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**THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION, WORKING
ENVIRONMENT AND TRAINING WITH EMPLOYEE PERFORMANCE**

AZLIANA RASHIDAH BINTI ABD RAHAMAN



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Universiti Utara Malaysia

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**Othman Yeop Abdullah
Graduate School of Business**

Universiti Utara Malaysia

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AZLIANA RASHIDAH BINTI ABD RAHAMAN (MATRIX NO: 811978)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

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Abstrak

Kajian ini bertujuan untuk mengenalpasti persepsi pekerja terhadap faktor-faktor yang mempunyai hubungan dengan prestasi kerja mereka. Terdapat tiga faktor pembolehubah bebas dalam kajian ini iaitu motivasi pekerja, persekitaran kerja dan latihan, manakala pembolehubah bergantung adalah prestasi pekerja. Kajian berbentuk kuantitatif ini menggunakan borang soalselidik yang diedarkan kepada 459 orang responden di ibu pejabat Bank XYZ yang terletak di Kuala Lumpur. Sejumlah 308 borang soalselidik telah dikembalikan untuk data analisis melalui analisis deskriptif dan korelasi. Dapatan kajian menunjukkan bahawa ketiga-tiga pembolehubah bebas mempunyai hubungan yang signifikan dan positif dengan prestasi pekerja. Persekitaran kerja ($r=0.630$, $p<0.01$) dan latihan ($r=0.540$, $p<0.01$) dilaporkan mempunyai hubungan yang signifikan dan kuat dengan prestasi pekerja. Motivasi pekerja didapati mempunyai hubungan yang signifikan tetapi sederhana dengan prestasi pekerja ($r=0.423$, $p<0.01$). Implikasi kajian serta cadangan untuk kajian masa hadapan turut dibincangkan.

Kata kunci: Prestasi Organisasi, Motivasi Pekerja, Persekitaran Kerja, Latihan dan Pembangunan, dan Penglibatan Pengurusan

Abstract

This study aimed to examine employees' perceptions on factors relating to employee performance. Three independent variables were involved in this study namely, employee motivation, work environment, and training, whilst the dependent variable was employee performance. This was a quantitative study using questionnaires which were distributed to 459 respondents working at the headquarters of Bank XYZ located in Kuala Lumpur. 308 questionnaires were returned for data analysis using descriptive analysis and correlation. The findings reported that there were significant and strong relationships between working environment and employee performance ($r=0.630$, $p<0.01$) and between training and employee performance ($r=0.540$, $p<0.01$). The result showed that there was a significant and moderate relationship between employee motivation and employee performance ($r=0.423$, $p<0.01$). Implications of the findings and future research were also discussed.

Keywords: Perception, Employee performance, Employee Motivation, Work environment, Training, and Management Involvement

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Table of Contents

PERMISSION TO USE.....	I
ABSTRAK	II
ABSTRACT	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES	ERROR! BOOKMARK NOT DEFINED.
LIST OF FIGURES	ERROR! BOOKMARK NOT DEFINED.
LIST OF APPENDICES	ERROR! BOOKMARK NOT DEFINED.
GLOSSARY OF TERMS	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Problem Statement.....	3
1.4 Research Questions.....	5
1.5 Research Objectives.....	5
1.6 Significance of the Study	6
1.7 Definition of the Key Terms.....	6
1.8 Scope of the Study	7
1.9 Organization of the Research Paper	7
1.9 Summary	8
CHAPTER 2	10
LITERATURE REVIEW.....	10
2.1 Introduction.....	10

2.2	Employee performance	10
2.3	Employee Motivation	11
2.4	Working Environment	13
2.5	Training.....	15
2.6	Summary	19
CHAPTER 3		20
METHODOLOGY.....		20
3.1	Introduction.....	20
3.2	Research Framework	20
3.3	Research Design	21
3.3	Population and Sample of the Study.....	21
3.4	Data Collection	22
3.5	Research Instrument	23
3.6	Data Analysis Techniques	25
3.7	Summary of Chapter.....	26
CHAPTER 4		27
FINDINGS		27
4.1	Introduction.....	27
4.2	Demographic Characteristics	28
Table 4.1.....		28
Demographic of Respondents		28
4.3	Reliability Analysis	30
4.4	Correlation Analysis	31
4.6	Summary	32
CHAPTER 5		33
DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....		33

5.1	Introduction.....	33
5.2	Conclusion and Discussion.....	33
5.3	RECOMMENDATIONS.....	37
5.4	Suggestions for Future Research	38
5.5	Summary	38
	REFERENCES.....	39



CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents a brief introduction on the variables in this study. The background of the study, problem statement, research questions, research objectives and significance of the study will also be discussed. The purpose of this study is to examine the relationship between three independent variables namely employee motivation, work environment and training, with the dependent variable which is employee performance.

1.2 Background of the Study

Human resource is the backbone and the key to a successful organization. Past studies have stated that good management of human resource can increase and sustain competitive advantage of the organization (Khan 2010). Strategic human resource management can help the organization to attain the optimal use of resource and contribute to effective and continuous achievement of the organization.

According to Lee and Lee (2007), good human resource management in the organization will able to utilize the resources to the optimum and this will help the organizational to achieve its goals. The organizational goals will affect employees' performance. When employees in the organization are performing well, it will help the organization to attain goals. Employee performance is influenced by various factors

including motivation, working environment, training, salary, employee engagement and job satisfaction (Rao, 2015).

Organizations are subsumed in today's unstable, uncertain and unpredictable environment with long-term survivability and sustainability in question. These volatile environments in which they interact with affect the way businesses operate, and ultimately affect profitability and the overall performance of the organization. The financial sector and Malaysian banks were no exception and were expected to have a declining performance than in the 2008 global financial crisis, but were not likely to plunge to the 1997-1998 Asian financial crisis levels (BNM, 2016).

The challenging economic environment, world economy and global financial crisis have significant impacts on the performance of financial institutions (Andries & Ursu, 2016). The Malaysian banking industry plays an important role in the economic growth and national economic development. The banking sector contributes to the country's revenue and the banking industry in line with the nation's economic scenario. Effective and efficient management and distribution of the banking system's financial resources is crucial to support Malaysia's transformation to become a high-income economy and to have a more prominent role in intermediating funds in the region and other emerging economies (Bank Negara Malaysia, 2016).

As the external environments continue to pose threats to the bank's overall performance, it should emphasize and work within the internal environments specifically areas where they have control of. Strategic planning and implementation of initiatives to enhance productivity should be focused on increasing the quality of the

workforce and human resource policies to become more competitive in the economy. Banks should work on aligning employees' work goals with the organizational objectives and performance by motivating their employees, providing them with positive working environment, and training and developing them continuously.

Noble (2009) stated that more attention should be paid by organizations in identifying and dealing with the internal environment, as most of the internal factors are within the control of the organizations. Opperman (2012) stated that, working environment such as processes, systems, structures, tools or conditions in the workplace, as well as employee motivation and effective training, are some of the factors which may impact favorably or unfavorably on individual performance. He added that motivated employees work harder and are more loyal to the organizations. He also stated that well-trained employees will be able to perform better. The internal environment should be designed in such a way that it encourages formal and informal interaction as well as the opportunity to share knowledge and exchange ideas in the work place so that performance can be enhanced.

1.3 Problem Statement

Work, being formal or informal, paid or unpaid, plays a central role in the lives of people all across the world. A healthy work environment is one of the most critical aspects in the employees' work life (Amponsah-Tawiah & Dartey-Baah, 2011).

XYZ Bank's vision is to become a financial provider with a unique capability to evaluate, promote and grow with a focus on the development of the business community in line with the Government's aspirations. To achieve its goals, the bank

needs to ensure its employees are well-trained and equipped with the necessary competencies to enhance their performance, and ultimately achieve the organizational goals. They have to be well trained to become the centre of knowledge and expertise on the financing and growth needs of the Malaysian business communities (BNM, 2016).

Employee performance leads to business success. Employees must have the motivation to work and sufficient training to equip them with the necessary competencies to perform their jobs effectively. Motivators or satisfiers are critical factors for employee development and performance (Khalid & Irshad, 2010).

Apart from training and employee motivation, working environment such as work policies and practices will enable the organization to control desired job performance behaviours among employees. According to Manktelow and Fowler (2009), a good working environment, a practical workload, comfortable working conditions, a reasonable degree of job security, satisfactory compensation and benefits, respectful treatment, credible and consistent management, and the opportunity to voice out their concern should be considered not so much as motivational factors, but as basic necessities.

Thus, the gap to be filled in this study was to find out whether employee motivation, working environment, and training are factors that the bank should consider to enhance employee performance in order to achieve the bank's ultimate goals and aspirations. This study seeks to examine the relationship that the three stated factors as independent variables have with employee performance as the dependent variable. It is

essential to understand the factors which will affect employees' performance by examining what really motivates them and keep them going.

1.4 Research Questions

This purpose of this research is to investigate the relationship between employee motivation, working environment and training with employee performance. The study intends to answer the following questions:

- I. What is the relationship between employee motivation and employee performance?
- II. What is the relationship between working environment and employee performance?
- III. What is the relationship between training and employee performance?

1.5 Research Objectives

The aim of this study is mainly to achieve the following objectives:

- I. To examine the relationship between employee motivation and employee performance
- II. To examine the relationship between working environment and employee performance

- III. To examine the relationship between training with employee performance

1.6 Significance of the Study

This research seeks examine the relationship between employee motivation, working environment and training with employee performance. The findings is hoped to be able to help the bank to focus on factors that will help realize the bank's goals and perform successfully.

Employees are the organization's greatest asset. The findings will highlight policies and practices which the bank could improve or introduce human resource policies such as rewards and benefits could encourage employees to perform better at the workplace. The answer to this question might be of relevance to HR professionals and managers who are responsible for preparing reward and motivation schemes for their companies and know what interest them and keep them going to attain the organizational goals.

1.7 Definition of the Key Terms

This section will elaborate on few key terms which were used in this study with an explanation of the meaning for each term.

Employee performance – Khalid and Irshad (2016) stated the actual output or results of an employee as measured against its intended outputs (or goals and objectives) is defined as employee performance.

Employee Motivation – The concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action (Locke and Latham, 2014).

Working environment - Opperman (2012) defines working environment as a combination of three major aspects: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technology and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management.

Training - Noe (2013) indicates that training is a learning process that provides employees with new or enhances existing knowledge, skills and abilities required to perform within the systems and standards set by management.

1.8 Scope of the Study

This study was conducted at the headquarters of Bank XYZ which was located in Kuala Lumpur. Employees involved in this study were from the lower management (officers) and non-management levels.

1.9 Organization of the Research Paper

The study is presented in five (5) chapters which will be discussed in detail in the content of the study.

Chapter 1 which is the preamble of the research whereby background of the study, problem statement, research questions and research objectives, and significance of the study, were presented to give a better understanding about the study.

In Chapter 2, literatures related with the previous study are presented in order to support the terms used in the study as well as the basis for conducting the study. The dependent variable, independent variables and their relationship also will be discussed in this chapter.

Chapter 3 will present the methodology of the study. This includes research framework, research design, operational definition, measurement of variables instrumentation, data collection procedures, sampling and technique of data analysis.

Chapter 4 reports the results and discussion of the study. It includes the demographic background of the respondents, the correlation and multiple regression analyses.

The final chapter is Chapter 5 which is summary of the study i.e. conclusion of the study. This chapter ends with recommendation and suggestion to improve the future research of the study area.

1.9 Summary

This chapter discussed the background of the study and the problem statement. The research questions and research objectives were outlined. The significance of this study was highlighted. The following chapter will discuss the literature related to this study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews on the relevant literatures human resource management practices and employee retention followed by hypotheses for each variable. Theoretical framework is indicated. The measurement of relationship between independent variables and dependent variable will be reviewed.

2.2 Employee performance

Rising evidences that human resource management can play an important role in retaining a high-quality workforce exist. Studies of human resource management (HRM) practices have uncovered that all good practices may contribute to the reduction of turnover and absenteeism, better quality of work and better performance (Arthur 1994, Delaney and Huselid 1996; Ichniowski, Shaw and Prennushi 1997; Snell and Youndt 1995; MacDuffie 1995; Solomon 1992; Snell and Dean 1992). It is commended that human resource management play an essential role in retaining employee. Accenture (2001), study on high performance issue found that organization strategy pertaining employee retention mainly started from US, Europe, Asia and Australia.

Without financial capital a business cannot exist and at the same time without human capital a business can never exist either (Davis, C. 2003). It is the employees the

one who work for the company, performs the necessary tasks to make the company function, and are responsible for the profit and growth of the company (Ellis, R, 2000). Motivating employees means empowering them to lead the company into the path of competitiveness (Bridges, L. 2001) and motivation or empowerment of employees is important to give the employees enough reason to stay in the company (Ellis, R. and B. Lindsay Lowell 1999).

2.3 Employee Motivation

According to Locke and Latham (2014), “the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action”. They further suggested that direction, intensity, and duration are the three action influenced by motivation. Thus, understanding different employees motivational style will help to explain and predict the affect, cognition, and behaviors patterns that are displayed by different employee (barron, Baranik, & Finney 2012).

Tella, Ayeni and Popoola (2010) argued that motivation has the common inclusion of words such as desire want, wishes, aim, needs, incentive and goals. Lindner (2011) proposed that motivation is defined as “the inner force that drives individuals to accoplish personal and organizational goals”. Hence, work motivation has been referred as the process that contributes to the initiation and maintaining goal-directed performance (Clarke 2013).

The importance of achievement motivation in work is seen as focusing in intrinsic motivation, the level of the “motivational state in which individuals is attracted

to and energized by the task itself might be obtained (Zhou 2014). This was supported by Parsons and Broadbridge (2009) who suggested that people can be motivated by the nature of work itself. Locke and latham (2010) argued that motivation can effect the acquisitions of people skills and abilities. Thus, through mastery and performance goals, motivation will prompt a focus on self rather than on task (Maehr & Simmonds 2010).

Employee motivation can be in two ways. Bard Kuvaas, (2010) had explained, firstly intrinsic motivation-people who are intrinsically or internally motivated mostly don't need external rewards such as wage or praise to do well in job. They are self-motivated as they enjoying achievement the actual tasks or enjoy the challenge of efficiently completing the tasks. Second, Extrinsic motivation-people, who are externally motivated, commonly don't like the odd jobs but are motivated to carry out well by some kind of incentive, wage, promotion, praise, appreciation or avoid any negative significances. However, intrinsic motivation is probable being to have more stronger and longer-term and also the best form of motivation that effect on employees because it is inherent in employees and not imposed from the management, said Herzberg, Mausner, Peterson, & Capwell, Ekerman, (2006).

Based on Anders (2010), he stated that employee turnover intention appear to be more depend on the background influences of individual which need fulfillment perception and a smaller amount depend on general, trait-like dispositions based on mastery-approach aim. Both general turnover and turnover among employee particularly with high level of mastery-approach goals can be reduced through motivation.

Tella, Ayeni, and Popoola (2007) argued that motivation has the common enclosure of words such as desire, want, wishes, aim, needs, incentives and goals. It means that in order to achieve the goals, individual effectively motivated and energetic, must have a clear focus on what to be accomplished, willing to commit their energy for a long period of time to realize their objectives.

Employee motivation was found to have an impact on employee turnover (Richer et al., 2002). They found that demotivated employees tend to leave the organizations. Motivational factor is a key that have been found to enthuse employee turnover further than job satisfaction and organizational commitment (Mitchell et al., 2001; Deci & Ryan, 2002).

The best performance is achievable with most dedicated employees that can only be completed through employee motivation within an organization (Kreitner and Kinicki, 2004). Employees perform well on the job mostly depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training, job security, organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Shadare et al, (2009) said that managers can increase the effectiveness of job administration among other employees in the organizations with having employee motivation as procedure.

2.4 Working Environment

Quite a numbers of studies have conducted to explain the work environment with different aspects, such as job satisfaction (Laffaldano & Muchinsky, 1985) and

employee retention (Martin 1979), employee turnover, organizational commitment and job involvement (Sjoberg & Sverke 2000). Work environment is considered as one of the most important factors in employee's retention (Zeytinoglu & Denton, 2005).

According to Hytter (2008) work environment is generally discussed as industrial perspective, focus on aspect i.e. noise, toxic substances exposure and heavy lifts etc. The interesting parts of work environment is, work environment characteristics in services sector is differ from production sector, because services sector directly deal with consumers or clients (Normann 1986). The interactions depends on the kind of job or kind of business, it may be more or may be less. The interactions between employees and client or consumer move from physical to Psychological dimension. Psychological work environment consists of work load, decision, support, stressors, latitude and decision etc. It is important to know and recognize the increasing needs of employees and provide good work environment as required to keep the employees committed with organization.

Ramlall (2003), in his study, found that people strive to work and to stay in the organizations that provide good and positive work environment as they feel that they are valued and contributing to the organizational performance. Proficient employees of such organizations are dragging together to push the organization forward (Abiro, 2013). Research conducted by ASID (2004) found that physical & work environment play pivotal role in employee's decision whether to leave the job or stay and consider as a major factor in employee retention. For instance, lighting has been identified is a casual factor of job performance, sometime noise disturb the working environments and create

a hitch in office which is harmful to employees psychological & physical welfare, encouragement and at times productivity. The most plentiful audio grievances are, short of speech isolation, such as overhearing people's discussion and receiving the same feeling as well. It is beneficial for office environment as well as for health to reduce anxiety and stress.

Work environment includes efficient managers, supportive co-workers, challenging work, involvement in decision-making, clarity of work and responsibilities, and recognition. Lack or absence of such environment lead employees to look for new opportunities. The environment shall be in such that the employee feels connected to the organization in every aspect. Types of environment the employee needs in an organization could be learning environment where it includes continuous learning and improvement of the individual, certifications and provision for higher studies, etc. Organization can provide support in the form of work-life balance which includes flexible hours, telecommuting, dependent care, alternate work schedules, free vacations, wellness and so on.

2.5 Training

Investment on employee training is considered one of the important factors in employee retention. Organization has the incentive to make investment in term of training only on those workers, from whom organization expect to return and give output on its investment (Messmer, 2000). According to Clark (2001), organizations are escalation development for talented employees, through proficiency analysis, input on

employee interests, need development and multisource appraisal of capabilities and formulate plans for actions. Wetland (2003) suggest that firms and individual made investment on human capital in the mode of trainings. Training enhances the skills of employees. Once employees are hired, organization needs to start training program to enhance their skill (Goldstein, 1991).

According to Noe (1999), employees have perception to acquire new knowledge & skills which they apply on the job and also share with other employees. Research studies do also found that organization often delay employee training programs to determine that workers personal value good matches with organization culture or otherwise, therefore to elude the employee turnover intention (Lauri, Benson & Cheney, 1996).

Based on Gomez et al, (1995), training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy etc. Garg & Rastogi (2006) explained that in today's competitive environment feedback, it is essential for organizations to give and receive from employees and the more knowledge the employee learn the more he or she will perform and meet the global challenges of the market place.

Bishop (1998), survey on training found that established, larger, manufacturing

and unionized firms have tendency to provide training to employee as how did multi established firms with flexible production approach or high performance. Research study finds that, larger companies, high performance establishment and those organizations which spend more physical resources were usually more probably to retain their talent (Black and Lynch, 1996). Firms in the market with prompt technical advancement and output progress trained more and those firms which have not confronted any competitor in last decade. According to Frazis et al, (1998), organization that offer more benefits as compared to others and train their workers by adopting innovative job practices.

Storey and Sisson (1993), recommended that training is sign of organization commitment to employees. Training also manifests the organization strategy that is based on value adding rather than cost lowering. Leading firms of industry assent that comprehensive range of training, skill and career development is the key factor of attraction and retention the form of flexible, sophisticated and technological employees that firms strategy to succeed in the automated economy (Bassi and Van Buren, 1999; Accenture, 2001).

Literature review found employee turnover ratio are inversely related with training, higher the rate of turnover, if lower the volume of training. This statement is based on the opinion that longer the worker stays in organization acquired higher amount of training. Frazis et al. (1998), found that employees working in an organization have lower turnover rate normally spent 59 percent time on formal training from total training period, as compared to organization spent 18 percent and have high

turnover rate. According to the workers opinion, training likely to increase productivity if it consists of skills related to the organization. Organizations have greater productivity will also likely to increase employee's wages beyond their expectations; therefore, it helps in employee retention. In short training help to lower turnover rate and considered as important factor in employee retention (Wetland, 2003).

Training employees reinforces their sense of value (Wingfield, 2009). Employees should be trained and given chance to improve and enhance their skills. Many employers fear that if the employees are well trained, they'll leave the organization for better jobs. Organization should not limit the resources on which organization's success depends. Growth and career growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity. The important factors in employee growth that an employee looks for himself are work profile where it the employee working should be in sync with his capabilities. The profile should not be too low or too high.

Training provides employee with specific skills or helps to correct the deficiency in their performance, while development is an effort to provide employees with abilities the organization will need in the future (Gomez-Mejia, Balkin and 1995; Wilk and Cappelli 2003).

2.6 Summary

This chapter has presented a review of literature that concentrate on the relationship between employee motivation, working environment, and training as independent variables, with the dependent variable, namely employee performance. A reserach framework was developed based on the literature review.



CHAPTER 3

METHODOLOGY

3.1 Introduction

Methodological aspects of the research will be included research design, population and sampling, data collection, data analysis and limitations. The purpose of this research design is to provide a clear and completed descriptions of specific steps used in this research.

3.2 Research Framework

The research framework for this study was outlined below:

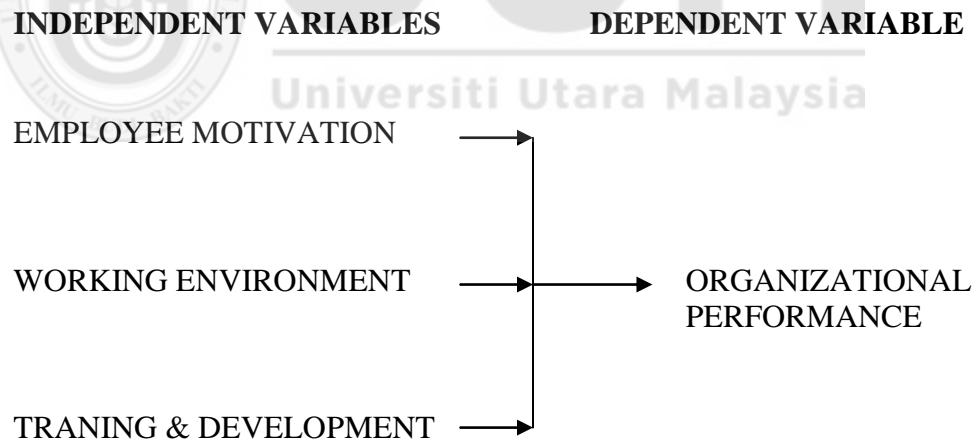


Figure 3.1: Research Framework (adapted from Yatim Mustaffa, 2012)

3.3 Research Design

Research design, an overall framework of a research that explains the direction and method to be used in the study to accumulate the information needed, either from primary or secondary sources (Malhotra, 2007). The variables as outlined in Figure 3.1 will be analyzed to identify whether there is any relationship between the variables. The study is to be conducted through questionnaire because questionnaire is an efficient collection data mechanism (Sekaran & Bougey, 2009).

3.3 Population and Sample of the Study

This research covered the respondents from XYZ Bank employees. The probability sampling was used in this study, whereby the sample of individuals from the research population selected contained the same variations that exist in the research population. The advantages of the probability sampling are typically being more representative than other types of samples and biases can be avoided.

Sampling is the way toward utilizing few things or parts of the bigger population to make a conclusion of the whole population. Probability sampling and non-probability are the two types of sampling techniques as proposed by Sekaran, 2003 and simple random was chosen by the researcher in selecting the respondents for this study.

The banking employee of XYZ Bank was selected as the sample population for this study. As what had been mentioned before, this method has the very least probability of biases and suggests the most generalizability.

In this research, the researcher chose to use probability proportional sampling so that the researcher can have the right sample for their research. For this research, the employees of XYZ Bank's headquarters in Kuala Lumpur with the population 612 were considered. From the total, the researcher chose only 459 respondents for this research.

3.4 Data Collection

3.4.1 Primary Data

According to Sekaran and Bougey (2009), data that gathered for research from the actual site of occurrence of events are called primary data. The primary data refers to all the information obtained firsthand by the researcher on the variables of interest for the specific purpose of the study. In this research, primary data will be gathered from the prepared questionnaires to the respondents in XYZ Bank.

3.4.2 Secondary Data

The secondary data refers to the information gathered earlier before the actual research takes place. The sources of data gained from Sultanah Bahiyah Library, University Utara Malaysia. The types of data are books, journals magazines, reports, documents and other related information about the study.

3.5 Research Instrument

The research instrument utilised in this study was adapted from Yatim Mustaffa (2012). Measurement scale for section A, B, C, and D are based on a Likert Scale of 1 to 5, where for is 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree. The researcher gave the respondent the questionnaire of this research. A cover letter that explains the purpose of the study and respondent confidentiality is also a part of the questionnaire. The questionnaire contains six (6) parts which are the sections (A, B, C, D, E, and F).

In section A, the researcher put the demographic question for the dimension of demographic. Sections B, employee motivation and the researcher used the Likert Scale in the questionnaire and focused on the independent variables: employee motivation, work environment, training and management involvement. In Section C, work environment, Section D was on training, Section E was on management involvement that also used the Likert Scale.

The questionnaire of this research consisted of 32 questions and was divided into two sections. There are seven (7) questions in Section A which related to demographic of respondents and 25 questions in Section B which related to the dependent variable and independent variable.

The purpose of Section A was to gather the respondents' demographic information. The questions asked were related to gender, age, race, the level of education, the position in the organization, the number of years working in the organization and the income level. Section B consisted of 20 statements based on

dependent variable and independent variable in this study. In this section, the respondent needed to use 5 Likert scales.

The summary of the questionnaire is shown in Table 3.1 below.

Table 3.1
Summary of the Questionnaire

Variables	No. of Items	Items
Section A: Demographic Data	7	Section A : Item 1 - 9
Section B: Employee Motivation	5	Section B : Item 1 - 5
Work environment	5	Section B : Item 6 - 10
Training	5	Section B : Item 11 - 15
Organisational Performance	5	Section B : Item 21 - 25

Source: Yatim Mustaffa (2012)

3.8 Data collection

In collecting the data, the researcher needed to collect within banking employee in XYZ Bank. The questionnaire was being distributed among the respondent, where English and Malay were chosen as the written languages in writing the questions and all of the questions were simple and easy to understand.

The questionnaire was distributed in the middle of June 2017 by hand. The details about the researcher, the aim of the study and the purpose of the survey were included in the information sheet. Within two weeks' time a sum of 459 surveys were dispersed in the selected area of study. As the completed questionnaires were collected, the data entry process began.

The questions were written in English and Bahasa Melayu. Sufficient time was

given to be given to answer all the questions. All questionnaires were collected upon completion personally.

3.6 Data Analysis Techniques

Data were analyzed using IBM SPSS Statistics version 20.0. For the purpose of answering all the objectives set, both descriptive and inferential statistics analysis were carried out.

The descriptive statistics to provide the frequencies, measurement of central tendency (mean) and percentage while inferential statistics to perform Pearson Correlation. According to Zikmund (2000), descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret.

Secondly, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2006). In Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. (Cronbach's Alpha; Cronbach, 1946). Cronbach measures showed that:

1. Reliability less than 0.6 considered poor.
2. Reliability in the range 0.7 is considered to be acceptable.
3. Reliability more than 0.8 are considered to be good

In order to determine whether there are significant relationships among the

independent variables and dependent variable, Pearson Correlation Coefficient analysis will be carry out. The scale model suggested by Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown below:

0.7 and above – very strong relationship,

0.50 to 0.69 – strong relationship,

0.30 to 0.49 – moderate relationship,

0.10 to 0.29 – low relationships and

0.01 to 0.09 – very low relationship.

3.7 Summary of Chapter

This chapter explains the research approach, data collection, research site, population and sampling technique, then followed by research instrument, measurement of variable, data collection and data analysis technique.

CHAPTER 4

FINDINGS

4.1 Introduction

The objective of this chapter is to analyze, interpret and summarize the result for this research after the data has been collected. As mentioned before, SPSS (Statistical Package for Social Science) software is used to analyze the analytical tool to interpret the research finding. There are several analysis involved in the chapter included descriptive analysis, multiple regression analysis and Pearson's correlation analysis.

A total of 459 questionnaires were distributed among the respondents. Out of this number, 308 sets of questionnaires were returned and 264 sets of questionnaires were completed. Table 4-1 present more details.

Table 0-1 : Survey Response

Distributed Questionnaires	Frequency (n)	Percentage (%)
Distributed Questionnaires	459	
Questionnaires Not Returned	151	32.90
Collected Questionnaires	308	67.10
Incomplete Questionnaires	44	14.29
Response rate	264	85.71

4.2 Demographic Characteristics

Table 4-2 below describes the results of the demographic profile of the respondents. 264 questionnaires were used for analysis.

Table 4.1

Demographic of Respondents

Demographic	Categories	Frequency (n)	Percentage (%)
Gender	Male	120	45.5
	Female	144	54.4
Age Group	20 – 30 years	61	23.1
	31 – 40 years	117	44.3
	41 – 50 years	73	27.7
	51 and above	13	4.9
Race	Malay	251	95.1
	Chinese	6	2.3
	Indian	5	1.9
	Others	2	0.8
Education Background	SPM and below	29	11.0
	STPM/Diploma	53	20.1
	Bachelor Degree	138	52.3
	Professional Certification	12	4.5
	Master Degree	32	12.1
Position	Non-Executive	40	15.2
	Executive/Associate/Senior Associate	165	62.5
	Managerial Level	59	22.3
Length of Service	0 – 2 years	46	17.4
	3 – 5 years	75	28.4
	6 – 10 years	58	22.0
	11 – 20 years	53	20.1
	21 – 30 years	27	10.2
	>31 years	5	1.9

Income Level	RM1,000 – RM2,000	15	5.7
	RM2,001 – RM3,000	41	15.5
	RM3,001 – RM4,000	58	22.0
	RM4,001 – RM5,000	44	16.7
	>RM5,001	106	40.2

Table 4.1 reports that more than 54% of the respondents are male, while almost 46% are female. This shows that this study involves almost equal number of males and females.

Majority of the respondents, 44.3%, are from the age group of 31-40 years. About 23% are between the ages of 20-30, and nearly 28% are within the ages of 41-50. Less than 5% of the respondents are 51 years old and above.

As expected, more than 95% of the respondents are Malays. 2.3% are Chinese and less than 2 % are Indians. Less than 0.8% are from other races.

More than 52% of the respondents have Bachelor degrees. About 20% have STPM/Diplomas, while 11% have SPM certificate and below. 4.5% of them are professionally certified, and more than 12% have Masters degrees.

Almost 63% of the respondents are working at Executive/Associate/Senior Associate levels. 22.3% of them are from the lower level management, i.e. officers, and 15.2% are non-executives.

About 28% of the respondents have been working with the bank for 3-5 years. 22% have been with the bank for 6-10 years, 20.1% have served the bank for 11-20

years, 10.2% have been there for 21-30 years and almost 2% have been with the bank for more than 30 years. More than 17% are quite new with the bank (0-2 years).

4.3 Reliability Analysis

Table 4.2

Reliability Analysis for the Independent and Dependent Variables

Variables	No. of Items	Cronbach's Alpha
Employee Motivation	5	.835
Working Environment	4	.805
Training	5	.800
Employee performance	5	.889

According to Sekaran and Dougey (2009), the nearer the reliability coefficient is to 1.0, the better it is. He explained that values over 0.8 are considered as good while values between 0.7 – 0.8 are acceptable and those values less than 0.60 are considered to be poor.

Table 4.8 reports the values of Cronbach Alpha for the dependent and independent variables in this study. The reliability value for employee motivation is 0.835, working environment is 0.805, training is 0.80, and employee performance is 0.889. The values are considered good for this study (Sekaran, 2003).

4.4 Correlation Analysis

Correlation test shows the strength of the association between the variables involved. Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown below:

0.7 and above – very strong relationship,

0.50 to 0.69 – strong relationship,

0.30 to 0.49 – moderate relationship,

0.10 to 0.29 – low relationships and

0.01 to 0.09 – very low relationship.

Table 4.3
Correlations between the variables

	EM	WE	TD	EP
EM	1.00			
WE	0.484**	1.00		
TD	0.364**	0.709**	1.00	
EP	0.423**	0.630**	0.540**	1.00

**Correlation is significant at the .01 level (1-tailed)

(EM = Employee Motivation; WE = Working Environment; TD = Training; EP = Employee Performance)

The correlation analysis between the variables is exhibited in Table 4.3. The findings report that there are significant and strong relationships between working environment and employee performance ($r=0.630$, $p<0.01$) and between training and

employee performance ($r=0.540$, $p<0.01$). The result shows that there is a significant and moderate relationship between employee motivation and employee performance ($r=0.423$, $p<0.01$). Thus, it can be concluded that all independent variables are significantly and positively related to the dependent variable.

4.6 Summary

The results can be summarized as below:

RO1:	What is the relationship between employee motivation and employee performance?	Significant & moderate
RO2:	What is the relationship between working environment and employee performance?	Significant & strong
RO3:	What is the relationship between training and employee performance?	Significant & strong

This study examined the relationships between employee motivation, working environment and training, with employee performance. Pearson Correlation analysis findings indicated a positive and significant correlation between all independent variables and dependent variable.

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, following the aims of the study, the data analysis and hypotheses have been carried out. This section included a conclusion of the study, discussion and recommendations.

5.2 Conclusion and Discussion

The correlation analysis between the variables is exhibited in Table 4.3. This study concluded with these three objectives:

Objective I: *To examine the relationship between employee motivation and employee performance.*

The findings showed that there was a significant relationship between employee motivation and employee performance ($r=0.423$, $p<0.01$). It also reported that employee motivation had a positive but moderate relationship to employee performance.

Similar findings were found from past studies. Employee motivation was found to have an impact on employee satisfaction, performance and turnover (Richer et al., 2002). They found that demotivated employees tend to be dissatisfied, absent from work or leave the organizations. Absenteeism affects employees' job performance.

Motivational factor is a key that have been found to enthuse employee turnover further than job satisfaction and organizational commitment (Mitchell et al., 2001; Deci & Ryan, 2002).

The best performance is achievable with most dedicated employees that can only be completed through employee motivation within an organization (Kreitner and Kinicki, 2004). Employees perform well on the job mostly depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training, job security, organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Shadare et al, (2009) said that managers can increase the effectiveness of job administration among other employees in the organizations with having employee motivation as procedure.

Objective II: *To examine the relationship between working environment and employee performance.*

The findings showed that work environment had a positive relationship to employee performance. The findings reported that working environment and employee performance was significantly related. The relationship was positive and strong with $r=0.630$.

The result was consistent with Ramlall (2003), which found that people strive to work and to stay in the organizations that provide good and positive work environment as they feel that they are valued and contributing to the organizational performance. Organization can provide support in the form of work-life balance which includes

flexible hours, telecommuting, dependent care, alternate work schedules, free vacations, wellness and so on.

Another study by Abiro (2013) also found similar result. Proficient employees of such organizations are dragging together to push the organization forward when they worked in an environment which encouraged them to contribute more and perform better. Work environment includes efficient managers, supportive co-workers, challenging work, involvement in decision-making, clarity of work and responsibilities, and recognition. Lack or absence of such environment lead employees to look for new opportunities. The environment shall be in such that the employee feels connected to the organization in every aspect.

Another similar finding was reported by ASID (2004) which found that physical & work environment play pivotal role in employee's decision whether to leave the job or stay and consider as a major factor in employee retention. For instance, lighting has been identified is a casual factor of job performance, sometime noise disturb the working environments and create a hitch in office which is harmful to employees psychological & physical welfare, encouragement and at times productivity.

Objective III: *To determine the relationship between training and employee performance.*

The results also showed that training and employee performance were significantly related. The relationship was positive and strong ($r=0.540$, $p<0.01$).

Past studies found similar findings. According to Noe (1999), employees have

perception to acquire new knowledge & skills which they apply on the job and also share with other employees. Research found that organization often delay employee training programs to determine that workers personal value good matches with organization culture or otherwise, therefore to elude the employee turnover intention (Lauri, Benson & Cheney, 1996).

Based on Gomez et al, (1995), training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy etc.

Bishop (1998), survey on training found that established, larger, manufacturing and unionized firms have tendency to provide training to employee as how did multi established firms with flexible production approach or high performance. Research study finds that, larger companies, high performance establishment and those organizations which spend more physical resources were usually more probably to retain their talent (Black and Lynch, 1996).

Thus, it can be concluded that all independent variables were significantly related to the dependent variable.

5.3 RECOMMENDATIONS

The findings highlighted areas which organizations should focus on in order to enhance employee performance. Healthy and positive working environment have been found to enhance performance. Introducing a relax zone, for instance, can encourage employees to generate ideas and relax their mind. For example, the management of Google company office prepared a relax zone for the employees and the theme chosen for the office is so relaxing and there are no compartments there because the management wanted to create a good environment for the employees. The relationship between the office mates is also good.

The company must be aware of the importance of training for the employees. Employees must attend any training that can help in developing their career and getting a good performance in their work. This will lead to job satisfaction for their management. For example, employees who attended training should share the knowledge.

Motivation is another aspect which the organization must consider as it affects employees' satisfaction and performance. Organizations should find out what really motivate employees and take necessary action to ensure employees will be constantly motivated at the workplace.

5.4 Suggestions for Future Research

This study was only conducted in one of the bank's premises. Thus generalization of the findings may not be accurate. Thus, further studies should be conducted to widen the scope of the study.

Further studies should also look at other factors which may enhance employee performance. Other factors may include the organizational culture, organizational climate, HRM practices and management involvement or leadership.

5.5 Summary

The study was conducted to examine the relationship between employee motivation, working environment and training with employee performance. The findings reported that there were significant and strong relationships between working environment and employee performance ($r=0.630$, $p<0.01$) and between training and employee performance ($r=0.540$, $p<0.01$). The result showed that there was a significant and moderate relationship between employee motivation and employee performance ($r=0.423$, $p<0.01$). The findings were consistent with past studies.

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