employees and employer (Eisenberger, et al., 2001; Settoon,et al., 1996; Wayne, Shore, & Liden, 1997). So, employees can enhance their job performance in the organization.

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2.4.2 Social Cognitive Theory

Social learning theory, later renamed social cognitive theory, proposes that behavior change is affected by environmental influences and attributes of the behavior itself. Each may affect or be affected by either of the other two. A person must believe in his or her capability to perform the behavior and must perceive an incentive to do so. Additionally, a person must value the outcomes such as job performance or consequences that he or she believes will occur as a result of performing a specific behavior or action to their task.

Outcomes may be classified as having immediate benefits or long-term benefits. But because these expected out-comes are filtered through a person's expectations or perceptions of being able to perform the behavior in the first place, job performance is believed to be the single most important to determine a person's behavior change. Employees’ job performance can be increased in several ways, among them by issuing clear instructions, providing the opportunity for skill development or training and modelling the desired behaviour. To be effective, models must evoke trust, admiration and respect from the observer; models must not, however, appear to represent a level of behaviour that the observer is unable to visualize attaining (Redding et al, 2000).

Social Cognitive Theory can be applied to financial behaviour change in terms of self –efficacy. Self-efficacy refers to the confidence an individual has in his or her own ability to successfully carry out a behaviour to enhance their level of job performance. According to Redding, et al. (2000), the importance of self-efficacy for behavior change has been widely recognized across multiple behaviors relevant to financial risk reduction. Additionally, a person must value the outcomes or consequences that she or he believes will occur as a result of performing a financial behavior or action. Bandura (1989) has seen this theory as perhaps the single most important factor in promoting changes in behaviour to increase the job performance.

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2.5 Research Framework

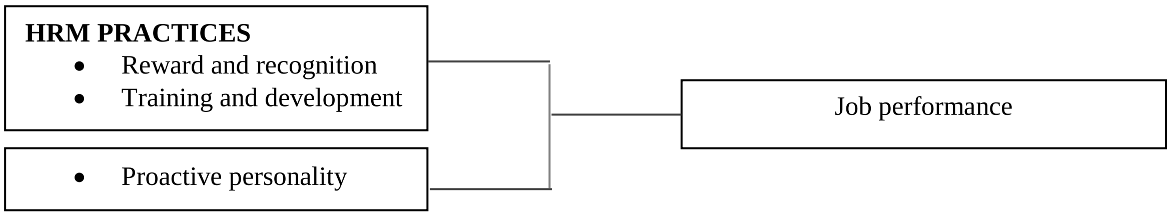

Figure 2.2
Research model

The research framework of this research is represented in Figure 2.5.1. The independent variables are reward and recognition, training and development and proactive personality. The dependent variable for this research is job performance. As mentioned earlier, there is a void in the literature as limited on the factors that influence job performance. Thus, the researcher has chosen on conceptual framework with proactive personality factor.

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2.6 Relationship Between Reward and Recognition and Job Performance

According to Mound (2001), reward can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salaries this will make them strive to achieve more. This is another way an organization can apply as a reward so as to improve performance. According to Torrington and Hall (2006), praised could be shown in the organization newsletter or in meetings. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance.

Rewards for quality efforts appear to have a significantly positive relation to job performance (Kassicieh & Yourstone, 1998). According to Herzberg's (1996) hygiene/motivator theory, recognition is one of the motivators, which can contribute to employee job performance when it is present. A study of a sample of 350 daily workers in Ireland and New Zealand (O'Driscoll & Randall, 1999) indicated that the rewards offered by an organization have a powerful effect on employee's attitude towards their job.

Organizations should reward employees more often to enhance their self-motivation. Thus, employees can be more well-performed compared to having the rewards maybe once a year. This is because frequent rewards are easily linked to the performance by their level of productivity (Thomson & Rampton, 2003). However, employees might not appreciate the value of reward if they are easy and frequently awarded. Another alternative for organizations to use reward system is by personalizing the reward. Consequently, employees will value the reward since it is personal and unique to each. Organizations can use rewards to improve employee performance by incorporating appraisal or promotion for employees who have good record of service. Managers should be on the lookout for employees who perform well.

According to Siegrist (1996), organization placed a high premium on the provision of fair reward system as a means of controlling the work systems and its structures within an organization. The main concept of this model is that the organizational effort of an employee is part of the 'socially organized exchange process' to which society is obliged to repay. Thus, effective recognition enhances employees' motivation and increases their productivity (Deeprose, 1994). Baron (1983) argues that there is a close relationship between fair rewards and job performance. He noted

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that if successful performance does in fact lead to fair organizational rewards, such performance could be a motivational factor for employees to improve their current level of productivity.

Another research done by Keller (1999) said that people are motivated to higher levels of job performance by positive recognition from their managers and peers. Creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and performance. Chang (2004) states that forward-looking goals in which a reward is offered as a catalyst for achieving a particular job performance and/or standard.

Incentive programmes that involve cash payments are expensive to maintain because it involves cost. Incentive alternatives that have proven to be more successful are tailored to individuals and their accomplishments and bestowed as frequently as is necessary (Stephenson, 1995). Wiscombe (202), suggests that there exists a strong link between non-cash awards, incentives and improved job performance.

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From the discussion above, it is hypothesized that:

H1: There is a significant and positive relationship between reward and recognition and job performance.

2.7 Relationship Between Training and Development and Job Performance

Past researchers have found evidence on the impact of training and development on productivity and where employees and employers were able to share the benefits from training (Conti, 2005; Dearden, 2006; Ballot, Gerard, Fakhfakh, & Taymaz, 2006). Lynch and Black (1995) whose research focused on the generality of training revealed that only off-the-job training improves on the performance; as employees can be more focus during the training session; whilst on-the-job training does not. This is further concurred by Barrett and O'Connell (2001) that general training has positive impact on job performance. On the other hand, Nankervis, Compton and McCarthy (1999) believe that effective training would not only equip employee with most of the knowledge and skills needed to accomplish jobs, it would also help to achieve overall organization objectives by contributing to the productivity of employee. Therefore, one can conclude that training and development provide adequate criteria to an individual to perform better in a given task and subsequently contribute to job performance.

Training and feedback are the true compliments of giving a better shape to employees' performance. Training on its behalf tries to overcome the gaps between employees and major contents of their working environment. It may be in the form of learning from seniors, receiving satisfaction, cooperation from peers, and respects and obeying from the subordinates. It enables employees to actively participate in providing supportive suggestion and conveying it to concerning management for the betterment of the employees and organization.

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Implementation of formal training and development programmes offers several potential advantages to quality job performance. For example, training helps companies create pools of qualified replacements for employees who may leave or be promoted to positions of greater responsibility. It also helps ensure that companies will have the human resources needed to support business growth and expansion. Furthermore, training can enable a small business to make use of advanced technology and to adapt to a rapidly changing competitive environment. Finally, training can improve employee motivation, leading to gains in productivity (Ambler, 2006).

From the discussion above, it is hypothesized that:

H2: There is a significant and positive relationship between training and development and job performance

2.8 Relationship Between Proactive Personality and Job Performance

Proactive personality has been related to job performance (Crant, 1995; Thompson, 2005). Crant (1995) found that proactive personality explained 8% of the variance in objective measures of job performance in the case of real estate agents. Additionally, proactive personality has been associated with other objective measures such as salary and promotions (Seibert, Crant, & Kraimer, 1999).

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According to Thompson (2005), proactive personality was also found to be significantly related to performance by direct supervisors in the workplace as they tend to set high standards and harness all available resources into achieving those standards (Crant, 1996). Although past research has found proactive personality to be related to job performance, its effect on job performance has rarely been empirically tested in a change setting. Hence, in the present study it was hypothesized that in a change setting proactive personality will have a positive impact on job performance. Seibert, Crant, and Kraimer (1999) stated that proactive personalities seeks to improvise the existing job along with developing personal prerequisites for furthering job performance (Bateman & Crant, 1999).

As the link between personality and job performance has been researched for several years, there has been a recent interest in the relationship between a more specific type of personality and job performance which is proactive personality. Research on proactive personality and job performance implies that the relationship between proactive personality and job performance exists (Thomas, Whitman, & Viswesvaran, 2010)

From the discussion above, it is hypothesized that:

H3: There is a significant and positive relationship between proactive personality and job performance.

2.9 Summary

All the independent and dependent variables in this chapter has been defined base on the past studies. Apart from that, a research framework has been developed and supported by two theories; social exchange theory and social cognitive theory. In the following chapter, the researcher will be discussing the research methodology thoroughly and bring to a close with the finding on the relationship between variables.

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CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter focuses on research methods and procedures that were used to analyse the data of this research. It consists of design of study, population and sample, measurements, questionnaire design, pilot study, data collection, procedure and techniques of analysis.

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3.2 Design of Study

Research design is the framework for a study that has been utilized as a guide for data collection and analysis. Referring to Sekaran and Bougie (2010), a research design can be classified in terms of the purpose of study whether exploratory, descriptive or hypothesis testing. By viewing the research purpose, framework and hypotheses, a quantitative approach is applied in this research. Quantitative research is used to answer about the relationships among the measured variables with the purpose of explaining, predicting and controlling the phenomena (Leedy & Ormrod, 2005). The purpose of quantitative research is very specific and used when the researcher has agreed that precise information is needed (Burns & Bush, 2003). Although quantitative approaches are unable to provide in-depth explanations available through qualitative approaches, quantitative approaches can be used to test hypotheses and determine the reliability and validity of the variables measured (Zikmund & Babin, 2007).

This study employed a cross-sectional survey design for the purpose of collecting data. Sekaran and Bougie (2010) mentioned that in a cross-sectional study, data are collected at a single point in time. This study chose the cross-sectional design due to cost and time constraints. Moreover, there are two main advantages by employing a cross-sectional design in this study. First, this design is much less expensive to conduct compared to the longitudinal design because the testing takes place over a limited time period. As the time period for testing is short, dropout can be minimized. Second, testing the hypotheses formulated for this study required a large of sample size (less dropout/mortality) and not influenced by changes over time. With these justifications, the usage of a cross-sectional design appears to be a suitable research method in this study.

The unit of analysis for this study is individual or employees who work in the department/unit (i.e. PO, Enterprise, Technical, SFM and BSQM) at Telekom Malaysia Berhad Kedah and Perlis. Zikmund (1997) maintained that the unit of analysis refers to the level of investigation the study focused on. The researcher must specify whether the level of investigation will focus on the collection of data about organizations, departments, work groups, individuals, or objects (Zikmund, 1994). Commonly, the unit of analysis is divided into three groups: individual, dyads and group (Sekaran & Bougie, 2010). In this study, the measurement of reward and recognition, training and development and proactive personality toward job performance are typically applied to the individual level.

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This research is to determine the factors (i.e. reward and recognition, training and development and proactive personality) that will influence job performance (dependent variable). Correlation research was chosen in this study to figure out which variables are connected. For example, when one independent variable increases; the dependent variable also increase, it shows that there are positive relationships. It also means that particular independent variable (factor) can influence the dependent variable (job performance). In addition, after the literature review, researchers have the basis understanding about the variables being studied and can make an educated prediction about the relationship that will be tested. Therefore, correlation research is appropriate to use.

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3.3 Population and Sample

The population of this study comprises of non-executive attached to Telekom Malaysia Berhad Kedah and Perlis. Researcher chooses Kedah and Perlis in this study because of its wide coverage in terms of outreaching the intended respondents in a relatively shorter time, and cost saving. Based on the given information from the executive in Human Resource Department at Alor Setar, Kedah, total TM employment in Kedah and Perlis is 598 employees. It is made up of both juniors and seniors non-executive employees in terms of rank placed in five different department or unit, namely Property Operation, Technical, Enterprise, Service Fulfilment Management (SFM) and Business Support Quality Management (BSQM).

By referring Krejcie and Morgan (1970) sampling size table, there are 234 sets of questionnaires that should be distributed to the target respondents from the population of 598. However, researcher had distributed 300 set of questionnaires to respondent.

Table 3.1

Population of department / unit

Department / Unit	No. of Respondents		Response	
	Kedah	Perlis	Kedah	Perlis
PO	53	34	21	14
Enterprise	75	55	30	22
Technical	110	107	44	43
SFM	54	32	22	13
BSQM	38	40	15	16
Total	330	268	132	108

N=598
PO= Property Operation
SFM= Service Fulfilment Management
BSQM= Business Support Quality Management

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Generally, calculation of sample size does not necessarily result in representation of the population and it depends on the process used in the selection of the elements (Hair et al., 2007). A sample is drawn using either probability or nonprobability procedures. Whether a probability or nonprobability approach is used, careful consideration of sampling technique issues is necessary in selecting the sample.

Hair et al. (2007) maintained that probability sampling is typically used in quantitative research and this involves a selection of a representative sample from the population using a random procedure to ensure objectivity in selecting the sample. They added that the findings from the sample data can then be generalized to the population with a specific degree of accuracy. On the other hand, nonprobability is typically used in qualitative research and the findings from the sample can be used to describe, discover and develop theory, and may be used to generalize to the population this cannot be done with a specific degree of accuracy (Hair et al., 2007).

Therefore, a proportionate random sampling procedure was chosen for this study. The utilization of sampling method is the most appropriate because random sampling method figures heterogeneity among respondents to reduce the common survey bias (Jun et al., 2006). This sampling method also improves the representativeness of the sample by reducing sampling error (Chang et al., 2010).

In the sampling process, if the number of sampling units drawn from each department/unit is in proportion to the relative population size of the department/unit, the sample is proportionate sample (Zikmund, 2004). In this study, the percentage extracted from each department/unit was 50 percent, based on the value of the desired sample in all department/unit divided by the total number of population (i.e.300 divided by 598).

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The target respondents were selected based on a random sampling technique applied on each department/unit to select few sample. A single number was jotted down on each piece of paper measuring approximately 3cm X 3cm and randomly selected. The picked number was matched to the name list provided by the particular department/unit and the same process repeated to each department. This technique was utilized because each individual in the population has an equal probability of being selected (Sekaran & Bougie, 2010). Leedy and Ormrod (2005) also emphasized that when a random sample is selected, the researcher can assume that the characteristics of the sample approximate the characteristics of the total population.

3.4 Measurements

The set of questions for reward and recognition is adapted from Juran and Gryna (1993). This section has five items. The researcher has adapted from Rani and Garg (2014) for questions in section training and development. There are 16 items in this section. For questions on proactive personality, the researcher adapted the questions from Crant and Kraimer (1999) and has 10 items. The questions for reward and recognition, training and development and proactive personality use five Likert-point scale; 1 is strongly disagree and 5 is strongly agree. The questions on job performance is adapted from Cohen, S. G., Ledford, G. E. Jr. and Spreitzer, G. M. (1996) and this section have three items. The question for this section using five Likert-point scale; 1 for unsatisfactory and 5 for exceptional.

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Table 3.2
Measurements of items

Variable/ Dimension	Operational Definition	Items	Sources
Reward and recognition	Reward is something that can increase the frequency of employee action such as salary, bonuses and benefits and recognition is other type of acknowledgement that is non-monitory	1) This company improves working conditions in order to recognize employee quality improvement efforts. 2) The company's compensation system encourages team and individual contributions. 3) Reward and Recognition system within the company rewards relationship and task accomplishments based on work quality. 4) All suggestions are appropriately rewarded in cash and kind. 5) Employees' rewards and	Juran, J. M., & Gryna, F. M. (1993). Quality planning and analysis: From product development through use. New York, NY: McGraw-Hill.

		penalties are clearly communicated.	
Training and development	A work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization	1) Induction training is given adequate importance. 2) Training programmes are well planned. 3) Norms and values of the organization are clearly explained to new employees during induction training. 4) Training programmes are periodically reviewed and improved. 5) Employees acquired technical knowledge and skill through training. 6) Training and development is based on genuine needs. 7) Employees participate in determining the training needs. 8) Training and development (T&D) increase the skill of employees. 9) Training and development enhance the quality of services being performed by employees. 10) Training and development satisfy the ego of employees. 11) Training and development enhance the efficiency and effectiveness of the work being performed by employees. 12) Training and development minimize the faults in operations. 13) Training and development improve the leadership and managerial skills. 14) Training and development reduce the stress level of employees. 15) Training and development	Rani, K. and Garg, G. (2014). International Journal of Management and Social Sciences Research (IJMSSR) Vol 3, No. 1

		stabilize the organization. 16) Training and development help employees in promotion and other monetary benefits.	
Proactive personality	Disposition toward taking action to influence one's environment.	1) I am constantly on the lookout for new ways to improve my life 2) Wherever I have been, I have been a powerful force for constructive change 3) Nothing is more exciting than seeing my ideas turn into reality 4) If I see something I don't like, I will fix it 5) No matter what the odds, if I believe in something I will make it happen 6) I love being a champion for my ideas, even against others' opposition 7) I excel at identifying opportunities 8) I am always looking for better ways to do things 9) If i believes in an idea, no obstacles will prevent me from making it happen 10) I can spot a good opportunity long before others can	Crant & Kraimer (1999), Research Reports: Proactive Personality and Career Success Journal of Applied Psychology.
Job performance	The degree to which an employee accomplished the task that made his/her job.	1) The quality of my work is ... 2) The productivity of my work is … 3) Overall, my job performance is	Cohen, S. G., Ledford, G. E. Jr., & Spreitzer, G. M. (1996). Apredictive model for selfmanaging work team effectiveness. Human Relations, 49(5), 643-676.

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3.5 Questionnaire Design

Table 3.3
Layout of the questionnaire

Section	Items
A	This section comprises of demographical background of the respondents
B	This section are relating to dimensions of reward and recognition. It continued five items. This section has five-point of Likert scale.
C	This Section are relating to dimensions of training and development. This section has five-point of Likert scale for 16 items.
D	Questions in this section are relating to dimensions of proactive personality. This section has five-point of Likert scale. It continued 10 items in this section.
E	Questions relating to dimensions of job performance. It continued three items using five-point of Likert scale.

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The survey questionnaire was developed based on five sections for non-executive employees in Telekom Malaysia Berhad The questionnaire is designed in English only because all the respondents can understand English.

3.6 Pilot Test

According to Zikmund (1994), pilot study can best be explained as the process of collecting data from the ultimate subject of the research project to serve as a guide for the larger study. A pilot study involves conducting a representative set of respondents in order to reveal questionnaire errors before the survey is launched

(Burns & Bush, 2003). Specifically, pilot study is necessary to make sure that the scales of questionnaire are good and the respondents understand the questions asked. It is very important that pilot study participants are in fact representative, that is selected from the target population under study.

In order to determine if the questionnaire has to be improved or refined, there is little agreement in the literature pertaining to the pilot study sampling size. For example, Zatalman and Burger (1975) did not define clearly size, simply suggesting a small sample. Other scholars such as Long (1991) indicated that a sample range between 5-10 respondents is adequate, while Boyed, Westfall and Stasch (1977) proposed 20 respondents. In purpose to allow the running of proper statistical testing procedures, Lukas, Hair, Bush and Ortinau (2004) strongly emphasized on a size of 50 respondents. Moreover, Zikmund (1997) suggested that the data should be collected from about 100 respondents. Hence, based on the above-mentioned suggestions, this study aimed for a completion of at least 30 respondents.

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According to Salant and Dillman (1994), the questionnaire was pilot tested to detect problems with wordings and understanding. The pilot test was based on 30 non-executive respondents in Telekom Malaysia Berhad at Alor Setar, Kedah. Questionnaires were distributed starting on 16 February 2014 and all were returned within one-week time.

Reliability of measure is an indication of the stability and consistency with which the instrument measures the concept and assists to assess the goodness of a measure (Sekaran, 2005). Furthermore, the reliability of measure will indicate the extent to which it is without bias; hence, consistent measurement across time and across the various items in the instrument. To measure the reliability of the instruments used, Cronbach's alpha is adapted. According to Sekaran (2005), if the Cronbach's alpha is less than 0.60, this means the instrument used has a low reliability which errors can happen. If the alpha value is within 0.7, the instrument can be accepted for further analysis. The alpha scores variables of competency obtained through the respondents in this pilot study is represented as below:

Table 3.4
Coefficent Alpha (α) Scales

Variable	No. of items	Values
Reward and recognition	5	0.876
Training and development	16	0.936
Proactive personality	10	0.931
Job performance	3	0.921

N= 30

From the table above, the Cronbach's alpha for reward and recognition value is 0.876, training and development value is 0.936, proactive personality value is 0.931 and job performance value is 0.921. All this variable Cronbach's alpha value is more than 0.7. This means that the instrument can be accepted for reliability analysis. Based on the pilot test feedback, there was no comments on item reward and recognition, training and development, proactive personality and job performance from the respondents.

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3.7 Data Collection

The questionnaires were printed on double-sided paper and personally distributed to the respondents by the researcher. The respondents were briefed on the details of the survey and its purpose; thus invited the respondents to extend their cooperation to sincerely complete the questionnaire and returned them on time. The respondents were given one week to complete the questionnaire. The researcher obtained an introductory letter from Telekom Malaysia Berhad which the researcher presented to the different departments and respondents for seeking their permission to participate in the research. The researcher distributed and retrieved the questionnaires from the respondents after one week. Data were gathered through questionnaire with close-ended question. According to Sekaran (2003) close-ended format was used in order to make respondents feel easier to answer and to increase the number of completed responses and also to make data analysis convenience and more objective.

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Data was collected from the primary sources. The questionnaires had been distributed to 300 respondents at Telekom Malaysia Berhad Kedah and Perlis. The total population of non-executive employees at Kedah and Perlis is 598 respondents. By referring Krejcie and Morgan (1970) sampling size table, there are 234 sets of questionnaires that will be distributed to the target respondents. However, researcher had distributed 300 set of questionnaires to respondent. Out of this total, 250 questionnaires have been returned in this study. It’s shown that 83.33 percentage of returned rate. All the returned questionnaires are useable for further analysis.

3.8 Techniques of Analysis

Data screening was executed prior statistical analyses whereas the normality, detection of missing data and outliers was also assessed. According to Mayers, Gamst and Guarino, (2006) data screening was carried out to examine the uniqueness of the respondents so as to respond to question about correctness of data qualify for statistical supposition, data transformation has to be carried out. Prior to processing data, it is vital to assess the detection of outliers (Hair et.al, 2010). Mayers et.al. (2006), further assert that severe cases or strange on a singular disparity or a mixture of discrepancy are considered to be outliers. Multivariate outliers will be carried out for the purpose of this research. In addition to recognizing possible outliers, it is imperative to test the possibility underlying large number of multivariate techniques.

There were 34 items constructed to measure the variables of the research in factors that influence non-executive employees' job performance at Telekom Malaysia Berhad Kedah and Perlis which are training and development, reward and recognition and proactive personality. The compiled data was analysed using Statistical Package for Social Sciences (SPSS) version 20.0. Descriptive statistics (frequency, percentages and mean) were utilized. All the data were checked to ensure that all assumption made were correct for further analysis. The descriptive analysis is a foundation for any further statistical analysis. The mean, maximum and minimum values of the variables are tested in descriptive analysis. This study applied the Cronbach's Alphas to test the reliability of the variables as this method is the most widely applied reliability in social science research.

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Using Pearson Correlation coefficient analysis, the researcher was able to analyse the relationship between independent variable and dependent variable with indication of how strong the relationships are. The Correlation analysis values range from -1.0 to +1.0. There is a perfect positive correlation if (r=1.0) and it indicates that there is no correlation (r=0). Therefore, it is used to test the relationship between reward and recognition and job performance; training and development and job performance as well as proactive personality and job performance, since all of these factors are measured by using interval scale in the questionnaire.

Multiple regression analysis is defined as a statistical technique to predict the variance in the dependent variable by regress the independent variable against it (Sekaran, 2003). In other word, it is also an extension of bivariate regression analysis, which permits for the simultaneous investigation of the effect of two or more independent variables on a single interval-scaled dependent variable. This test enables to determine the significant of the factors related to the unit of analysis. Besides that, beta value will normally conclude the relationship between the independent and dependent variables.

Based on this research, researcher was using multiple regression analysis to test the hypotheses. The main purpose to conduct the multiple regression analysis was to understand the relationship between the independent variables and dependent variables. Multiple regression analysis is appropriate to use in researcher's research study that researcher could test the relationship between three independent variables which are reward and recognition, training and development and proactive personality and dependent variable which is job performance. In addition, from research study, both the independent variables and dependent variable are measured using interval scale. Multiple regression analysis also used when both independent variables and dependent variables are metric scale (interval or ratio scale). So, this analysis was suitable to test on researcher's hypotheses. The hypotheses would be examined and analysed in next chapter.

3.9 Summary

This chapter has discussed in details regarding the methodology and data collection used in this research. It comprised of the research design where this study was conducted in a quantitative research method. The measurement of instruments used, sample selection and the data analysis were also presented. The primary data will be collected using distribution of questionnaires.

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CHAPTER 4

FINDING

4.1 Introduction

This chapter discusses the findings of the study. All data were analysed using Statical Package for the Social Sciences (SPSS) 20.0. The data were examined with reliability analysis, descriptive analysis, correlation analysis and regression analysis. Frequency analysis was used for analysing the respondents' demographic characteristics. The descriptive analysis was used to analyse the factors that influence job performance among non-executive employees at Telekom Malaysia Berhad Kedah and Perlis. Furthermore, the statical method of person correlation was used to determine the dimension of relationship between independent variable and dependent variable. Additionally, regression analysis was conducted to test the hypothesis.

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4.2 Data Screening

Coakes (2006) advocates that the screening of data is useful to ensure that data have been correctly entered and that the distributions of variables are normal. The quality of analysis is influenced by how well the data is organized and converted into a form suitable for analysis (Aaker et al., 2005). At this stage, data screening was carried to assess missing data.

Missing data is a common situation during the survey process (Hair et al., 2010; Coakes, 2006). It occurs to the fact that a respondent did not answer all question in the questionnaire survey. Sekaran and Bougie (2010) stated that the missing data occurred when the respondents did not understand the question, did not know the right answer for the question, or were not willing to answer the question.

On the other hand, it is very crucial analysis because the statistical analysis techniques of the data cannot be operated if there is any missing data (Schumacker & Lomax, 2004). In line with this, Lee and Lomax (2005) added that the estimations process using maximum likelihood cannot be carried-out with missing data. Thus, this study needed to identify and manage the missing data in the right way. In this study, the data are useable and all the questionnaire were answered by the respondents.

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4.3 Demographic of Respondents

A total of 250 were received at the end of the data collection process. There are 50 questionnaires had not been returned to the researcher. Based on the given questionnaire of 300 respondents, the respond rate is 83.33%. The respondent profile was analysed from seven aspects namely the age, gender, race, status, level of education, department/ unit, length of service and their salary.

Most respondents (150 employees in total) are in the range of 41 years old and above, 59 employees age 31-40 year, and 33 employees age in range of 26-30 years old. The rest is eight employees with age 25 years old or below. Out of the 250 respondents, 93 or 37.2% were male and 157 or 62.8% were female. From the research, it shows that female respondents are more than male respondent by 25.6%. In this research, 153 respondents are Malay, 53 Chinese respondents, and 44 Indian respondents. The study found that the respondents have different qualifications. 100 employees have SPM; 47 employees have STPM. 89 of the employees have education of Certificate/Diploma level. Whilst, 11 employees have Bachelor's Degree and three employees hold others qualification.

Table 4.1
Frequency demographic profile

Demographic	Frequency	Percentage
Age		
25 years or below	8	3.2
26-30 years	33	13.2
31-40 years	59	23.6
41 years or above	150	60.0
Gender		
Male	93	37.2
Female	157	62.8
Race		
Malay	153	61.2
Chinese	53	21.2
Indian	44	17.7
Level of education		
SPM	100	40.0
STPM	47	18.8
Certificate/Diploma	89	35.6
Bachelor's Degree	11	4.4
Others	3	1.2
Department/Unit		
PO	33	13.2
Technical	33	13.2
Enterprise	38	15.2
SFM	86	34.4
BSQM	60	24.0
Length of service		
2 years or less	8	3.2
3-5 years	33	13.2
6-8 years	16	6.4
9 years or more	193	77.2
Salary		
Below RM 1200	1	0.4
RM 1201-RM 2000	18	7.2
RM 2001-RM 3000	85	34.0
RM 3000 or above	146	58.4

N=250
PO = Property Operation
SFM= Service Fulfilment Management
BSQM= Business Support Quality Management

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There are five departments in this organization. Majority of the respondents are from SFM Department with 89 employees, 60 employees from BSQM Department, 38 employees are from Enterprise Department. Both of PO and Technical Department are 33 employees. Majority of 193 respondents work for nine years and above. Respondents who work for 6-8 years are 16 employees, 33 respondents work for 3-5 years and only 8 employees' work for two years or less in this organization. The study findings indicated that only one employee among the respondents has monthly salary of below RM1200 and 18 employees in range of RM1201-RM2000. 85 employees earn salary ranging from RM2001-RM3000. 146 of the respondents earn salary ranging from RM3001 or above.

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4.3 Normality Test

Hair et.al., (2003) stated that the value for Skewness and Kurtosis must be within ±1.96 standard deviations from it mean. Based on table 4.3, the value of Skewness and Kurtosis has fallen within the limit. It shows that the data for these research variables are normal. For reward and recognition, the value of Skewness is 0.633 and the value of Kurtosis is 0.165. For training and development, the value of Skewness is 0.411 and the value of Kurtosis is 0.332; and for proactive personality, the value of Skewness is 0.349 and the value of Kurtosis is 0.134. All the elements are within the limit. Quantile-quantile plot (Q-Q plot) was used to test normality of the data. As shown on Appendix C the points plotted falls approximately on a straight line, indicating normality with a very high positive correlation.

Table 4.2
Details of the findings.

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Reward and recognition	.633	.154	.165	.307
Training and development	.411	.154	.332	.307
Proactive personality	.349	.154	.134	.307
Job performance	-.395	.154	-.326	.307

N = 250

4.4 Reliability Analysis

According to Staub (1989), reliability is the accuracy or precision of a measuring instrument, to which the respondent can answer the same or approximately the same questions the same way each time. In general, reliability less than 0.60 are considered to be poor, those in the range of 0.70 are acceptable and over 0.80 are good (Sekaran, 2000).

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Table 4.3
Reliability Values

Variable	Number of items	Cronbach's Alpha Value (α)
Reward and recognition	5	0.857
Training and development	16	0.924
Proactive personality	10	0.920
Job performance	3	0.886

From the above table, Cronbach's Alpha reliability coefficient was obtained for four variables which are reward and recognition, training and development, proactive personality and job performance. The result obtains by measuring five items for reward and recognition, 16 items for training and development, 10 items for proactive personality and three items of each variable in the questionnaires. The Cronbach's Alpha value for dependent variable which is job performance would be 0.886. The Cronbach's Alpha values for all the independence variables were above 0.6. Training and development has ranked highest with 0.924, secondly proactive personality is impatient with 0.920 and reward and recognition have placed at third rank where the Cronbach's Alpha were 0.857. These result show that the data are reliable which contribute more than 0.60 and can be used for further analysis.

4.5 Descriptive Analysis (Mean & Standard Deviation)

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Descriptive analysis is the transformation proves of raw data into a form that is easy to understand and interpret (Zikmund, 2000). Mean measures the central tendency that offers an overall picture of the data without unnecessarily inundating one with each of the observations in a data set (Sekaran, 2000).

Mean and standard deviation were used to describe the statistics in this study. All independent variables were measured using a 5 point Likert scale with 1 being strongly disagree and 5 being strongly agree. Meanwhile, the dependent variable were measure using 5 point Likert scale with 1 being unsatisfactory and 5 being exceptional. Descriptive statistics of mean and standard deviation were obtained for the interval scale independent and dependent variables and used to measure the study variables.

Table 4.4
Descriptive analysis for the variables

Variable	Mean	Std. Deviation
Reward and recognition	3.762	.544
Training and development	3.618	.422
Proactive personality	3.951	.476
Job performance	4.101	.588

Note: N = 250

Table 4.4 presents the results of descriptive statistics of the variables. All variables have the mean above the average ranged from 3.618 to 4.101 and the standard deviation ranged from 0.422 to 0.588. As a result, it concurred that the basis of respondents' opinion concerning reward and recognition, training and development, and proactive personality are above the agreeable level of implementation. In other words, all variables are above satisfactory level.

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4.6 Correlation Analysis

According to Zikmund, (2003), Pearson Correlation is statistical measure the covariation or association two variables. The correlation coefficient, *r* is range from +1.0 to – 1.0. If the value r is 1.0, there is a perfect positive linear relationship. If the value is -1.0, there is a perfect negative linear relationship or perfect inverse relationship (Zikmund, 2003).

Pearson Correlation is used and will indicate the direction, strength and significant of the bivariate relationship of all variable in the study (Sekaran, 2003). This study was using correlation to interpret the relationship between reward and recognition, training and development, proactive personality and job performance. According to

Davis (1997) in Sekaran (2003), he suggested that the scales used to interpret the relationship between dependent variable and independent variables are:

0.7 and above – very strong relationship

0.5 - 0.69 – strong relationship

0.3 – 0.49 – moderate relationship

0.1 – 0.29 – low relationship

0.01 – 0.09 – very low relationship

Table 4.5
Dimension correlations with variables

Variable	RR	TD	PP	JP
RR				
TD	.715**			
PP	.456**	.580**		
JP	.367**	.499**	.648**	

Note: **p<0.01 (2-tailed); N=250
RR = Reward & recognition
TD = Training & development
PP = Proactive personality
JP = Job Performance

From the table above, job performance would be correlated to reward and recognition (r=0.367, p<0.01). Job performance also correlated to training and development (r=0.499, p<0.05). However, job performance correlated to proactive personality (r=0.648, p<0.01).

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4.7 Regression Analysis

Table 4.6

Result of regression analysis of reward and recognition, training and development, proactive personality and job performance.

Variables	Std. Error	Beta	t	Sig.
Reward and recognition	.074	-.025	-.361	.718
Training and development	.104	.203**	2.721	.007
Proactive personality	.072	.541**	9.248	.000

DV : Job performance

**p<0.01

$r^2 = 0.443$

F-statistic= 65.210

According to Burns and Bush (2000), multiple regression analysis is an expansion of bivariate regression analysis in that more than one independent variable is used in the regression equation. Malhotra (2004) states that multiple regression involve regression that involve a single dependent variable and two or more independent variable.

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As shown in table 4.6, the three independent variables, explain 44.3 percent of the variance in job performance. Proactive personality seems to have the greatest influence on job performance which is the highest (β=0.541, p<0.01), followed by the training and development (β=0.203, p>0.01). Reward and recognition has no significant influence on job performance (β=-0.025, p<0.01). Thus, hypothesis 2 and hypothesis 3 is supported in this study.

4.8 Summary Hypothesis

Table 4.7

Summary of the hypotheses testing results

No.	Research Questions	Hypothesis	Result
1.	Does reward and recognition influence job performance?	H1: There is a positive and significant relationship between reward and recognition and job performance	There is no significant relationship. P >0.01 B = -.025
2.	Does training and development influence job performance?	H2: There is a positive and significant relationship between training and development and job performance	There is a positive and significant relationship. P < 0.01 B =0.203
3.	Does proactive personality influence job performance?	H3: There is a positive and significant relationship between proactive personality and job performance	There is a positive and significant relationship. P < 0.01 B = 0.541

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For the first hypothesis result, it has no significant relationship between reward and recognition and job performance. The second independent variable is training and development. The hypothesis result is that there is a significant relationship between training and development and job performance. For the third hypothesis result, it has a significant relationship between the proactive personality and job performance.

4.9 Summary

After referring to the findings which are analysed, the researcher has concluded that the H2: There is a positive and significant relationship between training and development and job performance; and H3: There is a positive and significant relationship between proactive personality and job performance are accepted; and rejected the H1: There is a positive and significant relationship between reward and recognition and job performance because the findings show that there is no relationship between factors that influence job performance.

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CHAPTER 5

DISCUSSION

5.1 Introduction

This final chapter discusses major findings based on three objectives of the research that has been outlined in chapter one. Following on that, the paper draws some conclusions and finally put forward few suggestions implicating both the management as well as future researches.

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5.2 Discussion of Findings

5.2.1 Relationship between reward and recognition and job performance.

The first research question postulated in chapter one is to determine whether there is a significant relationship between reward and recognition and job performance. The research findings in this study indicated that reward and recognition is found has no significant relationship with job performance. This result is consistent with the prior studies. Garlick (2009) found that reward and recognition do not seem to impact much on job performance, those who receive are just slightly more satisfied than those who get no reward. This means that reward and recognition only had little impact on job performance. Reward and recognition seem to make employees happy and stop them from being dissatisfied, but they do not seem to have any significant impact on job performance.

According to Nelson and Spitzer (2002), one of the best ways for employers to determine the top hygiene and motivating factors that boost work performance among employees, would be through a trial and error method. In other words, if a factor implemented does not work, then the employers can simply look for another factor instead.

Finding of this study supports the study done by Bassett (1994) which shows reward and recognition does not appear as a major determinant to increase employee job performance or reduces job performance. In other word, job performance of the employees still continuously increases although they do not receive reward and recognition. Job performance of non-executive employees must be taken into consideration of all the important aspect such as the salary system, fringe benefit, reward, promotion opportunities, job security and working condition (Nguyen, Taylor, & Bradley 2003) to increase the level of job performance thus diminishing any intention to leave at Telekom Malaysia Berhad.

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5.2.2 Relationship between training and development and job performance

This study is designed to determine the relationship between training and development and job performance. Therefore, along with the second research question, the result also shows that H2 is supported. Training and development is found to have a significant and positive relationship with job performance. This result is in line with previous studies. In supporting this, Evans and Kelley (2010) indicate that there is a positive relationship between training and development and job performance. They argued that employees who are trained tend to be more efficient. Fischer and Smith (2003) also indicated that organizations should develop effective training and development programs in order to improve the performance of their employees.

The finding of this study highlights the importance of training and development lead to increase job performance among Telekom Malaysia Berhad non-executive employees that had been assigned by company. The management of Telekom Malaysia Berhad have given suitable training and development to their non-executive employees in order to improve their knowledge and skills to make a greater participant in any activity in organization and enhance level of job performance. This is because training and development acts as a guideline for all employers to give the best and appropriate job or task to the employees. With a good training and development, the employer can increase and improve the employees' performance. Refer to statistics from Telekom Malaysia Berhad annual report 2014, there are 46 hour average total hour of training per employee per year in 2012 and 22 hour average total hour of training per employee per year in 2014.

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5.2.3 Relationship between proactive personality and job performance

In response to the third research question of this study, as expected, proactive personality were found to have a significant positive effect on job performance providing evidence to support hypotheses H3. The result of this study is consistent with the findings of Mount’s and Barrick’s (1998) results as they stated that individuals who are dependable, persistent, goal directed, and organized tend to be higher performers on virtually any job. Based on the findings and viewed from an organizational perspective, personality testing is a helpful and aiding tool, in terms of its ability to separate potentially poor job performers from top job performers. This study adds to past research by showing that previous results were replicated in a Swedish business setting.

Perceived employees value congruence was found to affect the relationship between employees' proactive personality and employer's evaluation of employees' performance. The results revealed that proactive personality positively contributed to employees of evaluation of performance and this relationship would be stronger when perceived employees value congruence was high; and weaker but still positive when perceived employees value congruence was low. The supports of these hypotheses suggest that high perceived employees' value congruence made the employer easier to accept the value of an employee's proactive personality and thus, was more likely to give him or her higher performance evaluation. The finding of this study is consistent with performance theory (Campbell, 1990) which proposes that the evaluation of proactive personality requires a judgment of the "utility," or the value of that behaviour.

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This study provides an interpersonal mechanism for understanding the role of proactive personality in Telekom Malaysia Berhad. Supervisors largely determine important subordinate outcomes (e.g., job assignment, promotion, performance appraisal). The exchange relationship between an employee and her or his supervisor at Telekom Malaysia Berhad is an important interpersonal connection for proactive employees, in part because it is a central part of the process by which proactive employee's job performance and exhibit citizenship behaviours. Proactive employees actively manage relationships with their supervisors and ultimately experience greater job performance in comparison to their less proactive co-workers. The present study provides a relational-based explanation for understanding the critical behavioural tactics of proactive employees in organizations. These results contribute to addressing the question posed by Seibert et al. (2001).

5.3 Implication of Study

The researchers have conducted a study on the three factors that will influence job performance among non-executive employees at Telekom Malaysia Berhad. The three factors are reward and recognition, training and development and proactive personality. These two factors have been proven to influence job performance in non-executive employees at Telekom Malaysia Berhad namely training and development and proactive personality. Job performance not only will influence the performance of an organization, but also determine the successful of an organization.

This research can be used by the employer who have hired workers as non-executive employees. By identifying the most crucial and important factors that determine their job performance such as training and development and proactive personality, this will be serve as a guideline and able to help the organization in deciding on how to improve job performance in non-executive employees further and enhance their job performance efficiently. For example, give suitable training base on their job or task in the organization. Therefore, employer or managers have to make sure employees can produce high job performance.

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This research project has provided new insight for practical business management such as Telekom Malaysia Berhad. The employers can have a clear understanding on the factors that influence job performance in non-executive employees. Based on all the factors proven in this research, the employer can take appropriate action to improve job performance among non-executive employees, such as provide on the job training and off the job training to their employees. Therefore, employer can identify factors and try to develop some programs that could increase job performance to their employees.

The results of this study allow for support to social exchange theory and social cognitive theory since it has shown that the reward and recognition, and training and development used in order to enhance their performance. Based on this theory, an exchange starts with one party giving a benefit to another. If the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2007). Following to the social cognitive theory, this theory goes well beyond individual factors in behaviour change to include environmental and social factors. In fact, this theory may be the most comprehensive model of human behaviour yet proposed.

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5.4 Limitation of Study

This section presents the limitations of this study. The first limitation relates to the variables contained within the research model (reward and recognition, training and development and proactive personality). Even though the research model comprehends the variables that are central to the study, there are a number of possible variables that could affect job performance. Based on the finding which applied regression analysis to test the hypothesis of the research, the factors mentioned which influence job performance only explained 44.3% of the overall factors that influence job performance. However, there is remaining 55.7% of other factors that were not examined in this study but also contribute in influencing job performance. This 55.7% of unknown factors should be examined in future research.

Second, this study only limited to the Telekom Malaysia Berhad Kedah and Perlis. Therefore, the fruitful findings in this study would gain a deeper understanding into the factors that influence job performance among non-executive employees at Telekom Malaysia Berhad by involving other state in Malaysia to get more respondents with all rank or position non-executive and executive.

Third, this study employed a cross-sectional survey design for the purpose of data collection. Even though cross-sectional data may be helpful in predicting relationships among variables, it does not capture continuous evolutions that might involve the hypothesized relationships.

5.5 Recommendation for Future Research

The research only involved 250 respondents and all of the respondents are from Kedah and Perlis. Therefore, the researchers suggest that the future researchers can enlarge the sample size and scope by involving more respondents from others area or state. The more respondents involved the more reliable, valid and accurate result can be generated due to many others respondents who have different perception and opinion on factors that influence their job performance. This can assist the researcher to gain more accurate reliable research result.

From the aspect of collection methods, the present research only utilizes quantitative method where questionnaires are used in the collecting data. The research of this nature may require a more rigorous method because it involves subjectivity in opinions, perceptions and feelings towards the issue of job performance in workplace of which questionnaire did not fully captured. The researcher needs to complement it with other methods including interviews and focus group discussions in order to get a better insight of the response. By doing this, the credibility of the findings and discussions are more effective and can be enhanced.

Lastly, future researchers need to be aware of the language used to create the questionnaires. In this research, some of the respondents' education level is only secondary school and their understanding of English words is limited. For that reason, future researchers will have to provide dual language in the questionnaire (e.g. English and Malay). In this research, the questionnaire was designed using English, it caused some of the respondents faced difficulty to understand some words in the questionnaires.

5.6 Conclusion

Through this research, a better understanding about the factors that influence job performance among non-executive employees at Telekom Malaysia Berhad is known. The research shows that the two independent variables which are training and development and proactive personality play important roles as the factors that

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influence job performance among non-executive employees at Telekom Malaysia Berhad. Researcher hopes that this research study will offer useful insights for future studies on job performance among non-executive employees. This research project will be serve as a guideline and capable to help the employer in deciding on how to improve job performance among non-executive employees further and enhance their job performance efficiently.

Therefore, this study was carried to develop a theoretical framework to further explain of the structural relationship. On the other hand, the analysis confirmed that training and development and proactive personality have influence job performance. The reward and recognition were found to not be a factor that influences job performance, whilst the training and development and proactive personality were the factors that influenced job performance. Based on the findings of the study, the significant contributions to the theoretical and practical were accomplished. Finally, this study has distinguished the limitations of the study and suggests directions for further research as concluding remarks.

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