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THE INFLUENCE OF MOTIVATION, TRAINING, AND FEEDBACK ON
EMPLOYEE PERFORMANCE AMONG SUPPORT GROUP OF
MINISTRY OF WORKS IN KUALA LUMPUR

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ABSTRACT

This study aims to identify the influence of motivation, training and feedback on employee performance among members of the Executive Group in the Ministry of Works, Kuala Lumpur, Malaysia. This study used quantitative research methods by using questionnaires to collect the data. The sample using probability sampling method collected from a total of 217 members of the Support Group of grades 1-36. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0. Different statistical research instrument used to test the reliability, descriptive analysis of the variables, correlation and regression analysis. The findings show the variable of feedback has the most dominant influence on employee performance ($\beta = 0.364$; $t\text{-value} = 4.456$), while the variables of motivation was the lowest effect on employee performance ($\beta = 0.195$; $t\text{-value} = 2.854$). However, all the variables have a positive correlation to employee performance.

Keywords: Motivation, Training, Feedback, Employee Performance, Public Sector.



ABSTRAK

Kajian ini mensasarkan untuk mengenalpasti pengaruh motivasi, latihan dan maklum balas terhadap prestasi pekerja di kalangan Anggota Kumpulan Pelaksana di Kementerian Kerja Raya, Kuala Lumpur, Malaysia. Kajian ini menggunakan kaedah penyelidikan kuantitatif dengan menggunakan borang soal selidik bagi mengumpul data. Sampel kajian menggunakan kaedah persampelan kebarangkalian yang dikutip daripada seramai 217 Anggota Kumpulan Pelaksana daripada gred 1-36. Data yang dikumpul dianalisis dengan menggunakan aplikasi Pakej Statistik untuk Sains Sosial (SPSS) versi 25.0. Instrumen penyelidikan statistik yang berbeza digunakan untuk menguji kebolehpercayaan, deskriptif analisis pemboleh ubah, analisis korelasi dan analisis regresi berganda. Dapatan menunjukkan pemboleh ubah maklum balas mempunyai pengaruh yang paling dominan terhadap prestasi pekerja ($\beta = 0.364$; $t\text{-value} = 4.456$), manakala pemboleh ubah motivasi merupakan pengaruh terendah terhadap prestasi pekerja ($\beta = 0.195$; $t\text{-value} = 2.854$). Walau bagaimanapun, kesemua pemboleh ubah mempunyai hubung kait yang positif terhadap prestasi pekerja.

Kata kunci: motivasi, latihan, maklum balas, prestasi pekerja, sektor awam.



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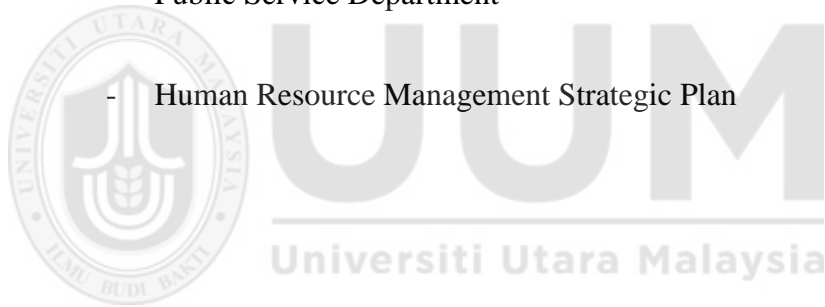
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LIST OF ABBREVIATIONS

MOW	- Ministry of Works
MPC	- Malaysia Productivity Corporation
GCR	- Global Competitiveness Report
PCB	- Public Complaints Bureau
POB	- Positive Organizational Behavior
PSD	- Public Service Department
PSPSM	- Human Resource Management Strategic Plan



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter of this study discusses on background of the study, problem statement, research question, research objective, significance of the study, definition of key terms of this study and organization of this study.

1.2 Background of the study

A central concern of an organization is its employee performance. Since the rapid pace of today's globalization, competitiveness becomes a major role to succeed in the organization. To compete, an organization depends on its organizational performance (Almatrooshi, 2016; Randree & Al Youha, 2009) and organizational performance depends on its employee (Almatrooshi, 2016). With a high-performance work system in the organization will result in positive performance outcome (Karadas & Karatepe, 2018; Karatepe, 2013; Karatepe & Avci, 2017; Kloutsiniotis & Mihail, 2017). As an asset to the organization, an employee plays a crucial role in effectiveness and organization's efficiency (Inuwa, 2016), playing the role of organizational growth, profit, and facilitate the daily activities and operation (Inuwa, 2016; Muda et al. 2014).

As globalization takes place, major Government's constraint is the ability to act independently – whereby there were disputes over to sustain ineffective policies or to carry through large-scale suppression, the implementation of social policies and reassign

objectives (Schiavo-Campo & Sundaram, 2000). In the public sector governance, the key to success in its development activities is effectiveness (quality output) and efficiency (output per unit resource) (World Bank, 2008). Due to global and policy changes, public sector employees are no longer dealing only with local customer, but also exposed to diverse cultural situation hence they need to take up the appropriate capabilities (Hartini et al., 2019).

Accordingly, the Malaysia Productivity Corporation (MPC) (2018) explained that the Asian Productivity has set a framework of productivity for Asian members as a guideline to its public sector agencies. The framework outlines five thematic areas which are innovation leadership, service quality, e-Government, regulatory reform and citizen-centered service with the public sector organizations across Malaysia were no exception. In improving its effectiveness and efficiency in public sector's delivery, the Malaysia Government has adapting reforms in its administration service since the 1980's (Boyne et al., 2006; Siddiquee, 2007, 2014).

Through Eleventh Malaysia Plan (2016-2020) it conveys three main targets towards effective and efficient governance. The first is to become the top 10 in the government efficiency sub-index of the World Competitiveness Yearbook. Malaysian government believes this target can be achieved through rationalizing public sector institutions. This rationalization is made for better productivity and services offered. Secondly, to become the top 15 in the online service sub-index of the United Nations e-Government Index, and third, to become the top 30 nation in the corruption perception index by Transparency

International. Both targets can be achieved through enhancing delivery service within citizens at the center (Economic Planning Unit, 2015).

As discussed earlier, Malaysian Government target is to become the top 10 in government efficiency. Based on the Global Competitiveness Report (GCR) (2019), currently Malaysia ranked 24th out of 140 countries with a score of 74.4. Related to this study, in Pillar 1 that represents Institution – Malaysia shows an improvement with a score of 68.7 compared to the year of 2017 with a score of 67.1. Pillar 1 indicates a set of indicators whereas institutional environment determined by the legal and administrative.

The elements that contribute to Malaysia's improvement are (1) the burden of government regulation, (2) future orientation of government, (3) quality of land administration, and (4) conflict of interest regulation. Table 1.1 depicted Malaysia's score among ASEAN countries in Pillar 1 (Institution).

Table 1.1
Pillar 1 (Institution) Score among ASEAN Countries

Country	Score	Rank/ 140
Singapore	80.7	3
Malaysia	68.7	24
Brunei	58.3	45
Indonesia	57.9	48
Thailand	55.1	60
Vietnam	49.5	94
Philippines	48.3	101

Country	Score	Rank/ 140
Lao PDR	44.5	119
Cambodia	41.9	126

Source: Global Competitiveness Report, 2018

As stated by Datuk Jalil Marzuki, Deputy Director General of Public Service on his keynote address during a seminar, “Transformation in the Public Sector: Malaysia’s Perspective” in August, 9th, 2016, public sector employee must be encouraged to act and think as entrepreneurs with having essential traits which are courage, competence and effective decision making skills (Malaysia Productivity Corporation [MPC], 2016).

These reforms affected all over public sector organizations including the Ministry of Works (MOW), Kuala Lumpur. To improve its organizational performance, in 2016, MOW has launched Human Resource Management Strategic Plan (PSPSM) (2016-2020). This comprehensive plan has been initiated in producing high-quality human capital, skilled and knowledgeable as well as creative and innovative to achieve MOW's mission and vision in development in Malaysia. PSPSM conveying four strategic thrusts which are, (1) empowering talent management; (2) rationalization of the organization; (3) improve the quality and efficiency of core delivery services, and (4) the culture of excellence (MOW, 2019). To accomplish this, the PSPSM highlighted performance measurement through key performance indicators (KPI's). As this plan is carrying out holistically, support group personnel were no exception.

The Chief Secretary to the Government, Datuk Seri Dr. Ismail Bakar stated currently public sector employees have reached 1.7 million as of March 2019. He hopes Malaysian

public sector employees will constantly improving the quality of work and services. Instead of MyPortfolio which has been introduced in 2018, the government will implement flexible working hours and an effective management system known as MyPerformance. He also mentioned previously, the Malaysian government has initiated rationalization to optimize human resources, redeployment of staff to prevent overlapping of tasks and function as well as the delivery system.

Table 1.2 shows the data obtained from the Malaysian Public Complaints Bureau (PCB) – the statistics of public complaints among Malaysian ministries from year 2017 to 2018.

Table 1.2
Statistics of Public Complaints towards Federal Agencies (by Ministry) from 2017 to 2018

Ministry	Year 2017	Year 2018
Ministry of Works	201	289
Prime Minister Department	243	260
Ministry of Finance	234	283
Ministry of Education	293	382
Ministry of Economic Affairs	19	25
Ministry of Health	349	454
Ministry of Human Resources	112	124
Ministry of Territories	133	137
Ministry of Home Affairs	547	686
Ministry of Communication and Multimedia	120	186
Ministry of Rural Development	35	56

Ministry of Women, Family and Community Development	49	78
Ministry of Transport	162	194
Ministry of Youth and Sports	10	22
Ministry of Primary Industries	5	11
Ministry of Foreign Affairs	8	9
Ministry of Entrepreneur Development	0	4
Ministry of Defense	16	23
Ministry of International Trade and Industry	0	3
Ministry of Domestic Trade and Consumer Affairs	82	127
Ministry of Science, Technology and Innovation	1	2
Ministry of Energy, Science, Technology, Environment and Climate Change	2	33
Ministry of Water, Land and Natural Resources	172	142
Ministry of Tourism, Arts and Culture	20	12
Ministry of Higher Education	122	95
Ministry of Housing and Local Government	106	97
Ministry of Agriculture and Agro-Based Industry	62	54
Ministry of Energy, Green Technology and Water	126	73

Source: Public Complaints Bureau (2019)

After the 14th General Election in 2018, several ministries were merged and/ or restructuring to avoid the redundancy of tasks and to enhance the Government's efficiency and effectiveness. However, the subject in this study, the MOW did not involve in this exercise. Based on the data obtained, most of the ministries facing the

increasing of public complaints in year 2018 compared to the previous year. The MOW also recorded statistical increase in public complaints.

This is also shown that public sector employee performance plays crucial role in the public sector. Employee performance is multidimensional as there is not only one outcome, factor or anything that relatable to performance (Campbell, 1990; McCloy et al., 1994). Besides, employee performance assesses even employee is not performing (Na-Nan et al. 2018). Employee performance also described as a "black box" that often measured by productivity, sales, or the quality of goods and services expected from every employee (Charbonnier-Voirin & Roussel, 2012; Khan et al. 2011). Motowidlo and Kell (2012) relate employee performance with behavior. He describes work behavior as continuous spurt as employee spend time eight-hour workday. Within that, the employee may become a handful or being an obstacle towards organizational goals.

Finally, this study identifies the influences of motivation, training, and feedback on employee performance among support groups in the Ministry of Works, Kuala Lumpur.

1.3 Problem Statement

The role of the public sector includes making policy, implementation, and administration (Lane, 2000). Operative by using the government's revenue, the public sector receives lots of attention from the public. The perceptions of the citizen are important in measuring the public sector performance with the consciousness of satisfaction if the citizen truly understands how well the public sector employees' are performing (Kelly,

2013). If the employee acts effectively, they will contribute to the organizational objectives (McCloy et al., 1994).

According to a report by the World Bank (2019), the performance of the Malaysian public sector employee has to decline since 2014. The report also ranked Malaysia score lowly in accountability, impartiality as well as the transparency and openness of Malaysia's public service. Rajni Bajpai, the World Bank lead public sector specialist mentioned although Malaysia is still above in the region for government effectiveness, the performance has stagnated. Compared to a high-income country in terms of governance, Malaysia is way behind. Although the public sector employees' salaries below the regional average, but the public expenditure has risen due to hikes in pay and several incentives. As Malaysia's middle class increasing, facing high expectations and increased demand from the citizen. The World Bank also suggested Malaysia to focus on its' human capital if Malaysia for a successful transition to a high income and developed nation. Therefore Malaysia needs to invest in human resource management in the public service including prioritizing learning outcomes.

Parallel with the report by the World Bank, the data obtained from the Public Service Department (PSD) revealed that public sector employees who receive the lowest valuation (below 60%) were increasing from time to time. Table 1.3 depicted the number of underperforming public sector employees.

Table 1.3

Number of Underperforming Employee of Malaysia Public Sector Employee from 2015 to 2017

Year	2015	2016	2017
Total (Person)	1,031	1,294	1,442

Source: Public Service Department (2019)

From the data provided, the support group remains the large group of underperforming which consisting of 927 persons in the year 2015, 958 in the year 2016, and 1,165 in 2017. However, the data provided by the PSD did not indicate the figure for the year 2018.

The contesting world today makes the organization to acknowledge the importance of employee performance to survive in the industry as if employee performance increases it will affect organization performance and influence the profitability (Susanty et al., 2013). If the employee did not put continuous efforts on job skills or develop deviant behavior, they considered as underperformers and will cost the organization (Poppe & Granko, 2011)

Therefore, the organization needs to set the inline specific goal to be achieved by the employee (Latham & Baldes, 1975; Latham & Yukl, 1975, 1976; Locke, 1968). Meanwhile, high expectation or goals consistently contributes to the highest level of effort and performance (Latham & Locke, 1991; Locke & Latham, 2002). However, based on research conducted by Gallup found that only 30% of employees strongly agree

they were involves in organization goal setting by their manager (Wigert & Harter, 2017).

As mentioned by Peters (2001) the most important of the public service goal is to keeps the public satisfied. If the public did not satisfy with the Government's service, they will make complaints. The PCB translated public complaints as public dissatisfaction towards any administrative action by the Government agencies (Public Complaints Bureau [PCB], 2019). The type of complaint that can be lodge for further action are, "(1) delays or no action; (2) unfair action; (3) lack of public amenities; (4) inadequacies of policy implementation and law; (5) abuses of power; (6) misconduct of public sector employee; (7) failure to obey to set the procedure; (8) Government agencies failed to provide a good maintenance service; and (9) failure of enforcement". All of these are the signals of incompetence in terms of employees' behavior. Based on performance construct to behavior, these characteristics refer to situational constraints and opportunities in which there is the probability employee will behave either to help or hurt the organization (Motowidlo & Kell, 2012). According to Lawler (1994), most employees are not anticipated in making distinctive contributions or add remarkable to the value of product or services which they were working on with and they will not willing to learn and persistently change in behavior.

As performance management is a continuous process (Aguinis, 2015), the supervisor also plays a crucial role in enhancing employee performance (Pandey, 2019). In terms of performance information, Aguinis (2015) mentioned supervisor is the best position in performance evaluation. According to (Chang & Chen, 2011), a high-performance work

system that associates with human resource practices such as supervision has an impact on performance. Early research conducted by Burke et al. (1978) hypothesized that a significant relationship between employee and the supervisor and employee will felt disengage towards the supervisor if the employees did not allow them to participate in presenting the employee's idea and feeling. In employee performance evaluation, ordinarily, the supervisor-rated measures have been used because there are consequences the employees may overestimate their performance (Netemeyer et al., 2005; Murphy & Cleveland, 1995). However, the central flaw in performance evaluation frequently based on subjective judgments about employee's behaviors that supervisors may not regularly observe such as personal and idiosyncratic biases, halo effect, central tendency, leniency and strictness, and spillover effect biases (Wigert & Harter, 2017).

An organization will improve its effectiveness and efficiency if the organization manages its performance system appropriately. Along with the times, the objective of performance management no longer by conducted evaluation but also to provide feedback and coaching (Aguinis, 2015). In common, employees also intend to know of peer performance (Gong et al., 2017) because people with performance orientation usually differentiate their performance with others and as they see failure as indicates the deficiency of ability, consequently performance feedback will be seen as terrifying (London & Smither, 2002). When employees provided with feedback on their job demand and resources combined altogether the levels of job demand, the employee may inspire on how they can change their work environment through simple adaptation (Tims et al., 2014). In the other hand, another performance feedback issue is the role of

multiple goal variables as a tool to guide attention and search efforts either it should be long or short-term performance goals and its impact on organizational goals (Ben-Oz & Greve, 2015; Greve, 2008; Ocasio, 1997).

1.4 Research Question

After the above problem statement has been indicated, the study will identify these questions:

- a) Does motivation influence employee performance?
- b) Does training influence employee performance?
- c) Does feedback influence employee performance?

1.5 Research Objective

Consistently with the research question, this study is attempted to focus on these three objectives as follows:

- a) To identify whether motivation influence employee performance.
- b) To identify whether training influence employee performance.
- c) To identify whether feedback influence employee performance.

1.6 Significance of the Study

This study contributes to the management literature and information that will be value-added in the field of motivation, training, feedback and employee performance. Through this study, may create a better understanding of motivation, training, feedback and employee performance among the support group in the MOW, Kuala Lumpur. This study

also contributes to problem-solving on the study of motivation, training, feedback and employee performance among the support group in government agencies.

A practical understanding of the relationship between components influence to employees' performance will provide a better picture of changes that need to be done by the management and/ or organization. The components of motivation, training, and feedback that use in this study also benefit the support group in the government's organization as they can recognize their potentials in performance.

1.7 Scope of the Study

This study aimed to focus on public sector employees, particularly on support group (grade 1-36) in the MOW in Kuala Lumpur. The reason why the support group in public sector has been chosen because, first, support group were working in frontline service and often dealing with the customers whether from inside or outside organization; second, in terms of work, the role of support group fundamental as most of them works in clerical or operational position; and lastly, in terms of data collection, it is much easier to obtain the data as most of them working on their station. The objectives of this study is to identify whether motivation influence employee performance, to identify whether training influence employee performance and to identify whether feedback influence employee performance. This study has been conducted through quantitative method, while for the data collection; this study used self-administered questionnaires by using probability sampling and stratified sampling technique. The total population in this study is 508 personnel from the support group, while the total sampling is 217.

1.8 Definition of Key Terms

1.8.1 Motivation

According to Robbins (1993), motivation can be defined as the readiness to achieve a high level of attempt in line with organizational goals. In this study, motivation refers to re-design the work system through activities that involve alteration in improving the productivity and the quality of the work experiences of the employees.

1.8.2 Training

According to Buckley and Caple (2009), training is a systematic process that focuses on employees in enhancing knowledge and skills, thus develop positive behavior through the learning experience. For this study, training in refers to the training experiences and attitudes of the employees towards the job accomplished.

1.8.3 Feedback

As said by Aguinis (2015), performance feedback contains data on employees' previous behavior and related to other consequences. In this study, the feedback is the guidance to behavior change and performance improvement.

1.8.4 Employee Performance

Motowidlo and Kell (2012) defined employee performance as total expected value to the organization of individual several acts within a period. For this study, employee

performance refers to the employees' attitude and behavior towards work and the work-outcomes which employees' engaged in.

1.9 Organization of the Study

This is the first chapter in this study. This chapter briefly discussed the background of the study, problem statement, research questions, research objectives, and the significance of the study, followed by the definition of the terms. Next, chapter two provides a general revision of the past literature review related to variables that will be used in this study. Then, chapter three shows the methodology part which includes research design, population and sample, the measurement for variables, data collection procedure, and method of analyzing data. Chapter four discusses the results of the study which was obtained from data collection. Finally, chapter five discusses summarize, limitation and a final recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter identifies and discusses relevant literature related to the study. Based on the literature, the framework and hypotheses on the relationship between motivation, training, and feedback will be formed.

2.2 Employee Performance

According to Aguinis (2015), there is direct relationship between performance management and employee performance and the goals of organization thus make the contribution of the employees' clearer. McCloy et al., (1994, p.493) agreed that employee performance can be defined as "behaviors or actions that are relevant to the goals of the organization in question". Campbell et al. (1990) linked performance as behavior goal-oriented. Similarly, Campbell, (1990) defined performance as noticeable behavior which pertinent to the organization's goal. Motowidlo and Kell (2012) believed employee performance as total expected value to the organization of individual several acts within a period. Previously, Motowidlo also defines performance as behavior related to outcome (Borman & Motowidlo, 1993). The employee performance also defined as scalable action, behavior, and outcomes which employee have engaged in or bring about that are related in contributing to organizational goals (Viswesvaran & Ones, 2000). Sonnentag et al. (2008) describe performance resulted in the influence of effectiveness such as

evaluations. While according to Boyatzis (1982), effective performance related to outcomes with proper implementation of procedures and processes.

Through Positive Organizational Behavior (POB) practices at the workplace, employees' can enhance their performance, thus of negative or deviant behavior, the POB focus on positive strengthening, positive affect and emotions and also humor (Luthans, 2002). Luthans also defined POB as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (2002, p.59). The employees' positive emotional connection on the task given does associate with a positive attitude at the workplace and its value system (Anitha, 2014). POB provides the support for employee and organizational output for lasts and hiring employees with a positive attitude will result in high performance (Ramlall, 2008).

Undeniably, behaviors on performance are kind of action either positive or negative effect that can bring the difference to organizational accomplishment (Motowidlo & Kell, 2012). According to Binswanger (1991), goal-directed action is defined by three characteristics which are self-generation, value-significance, and goal causation. The theory of goal setting describes the demanding goal which was clear and specific will result in higher performance if accepted compared to easy goals, non-specific goals or no goals at all. Therefore, like self-determination, people must decide to set goals so that they can achieve it (Latham & Locke, 1991). Hollenbeck and Brief (1987) argue some people's differences are related to the level of goal that they was chosen. They also

describe people that engaged with task-specific ability tend to set more difficult goals for themselves and contrarily for people who engaged with low task-specific ability.

A study by Santos et al. (2018) linked the effects of cultural, social and psychological capital on employee performance. This study proposes an empirical test with social and psychological capital as an important driver of employee performance. The study conducted among employees from various working backgrounds in Brazil. This study led to the discovery positive impact of cultural, social and psychological capital on employee performance in which psychological capital becomes a dominant driver, followed by culture capital. This study recommended organizations should embrace the development of the psychological capital of its employees as it plays a crucial role in employee performance.

Besides, some studies relate to leadership with individual performance. Ribeiro et al. (2018) also conducted a study regarding this. The independent variables that associate with individual performance are authentic leadership and organizational citizenship behavior as mediating roles. This study involves participants of leader and follower dyads from 26 private sector and small-medium size organizations in Portugal from various sectors including food, office supply, automobiles, and construction. The findings show authentic leadership has a beneficial influence on organizational citizenship behavior, employee creativity, and individual performance.

Next, Saleem et al. (2019) conducted a study on transformational leadership and employee empowerment with behavioral integrity as mediators. The study was conducted

among officers and executives of the selected bank in Pakistan. The study found transformational leadership and employee empowerment has a favorable influence on employee performance and organizational commitment through the mediator. This study also suggested transformational leaders in the banking sector should embrace behavioral integrity if they want to stimulate relationships within their employees and increase their commitment and performance.

Meanwhile, along with the emerging technology development, (Shujaat et al. 2019) conducted a study related to the effect of social media use on employee performance among employees from various organizations operating based in Pakistan. The study focuses on the effect of job satisfaction, social networking site use and affective organization commitment with social networking sites use as mediators. The study found that job satisfaction and affective organizational commitment were positively related to employee performance. From this study, also found that social networking has no influence towards employee performance and organizational commitment.

In a different form, Hassan (2016) concentrated on a study of the impact of human resource management practices on employee performance among employees of the textile industry in Pakistan. This study focuses on the practices of human resource management and its effect with employee performance. From this study found that there is a significant relationship between all variables with human resource management practices and employee's performance. The study also found that the performance of an employee can be enhancing if the employee was allowed to make an effective decision.

On the other hand, Pahos and Galanaki (2019) developed and test the model that linking staffing practices, age, and employee performance by using employees in Greek as a sample. The study explores the aging workforce and the efficiency of staffing practices on employee performance. This study shows that the relationship between staffing and employee performance and revealed that transparent and fairness on employee selection practice can be beneficial to the organization and employee itself through supporting performance-oriented organizational culture. This study agreed that young employee will improve through job training and work experience while the older employee may positively be selected and have higher performance than those who quit from the organization.

Apart from that, Pradhan and Jena (2017) investigate the employee performance at the workplace. This study built 42 items from the performance model which are task performance, adaptive performance, and contextual performance. This study revealed the significant relationship between the variables and 38 items has been acknowledged by expert analysis by having a content validity ratio value of 0.49 and above with 75 percent acceptability in empirical views. The study also suggested that human resource management and organizational behavior practitioners must use the insights from a factor that has been discussed in creating and maintain a more desirable work environment.

Contrarily, Arslan (2018) conducted a study from organizational cynicism effect which is cognitive, affective and behavioral on employee performance and employee engagement as moderator. By using a sample of employees from various health organizations, this study revealed that all of the three types of organizational cynicism

lead to a significant negative relationship with employee performance with employee engagement do moderate this relationship. Shockingly, the majority of respondents are not happy and feeling the organizations did not appreciate and value them and become a causal of underperforming. The supportive environment, employee engagement, and fairness can be seen as an effective approach in reducing this organizational cynicism.

2.3 Motivation

The general definition of motivation comes from Latin's word, meaning "to move" (Kreitner & Kinicki, 1998). A definition from Butkus and Green (1999) supported that motivation refers to some kind of pushy act to satisfy a need. From a scholar's point of view, Kreitner (1995) defined motivation as a psychological directed process. Also, Mitchell (1982) defined motivation as psychological-goal oriented procedures that cause awakening, direction, and perseverance of voluntary action. Meanwhile, motivation also can be defined as the readiness to achieve a high level of attempt in line with organizational goals (Robbins, 1993). Employees will lack of motivation if they are not acknowledge and not receive any feedback on their performance, hence, enhancing the salary and improvement on services will enhance the employees' motivation and at the same time improve the performance (Kiruja & Mukuru, 2013). Some research relates motivation with incentives and another monetary factor. However, according to research conducted by Gallup in 2017, once the organization ties pay to performance, employees will focus to maximize the metric that resulted in a higher payment in their salary. Besides, during a progress review, employees will hard to focus on constructive feedback because they will link everything with monetary issues (Wigert & Harter, 2017).

Besides, multiple factors have been recognized that relates motivation and employee performance. Through a study conducted by Ghaffari et al. (2017) the factors associated with motivation are enhanced salary, fringe benefits, supervision, promotion, responsibility, and training towards employee performance. This study has been conducted to 150 non-academic staff in Universiti Teknologi Malaysia. The findings showed that the utmost significant motivational factors towards performance are responsibility, and secondly, the fringe benefit.

Several works of literature have been done to see the relationship between motivation and employee performance. A study conducted by Kuranchie-Mensah and Amponsah-Tawiah (2016) study on employee motivation and work performance. The employee motivation and job satisfaction are the independent variables, and the dependent variable is work performance. Employees at all levels have been selected in this study from four-large scale gold mining companies in Ghana. The finding on this study focusing on a management role to ensure employees' well-motivated in ensuring high performance. This finding also supports health and safety management towards employees' motivation.

The motivation also discusses as mediating role in employee performance. Jayaweera (2015) conducted a study of the impact of environmental factors on employee performance with motivation as a mediating role. This study examines the relationship between the work environment and to the extent, the motivation towards employee performance. The survey has been conducted among 254 hotel workers in England. The findings suggest there is a significant relationship between work environmental factor and employee performance and work motivation mediate the relationship between

working conditions and employee performance. This study suggested there is also a significant relationship between work motivation and employee performance of the hotel workers.

2.4 Training

Training is compulsory in terms of employees' competency as it has an impact on employee performance. Buckley and Caple (2009) refer to training as a systematic process that focuses on employees in enhancing knowledge and skills, thus develop positive behavior through the learning experience. Aligning with this, training provides diversities to the employees in terms of broaden their understanding, expertise and capability, becoming competent and improving their career development (Jun et al., 2006). Training also refers to personal involvement, commitment, and undeniable gains and it occurs when measurable skills are enhanced up to the next level (Hughey & Mussnug, 1997).

Training was proven in enhancing employee performance, employee motivation and job satisfaction (Matlokoa et al., 2018). Besides that, as the employee is a key asset to the organization (Kuranchie-Mensah & Amponsah-Tawiah, 2016), training is provided to the employee to maximize the organization's performance (Shafiq & Hamza, 2017). According to Fitzgerald (1992), training must lead to behavior change and must tie to performance, or otherwise, it will not much benefit to the organization in terms of return of investment. But somehow, the lack of consistency and effective training programs resulted in the employees did not have the necessary skills (Karatepe, 2013). If the

employee did not have necessary and adequate training will lead to incompetent employees and put the organization at a competitive disadvantage (Truitt, 2011). On-the-job training somehow is an effective way for an organization to utilize supervisory talent and more economic. However, as the workplace full of distractions, the challenge is to keep the employee at the focus (Slutsky et al., 2019).

In the other hand, Shafiq and Hamza (2017), conducted the research on the effect of training and development. By using sample private sector employees in Shah Alam, Malaysia, the study was investigated the variables job training, off job training, job enrichment and job rotation effects on employee performance. But from the study revealed, only job enrichment has significant impact on employee performance. This study agreed skilled employees will beneficial and contribute better to the organization. Thus organization was urging to embrace new technology changes in training development for its employees.

Meanwhile, Park et al. (2018), carry out the study that link supervisor support with training on job performance. The study ground was employees at education centre in United States. From the study indicates that supervisor support for training is necessarily as it can enhance motivation, and job performance. However the findings also revealed that supervisor support for training has no positive relation with developmental need awareness. The researcher found the problem caused by the sample of demographic where most of the respondents were at senior level. This study also supported the importance of individual's self assessment and development plan will enhance job performance.

With the current world development, the concept of mindfulness interventions gains attention from researchers. Slutsky et al. (2018), agrees mindfulness training improves employee well being and job performance. The study was conducted among employees in marketing organization and after six week of mindfulness intensive training program, the researcher found that there is positive impact and improvement such as enhance focus at work and reduce the conflict of work-life. This study suggested the organization to practice this concept even in small portion as it contribute to employees' positive perception on job.

2.5 Feedback

The next stage of handling performance is performance review. Feedback is one of the important components of performance management (DeNisi and Murphy, 2017). Prue and Fairbank (1981) define feedback as information provided to individuals regarding their previous performance. Aguinis (2015) defined performance feedback contains data on employees' previous behavior and related to other consequences. The study shows feedback is fundamental whenever employees and the organization need to enhance and improve the performance.

A study conducted by Auh et al. (2019) relates the feedback-seeking behavior among frontline employees in the apparel stores. In this study revealed that the relationship of supervisor with their employees is so important in feedback seeking. The study suggested that supervisor should give prioritize to employees that dissatisfied with their job because there is other valuable things rather than feedback, thus they can enhance their

performance. For this, first at all, supervisor needs to identify the employees who have less satisfaction towards their work.

The previous study by Bok et al. (2015) looks at feedback-giving behavior on the usage of mini-CEX in performance evaluation. The qualitative study has been conducted among 14 clinicians during their clinical clerkship. As a result, there were three main themes of interrelated factors that influenced during practice which are teacher-related factors, teacher-student interaction-related factors and teacher-context interaction-related factors. Four issues, (1) direct observation, (2) relationship between teacher-student, (3) verbal versus written feedback, and (4) formative versus summative purpose, are pertinent to workplace-based performance evaluation.

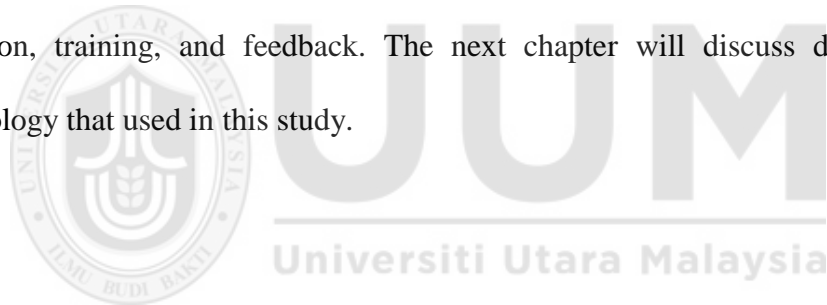
Feedback will improve performance even though it involved a hard procedure. This was proven by a study conducted by Vaughn et al. (2016). Researchers conducted a study related peer feedback on video review and this feedback improves performance in basic surgical skills. The study was conducted among 24 surgical interns which have been divided into two groups in completing their home-video assignment focused on knot tying and suturing. The feedback has been given by peers and faculty. The result shows that both groups improved and interns can see the scores on their feedback through home-video assessment.

Dahling et al. (2015) also conducted a study on the effects of feedback inquiry and performance. This study seek on two motives for feedback-seeking behavior and the instrumental and image enhancement motives; impact the feedback-seeking process and

supervisor ratings of task performance. 202 employees from Introduction to Psychology courses at a large Midwestern university in the United States of America have participated in this study. The employees need to complete a report related to feedback at their workplace by their own. The study revealed insight supportive feedback environment by supervisor increase the instrumental and image motives. The impact of feedback seeking is high when motive of the image intensify is low.

2.6 Summary

This chapter covered a review of related previous works of literature which covered the dependent variable which is employee performance and independent variable which are motivation, training, and feedback. The next chapter will discuss details about the methodology that used in this study.



CHAPTER THREE

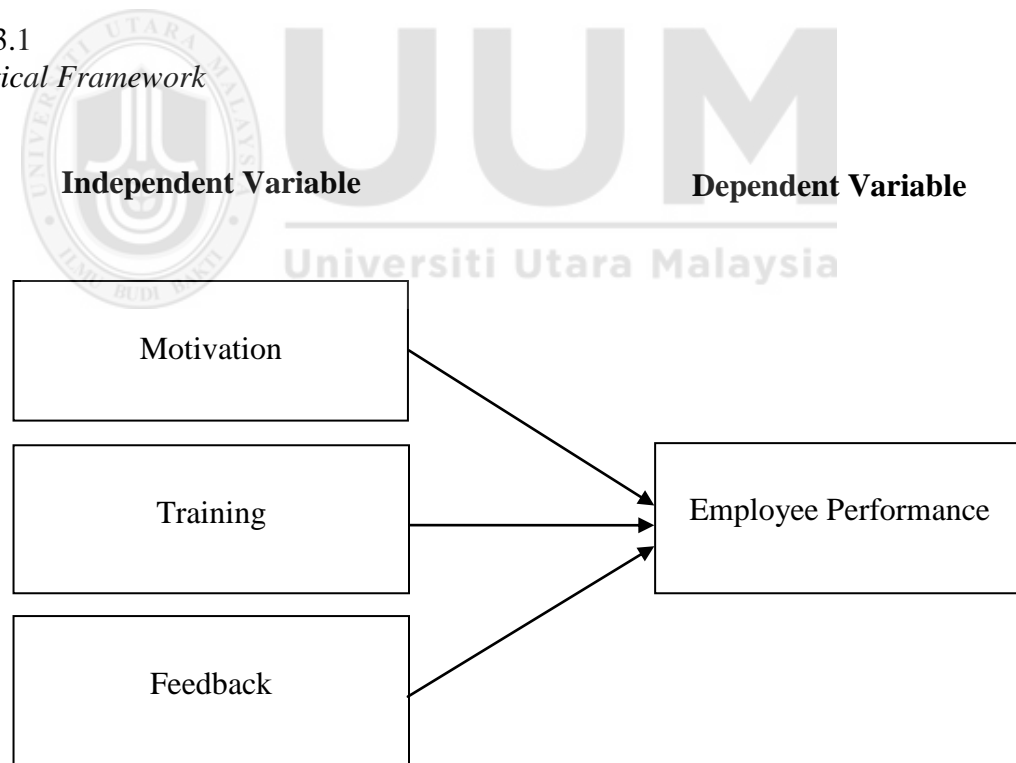
METHODOLOGY

3.1 Introduction

This chapter explains the methodology involved in this study which is research design including sample, population, data collection procedure, adopted measurement, data analysis plan, theoretical framework, hypothesis and chapter summary.

3.2 Research Framework

Figure 3.1
Theoretical Framework



Source: Replicated from Kim (2016), Truitt (2011), and Linderbaum and Levy (2010).

The theoretical framework as depicted in Figure 3.1 consists of two types of variable which are the independent variable and dependent variable. In this study, the independent variable consists of components whether it has a relationship with dependent variable. The three components of independent variable are motivation, training, and feedback. The dependent variable represents public sector employee performance. The study is to identify the relationship between motivation, training, and feedback towards employee performance.

3.3 Hypotheses Development

3.3.1 Relationship between motivation and employee performance

Motivation has been seen as the foundation in an organization in enhancing employee performance. Kuranchie-Mensah and Amponsah-Tawiah (2016) describe motivation as a sensitive subject in decided the level of employee efforts towards good performance. This is similar to research done by Ganta (2014) whereby unmotivated employees put low or no effort, and if given opportunity they will skip the workplace, exit the organization and produce the low quality of work.

Diamantidis and Chatzoglou (2018) examine the employee related factor which is one of them is intrinsic motivation has an impact on employee performance. Result of the study found that intrinsic motivation as a main factor directly affect on employee performance.

In their study, Çetin and Aşkun (2018) looking at the possible relation between occupational self-efficacy on work performance with intrinsic motivation as a mediator.

Result found both occupational self-efficacy and intrinsic motivation have significant influence over work performance. From this study, researchers identified job design may have an effect on self efficacy and task motivation.

In the Province of Papua, Rita et al. (2018) carried out study with officers of District Secretariat Papua Province using a data survey to investigate the effect of work motivation on employee performance. This study shows that work motivation as the main influencer in the employee performance. Thus, researchers concluded work motivation significantly affects employee performance.

Previous studies showed that motivation influence employee performance. Therefore, the first hypothesis as follows:

H₁: There is a significant relationship between motivation and employee performance

3.3.2 Relationship between training and employee performance

A study conducted by Gallup found that one of Managers' responsibilities is to prioritize on employee development and support by given the resource and training that employees' most needed to meet the new standard of development and performance (Wigert & Harter, 2017).

An effective training should have significant impact to the employee. Through a study related to training methodology has been conducted by Ibrahim et al. (2017). This research explores the effect of soft skills and training methodology on employee performance. The data has been acquires form 260 trainees of various Malaysian-based

company. The findings revealed that, (1) soft skills acquisition and training methodology significant with employee performance; and (2) break or 'time-spaced' learning have high impact on training transfer.

Guan and Frenkel (2019) in their study examined influence of firm training on the employee performance among manufacturing employees in China. The researchers focus the study on three areas which are personal benefits, employees' and training participation, and the effectiveness of training received. This study found that training has positive and significant relationship to work engagement and task performance.

For the employee performance enhancement, Mira and Odeh (2019) conducted a study on employee training towards employees of Jeddah Islamic Port in Saudi Arabia. The study found a positive and significant relationship between employee training and employee performance. From the study, the researchers suggested the organization to focus on employee training as it also lead to organization performance.

Based on previous studies, shows that factor of training influence employee performance. Therefore, the second hypothesis as follows:

H₂: There is a significant relationship between training and employee s performance.

3.3.3 Relationship between feedback and employee performance

According to Aguinis (2015), a performance management system that did not provide feedback to its employees is only practice performance appraisal system – a systematic description of employees' strength and weaknesses.

On their study of supervisor developmental feedback, Su et al. (2019) found that supervisor developmental feedback has positive influence on both employees' feedback seeking and performance. This study recommended supervisors and managers to leverage the development of feedback as it can support employees' feedback-seeking and employee performance.

A study related to appraisal feedback has conducted by Kihama and Wainana (2019) among employees of Water and Sewerage companies in Kiambu County, Kenya. This study found appraisal feedback has a positive and significant effect on employee performance. This study suggested feedback lead to employee productivity.

Meanwhile Steffens et al. (2018) studied on feedback of leadership potential and its impact on performance. The study was conducted on 264 participants resulted hypothesis supported whereas members of potential leaders display greater performance in task when they received feedback related to their talent.

Based on previous studies, shows that factor of feedback influence employee performance. Therefore, the third hypothesis as follows:

H₃: There is a significant relationship between feedback and employee performance.

3.4 Research Design

This study aims to explore the influence of motivation, training, and feedback on employee performance. The method applied a quantitative study by using the quantitative method to achieve the objective of the research. In this study, the correlational study has

been used to investigate the association between the independent variables on dependant variable. Data collection in this study was using questionnaire through structured questions as an instrument. The data collection has been conducted during office hours to be completed by the employees anonymously by the specified date. The results and the closing of the study depend and use statistical data collected and analyzed using Statistical Packages of Social Science (SPSS) software version 25.0.

3.5 Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher would like to investigate, while sampling is the elements that available for selection in the population (Sekaran & Bougie, 2010). This study uses the person as unit analysis while the sampling frame on this study focusing on public sector employees particularly from support group personnel in the MOW, Kuala Lumpur. According to data obtained from Human Resource Division of the ministry, there were 508 support group personnel (grade 1 to grade 36) consists of various scheme of various departments.

As the MOW consists of 19 divisions, the respondents have been divided by a stratified sampling technique by divisions. Stratified sampling technique was employed as this may include these diversities whereas relevant information about all units allows the partition sampling unit into groups (Lavrakas, 2008). In this study, 217 support group personnel were involved. Table 3.1 shows the details of a questionnaire distribution plan.

Table 3.1

Questionnaires Distribution Plan in the Ministry of Works, Kuala Lumpur

Division	Total Employees of the Support Group	Total Distributions
Minister's Office	18	8
Deputy Minister's Office	6	3
Office of Secretary General	4	2
Office of Deputy Secretary General (Management)	3	1
Office of Deputy Secretary General (Development)	3	1
Office of Legal Advisor	13	6
Internal Audit Unit	15	6
Integrity Unit	11	5
Corporate Communication	17	7
Human Resource Management	77	33
Account	37	16
Finance	40	17
Management Service	92	39
Corporate Planning	12	5
Information Technology Management	27	11
Road Planning	24	10
Policy and International	18	8
Development and Privatization	39	17
Facility Management	52	22
Total	508	217

Source: Human Resource Management Division, Ministry of Works (2019)

3.6 Data Collection Procedure

This study used conducted data collection by using a survey through self-administered questionnaires. The questionnaires have been distributed and the entire respondent has been given two weeks of time frame to complete the questionnaires. The respondent also reminded to complete the questionnaires prior the final date, if not already done. The advantage of using questionnaires because it more efficient whereas provide ample time, no drain-energy and also lowest cost option (Sekaran & Bougie, 2010). The data collection process showed in table 3.2.

Table 3.2
Data Collection Process

Date	Procedures
1 September 2019	Construct the questionnaire.
16 September 2019	Questionnaire has approved by Supervisor.
17 September 2019	Application to Othman Yeop Abdullah (OYA), Universiti Utara Malaysia office for data collection.
23 September 2019	Received the data collection letter from OYA.
30 September 2019	Send an application letter to obtain statistical data on the support group in the MOW.
7 October 2019	Obtained data from Human Resource Management Division on total of support group personnel in the MOW.
10 October 2019	Application to MOW's Secretary General Office to conduct a survey.
25 October 2019	Received reply from the officer in charge mentioned the application has received consent from MOW's Secretary-General and has been passed down to respective division.
4 November 2019	Distributed questionnaires to the respondents.

18 November 2019 Completed questionnaires distribution and received questionnaires.
Available data were analyzed.

3.7 Questionnaire Development

This study adopted the measurement form of past research because of its validity and reliability. For the employee performance, the questions has adopted from Liao et al. (2012); for independent variable which are motivation, training and feedback, the questions has been adopted from Kim (2016), Truitt (2011) and Linderbaum and Levy (2010). The selection of questions related to the variable tapped. The type of questionnaire is a closed question. The respondent has been asked to make choices among a set of alternatives given which is most suit for them.

Besides, the questionnaire related to the variable design by using interval scale which is five Likert scales. 1 indicates strongly disagree whereas 5 indicates strongly disagree. Numerical scale as Likert is often used to measure attitudes and behaviors of the employees in the organization (Sekaran & Bougie, 2010).

As the major ethnic in Malaysian public sector is Malay (Woo, 2015), the questionnaire also has been translated in Bahasa Melayu. For this purpose, the verification from the officer of the training and education sector in the Public Sector Department has been asked. The questionnaire (which has distributed) was prepared as in Appendix 1.

As shown in Table 3.3, the questionnaire consists of two sections which are Section A and Section B. Section A is for demographic factors, and Section B consists of questions on variables which are motivation, training, feedback and employee performance. The motivation questions consists of items from B1 to B11; training questions are from items B12 to B23; while feedback questions items are form B24 to B31; and employee performance items are B32 to B37.



Table 3.3
Questionnaires Structure

Item	Question	Operational Definition	Source
B1	The job requires me to use a number of complex or high-level skills.	In this study, motivation is refer to redesign work system through activities that involves alteration in improving the productivity and the quality of the work experiences of the employees.	Kim (2016).
B2	The job requires me to do many different things at work, using a number of different skills and talents.		
B3	The job provides me the chance to completely finish the pieces of work I begin.		
B4	The job is arranged so that I can do an entire piece of work from beginning to end.		
B5	The outcome of my work can significantly affect the work, lives, or well-being of other people.		
B6	The job is one where a lot of other people can be affected by how well the work gets done.		
B7	The job itself is very significant in the broader scheme of things.		
B8	The job gives me the considerable opportunity for independence in how I do		

the work.

- B9 The job gives me a chance to use my personal initiative and judgment in carrying out the work.
- B10 Just doing the work required by the job provides many chances for me to figure out how well I am doing.
- B11 After I finish a job, I know whether I performed well.
-

- B12 On-the-job training is an effective tool for learning new skills.
- B13 Developmental training should include effective communications, team building, and coaching.
- B14 Development training should be afforded to all levels and positions.
- B15 Training and development are important for job growth.
- B16 Training and development is important for potential advancement.
- B17 I receive updated training which is required for my position.
- B18 The current training offered is not
- The training in this study refers to the training experiences and attitudes of the employees towards job accomplished. Truitt (2011)

	adequate for my professional needs.	
B19	My supervisor conducts effective coaching sessions with me.	
B20	My coaching sessions are meaningful and motivational.	
B21	I feel valued at my job.	
B22	I feel that I am part of the team.	
B23	My supervisor solicits my input on issues and opportunities.	
B24	Performance feedback contributes to my success at work.	In this study, the feedback is the guidance to behavior change and performance improvement. Linderbaum and Levy (2010)
B25	Performance feedback is critical for improving my performance.	
B26	It is my responsibility to apply performance feedback received to improve my performance.	
B27	I feel obligated to make changes based on feedback.	
B28	I try to be aware of what other people think of me.	
B29	Feedback lets me know how I am perceived by others.	

B30	I feel confident when responding to both positive and negative feedback.	
B31	I know that I can handle the feedback that I receive.	
B32	I understand the criteria of the performance review of my organization.	The employee performance in this study refers to the employees' attitude towards work and the outcomes that employees engaged. Liao et al. (2012).
B33	I understand the job's SOP (standard operational procedures).	
B34	I maintain good attendance records in this organization.	
B35	I take a proactive approach to resolving work issues.	
B36	I often expect to be assigned to a challenging job.	
B37	I can complete assigned tasks quickly and efficiently.	

3.8 Data Analysis

In this study, the data collected from the survey were analyzed through the Statistical Package for Social Science (SPSS) software version 25.0. Table 3.4 shows the data analysis plan of this study. The results were summarized into statistical analyses which are descriptive analysis, correlation analysis and regression analysis. From the table, for all the independent variables, the correlation was chosen to know the relationship or the significance between one variable to another. While the multiple regressions was chosen to measure the relationship between the independent variables and dependent variables and also to identify which independent variables (motivation, training and feedback) has more influence on dependant variable (employee performance).

Table 3.4
Data Analysis Plan

Research Questions	Test
Does motivation influence employee performance?	Correlation and multiple regression
Does training influence employee performance?	Correlation and multiple regression
Does feedback influence employee performance?	Correlation and multiple regression

3.9 Descriptive Analysis

Transformation of the data that describes basic characteristics is descriptive analysis. The descriptive statistics includes means, median, modes, variance, range and standard deviation (Zikmund et al., 2013). In this study, descriptive analysis of frequencies were

used to describe the demographic of the respondents which are gender, age, grade of service, length of service in the public sector and length of service in the current division.

3.10 Reliability Analysis

Reliability measure testing both consistency and stability whereby consistency indicates how well the items measuring a concept hand together as a set. The reliability test conducted by Cronbach's alpha to ensure the instrument is valid and accurate. As indicate in Table 3.5, the closer Cronbach's alpha to 1, the higher the internal consistency reliability (Sekaran and Bougie, 2010).

Table 3.5
Rules of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
0-0.59	Minimally
0.7	Acceptable
0.8	Good
0.9	Excellent
1.0	Perfect

Source: Hair et al. (1998); Nunnally (1978)

3.11 Correlation Analysis

The correlation analysis use to measure the strength and association between one variable to another (Zikmund et al., 2013). The Pearson correlation coefficient, r , is to estimate

the relationship between independent variables (motivation, training and feedback) on dependent variables – employee performance. Ranging from -1.0 to +1.0, the positive relationship exists if the r values close to +1.0, while negative relationship exist when the value of r closed or value to -1.

Table 3.6

Strength of Pearson Correlation Coefficient

Correlation Indices Size	Interpretation
< 0.20	Very low correlation
0.2-0.4	Low correlation
0.4-0.6	Moderate correlation
0.6-0.8	High correlation
0.8-1.0	Very high correlation

Source: Guildford (1973)

3.12 Regression Analysis

Regression is dependent technique in measuring the relationship between the independent variables and dependent variable (Zikmund et al., 2013). In this study, a regression test is used to determine the relationship between motivation, training and feedback on employee performance. The multiple regression analysis was used to identify which of these independent variables have more influence on employee performance.

3.13 Summary

This chapter focused on research methodology that used to collect the data, analyze of data and interpretation. This quantitative research used questionnaires to obtain the

response from the respondent. This chapter also features research design, sampling and data analysis to obtain related result. The next chapter will reveal the data findings and analysis of data.



CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter revealed the result of the data collected and analyzed on this study. 217 questionnaires were distributed to the respondents among support group at Ministry of Works, Kuala Lumpur.

4.2 Response Rate

Total of 217 questionnaires were distributed among support group respondents. But only 162 (74.7%) questionnaires were returned and 4 (1.8%) questionnaires were incomplete. Therefore, only 158 (72.8%) questionnaires were usable for data analysis.

Table 4.1
Response Rate of Questionnaires

Item	Number of questionnaires	Percentage (%)
Total questionnaires distributed	217	100
Total questionnaires has been returned	162	74.7
Total unusable questionnaires	4	1.8
Total useable questionnaires	158	72.8

4.3 Demographic Data

Table 4.2
Demographic Profile of Respondents

Item	Profile	Frequency (N=158)	Percentage (%)
Gender	Male	55	34.8
	Female	103	65.2
Age	20 and below	2	1.3
	21-30	41	25.9
	31-40	71	44.9
	41-50	28	17.7
	51 and above	16	10.1
Grade of service	17-36	133	84.2
	1-16	25	15.8
Length of service	Less than 3 years	29	18.4
	3-10 years	50	31.6
	11-20 years	54	34.2
	20-30 years	13	8.2
	30 years and above	12	7.6
Length of service in the current Division	Less than 1 year	20	12.7
	1-3 years	56	35.4
	4-7 years	49	31.0
	7 years and above	33	20.9

As shown in Table 4.2, the items of the profile of the respondent were included in demographic data are gender, age, grade of service, length of the service, and also length of the service in the current division. From the frequencies recorded, the 55 respondents (34.8%) were male employees and 103 respondents (65.2%) were female employees. For the age of respondents, it has been divided by five group which is the highest respondents

participated comes from respondent in the age range 31-40 years old which consists of 71 respondents (44.9%). In term of grade of service, support group from grade 17-36 contributes high participation which is 133 respondents (84.2%). Meanwhile, for the length of service the major contribution made by group of tenure 11-20 years which consists of 54 respondents (34.2%). From the data, there were also newly appointed employees with working experience in this service less than three years which consists of 29 respondents (18.4%). Besides that, for the length of service in the current division the group of 1-3 years recorded major contributions in this study which consists of 56 respondents (35.4%). The data also shown, there were also 33 respondents (20.9%) working on the same division for more than seven years.

4.4 Reliability Test

Table 4.3
Summary Table of Reliability Analysis of the Study

Variable	No. of Items	Cronbach's Alpha
Motivation	11	.860
Training	12	.888
Feedback	8	.905
Employee Performance	6	.863

The Cronbach's alpha reliability test used to measure testing both consistency and stability each variables measurement in the questionnaires. Based on the Table 4.3, it shows that the alphas were all well above 0.60. The alpha coefficient of employee

performance is 0.863, motivation is 0.860, training is 0.888 and the feedback is 0.905. The test result indicates high internal consistency reliability for all variables. Therefore, the internal consistency reliability of the measures used in this study is acceptable for the employee performance measure.

4.5 Normality Test and Descriptive Statistic

Normality is the shape of the data distribution for an individual metric variable. It indicates whether the findings are accurate, reliable and valid. Kim (2013) mentioned the normality can be found by the skewness and kurtosis. Skewness measures of the symmetry or equality of a distribution with skewness value within -1 to +1. If +ve, the distribution shifted to the right, while if -ve, the distribution shifted to the left. Meanwhile, kurtosis is measure of the peakedness or flatness of a data distribution within. The +ve value shows peakedness, and the -ve value will show flatness. Based on this range, in this study, Table 4.4 indicates all the data performed normally distributed.

Table 4.4
Skewness and Kurtosis for Dependent and Independent Variables

Variables	Mean	Standard Deviation	Scores skewness	Scores kurtosis
Motivation	4.014	.414	.325	1.252
Training	4.007	.489	-.373	1.239
Feedback	4.100	.452	-.302	2.452
Employee Performance	4.140	.480	-.158	1.839

Note: Standard error for skewness 0.193; standard error for kurtosis 0.384

The questionnaire of this study was designed to obtain information and knowledge about the components of employee performance. The questionnaire also designed into two sections which consist of Section A and Section B. Section A contains the demographic profile of the respondents, while Section B contains the items of the components of variables in this study which are motivation, training, feedback and employee performance. Based on Table 4.3 shown, it indicates employee performance mean (M) value is 4.140 and standard deviation (SD) is 0.480. This variable is also the highest of mean value. This follows by feedback (M = 4.100, SD = 0.452), motivation (M = 4.014, SD = 0.414), and training (M=4.007, SD=0.489). This result shows all the mean values of all variables in this study are greater than 4.

4.6 Statistical Test

4.6.1 Correlation Analysis

The correlation analysis is to measure the strength of the linear relationship between independent variables and dependent variable. Table 4.5 below shows the correlation analysis between motivation, training and feedback on employee performance in this study.

Table 4.5
Pearson Correlation Analysis of the Variables

Variables		Motivation	Training	Feedback	Employee Performance
Motivation	Pearson	1	.662**	.669**	.654**
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
	N	158	158	158	158

Training	Pearson	.662**	1	.779**	.738**
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
	N	158	158	158	158
Feedback	Pearson	.669**	.779**	1	.748**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	158	158	158	158
Employee Performance	Pearson	.654**	.738**	.748**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	158	158	158	158

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

Based on Pearson correlation analysis in this study, indicates there were significant relationship between all independent variables which are motivation, training and feedback with employee performance. The highest correlation coefficient is feedback with the correlation, r , is 0.748. This follows by other variables which are, training ($r = 0.738$), and motivation ($r = 0.654$). Guildford (1973) mentioned that the strength of association for correlation coefficient range between 0.6 – 0.8 is high correlation. This means all of these independent variables are high correlation. Details on Pearson correlation analysis result as in Appendix 2.

4.6.2 Multiple Regressions

Multiple regression analysis is one of the multivariate statistical techniques that used in this study. The analysis in this study is to test whether independent variable which are motivation, training and feedback influence employee performance.

Table 4.6

Multiple Regressions for Research Variables (Standardized Coefficients)

Variable	Beta (β)	t-value	Sig.
Motivation	.195	2.854	.005
Training	.326	4.035	.000
Feedback	.364	4.456	.000
Sig.	.000		
F	91.279		
R Square	.640		
Adjusted R Square	.633		

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

As shown in the Table 4.6, the result of the test shows that the R square is 0.640. This means 64.0% of the variance in the dependent variable is explained by the independent variables. Thus, it also shows that for hypothesis 1 motivation influence employee performance is accepted. For hypothesis 2, whether the training influence employee performance is also accepted. And the result for hypothesis 3, feedback influence employee performance is also accepted.

Table 4.7

Summary of the Analysis Results

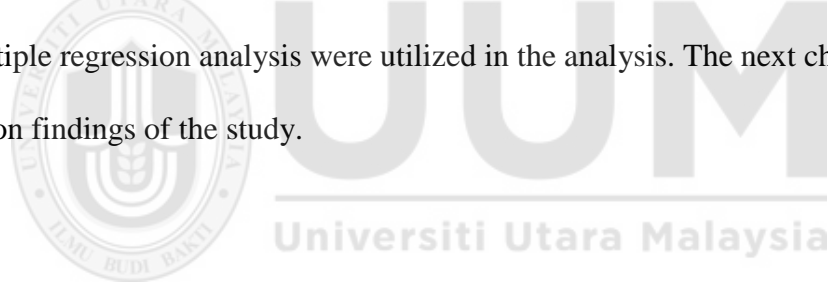
No	Hypothesis	Results
H₁	There is a significant relationship between motivation and employee performance.	Accepted
H₂	There is a significant relationship between training and employee s performance.	Accepted

H₃	There is a significant relationship between feedback and employee performance.	Accepted
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Table 4.7 summarizes the findings. This result also indicate that feedback component has most influence on employee performance with $\beta = 0.364$. Details on multiple regression result as in Appendix 3.

4.7 Summary

This chapter revealed the results of the analysis. The result has been obtained by using SPSS version 25.0. Frequency, descriptive and normality, reliability, Pearson correlation, and multiple regression analysis were utilized in the analysis. The next chapter will discuss on findings of the study.



CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

This chapter concludes the finding on this study includes the recapitulation of the study, discussion on findings, limitation of the study and the recommendation for future research.

5.2 Recapitulation

This part is to recap as the study aims to identify whether independent variables (motivation, training, and feedback) influence the dependent variable (employee performance). This study was aims to answer the following research questions as below:

- a) Does motivation influence employee performance?
- b) Does training influence employee performance?
- c) Does feedback influence employee performance?

Based on the results as presented in Chapter Four, the findings of research questions are summarized as follows:

- The result showed that motivation influence employee performance;
- The result indicated that training influence employee performance; and
- The result revealed that feedback influences employee performance.

5.3 Discussion of Findings

This section below discussed the objectives of the research and the hypothesis that was developed.

5.3.1 The relationship between motivation and employee performance

Based on the result earlier in Table 4.5 and 4.6, there are significant relationships between motivation and employee performance. Motivation showed high correlation in Pearson Correlation result ($r = 0.654$, $p < 0.01$) and also multiple regression analysis result shows that motivation influence employee performance ($p < 0.05$). This significant result showed that employees – through work redesign are more motivated in improving their performance. This result was consistent with the previous study (Jayaweera, 2015; Omollo & Oloko, 2015; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Ghaffari et.al, 2017).

Siengthai and Pila-Ngarm (2016) agreed that motivation through work redesign enhances employee performance. Besides, Kuranchie-Mensah and Amponsah-Tawiah (2016) also found motivation has no differ within the age groups in terms of performance. A study conducted by Nabi et al. (2017) concluded that employees improve effectiveness and efficiency if they were positively motivated. Apart from monetary incentives, career development, job enrichment and being a part of decision making can also be part of the motivation system in an organization especially in the public sector hence will increase employee performance and creates functional and qualified public service (Tozlu &

Kutipek, 2015). This result shows that work redesign does motivate the support group in MOW hence enhance the performance.

5.3.2 The relationship between training and employee performance

Based on Table 4.5 shows that Pearson Correlation result for training is high ($r = 0.738$), and based on Table 4.6 revealed that training influence employee performance in multiple regression analysis ($p < 0.05$). This result concluded that training has a significant relationship with employee performance. This result was consistent with the previous study (Truitt, 2011; Atan et.al 2015; Ibrahim et.al, 2017).

According to Armstrong (2006), training lets the employees acquired desirable knowledge and skills to complete the task effectively hence have a positive impact on behavior. Truitt (2011) explained the employees who are exposed to the training experience have positive behavior on training and tends to improve the skills. Meyer and Allen (1991) argue that the effective training program not only can help acquire knowledge, skills, and abilities but also have an impact on employee motivation and commitment. Training has been used by the organization in enhancing the employee as the employee becomes efficient and productive if the employee receives adequate and appropriate training (Elnaga & Imran, 2013). This study shows that the support group in MOW has positively reacted to the training experiences and training impacts the performance.

5.3.3 The relationship between feedback and employee performance

This study revealed the highest correlation coefficient is feedback with the correlation, r , is 0.748. Table 4.6 shows that feedback influence employee performance in multiple regression analysis ($p < 0.05$). This result concluded that there is a significant relationship between feedback and employee performance. This result was consistent with the previous study (Dahling, 2015; Bok et.al, 2015; Vaughn, 2016).

London and Smither (2002) stressed out to determine feedback value, it is important to understand the employees' reactions and behaviors and create a feedback culture that improves performance and career development. Blinebery (2016) suggested the supportive feedback environment has a significant impact to support feedback receptivity as it affected the attitude and performance outcomes. Feedback both in positive or negative will help employees to grow and improve performance and it is also important to sustain employee engagement (Mone & London, 2018). Based on the result of this study, the support group at MOW is engaged and high in feedback orientation.

5.4 Implication of the study

This study has been able to examine factors influencing employee performance which are motivation, training and feedback. This section discuss on implication of this study to the stakeholders namely to employees, organization, industry and the government.

5.4.1 Theoretical Implication

Based on earlier discussion, this study found the components influencing employee performance. Present study contributed to the management literature and information in the field of research on motivation, training, feedback and employee performance. Thus, this study contributes to a broader understanding and problem solving of the components that influence employee performance in the organization especially in the public sector organization.

In other hand, this study entails understanding the components of employee performance in the organization by testing the proposed framework which shows some other factors can be added to the model to enhance its efficacy. Thus, a comparison can be seen whether the proposed framework is different in other organizations or industries.

5.4.2 Practical Implication

There are also practical implications that can be gained from this study. It would be interesting to know how the components discuss, or maybe other components related to employee performance are practically done in the organization. As earlier discussion, motivation, training and feedback influence employee performance. It may provide better picture of change that need to be done by the management and/or organization.

As mentioned by Aguinis (2015), a performance management system that did not provide feedback to its employees is only practices the performance appraisal system which only focusing on a systematic description of employees' strength and weaknesses. From this study, the component of feedback has dominant influence on employee performance.

Based on present finding, it can be use as an input in enhancing the both employee and organization performance. If organizations embrace the environment of feedback, organizations will be able to improve performance while achieving its goals. To achieve this target, organizations should nurture feedback and develop feedback-related policies within its organization.

The components of motivation, training, and feedback that use in this study also benefit the support group in the government's organization as they can recognize their potentials in performance. Through the components that has been discussed, they can recognize their ability and knowledge needs thus contribute to performance altogether in line with organizational goals.

5.5 Limitation

One notable limitation of this study was conducted at only one public sector organization namely the Ministry of Works. This kept constant differences in the public sector that may have other significant components related to public sector employees' performance.

Next, the population of the study focused only on the support group personnel. In search of the factors that determine the public sector employee performance, all members should be taken into account. Other than that, to assess the research hypothesis, this study used cross-sectional data. Although the hypothesis has been tested, it cannot be claimed with a cross-sectional study design due in terms of causality.

Besides, there were only three factors chosen for this study namely motivation, training and feedback. Other factors may influence employee performance such as supervisor support, human resource management practices, physical fitness, job crafting, and job engagement.

5.6 Recommendation for Future Research

The factors represented in this study namely motivation, training and feedback may not provide a full explanation to understand the influence of employee performance in the organization. Future research should identify other potential variables in the proposed employee performance study such as perceived organizational support.

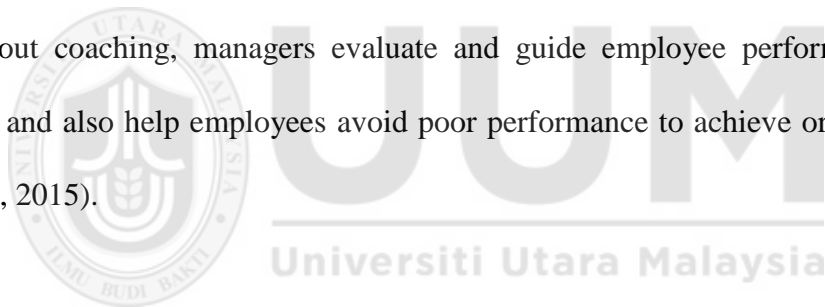
Second, this study was a cross-sectional study design, future studies should examine the effects of variables in longitudinal designs to determine how the variables are utilized and improve the performance in the organization and the outcomes on organization change or perhaps to test re-test reliability.

Third, the sample in this study comprises support group personnel of MOW. Future studies need to address participants from all levels of officers, or indifferent organizations and across industries sectors such as manufacturing and service industries.

5.7 Conclusions

This study provides empirical evidence that suggests a significant relationship between components of motivation on employee performance. Based on the study conducted, it was found that training has also positive relationship on employee performance.

Meanwhile, the component of feedback has been recognized to be the utmost factor in enhancing employee performance. Hence from this study, the organization is suggested to put on consciousness on feedback as it can enhance employee performance. Overall, the objectives indicated in Chapter One are achieved. Motivation, training, and feedback do influence employee performance. Because of performance changing nature and structure (Mohrman et al., 1995), to encounter the challenges in shaping and managing employees' performance the management must provide a supportive environment (Karkouljian, et al., 2016). In terms of performance management, the organizations also need to change from performance management to performance development whereas managers are required to act as a coach instead of a boss (Wigert & Harter, 2017). Throughout coaching, managers evaluate and guide employee performance and their progress and also help employees avoid poor performance to achieve organization goals (Aguinis, 2015).



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APPENDICES

Appendix 1: Questionnaire



QUESTIONNAIRE

Dear Sir/Madam,

It is great pleasure to inform you that I currently conducting a research project entitled “The Influence of Motivation, Training, and Feedback on Employee Performance Among Support Group of Ministry of Works In Kuala Lumpur”, particularly for the grade 1 to 36. This research is the fulfillment of the requirement for Master of Human Resource Management, Universiti Utara Malaysia. Therefore, I would appreciate if you could spare 15 minutes of your valuable time to complete the questionnaire. All information will be kept strictly confidential and will be used for academic purposes.

Your response will be greatly appreciated. Please do not hesitate to contact me, if you have any queries about this research. Your cooperation and support in completing this survey are highly appreciated.
Thank you.

Tuan/Puan,

Dengan sukacitanya dimaklumkan bahawa saya sedang menjalankan penyelidikan bertajuk “Pengaruh Motivasi, Latihan, dan Maklumbalas Terhadap Prestasi Pekerja di Kalangan Anggota Kumpulan Pelaksana di Kementerian Kerja Raya di Kuala Lumpur”, khusus untuk gred 1-36. Kajian ini merupakan prasyarat untuk Ijazah Sarjana dalam Pengurusan Sumber Manusia, Universiti Utara Malaysia. Sehubungan itu, saya sangat menghargai sekiranya tuan/puan dapat meluangkan masa sekitar 15 minit untuk melengkapkan soal selidik ini. Semua maklumat yang diberikan akan dirahsiakan dan hanya akan digunakan bagi tujuan kajian akademik sahaja.

*Kerjasama tuan/puan dalam perkara ini sangat dihargai. Tuan/puan boleh menghubungi saya sekiranya terdapat sebarang persoalan berkaitan soal selidik ini. Kerjasama dan sokongan tuan/puan dalam melengkapkan soal selidik ini sangat dihargai.
Terima kasih.*

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SECTION A: DEMOGRAPHIC**Seksyen A: Demografi**

Please answer all question by **making tick (/)** the appropriate answer that fit you.

Sila jawab semua soalan dengan **menanda palang (/)** pada jawapan yang paling berkaitan.

1.1 Gender/Jantina:

Male/Lelaki	Female/Perempuan

1.2 Age/Umur:

Below 20 years old/ 20 tahun dan ke bawah	21-30 years old/ 21-30 tahun	31-40 years old/ 31-40 tahun	41-50 years old/ 41-50 tahun	Above 51 years old/ 51 tahun dan ke atas

1.3 Grade of service/Gred perkhidmatan:

Support Group 1/ Kumpulan Sokongan 1 (1-36)	Support Group 2/ Kumpulan Sokongan 2 (1-16)

1.4 Length of service (since the appointment)/Tempoh perkhidmatan dalam kerajaan(semenjak lantikan):

Less than 3 years/Kurang daripada 3 tahun	3-10 years/ 3-10 tahun	11-20 years/ 11-20 tahun	20-30 years/ 20-30 tahun	More than 30 years/ Melebihi 30 tahun

1.5 Length of service in the current division/ Tempoh perkhidmatan di Bahagian/ Unit sekarang:

Less than 1 year/ Kurang dari 1 tahun	1-3 years/ 1-3 tahun	4-7 years/ 4-7 tahun	More than 7 years/Melebihi 7 tahun

SECTION B
Seksyen B

Please answer all questions by **circling** the appropriate answer based on the following scale:

*Sila jawab semua soalan dengan **membulatkan** jawapan yang paling sesuai berpandukan skala di bawah:*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Setuju</i>	Strongly agree <i>Sangat bersetuju</i>

Motivation <i>Motivasi</i>						
B1	The job requires me to use a number of complex or high-level skills. <i>Pekerjaan ini memerlukan saya untuk menggunakan beberapa kemahiran kompleks atau kemahiran tinggi.</i>	1	2	3	4	5
B2	The job requires me to do many different things at work, using a number of different skills and talents. <i>Pekerjaan ini memerlukan saya untuk melakukan banyak perkara yang berbeza di tempat kerja dengan menggunakan kemahiran dan bakat yang berbeza-beza.</i>	1	2	3	4	5
B3	The job provides me the chance to completely finish the pieces of work I begin. <i>Pekerjaan ini memberikan saya peluang untuk menyelesaikan sepenuhnya tugas yang dimulakan oleh saya.</i>	1	2	3	4	5
B4	The job is arranged so that I can do an entire piece of work from beginning to end. <i>Pekerjaan ini disusun atur terlebih dahulu dari mula hingga akhir supaya saya boleh melaksanakan keseluruhan tugas.</i>	1	2	3	4	5
B5	The outcome of my work can significantly affect the work, lives, or well-being of other people. <i>Hasil kerja saya boleh memberi kesan ketara terhadap kerja, kehidupan, atau kesejahteraan orang lain.</i>	1	2	3	4	5
B6	The job is one where a lot of other people can be	1	2	3	4	5

Motivation <i>Motivasi</i>						
	affected by how well the work gets done. <i>Pekerjaan yang dilakukan ini memberi kesan kepada ramai orang bergantung kepada bagaimana kerja ini dilaksanakan.</i>					
B7	The job itself is very significant in the broader scheme of things. <i>Dalam erti kata yang luas, pekerjaan ini sangat penting.</i>	1	2	3	4	5
B8	The job gives me considerable opportunity for independence in how I do the work. <i>Pekerjaan ini memberikan saya banyak peluang untuk kebebasan melaksanakan tugas tersebut.</i>	1	2	3	4	5
B9	The job gives me a chance to use my personal initiative and judgment in carrying out the work. <i>Pekerjaan ini memberikan saya peluang untuk menggunakan inisiatif dan pertimbangan sendiri dalam melaksanakan tugas.</i>	1	2	3	4	5
B10	Just doing the work required by the job provides many chances for me to figure out how well I am doing. <i>Dengan melaksanakan tugas, ia memberikan banyak peluang kepada saya untuk mengetahui sebaik mana saya melaksanakan tugas ini.</i>	1	2	3	4	5
B11	After I finish a job, I know whether I performed well. <i>Selepas melaksanakan sesuatu tugas, saya tahu saya telah melakukannya dengan baik.</i>	1	2	3	4	5

Training <i>Latihan</i>						
B12	On-the-job training is an effective tool for learning new skills. <i>Latihan sambil bekerja merupakan cara yang berkesan untuk mempelajari kemahiran baru.</i>	1	2	3	4	5
B13	Developmental training should include effective communications, team building, and coaching. <i>Latihan berbentuk pembangunan diri perlulah merangkumi komunikasi yang berkesan, pembinaan pasukan, dan kejurulatihan.</i>	1	2	3	4	5
B14	Development training should be afforded to all levels and positions.	1	2	3	4	5

Training Latihan						
	<i>Latihan pembangunan diri hendaklah diberikan kepada semua peringkat dan jawatan.</i>					
B15	Training and development is important for job growth. <i>Latihan dan pembangunan diri adalah penting bagi pembangunan kerjaya.</i>	1	2	3	4	5
B16	Training and development is important for potential advancement. <i>Latihan dan pembangunan diri adalah penting untuk peningkatan potensi.</i>	1	2	3	4	5
B17	I receive updated training which is required for my position. <i>Saya menerima latihan terkini yang diperlukan untuk jawatan saya.</i>	1	2	3	4	5
B18	The current training offered is not adequate for my professional needs. <i>Latihan semasa yang ditawarkan tidak mencukupi untuk keperluan profesional saya.</i>	1	2	3	4	5
B19	My supervisor conducts effective coaching sessions with me. <i>Penyelia saya menjalankan sesi bimbingan khusus yang berkesan bersama saya.</i>	1	2	3	4	5
B20	My coaching sessions are meaningful and motivational. <i>Sesi bimbingan khusus saya adalah sangat bermakna dan sangat bermotivasi.</i>	1	2	3	4	5
B21	I feel valued at my job. <i>Saya berasa dihargai dalam pekerjaan saya.</i>	1	2	3	4	5
B22	I feel that I am part of the team. <i>Saya merasakan bahawa saya adalah sebahagian daripada pasukan kerja ini.</i>	1	2	3	4	5
B23	My supervisor solicits my input on issues and opportunities. <i>Penyelia saya meminta penglibatan saya dalam apa-apa isu dan juga peluang.</i>	1	2	3	4	5

Feedback on employee performance Maklumbalas terhadap prestasi kakitangan						
B24	Feedback contributes to my success at work. <i>Maklum balas menyumbang kepada kejayaan saya</i>	1	2	3	4	5

Feedback on employee performance Maklumbalas terhadap prestasi kakitangan						
	<i>di tempat kerja.</i>					
B25	Feedback is critical for improving my performance. <i>Maklum balas adalah sangat penting untuk memperbaiki prestasi saya.</i>	1	2	3	4	5
B26	It is my responsibility to apply feedback received to improve my performance. <i>Sudah menjadi tanggungjawab saya untuk mengaplikasikan maklum balas prestasi yang diterima dalam memperbaiki prestasi saya.</i>	1	2	3	4	5
B27	I feel obligated to make changes based on feedback. <i>Saya rasa ia satu kewajipan untuk saya membuat perubahan berdasarkan maklum balas yang diterima.</i>	1	2	3	4	5
B28	I try to be aware of what other people think of me. <i>Saya cuba untuk menyedari apa yang orang lain fikirkan tentang saya.</i>	1	2	3	4	5
B29	Feedback lets me know how I am perceived by others. <i>Maklum balas membolehkan saya tahu bagaimana saya dilihat oleh orang lain.</i>	1	2	3	4	5
B30	I feel confident when responding to both positive and negative feedback. <i>Saya berasa yakin apabila bertindak balas terhadap maklum balas positif dan juga negatif.</i>	1	2	3	4	5
B31	I know that I can handle the feedback that I receive. <i>Saya tahu bahawa saya boleh mengendalikan maklum balas yang diterima.</i>	1	2	3	4	5

Employee Performance Prestasi Pekerja						
B32	I understand the criteria of performance review of my organization. <i>Saya memahami kriteria penilaian prestasi di organisasi ini.</i>	1	2	3	4	5
B33	I understand the job's SOP (standard operational procedures). <i>Saya memahami SOP (prosedur operasi standard) berkaitan kerja.</i>	1	2	3	4	5
B34	I maintain good attendance records in this	1	2	3	4	5

Employee Performance <i>Prestasi Pekerja</i>						
	organization. <i>Saya mengekalkan rekod kehadiran yang baik di organisasi ini.</i>					
B35	I take a proactive approach to resolving work issues. <i>Saya mengambil pendekatan yang proaktif dalam menyelesaikan isu berkaitan kerja.</i>	1	2	3	4	5
B36	I often expect to be assigned to a challenging job. <i>Saya sering mengharapkan untuk diberikan tugas yang lebih mencabar.</i>	1	2	3	4	5
B37	I can complete assigned tasks quickly and efficiently. <i>Saya boleh menyiapkan tugas yang diberikan dengan cepat dan cekap.</i>	1	2	3	4	5



Appendix 2: Correlation

Descriptive Statistics			
	Mean	Std. Deviation	N
meanMTV	4.0138	.41351	158
meanTRN	4.0069	.48899	158
meanFDB	4.0989	.45236	158
meanEP	4.1392	.48028	158

Correlations					
		meanMTV	meanTRN	meanFDB	meanEP
meanMTV	Pearson Correlation	1	.662**	.669**	.654**
	Sig. (2-tailed)		.000	.000	.000
	N	158	158	158	158
meanTRN	Pearson Correlation	.662**	1	.779**	.738**
	Sig. (2-tailed)	.000		.000	.000
	N	158	158	158	158
meanFDB	Pearson Correlation	.669**	.779**	1	.748**
	Sig. (2-tailed)	.000	.000		.000
	N	158	158	158	158
meanEP	Pearson Correlation	.654**	.738**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	158	158	158	158

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

Appendix 3: Multiple Regression

Descriptive Statistics			
	Mean	Std. Deviation	N
meanEP	4.1392	.48028	158
meanMTV	4.0138	.41351	158
meanTRN	4.0069	.48899	158
meanFDB	4.0989	.45236	158

Correlations					
		meanEP	meanMTV	meanTRN	meanFDB
Pearson Correlation	meanEP	1.000	.654	.738	.748
	meanMTV	.654	1.000	.662	.669
	meanTRN	.738	.662	1.000	.779
	meanFDB	.748	.669	.779	1.000
Sig. (1-tailed)	meanEP	.	.000	.000	.000
	meanMTV	.000	.	.000	.000
	meanTRN	.000	.000	.	.000
	meanFDB	.000	.000	.000	.
N	meanEP	158	158	158	158
	meanMTV	158	158	158	158
	meanTRN	158	158	158	158
	meanFDB	158	158	158	158

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.633	.29094

a. Predictors: (Constant), meanFDB, meanMTV, meanTRN

b. Dependent Variable: meanEP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.179	3	7.726	91.279	.000 ^b
	Residual	13.035	154	.085		
	Total	36.214	157			

a. Dependent Variable: meanEP

b. Predictors: (Constant), meanFDB, meanMTV, meanTRN

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.366	.241		1.520	.130
	meanMTV	.226	.079	.195	2.854	.005
	meanTRN	.321	.079	.326	4.035	.000
	meanFDB	.386	.087	.364	4.456	.000

a. Dependent Variable: meanEP

