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**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE  
AMONG EMPLOYEES IN BEVERAGE INDUSTRIES IN NEGERI SEMBILAN.**

**SELVA GANAPATHY A/L ARNACHALAM**



**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA (UUM)**

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AMONG EMPLOYEES IN BEVERAGE INDUSTRIES IN NEGERI SEMBILAN.**

**By**

**SELVA GANAPATHY A/L ARNACHALAM**



**Dissertation Submitted to Othman Yeop Abdullah Graduate School of Business, Universiti  
Utara Malaysia (UUM), in Partial Fulfilment of the Requirement for the Master of Human  
Resource Management**

**CENTRE FOR GRADUATE STUDIES**

## **UNIVERSITI UTARA MALAYSIA**

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This study was conducted in order to find any relationship between job satisfaction and job performance among employees in beverages industries in Negeri Sembilan. The job satisfaction dimensions that were surveyed in this study are promotion, salary, performance appraisal system and training and developmental programme. Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd's employees were the respondent of this study. The respondents were obtained from the human resource department of the said organisations. A total of 253 questionnaires were distributed to obtain the primary data used for this study. Both descriptive and inferential statistics were employed by researcher to find results. The results show that, training and developmental programme have very high influence on employee's job performance and followed by performance appraisal system, salary and promotion. The R square value in model summary, researcher find that, job satisfaction dimension only influence 66.40% towards employee's performance while remaining 33.60% were influence by other factors which is not discussed in this study. Recommendations for future study are to focus on other factors that might influence on employee's job performance.

**Keywords:** Job Satisfaction's dimensions (promotion, salary, performance appraisal system and training and developmental programme), Job Performance.



Tujuan utama kajian ini dijalankan untuk mengkaji kesan kepuasan kerja terhadap prestasi pekerjaan kepada pekerja di industri pembuatan yang berasaskan minuman di Negeri Sembilan. Dimensi kepuasan kerja yang dikaji dalam kajian ini adalah kenaikan pangkat, gaji, sistem penilaian prestasi dan program-program latihan dan pembangunan pekerjaan. Pekerja-pekerja dari Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd dan Vita-Cool (M) Sdn.Bhd adalah responden bagi kajian ini. Responden kajian ini diperolehi daripada jabatan sumber manusia dari setiap organisasi tersebut. Sebanyak 253 soal selidik telah diedarkan bagi mendapatkan data primer untuk digunakan dalam kajian ini. Analisis *descriptive* dan analisis *inferential* telah digunakan oleh penyelidik dalam mendapatkan dapatan kajian. Dapatan kajian mendapati, program-program latihan dan pembangunan memberi kesan yang mendalam terhadap peningkatan prestasi pekerjaan pekerja dan kemudian diikuti dengan sistem penilaian prestasi, gaji dan kenaikan pangkat. Keputusan *R square* dalam statistik regresi mendapati hanya 66.40% sahaja dimensi kepuasan kerja menyumbang kepada tahap prestasi kerja pekerja, manakala baki 33.60% adalah disebabkan oleh dimensi lain yang tidak diselidiki dalam kajian ini. Penyelidik juga mencadangkan supaya kajian masa hadapan memberi tumpuan kepada dimensi-dimensi lain yang mempengaruhi prestasi kerja.

**Kata Kunci:** Dimensi kepuasan kerja (kenaikan pangkat, gaji, sistem penilaian prestasi dan program-program latihan dan pembangunan, prestasi kerja).



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## LIST OF ABBREVIATION

HR	Human Resource
OCB	Organisation Citizenship Behaviour



**x**

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

A satisfied employee can be vital source for an organisation's competitive advantage. At this period of time, most managers find it difficulties to misplace the issue due to expectation for

satisfied working environment is rapidly increasing. For this reason, every employer has a moral responsibility by providing satisfying working atmosphere to their employees in order to gaining an organisational's competitive advantage.

## **1.2 Background of the Study**

The study on job satisfaction was started by Locke in the year 1976. Locke, E.A. (1976) in 'The Nature and Causes of Job Satisfaction' defines job satisfaction as a pleasurable feeling from the employees which derived from the way of appraisal process conducting on their delegated job.

Determining the level of job satisfaction is not a new way in managing employees, because it is a tool in retaining the level of employees' performance. In order to retain employees' level of performance, it is employer responsibility to create the sources for it and the employees also need to drastically move forward to grab what job satisfaction sources has offered. There were many considerable factors that create and influenced job satisfaction among employees.

Spector (1997) in 'Job Satisfaction: Application, assessment, causes and consequences', listed down 13 dimension towards achieving the level of job satisfaction among employees which is appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

Noe Hollenbeck, Genhart and Wright (2012) in 'Human Resource Management: Gaining a competitive advantage', summarised Spector's list and highlighted four main job satisfaction dimensions which more contributing towards employees' performance. There is promotion, salary, performance appraisal system and training and developmental programme. Researcher hereby believes that, the above dimensions would have a moral relationship between employees'

job satisfaction and job performance and at the same time, would like to prove it by appropriate statistical data.

According to Noe Hollenbeck, Genhart and Wright (2012), promotion refers to an employees' position ranking in an organisation's hierarchical structure. Promotion always reflects from employees' proactive behaviour in pursuit for high ranked position in an organisation structure. In the other view, promotion also typically demands for a higher rate of remuneration or year-end financial bonus. Promotion is normally being calculated in as an influenced way to increase the level of job satisfaction. In a materialistic motion, promotion is a package which comes with the hike in remuneration package and employer often views this, as a tool to retain the employees' job performance.

Salary or remuneration package which referring to sum of agreed amount that needs to pay to an employee to perform their delegated task. According to Heery and Noon (2011), salary referring in a number of different angles, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay and benefits in kind. Salary satisfaction covers on the employees' attitude on their thinking towards their received pay. Initially Cobb (2014) in 'Job Demand and Workers Health' saying that, salary satisfaction depends on the difference between the sum that they expect and sum that they actually acquire. Salary is an influenced factor to job satisfaction among employees. Traditionally salary is valued by the employee as an income that enables them to maintain their cost of living.

Performance Appraisal system is a part from human resource policy that has direct relation to employees' job satisfaction towards excellent performance. Through performance management system, employees' performance in an organisation will appraise and the output is measure to activate commensurate return such as incentives, increment and bonus. Cobb (2014) proved that

if an employee is satisfied with the way that they are rated in appraisal system it will reflect a good output which their employment span in an organisation will be further enhanced thus creating sense of loyalty.

Training and development is a human resource management's function which concerned on organizational activity and aimed to enhance the performance of individuals and groups in organisational settings. Currently, training and developmental programme was re-branded to "Human Resource Development", "Human Capital Development" and "Learning and Development". Aguinis (2009) explained Training as a tool in enhancing job satisfaction level among employees. He added Training is not only to minimize the performance gap but also to enrich the human capital via value adds knowledge in performing work assignments. The flexibility to act via rigorous training will enable one to reduce work tension or failure to do so may lead into employees stress. As elaborated in beginning, an organisation could not sustain without having employees. So, organisation should pay attention on the above discussed dimension in order to retain them in organisation.

Currently many organisations are still struggled to increase employees' performance in their delegated job. According to Aguinis (2009) in 'Disentangling Organisational Commitment', job satisfaction is very crucial attitude in assessing employees' intention to quit because when employees are dissatisfied at work, they will be less committed and will look forward for other opportunities to quit. Employee has their own expectation about their jobs and organisation. Finally, from the perspective of research and practice, the most focal employee attitude is job satisfaction.

### **1.3 Problem Statement**



Vitaton (M) Sdn.Bhd and its subsidiaries organisation, is in dilemma to find the best means to satisfy their own work force. The organisations are searching for a way to satisfy their employees to perform effectively such as by offering training and development programmes besides offering various benefits to achieve satisfactory performance. According to HR statistics the turnover rate in the organisation for the past two years was recorded between 2 to 5 percent (%). Majority or most of the employees shows an average score between 50 to 60 percent (%) in their job performance where staff meet their job expectation conducted during the year end assessment. Consequently, the employees' intention to quit from the organisation have contributed to high turn-over for continues several years.

Due to above scenario, the top management of the organisation have perceived that due to low level of job satisfaction will cause to low level of performance among the employees. Therefore, this problem addressed in this study is to understand in depth whether there is any relationship between employees' job satisfaction and their job performance.

In addition, this study will focus on all levels of employees, as most of the previous studies only give special interest on higher or top level of employees. All level of employees in an organisational hierarchy should also be considered in way to achieve these research objectives.

This study is in line to increasing the level of productivity from employees' performance in the organisation in order to achieving the target of organisations success. Employees' job satisfactions are often predicting the quality of employee performance. There have been controversies in this study, whether high level of satisfaction will lead to high level of employee performance. Therefore, the problems addressed in this study are to observe whether there is any relationship between employee performances and job satisfaction.

#### **1.4 Research Question**

1. Is there any relationship between promotion and employees' performance?
2. Is there any relationship between salary and employees' performance?
3. Is there any relationship between performance appraisal system and employee performance?
4. Is there any relationship between training and developmental programmes and employee performance?
5. What is the effect of job satisfaction dimensions and job performance?

### **1.5 Research Objective**

1. To examine the relationship between promotion and employees' performance.
2. To examine the relationship between salary and employees' performance.
3. To examine the relationship between performance appraisal system and employees' performance.
4. To examine the relationship training and developmental programs and employees' performance.
5. To examine the effect of job satisfaction on job performance.

### **1.6 Scope of the Study**

This study is about the relationship between employees' job satisfaction and its relationship between employees' job performances. The respondents are the all categories employees of Vitaton (M) Sdn.Bhd which is located in Lenggeng, Negeri Sembilan, Bioton Corporation Sdn.Bhd which is located in Nilai, Negeri Sembilan, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd which both of the organisation's located in Damansara, Petaling Jaya. Here, the purpose of this study is to analyse and determine the which job satisfaction dimensions that influence more on employees' job performance until discourage these employees from retaining their

position in the company and eventually decide to quit their job. Other than that, the study also wants to investigate the purposes that require them in making that decision.

### **1.7 Limitation of the Study**

The first limitation of the study is the finding for the relevant data of published literature is quite difficult for the researcher. This is because the data in the published literature is not specifically includes in the same source data. The second limitation is the time related for questionnaire preparation and its distribution. This study was carried out in a short span of time where it could not widen the study.

Thirdly, the flow of the cost starts from the phase of collecting data via questionnaire. The expenses extended into telephone bill that was used to call and collect data form various sources. At the same time, need to be included that the cost of stationeries such pen, paper, clip as well as printing cost. Last but not the least, not to forget, transportation cost contributed into the restriction when this study is conducted.

### **1.8 Significant of the Study**

Researcher hopes that this study will contribute to numerous benefits in terms of theoretical, management as well as academic perspective. In terms of theoretical, this study can become a useful guide or reference for upcoming study in order to generate good ideas and also provide better understanding about job satisfaction and job performance. Secondly, this study is an important guide to contribute towards better understanding for top management to reinstate the importance of employees' job satisfaction towards employees' performance. It helps the organisation to make improvements based on the findings from this study. This study will also be a guidance for management in order to understand the level of job satisfaction among their

employees and done their part to fulfil the employees' needs and wants. This study hopes to enhance and develop employees' performance to make employees' performance efficient and effective among the employees. Finally, this study will benefit other students to understand the relationship between job satisfactions on employee performance at beverage based industry. This study could be reference and guideline for other researchers who are interested to study the relationship between motivation and job satisfaction on employee performance at beverage based industry.

### **1.9 Organisation of the Study**

This study is divided into five chapters in order to provide clarity and coherence on determining the relationship between job satisfaction and job performance among the employees in beverage based industry. The first part of the study constitutes an introduction to the whole study, and the statement of the problem in order to present the basis of the study.

The second chapter will be discussing the relevance of the study in the existing literature. It shall provide studies on job satisfaction's dimensions (promotion, salary, performance appraisal system and training and developmental programme) and its relationship between employees job performance. The third chapter of this study will be discussing the methods and procedures used in this study. The chapter will comprise presentation from utilized techniques for data collection and research methodology.

The fourth chapter will discuss the analysis on the contents gathered through primary research and quantitative research approach. The last chapter will comprise of three sections, the summary of the findings, the conclusions of the study, and the recommendations. With the three portions these chapters will be able to address the problem stated in the initial chapters of the research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Job Satisfaction Theory**

##### **2.2.1 Abraham Maslow Theory**

The Maslow's Hierarchy of Needs theory remains to this day to understand human inspiration, administratively prepare and improve the weaknesses of self. To be sure, the idea of Maslow's hierarchy of needs includes the obligation of employers to provide a work environment that urges and empowers representatives to fulfill their own potential, especially novel potential (self-completion) that pertinent more in present than any other time in recent days.

Abraham Maslow had built up his theory in 1943. His prominent hypothesis known as required hypothesis in inspiration. The premise of his hypothesis of inspiration is the people are roused by unsatisfied needs. The specific lower should be fulfilled before higher needs as illustration physiological, security love and regard need. Abraham additionally built up a graph taking into

account his hypothesis which known as Hierarchy of Needs. It is as pyramid portraying the levels of human needs, mental and physical. At the base of the pyramid are the essential needs or known as physiological needs. Air, water and nourishment are the fundamental required for all human, creature and anyone life in this world. Attire additionally imperative as gave the assurance of human body. Physiological requirements allude to the person, sustenance and sex. The following levels are wellbeing needs, security, request and soundness.

The wellbeing required including the individual security, money related security, wellbeing and prosperity and wellbeing against mischance. The third hypothesis is the social or including sentiment belongingness. This hypothesis in light of the enthusiastic relationship, for example, fellowship, closeness and family. Human need of having a place feel and acknowledgment as an illustration when they originates from a gathering, for example, social gathering, clubs bunch, office mate, religious gatherings, proficient gathering or games groups. They have to love and be adored by others. The fourth hypothesis is self-regard. A great many people have a requirement for a steady self-regard. Maslow expressed the two of regard needs which known as the lower one and the higher one. The lower one is the requirement for the admiration of others, the requirement for status, acknowledgment, popularity, renown and consideration. The higher one is the requirement for dignity, the requirement for quality, ability, dominance, self-assurance and flexibility. The fifth is self-completion which allude to what's a man's maximum capacity is and understanding that potential.

### **2.2.2 Herzberg Two Factor Theory**

Herzberg's two factor theory has strong correlation with Maslow and put a stake in the hypothesis of two elements of inspiration. Herzberg confirms that there are components ensure that the business that may be present that will propel the special representative to work harder

(sparks). Notwithstanding, there are additional differences that will demotivate workers if not present but are not in themselves be very inspiring representatives to work harder (cleanliness components).

Helpers are more concerned with their genuine work itself. The point is is how interesting the work is and how much opportunity it gives additional obligations, recognition and advancement. Cleanliness is a variable component which includes work against the work itself. For example experts will only work if the swing so that the business has been given a reasonable wage levels and working conditions are safe again this variable will not make him work harder on his work once he has.

He believes that the organization representatives should be incited to accept the law on issues such as how to deal with government administration and by improving the nature and content of the original work through certain techniques. Part of the strategy of the head can be used to achieve this are:

**i. Job enlargement**

- Employees were given a bigger task to perform not necessarily more challenging which should make their work more interesting.

**ii. Job endowment**

- Involve employees are given a wider task more complex and challenging working around a complete units. This will yield a greater sense of accomplishment to the workers.

**iii. Empowerment**

- Empowerment means provide more powers to employees to make their own decisions in the boundary of their works.

By Herzberg two factor theory researcher found that workers are motivated to work harder by motivators such as more responsibility, more interesting work, more praise for good work. At the same time, workers may become discouraged if the hygiene factors does not achieved e.g. greater payment, conducive working conditions, and inter relationships with other colleagues.

### **2.2.3 Existence Relatedness Growth Theory (ERG)**

ERG theory of Clayton Alderfer. P is a model who appeared in 1969 in the psychological review article titled "an empirical test of the new theory of human need". In response to the famous hierarchy of needs Maslow Alderfer recognizes three classes of human needs that impact employee behaviour; presence, connectivity and development.

ERG Theory categories are:

#### **i. Existence Needs**

- Physiological and safety needs, which they consider as hunger, thirst, and sex). This is the first two stages of the Maslow.
- There also refers to a basic material incentives concerned.

#### **ii. Relatedness Needs**

- Social and external appreciation, consider sharing with family and friends, colleagues and employers. Is the third and fourth stages of Maslow.
- Relatedness also refers to motivation that will be used to maintain the relationship between persons.



### **iii. Growth Needs**

- Internal self esteem and consideration of the desire to be creative and productive to accomplish meaningful tasks. It is the fourth and fifth levels of Maslow.
- The inherent desire indicates growth for individual development needs.

The ERG theory also improves the Maslows Needs Hierarchy theory by:

- i. Aldefers ERG theory suggests that more than one needs to be our motivation.
- ii. Less incentive need not be satisfied before they can move on to higher motivation..
- iii. ERG model demonstrates the difference in priorities between the cultural needs of the order needs can be different for different people.

#### **2.2.4 Valens Vroom Expectancy Theory**

This assumption is the hypothesis of decision behavior results realized between choices why is to magnify joy and lessening of doom. This hypothesis additionally clarified that the representative's execution is depended to individual variables including identity, aptitudes, information and capacities. Based this hypothesis, despite the fact that the people have an alternate arrangements of objective, regardless they can be spurred if there is a constructive relationship amongst's endeavors and execution, great execution, reward fulfill a vital need and the fulfill the need is sufficient to attempt advantageous. The hypothesis is based upon the accompanying convictions:

##### **i. Valence**

It alludes to the enthusiastic measurement that individuals hold as for results. The profundity of the representative need is for extraneous or inherent. Case of outward,

for example, cash, advancement, time off and advantage while inborn incorporates the satisfaction of prizes.

**ii. Expectancy**

- Worker desire is diverse toward their certainty about what they can do. The administration ought to what the required of their assets, preparing, supervision or representatives..

**iii. Instrumentality**

It is about the worker recognition to what they will really get what they fancy regardless of the fact that it has been guaranteed by their administration. This hypothesis proposes that worker's conviction about the anticipation, instrumentality and valence which associate mentally to make a motivational to energize the representative.

## **2.3 Studies about Job Satisfaction**

Satisfaction the work speaks to a combination of positive or negative feelings that specialists towards work. In the meantime, when used in specialist business association, carries the necessities, and meetings that ditirminatis desires which he had rejected. Talking about work satisfaction degree that is true wishes and grant coordination. is strongly connected to the individual behavior in the workplace (Davis et al., 1985).

Work satisfaction specialises in the sense of achievement at work and accomplishment. The bulk is to be connected specifically to efficiency and individual prosperity. Job satisfaction suggests doing some of the work to appreciate, do well and get compensation for the business person. The

next job satisfaction suggests energy and happiness with one's work. Work satisfaction setting is requesting recognition, pay, promotion, and achieving different objectives which seek satisfaction sentiment (Kaliski, 2007).

Job satisfaction can be characterized as the extent to which the expert is satisfied with the gifts he escaped their work, particularly on natural inspiration (Statt, 2004).

The term describes the state of mind and sentiments of individuals have about their work. Positive states of mind and work towards that provide job satisfaction. Negative and unfavorable state of mind towards the work plan of disappointment (Armstrong, 2006).

Job satisfaction is a collection of feelings and beliefs that individuals have about their place of work at the moment. Individual level of work satisfaction degree of satisfaction can run a draw for great disappointment. Notwithstanding that a state of mind about their work all in all. Individuals can also have a state of mind on different parts of their employment, for example, the type of work they do, their colleagues, managers or subordinates and their compensation (George et al., 2008).

Job satisfaction is the idea of uncertainty and multifaceted that can carry its own purpose to many individuals. Job satisfaction is usually associated with inspiration, but how the relationship is not clear. Satisfaction is not the same as an inspiration. Job satisfaction is the greater tendency, the internal situation. It can, for example, connected to the sentiment of individual achievement, whether quantitative or subjective (Mullins, 2005).

Scientists argue that job satisfaction speaks to the tendency that emerged as a result of the recognition that the colonial powers the material and mental needs. Work satisfaction could be regarded as an essential component in terms of productivity and viability of business

associations. And truth be told, the new management vision that demands that the actor should be addressed and considered primarily as human beings that have special needs and individual goals a decent indicator of the importance of satisfaction working in contemporary organizations. At the point when studying job satisfaction the rationale that the representative meeting is a cheerful and happy factor an effective agent. The importance of special occupation satisfaction develops into the surface if many negative outcomes as a major priority employment disappointment like unreliability, extended does not appear, and the construction of a number of risks, and so forth.

Spector (1997) records of three critical elements of satisfaction. Primarily, associations should be guided by the human qualities. These associations are situated towards the approach of decent workers and taking. In such cases you may evaluate the satisfaction of occupation as a decent indicator of validity. Large quantities of relief occupation may be referring to a condition of mental enthusiastic and decent actors. Secondly, will influence the behaviour of workers depending on their level of satisfaction with employment work and business operations of the Association. From this it can be concluded that the occupation satisfaction about positive behavior and vice versa, will bring disappointment to work on negative behavior. Thirdly, work satisfaction marks workouts. By evaluating the satisfaction of employment can qualify as distinct levels of satisfaction in different hierarchical units, but it could be used as a decent mark regarding changes reliable unit would help implementation ought to be made.

## **2.4 Job Satisfaction**

### **2.4.1 Job Satisfaction Dimension**

#### **2.4.1.1 Promotion**

Chances for the promotions can be viewed as ascribe to the specialists particularly the individuals who are has long working experienced in their vocations. Numerous studies demonstrate that associations which offer the possibility of advancement will impacts the worker work fulfillment. This will by implication influence the hierarchical responsibility by workers. Specialists are unquestionably extremely fulfilled by his occupation or the association on the off chance that they have chance for promotion to the new position. The promotion will expand their employment fulfillment on account of expanding the obligations, errand, obligations and pay rates. Welsh and Lavan (1981) expressed that the delightful of the chance for advancement will impact the dedication to the association. Md Zabid (1990) found around 95% of the bank administrator in Malaysia fulfilled by their occupation on account of having the odds to elevate to the new position. Forgionne and Peeters (1982) likewise found from their scrutinized that around 18.2% from 450 administrators in different associations in United States were fulfilled by their occupation in light of the fact that the odds for the new promotions.

#### **2.4.1.2 Salary**

Salary satisfaction is among the most important factor in determining job satisfaction. Without the minimum wage received by the workers, it certainly shows the organization is not the best place for workers to remain longer.

Employees are also often choose jobs which can provide a more reasonable pay or salary based on the job duties, working experienced and qualification. Many studies found that there is a positive correlation presence in between the salary and job satisfaction of workers. Conway (1985) determined that professional worker having the high job satisfaction compare the lower skill workers.

#### **2.4.1.3 Performance Appraisal Systems**

Different theories may help you understand performance and the relationship between job satisfaction. Cognitive psychology studies have shown that, measurable and challenging goals help you align the leading motive with high levels of personal and company goals, and employees work hard (Locke and Latham, 2002). In addition, goal-setting theory means that level goal of working closely with employee satisfaction has a lot to do. Typically, organizations pay systems, such as performance-related pay link target is achieved. Previous studies have shown that performance-related pay was associations.

Previous research has extensively analyzed the impact of the social context of the employee performance evaluation of feedback on these evaluations (Levy & Williams, 2004; Pichler, 2012). Single dimension focuses on relationship rate categories include subjects like support supervisor, confidence and assessing accuracy and reliability as a precondition for acceptance and use formal appraisal systems. Classification of distortions, which are very prominent in organizations (Kane et al., 1995; Moers, 2005), leads to less acceptance among employees and decrease the economic incentives to provide effort (Prendergast & Topel, 1996).

These rating distortions may have very different reasons including strategic incentives of the ratters such as favoritism or punishment (Poon, 2004) or interpersonal motives. Moreover, it has been shown that raters personal qualities influence overall rating decisions (Krzystofiak et al., 1988) With higher levels of overall satisfaction (job) (Heywood & Wei, 2006; Green & Heywood, 2008). In a recent paper, Bryson et al. (2012) Empirical examination of the relationship between the piece and team incentives, or profit-sharing schemes and job satisfaction show that the workers PRP schemes are more satisfied with their work, controlling wage levels, as well as individual business unit and country fixed effects.

#### **2.4.1.4 Training and Developmental Programme**

Past concentrates additionally showed that training positively affects workers' profitability and execution (Choo and Bowley, 2007; Subramony, 2009). Administration training is seen as a key movement that furnishes representatives with the sufficient information, abilities, practices and states of mind that meet or surpass clients' desires (Lytle, Hom, and Mokwa, 1998).

It has been empiric stroll background and a contribute to program heaping up vocation fulfilled and has a unrestrained burden on employee's satisfaction on jobs (Marie, 1995; Saks, 1996). Exhibiting a resemblance, It helps the employee accumulated authority earn those duties and tasks module organization (Choo & Bowley, 2007).



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter briefly discussed the outline used to examine relationships between the independent variables and the dependent variable which covered theoretical framework, population and sample, research design, hypothesis development, source of data, data collection, measurement and instrumentation and data analysis. Finally, the summary of the process was explained.

#### **3.2 Theoretical Framework**

The theoretical framework for this study is established after carefully analysing the research questions, objectives and review from relevant literature in the previous chapter. Hence, the framework focuses the job satisfaction dimension that could have impacted on the job performance among the employees in Vitaton (M) Sdn.Bhd and its subsidiaries organisations. To further examine this study, job satisfaction dimensions were identified as independent variable and job performance was identified as dependent variable which describe as follow.



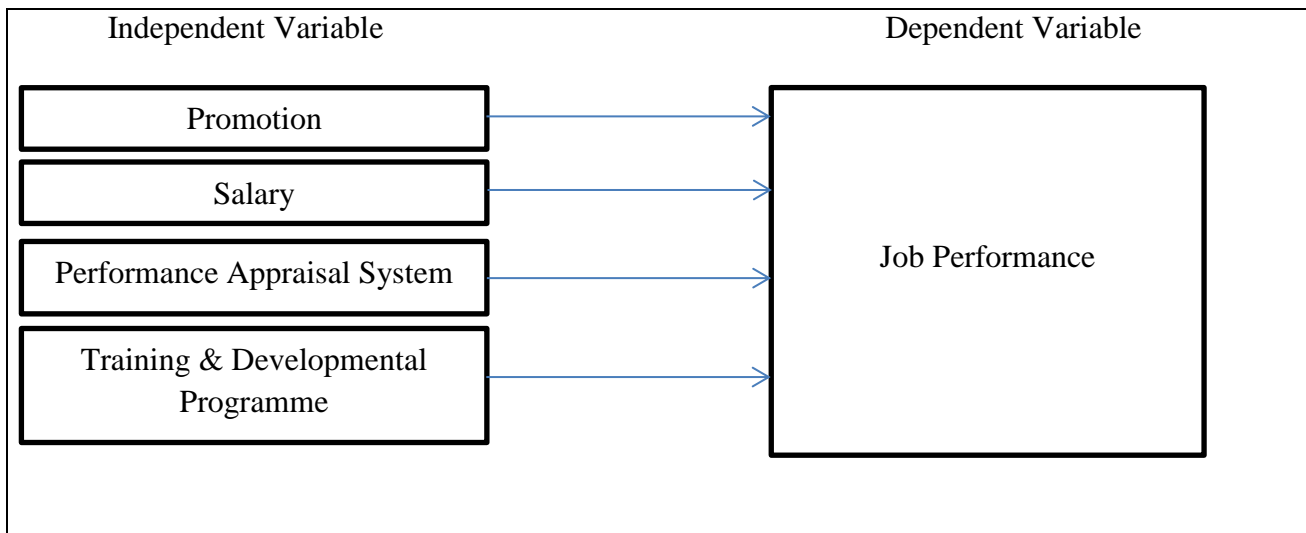


Diagram 3.1  
*Theoretical Framework*

### 3.3 Hypothesis Development

According to Bryman and Bell (2007) in 'Business Research Method', hypothesis defines as possible relationship between two or more variables. Hence, hereby researcher purposes to investigate the possibilities relationship between job satisfaction and job performance among the employees. The proposed hypotheses of the study are as follow:-

**H1:** There is significant relationship between promotion and job performance.

**Ha2:** There is significant relationship between salary and job performance.

**Ha3:** There is significant relationship between performance appraisal system and job performance.

**Ha4:** There is significant relationship between training and developmental Programme and job performance.

**Ha5:** job satisfaction has a significant effect on job performance.

### 3.4 Research Design

This study is a descriptive study, which researcher able to describe the characteristics of the variables of interest in a situation. This research was conducted in four places. First is Vitaton (M) Sdn.Bhd which is located in Lenggeng, Negeri Sembilan, second is Bioton Corporation Sdn.Bhd which is located in Nilai, Negeri Sembilan, third is Vitatrade (M) Sdn.Bhd and forth is Vita-Cool (M) Sdn.Bhd which both of the organisation is located in Damansara. This study implemented correlation type of investigation which aims to measure about the strength of the linear relationship between two variables. This study also known as field study which is using individual as unit of analysis. This study can be undertaken as cross-sectional studies as data gathered just once, perhaps over a period of months in order to answer researcher's research question. Researcher refers journal and books as primary reference, while online information refers as secondary reference. Quantitative method was implementing by distributing questionnaire to the respondents. Finally, all gathered data, processed using SPSS 16.0 for window in order to get appropriate findings.

### **3.5 Research Population**

Total number of employees fall under the above mentioned companies are 312 employees, which include the Directors, Chief Executive Officer, Chief Executive Officer's Office, Group General Managers, General Managers, Senior Managers, Managers, Department Heads, Senior Executive, Executive, Assistant Executive, Senior Clerk, Clerk, Assistant Clerk and Manufacturing Operators. The brake-down of the organisation head-count was presented in below table.

### **3.6 Sampling Selection**

The selection of respondents was made through stratified random sampling and the total sample is determined using Table Size Determination for educational research made by Krejcie and

Morgan (1970). According to Krejcie and Morgan (1970), from the population of 312, a sample of 253 is sufficient to represent the whole population of the study.

No	Level of Employee	Number of Population	Number of Sample
1	Directors	2	2
2	Chief Executive Officer	1	1
3	Chief Executive Officer's Office	6	6
4	Group General Managers	3	3
5	General Managers	7	7
6	Senior Managers	12	10
7	Managers	12	10
8	Assistant Managers	12	10
9	Senior Executive	22	19
10	Executive	27	24
11	Assistant Executive	18	14
12	Senior Clerk	22	19
13	Clerk	32	28
14	Assistant Clerk	17	14
15	Manufacturing Operators	119	86
	<b>TOTAL</b>	<b>312</b>	<b>253</b>

Table 3.1  
*Sampling Selection*

### **3.7 Research Instrument**

In order to examine the relationship between job satisfaction's dimensions (promotion, performance appraisal system and training and developmental programme) towards job performance in this study, researcher used Job Descriptive Index (JDI) as reference, which was developed by Smith, Kendall and Hulin (1969) and also from the past studies of Safuan Taib (2012) at Telekom Malaysia Berhad.

For salary dimension researcher adopts and adapt of the studies of Wan Shakizah (2011). This questionnaire measures the employees overall satisfaction with regard to their salary level satisfaction.

In order to measure the dependent variable (DV) of this research the effect on job performance, the researcher utilizing the performance measure design by Anderson and Williams (1991). In this part, researcher wants to know the effect of job satisfaction's dimension towards employees' performance.

### **3.8 Questionnaire**

This questionnaire has 3 parts which are section A, B and C. Nominal scale was used in this questionnaire which consisted of 25 questions in total and 5 Question for every set. The questionnaire is in dual-language.

In the section A researcher focused on demographic factors which aimed to understand the demographic breakdown of the respondents. In this section, consists of 9 items including gender, age, marital status, education, division, salary and period of service within the organisation.

In the section B researcher covered on job satisfaction's dimension. This section consists 20 items to measure the relationship of the four dimensions of job satisfactions towards employees' performance. There are promotion, salary, performance appraisal systems and training and developmental programme. The questions in this part using 5 types of likert scale such as 'strongly disagree' (1), disagree (2), not sure (3), agree (4) and strongly agree (5).

There are five questions in the promotion dimension. This dimension is to examine the level of employees hope on the chances for the new promotion in order to perform a job. Secondly, there are five questions in the salary dimension. This dimension aims to examine the workers view on their salary scale towards better performance. Thirdly, there are five questions on performance appraisal systems. In this dimension, researcher wants to examine the workers views on management's performance appraisal system. The final dimension is training and developmental programme. There are five questions on training and developmental programme. On this dimension, researcher wants to examine whether the training and developmental programme help them to perform well on their job.

The section C in the questionnaire researcher covered the effect on job performance by the job satisfaction dimensions. There are five questions in this section. In this section, researcher wants to find out which job satisfaction dimensions effect most on employees job performance. This measurement using the likert scale 'strongly disagree' (1), disagree (2), not sure (3), agree (4) and strongly agree (5). In this section researcher's aims is to examine the effect of job satisfaction's dimension towards employee performance.

### **3.9 Data Collection Procedure**

Forms were sent to the Vitaton (M) Sdn.Bhd which is located in Lenggeng, Negeri Sembilan and its subsidiaries companies which are located in Nilai and Damansara using courier post from

Nilai. Questionnaires were sent after getting permission from the top management of Vitaton groups of companies, to make a field study in the company.

A total of 300 forms were provided to collect the required data. The questionnaires were distributed to the respondents through executive at the Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd. Based on working colleague's feedback, each respondent rapidly answered the questions within 15 to 20 minutes. All the forms were collected in a week time through courier.

### **3.10 Technique of Data Analysis**

Data were analysed using the SPSS Statistics Package for Social Science version 17.0. The data from this study were collected and analysed using descriptive statistics and statistical inference.

### **3.11 Pilot Testing**

A pilot test is a method to pre-test the reliability and validity of the questionnaire prior to conduct the actual research. Besides to test the reliability and validity of the instrument pilot test also require measuring the research variables from the samples in order to achieve the objective of the research (Azmi, 2010). This pilot test was administered and done among the selected 30 personnel within the location setting. It was conducted on the 1<sup>st</sup> December 2015.

### **3.12 Data Analysis Tools**

#### **3.12.1 Descriptive Statistics**

Descriptive Statistics is used to see the frequency distribution and regulation based on the results obtained by using frequency test. It consists of reliability test, validity test, factor analysis test and normality test.

### 3.12.1.1 Reliability Test

The reliability of the researcher questionnaire was tested using Cronbach Alpha value. According to Bryman and Bell (2007) Cronbach Alpha evaluated the questionnaire based on the merit of 0 to 1.00. Alpha values approaching the 1.00, will show high value. Based on information Sekaran (2000), there are different positions of the alpha value. According to Sekaran (2000), Alpha Value less than 0.6 is low, between 0.6 to 0.7 and above is acceptable, while above 0.8 is better. Hence, variables measured in this study are considered reliable as their alpha values are 0.8 and higher. The result is shown in Table below:

Variable	Number of Items	Cronbach Alpha Value	Result
Promotion (IV)	5	.984	Consider Reliable
Salary (IV)	5	.854	Consider Reliable
Performance Appraisal Systems (IV)	5	.642	Acceptable
Training and Developmental Programme (IV)	5	.943	Consider Reliable
Job Performance (DV)	5	.921	Consider Reliable

Table 3.2  
*Reliability Statistics*

### 3.12.1.2 Factor Analysis Test

According to Azmi (2010), Factor analysis can be defined as a set of techniques for studying interrelationships among variables. In order to determine the validity of the measurements statistically, factor analysis test was implemented. In order

to conduct Factor Analysis Test, researcher employed Kaiser-Meyer-Olkin (KMO) and Bartlett's test. According to Coakes et al., 2009, if the KMO value is greater than ( $>0.6$ ) and according to Hair et al., (2006), if Bartlett's test is large and significant ( $p<0.05$ ), the factorability of the research is then considered as possible.

<b>Variable</b>	<b>KMO Value (<math>&gt;0.6</math>)</b>	<b>Bartlett's Test (<math>p&lt;0.05</math>)</b>	<b>Remark</b>
Promotion (IV)	.732 ( $>0.6$ )	.000 ( $p<0.05$ )	Factorability is considered
Salary (IV)	.607 ( $>0.6$ )	.000 ( $p<0.05$ )	Factorability is considered
Performance Appraisal System (IV)	.624 ( $>0.6$ )	.000 ( $p<0.05$ )	Factorability is considered
Training and Developmental Programme (IV)	.601 ( $>0.6$ )	.000 ( $p<0.05$ )	Factorability is considered
Job Performance (DV)	.768 ( $>0.6$ )	.000 ( $p<0.05$ )	Factorability is considered

Table 3.3  
*Factor Analysis Statistics*

### **3.12.1.3 Validity Test**

To test the content validity, this pilot-study has by employees at Vitaton (M) Sdn.Bhd which is located at Lenggeng, Bioton Corporation which is located at Nilai, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd which is located at Damansara. The respondent feedback agreed that items in research instrument were understood and at the same time represents the variable of the study (Job



Satisfaction Dimensions and Job Performance). For the construct validity, the present pilot-study use factor analysis from the factor analysis test. According to Hair et al., 2006, if KMO value in factor analysis is greater than 0.30 the research is valid and can move-on to the real research. The results from the pilot test are shows as below:

Variable	KMO Value (>0.30)	Result
Promotion (IV)	.732 (>0.30)	Valid
Salary (IV)	.607 (>0.30)	Valid
Performance Appraisal System (IV)	.624 (>0.30)	Valid
Training and Developmental Programme (IV)	.601 (>0.30)	Valid
Job Performance (DV)	.768 (>0.30)	Valid

Table 3.4  
*Construct Validity Analysis Statistics*

### 3.13 Summary

In this chapter, the development of hypothesis which needs to be verified in the current research is vital as to understand the relationship between job satisfaction and job performance among employees in beverage based industry. The research methodology which includes research sampling, data collections and measurement of variables has been highlighted for the purpose of the hypotheses and to answer the research questions mentioned in chapter 1. By using appropriate statistical techniques, the acceptance or rejection of the hypotheses will be determined.

## CHAPTER 4

## Result & Findings

### 4.1 Introduction

This chapter will describe the findings and analysis of survey data collected based on research objectives which discussed in Chapter 1. The reliability and validity of the research instruments was tested first prior to analysing. The data were analysing by using the SPSS 16.0. Descriptive analyse statistic was used to determine the reliability and validity of the researcher's research, where inferential statistic was used to test all hypothesis in this research. From 300 questionnaire distributed to the four organisations, 253 were valid and reliable responses.

### 4.2 Testing the Research Instruments

#### 4.2.1 Reliability Test

The findings for reliability test of pilot and main research is shown in Table 4 below.

Variable	Cronbach Alpha Value		
	By original researcher	Pilot Study	Main Study
Promotion (IV)	.850 (Safuan Taib,2012)	.984	.747
Salary (IV)	.832 (Wan Shakizah,2011)	.854	.701
Performance Appraisal System (V)	.865 (Safuan Taib, 2012)	.642	.675
Training and developmental programme (IV)	.754 (Safuan Taib, 2012)	.943	.724
Job Performance (DV)	.880 Anderson and Williams (1991)	.921	.721

Table 4.1  
*Cronbach Alpha value for pilot and main research.*

The analysis of Cronbach Alpha for the main research has resulted in different values. The alpha value for Promotion (IV) has reduced from .984 (consider reliable) to .747 (acceptable). The alpha value for Salary (IV) has reduced from .854 (consider reliable) to .701 (acceptable). The alpha value for Performance Appraisal System (IV) has increased from .624 (acceptable) to .675 (acceptable). The alpha value for Training and developmental programme (IV) has reduced from .943 (consider reliable) to .724 (acceptable).

The alpha value for Job Performance (DV) has reduced from .921 (consider reliable) to .721 (acceptable). From the above results, it showed that the research is reliable.

#### **4.2.2 Validity Test**

Validity of the research instruments is analysing by carrying out two tests.

##### **4.2.2.1 Content Validity**

All instruments used in this main-research were not simply constructed by the researcher himself but they were adopt and adapt from two main established instruments and used by many researchers before.

The first instrument is the Job Descriptive Index (JDI), which was developed by Smith, Kendall and Hulin in the 1969 and the second instrument is the Organizational Commitment (OCQ), which was developed by Mowday, Steers and Porter in the year 1979.

##### **4.2.2.2 Construct Validity**

In order to ensure the construct validity of the instrument, a factor analysis was employed. The result of the factor analysis is briefly elaborated in para 4.3

### 4.3 Testing the Research Data

#### 4.3.1 Normality Test

Normality test is employed by researcher, in order to analyse the skewness and kurtosis for all variables.

Statistics						
		Job Performance	Promotion	Salary	Performance Appraisal System	Training and Developmental programme
N	Valid	253	253	253	253	253
	Missing	0	0	0	0	0
Skewness		.044	.158	.320	-.073	-.039
Kurtosis		-.012	-.308	-.500	.133	.162

Table 4.2  
*Result of skewness and kurtosis for every variable*

As may be seen in Table 5, researcher concludes that all variables are normally distributed as the skewness and kurtosis value resulted within the range  $\pm$ .

#### 4.3.2 Multicollinearity Test

The result of this test is shown in Table 5.

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.042	.055		.000
	PR (DV)	.153	.041	.095	.040
	SY (DV)	.241	.047	.238	.000
	PAS (DV)	.354	.044	.267	.000
	TRD (DV)	.046	.044	.060	.486
	JP (IV)	-.002	.044	-.007	.955

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	PR (DV)	.773	1.294
	SY (DV)	.691	1.447
	PAS (DV)	.718	1.393
	TRD (DV)	.752	1.329
	JP (IV)	.818	1.223

Table 4.3  
Result of multicollinearity test

From the above table, researcher found that the VIF values for all variables are less than 5 and the tolerance value are less than 1.

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	JP 1	JP 2	JP 3	JP 4	JP 5
1	1	5.689	1.000	.00	.00	.00	.00	.00	.00
	2	.083	8.267	.00	.36	.04	.03	.01	.50
	3	.072	8.901	.02	.01	.00	.74	.28	.04
	4	.062	9.597	.04	.44	.20	.09	.28	.16
	5	.055	10.158	.00	.01	.75	.12	.38	.03
	6	.040	11.992	.93	.17	.01	.00	.06	.27

It was also found that, the condition index for all dimensions of independent variable is within the range of 1.000 to 11.992, i.e. lesser than 30 ( $<30$ ). As such, researcher may assume that the problem of multicollinearity does not exist in the data.

#### 4.4 Factor Analysis

The result of the factor analysis as follow:

##### 4.4.1 Promotion (IV)

For this variable, the KMO was .795 and it was accepted on cut of 0.6. Bartlett's Test of Sphericity reached statistically significance at .000. The factorability of the research variable is considered valid.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.795
Bartlett's Test of Sphericity	Approx. Chi-Square	250.441
	df	110
	Sig.	.000

Table 4.4  
*KMO and Bartlett's Test for Promotion*

In analysing the total variance explained, five factors were extracted because they have eigenvalues greater than 1. The five factors would explain 49.793% of the variance.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.490	49.793	49.793	2.490	49.793	49.793
2	.790	15.790	65.583			
3	.644	12.876	78.460			
4	.558	11.162	89.622			
5	.519	10.378	100.000			

Extraction Method: Principal Component Analysis.

Table 4.5  
*Total Variance explained for promotion*

#### 4.4.2 Salary (IV)

For this variable, the KMO was .768 and it was accepted on cut of 0.6. Bartlett's Test of Sphericity reached statistical significance at .000. The factorability of the research variable is considered valid.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
Bartlett's Test of Sphericity	Approx. Chi-Square	193.079
	df	110
	Sig.	.000

Table 4.6  
*KMO and Bartlett's Test for Salary*

In analysing the total variance explained, five factors were extracted because, they have eigenvalues greater than 1. The five factors would explain 45.784% of the variance.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.289	45.784	45.784	2.289	45.784	45.784
2	.842	16.834	62.619			
3	.693	13.866	76.485			
4	.607	12.130	88.615			
5	.569	11.385	100.000			

Extraction Method: Principal Component Analysis.

Table 4.7

*Total Variance explained for salary*

#### 4.4.3 Performance Appraisal System (IV)

For this variable, the KMO was .734 and it was accepted on cut of 0.6. Bartlett's Test of Sphericity reached statistical significance at .000. The factorability of the research variable is considered valid.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	174.671
	df	110
	Sig.	.000

Table 4.8

*KMO and Bartlett's Test for Performance Appraisal System*

In analysing the total variance explained, five factors were extracted because they have eigenvalues greater than 1. The five factors would explain 45.722% of the variance.



Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.186	43.722	43.722	2.186	43.722	43.722
2	.940	18.792	62.515			
3	.692	13.830	76.345			
4	.604	12.080	88.425			
5	.579	11.575	100.000			

Extraction Method: Principal Component Analysis.

Table 4.9  
*Total Variance explained for performance appraisal system*

#### 4.4.4 Training and Developmental Programme (IV)

For this variable, the KMO was .780 and it was accepted on cut of 0.6. Bartlett's Test of Sphericity reached statistical significance at .000. The factorability of the research variable is considered valid.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	219.612
	df	110
	Sig.	.000

Table 4.10  
*KMO and Bartlett's Test for Training and Developmental Programme*

In analysing the total variance explained, five factors were extracted because they have eigenvalues greater than 1. The five factors would explain 47.675% of the variance.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.384	47.675	47.675	2.384	47.675	47.675
2	.820	16.399	64.075			
3	.670	13.407	77.482			
4	.583	11.669	89.151			
5	.542	10.849	100.000			

Extraction Method: Principal Component Analysis.

Table 4.11

*Total Variance explained for training and developmental programme*

#### 4.4.5 Job Performance (DV)

For this variable, the KMO was .778 and it was accepted on cut of 0.6. Bartlett's Test of Sphericity reached statistically significance at .000. The factorability of the research variable is considered valid.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	218.680
	df	10
	Sig.	.000

Table 4.12

*KMO and Bartlett's Test for job performance*

In analysing the total variance explained, five factors were extracted because they have eigenvalues greater than 1. The five factors would explain 47.507% of the variance.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.375	47.507	47.507	2.375	47.507	47.507
2	.834	16.676	64.183			
3	.672	13.431	77.614			
4	.575	11.507	89.121			
5	.544	10.879	100.000			

Extraction Method: Principal Component Analysis.

Table 4.13  
*Total Variance explained for job performance*

## 4.5 DESCRIPTIVE ANALYSIS

### 4.5.1 Demographic Variable

This section analysing the demographic of respondents using descriptive analysis method. It includes gender, age, marital status, education level, designation, salary and years of working experience in Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd. This study has conducted on 253 employees of the groups of companies located in Lenggeng, Nilai & Damansara. The following section shows the summary of demographic analysis of the researcher's respondents.

Profile	Frequency	Frequency	Percentage (%)
Gender	Male	145	57.30
	Female	108	42.70
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Age	20 – 30 years old	44	17.40
	31 – 40 years old	138	54.50
	41 – 50 years old	66	26.10

	51 – 60 years old	5	2.00
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Marital	Single	44	17.40
Status	Married	198	78.30
	Divorced	11	4.30
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Education	SPM & Equivalent	65	25.70
	Diploma	139	54.90
	Degree	46	18.20
	Master, PhD	3	1.20
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Division	Administration	55	21.70
	Manufacturing	198	78.30
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Salary	<RM 1,500.00	101	39.90
	<RM 1,501.00 – RM 2,500.00	71	28.10
	<RM2,501.00 – RM 3,500.00	37	14.60
	<RM 3,501.00 – RM 5,000.00	25	9.90
	<RM 5,001.00	19	7.50
	<b>Total</b>	<b>253</b>	<b>100.00</b>
Period of	1 – 5 years	49	19.40
Service	6 – 10 years	154	60.90
	>10 years	50	19.8
	<b>Total</b>	<b>253</b>	<b>100.00</b>

Table 4.14

*Summary of all demographical factors*

The sample consisted of 145 (47.90%) is male employees and 108 (51.20%) is female employees. Given the fact that, the beverage industry is predominantly populated by male employees. Furthermore, majority of respondents, are between 31 to 40 years old (54.50%) followed by employees are between 41 to 50 years old (26.10%), 20 to 30 years old (17.40%) and 51 to 60 years old (2.00%).

Referring above table also, it indicates that most of the employees that responded to this survey are married with 198 respondents which present (78.30%) from the total percentage. 44 employees are single which presenting (17.40%) of the total respondents. The remaining 11 employees' falls under category divorced which represent 4.30%.

Looking at the highest education level obtained by the respondents in above table, there are three respondents (1.20%) who obtained Master and PhD as their highest education level, after Master and PhD is 46 respondents (18.20%) that have obtained their Bachelor Degree, continues by 139 respondents (54.90%) obtain their Diploma certificate and remaining 65 respondents (25.70%) represent respondents obtain SPM certificate and its equivalent certificates.

From the total employees, 55 employees (21.70%) employed under administrative division, while the remaining 198 employees (78.30%) was employed under production division. Most of the respondent's monthly personal income is below than RM1, 500.00 which constitute of 101 (39.90%). The following income bracket is 71 (28.10%) respondents that earn between RM1, 501.00 to RM2, 500.00. The following income bracket is 37 (14.60%) respondents that earn between RM2, 501.00 to RM3, 500.00. The following income bracket is 25 (9.90%) respondents that earn between RM3, 501.00 to RM5, 000.00. The remaining 19 (7.50%) respondent's monthly income is more than RM5, 001.00.

Looking at above table, majority of the respondents have been serving the same employer for the range of six years to ten years, which consist of 154 respondents or (60.90%); followed by 50 (19.80%) respondents that only been attached with current supervisor for more than ten years and remaining 49 (19.40%) respondents have been for one to five years with the current employer.

#### **4.6 INFERENCE ANALYSIS (HYPOTHESIS TESTING)**

As has been discussed in Chapter 3, researcher has developed 5 hypotheses, in order full-fill research objective.

- H1** : There is significant relationship between promotion and job performance.
- H2** : There is significant relationship between salary and job performance.
- H3** : There is significant relationship between performance appraisal system and job performance
- H4** : There is significant relationship between training and developmental Programme and job performance.
- H5** : Job satisfaction has a significant effect on job performance.

All listed hypothesis were tested by using inferential statistics. For the 1<sup>st</sup> to 4<sup>th</sup> hypothesis, were tested by using Pearson Correlation Method; while 5<sup>th</sup> hypothesis Multiple Regression was used.

##### **4.6.1 Use of Pearson Correlation**

Pearson Correlation was employed by researcher to test hypothesis 1 to 4. The result from the analysis was meant to determine whether the four dimension of job satisfaction (IV) have any relationship with job performance (DV). The result is shown in below.

##### **Hypothesis - 1**

Hypothesis Ha1 is stated in the alternate as follow:

Ha1 : There is significant relationship between Promotion and Job Performance.

Correlations		
		JP
PR	Pearson Correlation	.815**
	Sig. (2-tailed)	.000
	N	253

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

Table 4.15

*Correlation between Promotion and Job Performance*

The result for correlation analysis ( $r=.815$ ,  $p=.000$ ) for Promotion is positively significant. It meant that, there is a strong relationship between promotion and job performance. Therefore, hypothesis alternate is accepted.

### Hypothesis – 2

Hypothesis Ha2 is stated in the alternate as follow:

Ha2 : There is significant relationship between Salary and Job Performance.

Correlations		
		JP
SY	Pearson Correlation	.857**
	Sig. (2-tailed)	.000
	N	253

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

Table 4.16

*Correlation between Salary and Job Performance*

The result for correlation analysis ( $r=.857$ ,  $p=.000$ ) for Salary is positively significant. It meant that, there is a strong relationship between salary and job performance. Therefore, hypothesis alternate is accepted.

### Hypothesis – 3

Hypothesis Ha3 is stated in the alternate as follow:

Ha3 : There is significant relationship between Performance Appraisal System and Job Performance.

Correlations		
		JP
PAS	Pearson Correlation	.879 **
	Sig. (2-tailed)	.000
	N	253

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

Table 4.17

*Correlation between Performance Appraisal System and Job Performance*

The result for correlation analysis ( $r=.879$ ,  $p=.000$ ) for Performance Appraisal System is positively significant. It meant that, there is a strong relationship between Performance Appraisal System and job performance. Therefore, hypothesis alternate is accepted.

### Hypothesis – 4

Hypothesis Ha4 is stated in the alternate as follow:

Ha4 : There is significant relationship between Training and Developmental Programme and Job Performance

Correlations		
		JP
TDP	Pearson Correlation	.892 **
	Sig. (2-tailed)	.000
	N	253

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

Table 4.18



#### *Correlation between Training and Developmental Programme and Job Performance*

The result for correlation analysis ( $r=.892$ ,  $p=.000$ ) for Training and Developmental Programme is positively significant. It meant that, there is a strong relationship between Training and Developmental Programme and job performance. Therefore, hypothesis alternate is accepted.

#### **4.6.2 Use of Multiple Regressions**

A multiple regression analysis is used to test the 5<sup>th</sup> hypothesis. Multiple regressions Tells how much of the variance in job satisfaction dimensions (DV) can be explained by the job performance (IV).

#### **Hypothesis – 5**

Hypothesis Ha5 is stated in the alternate as follow:

Hypothesis 5 : Job Satisfaction Dimension has effect (influence) on Job Performance.

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.815 <sup>a</sup>	.664	.663	.56679	.664	49.450	1	251	.000	1.396

a. Predictors: (Constant), JP

b. Dependent Variable: PR/SY/PAS/TRD

Table 4.19

*Model summary*

From the above model summary, researcher can see that the R Square value is .664, which means that independent variable only explains 66.40% of the variation in the dependent variable. It means that the dimensions of Job Satisfaction only effect 66.40% towards employee

performance. The remaining 33.60% were effect by other factor which not included in this main research.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.050	.026		.000	1.000
PR	.823	.037	.815	2.281	.000
2 SY	.864	.045	.857	2.483	.000
3 PAS	.890	.047	.879	3.854	.000
4 TRD	.904	.063	.892	3.096	.000

a. Dependent Variable

R Square = .664

F = 49.45

\*\*p<0.01

Table 4.20

*Multiple Regression Analysis*

The regression analysis on all four dimensions of Job Satisfactions were recorded significant at  $p < 0.05$ , at  $F = 49.45$ . Researcher conclude that, by saying four dimensions of job satisfaction (Promotion, Salary, Performance Appraisal System and Training and Developmental Programme) has influence on Job Performance. Hence hypothesis alternate is accepted. Based on the above multiple regression analysis, researcher find that, training and give an high effect on job performance. Performance Appraisal System, Salary and Promotion subsequently ranked which effect more on job performance.

#### 4.7 Summary of Hypothesis Testing

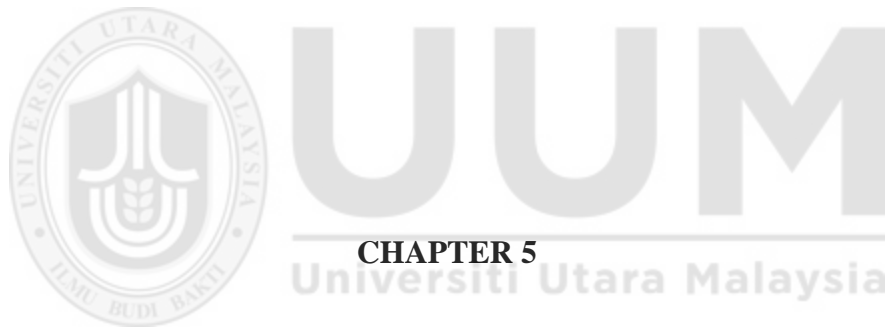
Independent Variable	Research Objective	Research Question	Hypothesis	Findings
Promotion	To examine the relationship between promotion and employees' performance.	Is there a relationship between promotion and employees' performance?	<i>Ha1: There is significant relationship between promotion and job performance</i>	<ul style="list-style-type: none"> <li>• <b>Significant Relationship</b></li> <li>• <b>Accept Hypothesis alternative.</b></li> </ul>
Salary	To determine the relationship between salary and employees' performance	Is there a relationship between salary and employees' performance?	<i>Ha2: There is significant relationship between salary and job performance</i>	<ul style="list-style-type: none"> <li>• <b>Significant Relationship</b></li> <li>• <b>Accept Hypothesis alternative</b></li> </ul>

<b>Performance Appraisal System</b>	To determine the relationship between performance appraisal system and employees' performance.	Is there a relationship between performance appraisal system and employee performance?	<i>Ha3: There is significant relationship between performance appraisal system and job performance</i>	<ul style="list-style-type: none"> <li>• <b>Significant Relationship</b></li> <li>• <b>Accept Hypothesis alternative.</b></li> </ul>
<b>Training and Developmental Programme</b>	To determine the relationship training and developmental programs and employees' performance.	Is there a relationship between training and developmental programmes and employee performance?	<i>Ha4: There is significant relationship between training and developmental programme and job performance</i>	<ul style="list-style-type: none"> <li>• <b>Significant Relationship</b></li> <li>• <b>Accept Hypothesis alternative</b></li> </ul>
<b>Job Performance</b>	To determine the effect of job satisfaction on job performance.	What is the effect of job satisfaction and job performance?	<i>Ha5 : Job Satisfaction Dimension have an effect on job Performance.</i>	<ul style="list-style-type: none"> <li>• <b>Have effect</b></li> <li>• <b>Accept Hypothesis alternative</b></li> </ul>

Table 4.21  
*Summary of Hypothesis Testing*

#### **4.8 Summary of Chapter 4**

This chapter has presented the research findings based on SPSS outputs. All five hypotheses are tested and substantiated. Summary on the findings is indicated by researcher in Table 4.20. The chapter 5 will discuss more on the findings and proposal on recommendation for future research.



### **DISCUSSION AND CONCLUSION**

#### **5.1 Introduction**

Please note that researchers in this chapter will briefly explain the results based on the analysis presented in Chapter 4. This chapter also includes a discussion of statistical hypothesis test proved. Dimensional effect relationships and job satisfaction to employee performance are also discussed, and finally researchers trying to find the recommendations to the organization.

##### **5.2.1 Promotion**

Based on the findings it appears that, promotion shows positively significant relationship between job performances ( $r=.815$ ,  $p=.000$ ). Promotion is a dynamic element for a successful organization. It is statistically proven that, the performance of the workforce in the manufacturing industry based beverages will increase to the grant of promotion. In order to support the statement researcher refer to the research which done by Abdulla, Djebarni and Mellahi in the year 2010. Abdulla, Djebarni and Mellah (2010) study found that the promotion was a significant determinant of the performance of the organization in UAE. In organization like Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd promotion is vital as it gives pride and extra power over others. Thus promotion is something that is ignored by the staff and also any organization.

### **5.2.2 Salary**

Based on the findings it appears that, salary shows positively significant relationship between job performances ( $r=.857$ ,  $p=.000$ ). This may be due to financial factors that are considered employees is important to keep the cost of living has increased recently, especially in the economic tone. The findings indicated that workers pay more attention to rewards such as salary, fringe benefits, allowances, recognition and financial reward. These results support the study by Abdullah, degibarni, Navigator (2010) found that the salaries and incentives he clearly emerged as the most powerful functionality parameters.

### **5.2.3 Performance Appraisal System**

Based on the findings it appears that, performance appraisal system shows positively significant relationship between job performances ( $r=.879$ ,  $p=.000$ ). This may, and evaluate work performance is selected as part of career development and consists of regular reviews of staff performance, and expect it to run without any discrimination. Specialist also supported articles

allude to me Larson (2004), who expressed that the evaluation of the implementation of the framework is the most effective weapon to enable implementation in manpower because we expect compensation best sit tight.

#### **5.2.4 Training and Developmental Programme**

Based on the findings it appears that, performance appraisal system shows positively significant relationship between job performances ( $r=.892$ ,  $p=.000$ ). Training and development programs may become a platform for the development of workforce talent. When talent is fostered and maintained a competitive advantage in performance is being violated. According Pool and Pool (2007), Organizational compliance or the relative strength of the identification and involvement of individuals in an organization depends on effective training and development.

#### **5.3 Discussion on the effect of job satisfaction to job performance.**

Based on multiple regression analysis, researchers rank highest to lowest DV giving great impact on work performance. The classification is based on the value of beta.

The preparation and formative worth is the most center element in the pecking order among the variables to have influencing the employment execution among the workforce in drink based industry. The adequacy of preparing and formative program maybe decreased question in working environment execution. Cheng and Ho (2001) examined the significance of preparing and its effect on employment execution. As indicated by Cheng and Ho (2001), while one agent implementation measures axial and tightened management, representatives of concerned more profitable gradually realize their own quality of date information and Acceleration capabilities in their surroundings. It also suggests writing, successfully setting up and enabling workers, they

will turn to adjust more for the development of the profession and its potential to improve individual inspiration.

Next, execution examination framework is the other demonstrated element that influences the occupation execution in this exploration. In drink based industry the representative execution evaluation is an imperative profession advancement device for the director and worker. The chief in the association maybe control their subordinates on the way to corporate headway, and the representative gets a clearer comprehension of what is normal from every day work obligations.

Compensation is the third demonstrated variable that influences the occupation execution in this examination. Workforce is frequently propelled by cash. The pay a specialist is paid by the business maybe impacts drink based commercial ventures laborers execution. A laborer doesn't just view his pay as a sum; they consider it to be the worth their boss spots on them as a specialist. The level of thankfulness they feels can directly affect their general execution.

Advancement is the last demonstrated variable that influences the occupation execution in this examination. By means of this exploration, it is found that advancement is as a rule less requested by the refreshment based industry laborers. Advancement is known as the apparatus in drawing in representatives and making feeling of dedication towards the association. This study reasons that the refreshment based industry workforce does not fulfilled by the advancement rehearses in the association and maybe representative interest for a superior advancement hones.

#### **5.4 Recommendation**

In the first place, the foundation of solid individual association relationship. Specialist feels that to actualize on this, the enrollment and choice of the representatives play the imperative begins. A wrongly chose labor may not fit into the association in this way won't have the capacity to



synchronize with the hierarchical qualities. To upgrade the relationship, refreshment based industry need to end up straightforward in its strategy making and organization. Any vision and mission of the association can be commonly made between the association and the representatives. It is accepted too that the way of life of the present of refreshment industry ought to be modified step by step so as to synchronize with the globalization generally the notoriety of drink industry will decrease and its significance as private organization will be addressed.

Second, the patching up the advancement hole in drink based industry. The specialist feels this is the ideal opportunity for the drink business embraces the advancement hole in the other private area. The present time based advancement will make unmotivated workers because of that they will have the musings that regardless of what they will entitle for the advancement finally. The cynicism will influence profitability and retard inventiveness and advancement of representatives since that there is no prizes (advancement) while the nature of client administrations will endure as well. Plus, the advancement strategy and usage which is viewed as obscure among the workers ought to be made translucent and demonstrable skill in elevating representatives is essential to guarantee just the opportune individual merits.

## **5.5 Future study**

From this study, the specialist suggests a couple methodologies that could be taken to enhance worker's occupation fulfillment by concentrating on initiative style and capabilities. It has been indicated observationally by this exploration that initiative style and skills assume a noteworthy part in impacting representative's employment execution, with the last has a more critical impact.

Subsequently it is suggested that authority preparing ought to concentrate on creating proper abilities in a pioneer with the goal that they will have the capacity to utilize the best style when dealing with worker's execution at work. A pioneer who gets far reaching and concentrated

preparing programs going for enhancing their capacities to discuss viably with subordinates, comprehend propelling elements, unravel diverse sorts of individual and employment based issues, listen successfully, give splendid and imaginative arrangements, and offer information and experience in like manner and unexpectedly with supporters, will learn and procure new abilities empower him/her to lead adequately and effectively. At the end of the day, such a change in procuring and taking in these skills will influence decidedly how pioneers carry on and act in improving their subordinate's inspiration, fulfillment, and execution.

As for future exploration, it is prescribed that further research should be done to confirm the discoveries among different gatherings of representatives, for example, administration and non-administration staff, and investigate similar studies including workers from various commercial ventures.

## **5.6 Conclusion**

As noted in the previous chapter, this study was conducted to determine the relationship between job satisfaction and job performance among employees in the beverage industry-based.

In all studies, all dimensions of job satisfaction variables are significantly related to job performance and also significantly impact on business performance.

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**UUM**

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**Universiti Utara Malaysia**

# APPENDIX



**UUM**  
Universiti Utara Malaysia

## MHRM DISSERTATION QUESTIONNAIRE

### UNIVERSITY UTARA MALAYSIA CAMPUS KUALA LUMPUR

#### SECTION A: Respondent's Profile

This section aims to collect data on employee's demographic profile. Please tick the appropriate box for each question.

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Age

<input type="checkbox"/>	20-30 years old
<input type="checkbox"/>	31-40 years old
<input type="checkbox"/>	41-50 years old
<input type="checkbox"/>	51-60 years old

3. Marital status

<input type="checkbox"/>	Single
<input type="checkbox"/>	Married
<input type="checkbox"/>	Divorced

4. Education

<input type="checkbox"/>	SPM &Equivalent
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Degree
<input type="checkbox"/>	Master,PHD

5. Divison

<input type="checkbox"/>	Administration
<input type="checkbox"/>	Manufacturing

6. Salary

<input type="checkbox"/>	<RM1,500.00
<input type="checkbox"/>	RM1,501.00-RM2,500.00
<input type="checkbox"/>	RM2,501.00-RM3,500.00
<input type="checkbox"/>	RM3,501.00-RM5,000.00
<input type="checkbox"/>	>RM5,001.00

7. Period of service

<input type="checkbox"/>	1-5 years
<input type="checkbox"/>	6-10 years
<input type="checkbox"/>	>10 years

## Section B: Job Satisfaction Dimension

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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### A. Promotion

I get the promotion I deserve when I do a good job for organisation	1	2	3	4	5
I have an opportunity for promotion to perform higher level jobs	1	2	3	4	5
I feel that I have chances of getting promotion on this job	1	2	3	4	5
I know that there are many opportunities to promotion within the company	1	2	3	4	5
The feeling of satisfaction in every promotion I get from the job	1	2	3	4	5

### B. Salary

The salary package offered of Vitaton and its subsidiaries organisation is clearly defined to all employees	1	2	3	4	5
My accomplishments and good work are recognised by offering attractive salary package	1	2	3	4	5
At Vitaton and its subsidiaries organisation, the harder I work and improve my performance, I'm promised good salary package	1	2	3	4	5
Salary received reflect the quality of my performance in work	1	2	3	4	5
Vitaton and its subsidiaries organisation's rewards are competitive in the market	1	2	3	4	5

### C. Performance Appraisal System

Vitaton and its subsidiaries organisation's performance guidelines are well defined and clearly explained	1	2	3	4	5
The performance appraisal are carried out in the organization in a very professional and non-bias manner	1	2	3	4	5
The performance review results clearly indicate to me what I should continue to do, start doing or stop doing	1	2	3	4	5
The appraisal that I have been part of have evaluated my performance with significant	1	2	3	4	5

accuracy					
The review takes in consideration not only my daily performance but all new thinking and innovative ideas implemented by me	1	2	3	4	5
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

#### D. Training and Developmental Programme

Training is important for a career and it is a mandatory part of Vitaton and its subsidiary's career development program	1	2	3	4	5
Vitaton and its subsidiary's conducts sufficient training for its employees	1	2	3	4	5
The training that were delivered to Vitaton and its subsidiaries employees were interesting and well-designed hence positively effecting the learning curve	1	2	3	4	5
I was given the option by Vitaton and its subsidiaries to choose which area of my career I want to develop	1	2	3	4	5
The training I have received was directly in line with my job scope, hence increasing my effectiveness at work	1	2	3	4	5

#### Section C: Job Performance

The effectiveness of promotion policy employed at Vitaton and its subsidiaries is very efficient towards employees performance	1	2	3	4	5
The effectiveness of salary package used at Vitaton and its subsidiaries is very efficient towards employees performance	1	2	3	4	5
The effectiveness of Performance Appraisal process employed at Vitaton and its subsidiaries is very efficient towards employees performance	1	2	3	4	5
The effectiveness of Training and developmental program implemented at Vitaton and its subsidiaries is very efficient towards employees performance	1	2	3	4	5

**Thank you for filling out this survey**

**Your kind responses are valuable to the completion of my dissertation**