THE FACTORS THAT INFLUENCE JOB PERFORMANCE

NOR HIDAYAH BINTI OMAR

MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
September 2015
THE FACTORS THAT INFLUENCE JOB PERFORMANCE

By

NOR HIDAYAH BINTI OMAR

Dissertation Submitted to
School of Business Management, Universiti Utara Malaysia,
In Fulfilment of the Requirement for the
Master Degree of Human Resources Management (MHRM)
PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakuan bahawa
(I, the undersigned, certified that)
NOR HIDAYAH BINTI OMAR (B13356)

Calon untuk ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)
THE FACTORS THAT INFLUENCE JOB PERFORMANCE

Seperti yang tercatat di muka surat tajuk dan kuit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelidik
(Name of Supervisor)
DR. TAN FEE YEAN

Tanda tangan
(Signature)

Tarikh
(Date)
20 DESEMBER 2015
PERMISSION TO USE

This dissertation submitted in fulfilment of the requirements for the degree of Master of Human Resource Management, Universiti Utara Malaysia (UUM), Sintok Kedah. I agree to allow the UUM’s Library to display as general references. I do agree that any form of duplication either all or partially of this project paper for the purpose of academic only allowed under the approval of this research advisor or Dean of Research and Postgraduate, College of Business, UUM. Any form of duplication or printing for commercial reason is prohibited prior consent and written approval from the researcher. Any reference made on this project paper must be first acknowledged to the researcher and UUM.

Approval to copy or use either fully or partially of this project paper must be applied through:

School of Business Management
Universiti Utara Malaysia
06010 Sintok
KEDAH DARUL AMAN
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 performance. The findings were discussed and recommendations for further research were also addressed.

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


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

On the whole, Allahsubhanahuwata`la has made the success of this work possible, Alhamdulillah. My gratitude goes first to my supervisor, Dr. Tan Fee Yean, Senior Lecturer whose direction and efforts aided the outcome of this study. Her invaluable contributions, encouragement and assistance throughout this study will always be remembered.

Besides that, an honourable mention goes to my beloved husband, Mohamad Zubir Ghazali and my adored sons, Muhammad Darwish Anaqi and Muhammad Danish Aryan. Without their understandings and sacrifices, I would not have the strengths to complete this study. In addition, pray and love from my parents, Haji Omar Ahmad and Hajah Khadijah Walad, siblings and other family are very much appreciated and delightful. It is very grateful to have all of you in my life.

Finally, to all my dearest fellow friends who never give up in giving I support information and assistance in completing this study. Thank you very much for all and best of luck. A word of thanks also extends to those who have indirectly provided comments and helpful suggestion especially to all respondents of this study. Any other individual whom I have not recognized by name but who gave their support and cooperation, I give my sincere thanks.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLE</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF FIGURE</td>
<td>ix</td>
</tr>
</tbody>
</table>

## 1.0 CHAPTER 1: INTRODUCTION
1.1 Background of Study | 1
1.2 Problem Statement | 3
1.3 Research Question | 6
1.4 Research Objective | 7
1.5 Significant of Study | 7
1.6 Definition of Key Term | 8
1.7 Organization of Study | 9

## 2.0 CHAPTER 2: LITERATURE REVIEW
2.1 Introduction | 10
2.2 Definition and Conceptualization of Variables | 10
2.2.1 Job performance | 12
2.2.2 Reward and recognition | 13
2.2.3 Training and development | 16
2.2.4 Proactive personality | 17
2.3 Gaps in Literature | 19
2.4 Underpinning Theory | 20
2.4.1 Social Exchange Theory | 21
2.4.2 Social Cognitive Theory | 21
2.5 Research Framework | 22
2.6 Relationship between Reward and Recognition and Job Performance | 24
2.7 Relationship between Training and Development and Job Performance | 26
2.8 Relationship between Proactive Personality and Job Performance | 27
2.9 Summary | 28

## 3.0 CHAPTER 3: METHODOLOGY
3.1 Introduction | 28
3.2 Design of Study | 30
3.3 Population and Sample | 33
3.4 Measurements | 36
3.5 Questionnaire Design........................................36
3.6 Pilot Test.........................................................38
3.7 Data Collection..................................................39
3.8 Techniques of Analysis.......................................42
3.9 Summary..........................................................43

4.0 CHAPTER 4 : FINDINGS.........................................43
4.1 Introduction.......................................................43
4.2 Screening Process..............................................44
4.3 Demographic of Respondents...............................46
4.4 Normality Test...................................................47
4.5 Reliability Analysis.............................................48
4.6 Descriptive Analysis (Mean & Standard Deviation)......49
4.7 Correlation Analysis...........................................51
4.8 Regression Analysis...........................................52
4.9 Summary Hypothesis...........................................52
4.10 Summary..........................................................53

5.0 CHAPTER 5 : DISCUSSION AND CONCLUSION........53
5.1 Introduction.......................................................53
5.2 Discussion of Findings........................................54
  5.2.1 Relationship between reward and recognition and job performance 55
  5.2.2 Relationship between training and development and job performance 56
  5.2.3 Relationship between proactive personality and job performance 58
5.3 Implication of Study............................................59
5.4 Limitation of Study.............................................60
5.5 Recommendation for Further Research.....................61
5.6 Conclusion..........................................................62
LIST OF TABLES

Table 3.1 Population of department / unit
Table 3.2 Desired sample size of each department/unit
Table 3.3 Measurements of items
Table 3.4 Layout of the questionnaire
Table 3.5 Coefficient Alpha (α) Scales
Table 4.1 Frequency demographic profile
Table 4.2 Details of the finding
Table 4.3 Reliability values
Table 4.4 Descriptive analysis for the variables
Table 4.5 Dimension correlations with variables
Table 4.6 Result of regression analysis of reward and recognition, training and development. proactive personality and job performance
Table 4.7 Summary of the hypotheses testing results
LIST OF FIGURE

Figure 2.1 Big Five Model
Figure 2.1 Research Model
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).

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, Lincoln, Schmidt, Gage and Pitaaff (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
The contents of the thesis is for internal user only
REFFERENCES


Ohio: South-Western College Publishing.


Organization, Roffey Park Management Institute.

Hunter, John E. and R.F. Hunter, 1984, "Validity and utility of alternative predictors 


Pearson Education International.

Review, 34(1), 125-144.


Mount, M. K., & Barrick, M. R. (1998). Five reasons why the “Big Five” article has 
been frequently cited. Personnel Psychology, 51, 849-857.

Brooks/Cole.


