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**THE RELATIONSHIP BETWEEN NON-MONETARY REWARDS AND
EMPLOYEE PERFORMANCE: A CASE STUDY OF PERCETAKAN
NASIONAL MALAYSIA BERHAD**



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Thesis Submitted to
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ABSTRACT

The purpose of this study was to identify the relationship between non-monetary rewards and employee performance. This study emphasized on the relationship between recognition, training and good work environment with employee performance. The literature review revealed that the non-monetary rewards had a significant relationship with the employee's performance. Therefore, quantitative research has been conducted at Percetakan Nasional Malaysia Berhad (PNMB) to identify the impact of the non-monetary rewards on employee performance in this company. The sample of this study involved 88 respondents from PNMB in East Malaysia. The data were collected through questionnaires and analysed with statistical analysis such as reliability analysis, descriptive analysis, correlation analysis and multiple regression analysis. Hence, the findings show that there were two independent variables such as training and good working environment had significant relationship with employee performance. Meanwhile, one of the independent variable which is recognition was not significant relationship with employee performance.

Keywords: Recognition, Training, Good working environment, Employee Performance

ABSTRAK

Tujuan penyelidikan ini adalah untuk mengenalpasti hubungan ganjaran bukan kewangan dengan prestasi pekerja. Kajian ini menekankan tentang hubungan antara pengiktirafan, latihan dan persekitaran kerja yang baik dengan prestasi pekerja. Sorotan karya yang lepas membuktikan bahawa pemberian ganjaran bukan kewangan mempunyai hubungan yang signifikan dengan prestasi pekerja. Oleh itu, kajian kuantitatif telah dilakukan di Percetakan Nasional Malaysia Berhad (PNMB) bagi mengenalpasti impak ganjaran bukan kewangan ke atas prestasi pekerja di syarikat ini. Sampel kajian ini melibatkan responden daripada staf PNMB Malaysia Timur seramai 88 orang. Data dikumpul melalui soalselidik dan dianalisis dengan beberapa ujian statistic dijalankan seperti ujian kebolehpercayaan, analisis deskriptif, analisis korelasi dan analisis regresi berganda. Justeru, dapatan kajian menunjukkan dua pembolehubah tidak bersandar seperti latihan dan persekitaran kerja mempunyai hubungan yang signifikan dengan prestasi pekerja. Manakala, satu daripada pembolehubah tidak bersandar iaitu pengiktirafan tidak mempunyai hubungan yang signifikan dengan prestasi pekerja.

Kata Kunci: *Pengiktirafan, Latihan, Persekitaran Kerja Yang Baik, Prestasi Pekerja*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Over the years, the topic about employee performance has become a subject of study by many scholars and practitioners within the field of management such as Nassazi (2013), Ngatia (2014) and Hassan (2016). Employee performance is an important guideline and factors which place the foundation for high performance that should be analysed by organizations (Abdikarin, Hussein, & Ali, 2013). According to Noel (2009), employee performance can be defined as a process whereby superior is responsible to ensure the employee activities and productivity is align with organizational goals. Meanwhile, Viswesvaran and Ones (2000), illustrated that employee performance as scales, work results and behaviours of employees in line with their contribution to organizational goals. Moreover, Okoth (2014), stated that managing of rewards is crucial for organization to increase employee performance. Tsui, Lin and Yu (2013), said that employee performance could assist in deciding the extent to which organizations achieve their goals like improvising customer satisfaction, perceived service quality, customer loyalty and brand image. Therefore, these arguments have strong points that the issues regarding employee performance is important for organization in order to improve employee performance.

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UUM
Universiti Utara Malaysia

QUESTIONNAIRE

Dear Participant,

I am a student at University Utara Malaysia and seeking your assistance in an important conducting a study on “**The Relationship Between Non-monetary Rewards and Employee Performance**”. Hence, I would appreciate if you could spare 10 minutes of your time to answer this questionnaire. All information given will be kept **CONFIDENTIAL** and will only be used for academic purposes.

Your participation in this study is completely voluntary. The completion and return of the enclosed questionnaire is taken to constitute your consent to participate in the study. Instructions for completing the survey questions are provided at appropriate points throughout the survey.

Please complete ALL questions in the survey and thanks you for your support.

Yours sincerely,

Misran Bin Enji (818530)

Master of Human Resource Management

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Section A: General information

Please specify your answer by placing a tick (✓) on the relevant answers provided.

Sila nyatakan jawapan anda dengan meletakkan tanda (✓) pada jawapan yang berkaitan yang disediakan.

1. Please indicate your gender? *Sila nyatakan jantina anda?*

Male *Lelaki* [] Female *Perempuan* []

2. What is your age? *Berapakah umur anda?*

Below 25 years *25 tahun* [] 26-30 years *26-30 tahun* []

31-35yrs *31-35 tahun* [] 36-40yrs *35-40 tahun* []

41-45yrs *41-45 tahun* [] Above 45 years *45 tahun keatas* []

3. Indicate your level of education. *Nyatakan tahap pendidikan anda.*

PMR [] SPM [] Skills Certificate *Sijil Kemahiran* [] Diploma/STPM []

Bachelor Degree and above *Ijazah Sarjana Muda ke atas* []

4. What is your designation in this organization? *Apakah kedudukan anda dalam organisasi ini?*

Senior management *Pengurusan kanan* []

Middle management *Pengurusan pertengahan* []

Non-management *Bukan pengurusan* []

5. For how long have you worked for this organization? *Berapa lamakah anda bekerja di organisasi ini?*

Below 1 year *Bawah 1 tahun* []

Between 1-2years *Antara 1-2 tahun* []

Between 2-4years *Antara 2-4 tahun* []

Between 4-6 years *Antara 4-6 tahun* []

Over 6 years *6 tahun keatas* []

SECTION B

The questions below are statements that might describe the employee performance. Please indicate the degree of your agreement or disagreement with each statement by circling the appropriate number below.

Soalan-soalan di bawah adalah kenyataan yang mungkin menggambarkan prestasi pekerja. Sila nyatakan tahap bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan nombor yang sesuai di bawah.

No.	Employee Performance <i>Prestasi Pekerja</i>	Strongly Disagree <i>Sangat Tidak Bersetuju</i>	Disagree <i>Tidak Bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat Bersetuju</i>
1.	I managed to plan my work so that it was done on time. <i>Saya berjaya merancang kerja saya supaya ia dilakukan tepat pada waktunya.</i>	1	2	3	4	5
2.	My planning was optimal. <i>Perancangan saya adalah optimum.</i>	1	2	3	4	5

3.	I kept in my mind the result that I had to I achieve in my work. <i>Saya berpegang pada, hasil yang harus saya capai dalam kerja saya.</i>	1	2	3	4	5
4.	I was able to separate main issues from side issues at work. <i>Saya dapat mengasingkan hal utama daripada hal sampingan di tempat kerja.</i>	1	2	3	4	5
5.	I knew how to set the right priorities. <i>Saya tahu bagaimana untuk menetapkan keutamaan yang sebenar.</i>	1	2	3	4	5
6.	I was able to to perform my work well with minimal time and effort. <i>Saya dapat melakukan kerja dengan baik dengan masa dan usaha yang minimum.</i>	1	2	3	4	5
7.	Collaboration with others was very productive. <i>Bekerjasama dengan orang lain adalah sangat produktif.</i>	1	2	3	4	5
8.	I took on extra responsibilities. <i>Saya boleh mengambil tanggungjawab tambahan.</i>	1	2	3	4	5
9.	I started new tasks myself, when my old ones were finished. <i>Saya memulakan tugas-tugas baru sendiri, ketika tugas yang lama selesai.</i>	1	2	3	4	5
11.	I took on challenging work tasks, when available. <i>Saya mengambil tugas kerja yang mencabar, sekiranya ada.</i>	1	2	3	4	5
12.	I worked at keeping my job knowledge up-to-date. <i>Saya bekerja dengan memastikan pengetahuan pekerjaan saya adalah terkini.</i>	1	2	3	4	5
13.	I kept looking for new challenges in my job. <i>Saya terus mencari cabaran baru dalam tugas saya.</i>	1	2	3	4	5
14.	I did more than was expected of me. <i>Saya telah melakukan lebih daripada apa yang dijangkakan kepada saya.</i>	1	2	3	4	5
15.	I actively participated in work meetings. <i>Saya aktif mengambil bahagian dalam mesyuarat kerja.</i>	1	2	3	4	5
16.	I complained about unimportant matters at work. <i>Saya mengadu tentang perkara-perkara yang tidak penting di tempat kerja.</i>	1	2	3	4	5
17.	I made problems greater than they were at work.	1	2	3	4	5

	<i>Saya membuat masalah yang lebih besar daripada mereka di tempat kerja.</i>					
18.	I focused on the negative aspects of a work situations, instead of on the positive aspects. <i>Saya memberi tumpuan kepada aspek negatif pada situasi kerja, dan bukannya aspek positif.</i>	1	2	3	4	5
19.	I spoke with colleagues about the negative aspects of my work. <i>Saya bercakap dengan rakan sekerja tentang aspek negatif kerja saya.</i>	1	2	3	4	5
20.	I spoke with people from outside the organization about the negative aspect of my work. <i>Saya bercakap dengan orang-orang dari luar organisasi tentang aspek negatif kerja saya.</i>	1	2	3	4	5
21.	I worked at keeping my job knowledge up-to-date. <i>Saya bekerja untuk memastikan pengetahuan pekerjaan saya adalah yang terkini.</i>	1	2	3	4	5
22.	I worked at keeping my job skills up-to-date. <i>Saya bekerja untuk memastikan kemahiran kerja saya adalah terkini.</i>	1	2	3	4	5
23.	I have demonstrated flexibility. <i>Saya telah menunjukkan fleksibiliti.</i>	1	2	3	4	5
24.	I was able to cope well with difficult situations and setbacks at work. <i>Saya dapat menangani dengan baik situasi yang sukar dan halangan di tempat kerja.</i>	1	2	3	4	5
25.	I recovered fast, after difficult situations or setbacks at work. <i>Saya pulih dengan cepat, selepas melalui keadaan yang sukar atau halangan di tempat kerja.</i>	1	2	3	4	5
26.	I came up with creative solutions to new problems. <i>Saya membuat penyelesaian kreatif untuk masalah-masalah yang baru.</i>	1	2	3	4	5

SECTION C

The questions describe non-monetary reward aspects in relation to your performance at work. Please indicate the degree of your agreement or disagreement with each statement by circling the appropriate number below.

Soalan-soalan tersebut menggambarkan aspek ganjaran bukan kewangan berhubung prestasi anda di tempat kerja. Sila nyatakan tahap bersetuju atau tidak bersetuju dengan setiap kenyataan dengan membulatkan nombor yang sesuai di bawah.

No.	Non-monetary Reward	Strongly Disagree <i>Sangat Tidak Bersetuju</i>	Disagree <i>Tidak Bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat Bersetuju</i>
1.	I feel really appreciated working with organization. <i>Saya berasa sangat gembira bekerja dengan organisasi.</i>	1	2	3	4	5
2.	I feel that the organization value the staff effort and give recognition fairly. <i>Saya rasa organisasi menghargai usaha staf dan memberi pengiktirafan secara adil.</i>	1	2	3	4	5
3.	I think staff in the organization will appreciate non-monetary form of recognition. <i>Saya berfikir staf dalam organisasi akan menghargai bentuk pengiktirafan bukan kewangan.</i>	1	2	3	4	5
4.	I personally feel that staff efforts and performance been recognized and rewarded adequately. <i>Saya secara peribadi merasakan bahawa usaha dan prestasi staf telah diiktiraf dan diberi ganjaran secukupnya.</i>	1	2	3	4	5
5.	I agree that being recognized and appreciated will boost my performance. <i>Saya bersetuju bahawa diiktiraf dan dihargai akan meningkatkan prestasi saya.</i>	1	2	3	4	5
6.	In my opinion training helps me to increase productivity. <i>Pada latihan pendapat saya, saya dapat meningkatkan produktiviti.</i>	1	2	3	4	5
7.	The training I received helped me to enhance high quality of product / service. <i>Latihan yang saya terima membantu saya meningkatkan kualiti produk / perkhidmatan.</i>	1	2	3	4	5
8.	The training provided by my organization helped me to improve quantity. <i>Latihan yang disediakan oleh organisasi saya membantu saya meningkatkan kuantiti.</i>	1	2	3	4	5
9.	I feel the training enables me to improves skills, knowledge, attitude change, new capability. <i>Saya merasakan latihan ini</i>	1	2	3	4	5

	<i>mbolehkan saya memperbaiki kemahiran, pengetahuan, perubahan sikap, keupayaan baru.</i>					
10.	In my opinion training helps me to enhance the use of tools and machine, operational safety. <i>Pada pendapat saya, latihan membantu saya meningkatkan penggunaan alat dan mesin, keselamatan operasi.</i>	1	2	3	4	5
11.	After the training I feel it reduces possible accidents. <i>Selepas latihan, saya merasakan ia mengurangkan kemungkinan kemalangan.</i>	1	2	3	4	5
12.	I have a good relationship with my supervisor and the training reduces lateness, absenteeism. <i>Saya mempunyai hubungan yang baik dengan penyelia saya dan latihan ini mengurangkan kelewatan, ketidakhadiran.</i>	1	2	3	4	5
13.	The office building space and infrastructure influence me to stay in the office and work comfortably. <i>Ruang bangunan dan infrastruktur pejabat mempengaruhi saya untuk tinggal di pejabat dan bekerja dengan selesa.</i>	1	2	3	4	5
14.	Good relationship with my fellow workers influence to perform better. <i>Hubungan baik dengan rakan sekerja saya mempengaruhi untuk melakukan yang lebih baik.</i>	1	2	3	4	5
15.	I felt that job security in this organization influence me to give more focus on my job. <i>Saya merasakan bahawa jaminan pekerjaan dalam organisasi ini mempengaruhi saya untuk memberi lebih tumpuan kepada tugas saya.</i>	1	2	3	4	5
16.	The office environment help me to complete my daily task easily. <i>Persekitaran pejabat membantu saya menyelesaikan tugas harian saya dengan mudah.</i>	1	2	3	4	5

Thank You