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**FACTORS INFLUENCING JOB PERFORMANCE AMONG
EMPLOYEES IN THE ENERGY AND RESOURCE
SERVICE SECTOR IN KLANG VALLEY**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**FACTORS INFLUENCING JOB PERFORMANCE AMONG EMPLOYEES IN
THE ENERGY AND RESOURCE SERVICE SECTOR IN KLANG VALLEY**

By

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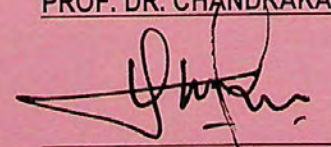
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ABSTRACT

Job performance has become a paramount concern for organizations worldwide, given its pivotal role in influencing organizational effectiveness and competitiveness in the era of technological advancement. Recognizing this crucial aspect is essential for organizational success amid the forces of globalization, this study aimed to investigate factors influencing job performance. Specifically, this study examined the influence of training and development, reward and recognition, and proactive personality on job performance. To achieve the research objectives, a survey using questionnaires was conducted among employees in the energy and resource service sector in Klang Valley. A total of 107 responses were gathered and data was analysed using SPSS version 29. The findings reported that training and development has a significant and positive impact on job performance. Nevertheless, other factors have no significant influence on job performance among employees in the sector under study. In terms of theoretical implications, this study added to the body of knowledge of the respective variables under study and Social Exchange Theory. As for practical ramifications, the findings from this study serve as a guideline and reference for employers in the energy and resource service sector, especially human resources departments, in developing measures to enhance job performance.

Keywords: job performance, training and development, reward and recognition, proactive personality.



ABSTRAK

Prestasi kerja telah menjadi suatu perkara utama bagi organisasi di seluruh dunia, memandangkan peranannya yang amat penting dalam mempengaruhi keberkesanan dan daya saing organisasi dalam era kemajuan teknologi. Mengakui kepentingan aspek ini adalah merupakan asas kepada kejayaan organisasi dalam menghadapi tekanan globalisasi, kajian ini bermatlamat untuk mengkaji pengaruh latihan dan pembangunan, ganjaran dan pengiktirafan, dan personaliti proaktif terhadap prestasi kerja. Untuk mencapai objektif kajian, satu tinjauan menggunakan soalselidik telah dijalankan terhadap pekerja dalam sektor perkhidmatan sumber tenaga di Lembah Klang. Sejumlah 107 maklumbalas diperolehi dan data telah dianalisa menggunakan SPSS versi 29. Hasil kajian mendapati latihan dan pembangunan mempunyai hubungan yang signifikan dan positif terhadap prestasi kerja. Walaubagaimanapun, faktor-faktor lain tidak mempunyai pengaruh yang signifikan terhadap prestasi kerja pekerja dalam sektor yang dikaji. Dari aspek implikasi teoretikal, kajian ini telah menambah pengetahuan dalam bidang pembolehubah-pembolehubah yang dikaji dan *Social Exchange Theory*. Dari segi implikasi praktikal, penemuan dari kajian ini memberi panduan dan rujukan kepada majikan dalam sektor perkhidmatan sumber tenaga, khususnya jabatan sumber manusia organisasi, dalam membangunkan langkah-langkah untuk meningkatkan prestasi kerja.

Katakunci: prestasi kerja, latihan dan pembangunan, ganjaran dan pengiktirafan, personaliti proaktif



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LIST OF ABBREVIATION

DV	Dependent Variable
GDP	Gross Domestic Product
IV	Independent Variable
MIDA	Malaysia Investment Development Authority
SDT	Social Determination Theory
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences



CHAPTER ONE

BACKGROUND OF RESEARCH

1.1 Background of The Study

Service sector industry constitutes a significant portion of Malaysia's contribution to economic growth. According to Malaysia Investment Development Authority (MIDA), service industry is divided into 10 main sub-sectors which name a few are educational, business, energy and resource service, transport and logistic, oil and gas, and green technology etc. This energy and resource service industry is important to the Malaysia's industry and contributes more than half of Gross Domestic Product (GDP), making it the primary contributor to the country's economic growth productivity.

The energy and resource service sector plays a crucial role in meeting the energy needs of individuals, businesses, and industries (Abulfotuh, 2007). It encompasses businesses and organizations that provide energy-related products and services. These include power generation, transmission and distribution, energy consulting, energy efficiency services, renewable energy development and installation, fuel production and supply, and energy-related equipment and technology suppliers (Abulfotuh,2007). Energy and resource services have become a crucial sector because energy is fundamental to modern life, powering homes, businesses, industries, and transportation systems. Energy and resources service ensure a reliable supply of electricity, natural gas, oil, and renewable energy sources, supporting daily activities and enabling societal functions. Therefore, organizations in the energy and resource service sector need to consistently maintain their

efficiency and work productivity to ensure that all involved activities are not hindered or disrupted.

Organizational performance refers to the capability of the organization to fulfil its mission and optimize outcomes. In today's employment landscape, organizational performance characterized as the organization's capability to accomplish objectives continuously (Miles, 2022). A successful organizational performance depends on the factors that align with their core values such as shareholder value, market share and organizational value. The performance of organizations in the service industry is crucial as it contributes to the growing of economic for the country. Therefore, performance for organizations in service sector industry can be assessed by economic indicators such as profits, sales, revenue, and operational aspects such as customer loyalty and satisfaction, competitive ability, and resource provision capabilities (Lou et al., 2012).

The organization's survival is contingent upon job performance, making it a crucial element (Hussain et al., 2019). Hence the asset of the organization are the employees as the backbone. Therefore, employees' job performance in energy and resource service sector is very important as they need to achieve organizational success and maintaining high levels of job performance has become a vital factor. The achievement of an effective and efficient organization is a consequence of effective and efficient personnel performance (Hammoud & Osborne, 2017). The high performance will contribute to the overall attainment and competitiveness for organization as well as for the industry, in this situation productivity and efficiency improve when employees consistently perform well.

Conversely, job performance has an impact to the customer or client satisfaction as well. Customer or client will return to engage to the business whenever they satisfy with the service or product provided by the organization.

Sieng and Azman (2021) evaluating job performance is a crucial indicator to determine how effectively employees execute their tasks, whether it is performed competently or otherwise. However, due to various issues in the energy and resource service sector (Imtiaz, 2015) such as insufficient employee training and development, communication problems and supervisory monitoring issues (Sieng & Azman, 2021), as well as the absence of a comprehensive reward structure or system (Hussain et al., 2019) may impact the employee' performance. The impact on performance is manifested in tasks or assignments not meeting expected goals, tasks or projects being delayed and/or not achieving the standards set by customers or clients. Slow responsiveness to emergency-related issues inviting complaints and dissatisfaction from the customers or clients as well. This decline in performance not only affects the organization in the relevant industry but also has implications for economic productivity.

As reported in Berita Harian (2023), shows the deceleration of 1.1% in labor productivity in the second quarter of 2023 across various industries serves as a wake-up call for all sectors urging them to enhance performance and efficiency (Hammoud & Osborne, 2017) including the service sector industry. Report by the Department of Statistics Malaysia (2023) indicates that, despite the service sector increasing by 0.1%, it still lags

significantly behind the construction industry, which showed a 3.5% increase in the corresponding quarterly period.

A survey conducted by Randstad (2023) found that 85% of Malaysians believe up-skilling and re-skilling are essential. Training and development initiatives become a crucial part in improving employee performance. Employees have an expectation from their employer to provide training to develop their career and skills. It is importance to up-skilling and re-skilling employment as contemporary workers seek employment with organizations that provide the essential tools and knowledge for cultivating critical skills, empowering them to confidently navigate the dynamic landscape of the economy. Therefore, implementing a suitable training and development can cultivate a culture of ongoing learning process within organization also allowing employees to enhance their job performance. In fact, Karim et al., (2019) signifies that 90% of surveyed employees concurred that training and development programs enhanced their job performance.

Rewards such as bonuses, gifts, time off and other recognition can incentivize the employees to maintain their job performance. According to Cross (2023) found that 83.6% of employees believe that such reward and recognition impact their motivation in order to succeed at workplace. Supported by Perry (2021) business will boost 31% if the employees are happy. Employees are motivated to perform once they feel appreciated by their superior. They will put more effort to enhance their job performance, this is being supported by the survey carried out by Nectar (2023) agreed that 77.9% participant will be more productive if they were recognized frequently. In this situation, reward and

recognition not only improve the employees' motivation and engagement, they also result in improvement in job performance and business values (Perry, 2021). Findings of Hussain et al., (2019) it is concluded the implementation of human resources practices, such as a reward system, is likely to improve employee performance and maintain their motivation. In this situation, if the organization fails to provide a comprehensive reward system between the task and rewards this could result in adverse outcomes (Hussain et al. 2019) such as employee will experience less motivation, having loyalty issues, morale down etc.

This study also focusses on proactive personality as well as one the independent variables. Therefore, having an employee with a proactive personality is a bonus to an organization in the service industry. Proficient employees may contribute by suggesting modifications to rectify errors in rules, policies, and actions. These employees contribute significantly to problem-solving within an organization (Seibert et al., 1999). In a previous of Ismail et al. (2018), proactive personality can be divided into two dimensions: proactive personality and social network. From the standpoint of organizational behavior, those with a proactive personality are frequently regarded as dependable, consistently cautious, meticulous, diligent, hardworking, perseverant, resilient, vigilant, responsible, organized, and achievement-oriented (Bergeron et al., 2010). Individuals possessing these traits actively seek opportunities to enhance their lives by capitalizing on available chances to achieve their aspirations. Conversely, the social network aspect is linked to individuals who actively endeavor to establish and maintain relationships with others, whether within or outside the organization, to support them in their daily work and attain career goals. Hu et

al., (2021) believe that employees' construction and their initiatives played a regulatory role in job performance.

Hence, providing essential continuous training to develop employees' career (Khan et al., 2016) and giving affordable reward and recognition is part of the organization plan on employees to perform their job (Kumari et al., 2021) and to ensure the employees contribute their utmost to organization and ensure their continued presence within the company. Rewarding and recognizing employees for their good performance will motivate them to work harder. Employees will feel valued, they will boost their loyalty, and they will increase their productivity as well. Therefore, both employers and employees are complementing each other to ensure the organizational and industry growth. Hence, hiring a proactive personality employee is also essential to create a healthier work environment as employees will compete to enhance performance.

Job performance is typically addressed as an area of concern related to the efficiency and effectiveness of employees in fulfilling job responsibilities. Other comprehensive issue might include several factors such as changed in technology, work life balance, leadership skill etc that could hinder optimal job performance. However, for this study purpose, training and development, reward and recognition, and a proactive personality are believed to be factors influencing employee job performance. This study was conducted within an organization involved in the energy and resource service sector at Klang Valley, where issues related to job performance are prevalent.

1.2 Problem Statement

Employee job performance is directly linked to the organization's goal attainment (Dahkoul, 2018). Dahkoul (2018) also mentioned that an employee's roles in attributing to the overall prosperity and competitiveness of the organization (Yang & Ai, 2020) and employee productivity (Tahir, 2014). Effectiveness and performance at work are pivotal for maintaining the stability and advancement of an employee's career in the service sector (Aarabi et al., 2013). However, there are instances where job performance may decline, negatively impacting both professional and personal development, as well as overall employee productivity. In this situation, employee performance is a crucial facet of improving productivity in any organization. By measuring and analyzing performance indicators, organizations can relate the strengths and the weaknesses, identify areas for enhancement, and make informed decisions to optimize productivity levels (Joma, 2021).

Performance in the energy and resource service sector is somewhat worrying as it has a close correlation with the overall performance development of the sector itself. According to a report issued by Bloomberg.com (2024), performance by sector, the energy and resource service sector ranks fourth with a percentage of 1.09%, after being overtaken by the information technology sector in the third rank. While, according to the International Energy Agency (IAE) demand for energy decreased by 3.8% compared to the previous year. This is due to the pandemic phase experienced by all countries including Malaysia, even the world in throughout the years (Nurlia et al., 2023). The decline in energy and resource service performance indirectly affects organizational performance and subsequently inviting to decrease on employee job performance.

Hence, the decrease in employee job performance in the energy and resource service sector is attributed to organizations neglecting employee welfare, resulting in a lack of motivation for employees to improve their job performance (Sieng & Azman, 2021). Furthermore, an unsuitable work environment and a lack of understanding between employers and employees also contributed to the deterioration of job performance. Employee performance suffers as some organizations insufficiently invest within the context of employee's training and development, citing the substantial expenses associated with training as a justification (Omar, 2015). Ultimately, organizations may face losses when employees receive better job offers and choose not to remain in the organization (Sieng & Azman, 2021). Lim (2019) encompassed respondents from the Asia Pacific region, specifically including participants from Australia, India, Japan, and Singapore found that over two in five or 40% of Singaporean employees departed from their workplaces due to perceived inadequacy in offering learning and development opportunities. Insufficient skills development and time constraint to attend the training due to workload may become the main factors of the employee's leaving employment.

Job performance in the energy and resource service sector is closely tied to revenue growth and overall success such as profit, sales, return on investment etc. In the years 2020 to early 2023, many organizations in the service industry in Malaysia experienced losses in revenue and high turnover rates (Kheng, 2021). This occurred due to challenges from the industry, which was facing an economic downturn caused by the closure of some sub-sectors in the service industry. Consequently, organizations that could not sustain themselves may cease operations, decrease the workforce, or implement reductions in

other employees' benefits that might result in a decrease in job performance. Despite the recovery of the economy, numerous employees remain apprehensive about their employer's financial stability. The decline in revenue not only affects the financial health of the organization, but it also has a direct impact on employee job performance (Aguinis & Burgi-Tian, 2021).

Other challenges associated with job performance encompass issues like diversity, communication, workload, extended working hours, time management etc. Failure to promptly address these issues will lead to a further decline in employee performance, ultimately impacting the organization's productivity and having repercussions on the country's economy (Sieng & Azman, 2021). Therefore, the decline in job performance serves as an indicator of the need for training and development for employees with low performance assessments, requiring continuous training and development processes to enhance job performance. This decline is also attributed to the categories of reward and recognition to be provided to the employee, whether monetary or non-monetary (Kumari et al., 2021), as a booster for performance improvement and fostering greater loyalty to their employment. The decline in job performance has unfavorable consequences for the organization because it creates a negative image and leads to a loss of client trust as well, which may result in disengagement from business activities other than leads to high turnover rate, error on work executions, low productivity, etc.

Hence, in light of the challenges that have arisen, the aim of this study is to determine the factors that may impact job performance in the energy and resource service. The objective

of this study is to explore the impact of independent variables such as training and development, reward and recognition, and proactive personality demonstrate positive and significant relationship with job performance, the dependent variable.

1.3 Research Questions

The investigation will focus on determining the significance and alignment of these independent variables in addressing organizational challenges. Specifically,

- a) Is there any relationship between training and development and job performance?
- b) Is there any relationship between reward and recognition and job performance?
- c) Is there any relationship between proactive personality and job performance?

1.4 Research Objectives

The specific objectives established include determining, analyzing, and examining the connections between these three variables and job performance. Specifically,

- a) To determine the relationship of training and development and job performance
- b) To analyze the relationship of reward and recognition and job performance
- c) To examine the relationship of proactive personality and job performance

1.5 Scope of the Study

The study was conducted in an organization in the energy and resource service at Klang Valley. The location was chosen to meet the requirements and needs of the study. Its aim is to investigate the factors influencing job performance in energy and service. This study

determined, analyzed, and examined three independent variables i.e. training and development, reward and recognition and a proactive personality in relation to job performance. Additionally, the study aims to uncover the connections between these three independent variables with job performance as well. The scope of research is referred to all employees' level from 2 selected organizations in Klang Valley. Both organizations have become a vendor to a conglomerate and the largest company supplying an electricity utility in Malaysia. Both have also been involved in energy and resource services for quite some time. The total number of population of both organizations is 190 employees. Therefore a 127 sampel will be involved for the purpose of this study. The research will utilize quantitative methodology, gathering data through survey questions, commonly referred to as questionnaires. Gathered data were examined using SPSS before initiating discussion and formulating additional recommendations.

1.6 Significance of Study

This study's objectives are to recognize what factors give a positive influence on job performance between training and development, reward and recognition and proactive personality. If the obtained results were significant, this study would have provided new literature support for the influence of job performance for other academicians or researchers. The study's findings could have assisted academics in broadening the perspective within the research framework, leading to a more profound understanding of the factors impacting job performance.

While for the organizations in the energy and resource service, it can be used as a benchmark for the implementation of a more effective evaluation management system. Having an efficient employee in carrying out daily tasks is something that is very necessary for every organization, as improving job performance in any form will be able to increase employees' efficiency and productivity. In addition to helping the organization, it can also be used as reference material for human resource managers to improve the human resource practice. Integrating these three independent variables, this study hopes to give valuable insights to the existence knowledge base within the field of employee job performance.

1.7 Definitions of Key Terms

Job Performance

Describe as an overall anticipated the significance of discrete behavioral episodes carried out by an individual within a specified time period for the organization (Motowidlo, 2003).

Training and Development

Defined as an organizationally articulated proposal, encompassing both theoretical and practical constructions, designed to facilitate systematic competence acquisition among employees and encourage continuous learning and knowledge production (Demo et al., 2012).

Reward and Recognition

Defined as a systematically presented proposal, incorporating both practical and theoretical frameworks, recognizing and rewarding employees' performance and capability through compensation and incentive (Demo et al., 2012).

Proactive Personality

Defined as traits relatively unaffected by situational forces and that exert influence during the environmental change (Bateman & Crant, 1993).

1.8 Organization of Thesis

This thesis contains five chapters, and each chapter will be explained according to the requirements of this study as outlined below:

- ✓ Chapter One : Background of research – This chapter is the introduction and the story lines pertaining to the research.
- ✓ Chapter Two : Literature review – This chapter will review previous literature pertaining to training and development, reward and recognition and proactive personality. Streamlines research integrates, relationship between the variables (independent and dependent) and are then described and presented as testable hypotheses.
- ✓ Chapter Three : Methodology – Discuss the outline of methods used for this study.
- ✓ Chapter Four : Finding – Explain the analysis result of the field work.

- ✓ Chapter Five : Discussions and conclusions - are the conclusions of the findings, implications of results and giving suggestions for further research on the same related topics.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided detailed definitions for the dependent variable and independent variables, namely training and development, reward and recognition, and proactive personality. The dependent variable, job performance, was also defined. Additionally, a conceptual framework was formulated to offer enhanced comprehension to the reader. Furthermore, the chapter discussed the Social Exchange Theory and Self Determination Theory, connecting it with the anticipated cause-and-effect relationship among the variables.

2.2 Job Performance

Job performance is part of the human resource practices that contain contextual performance and task performance (Borman & Motowidlo, 1997). According to Borman & Motowidlo (1997) in their past research divided the job performance into: -

- 1) task performance is the effectiveness where employees execute tasks support on technical elemental of the company, either its directly by putting a piece of the technological procedure into practice or indirectly though giving it the necessary supplies and/or services, while,
- 2) contextual performance is more to work activities that influence the organizational, psychological context, and social that acts be the catalyst for

process and task activities, as well as contextual activities are crucial to organizational effectiveness.

Therefore, whether it is task or contextual performance both performances require a contribution of employee to the successfulness of an organization to guarantee that the organization achieves business objectives. Krijgsheld et al. (2022) in their research mentioned that adaptive performance, task contextual including counterproductive work behaviors are mirrored to job performance. While Ghani et al. (2015) said that job performance is also an employee's contribution in achieving organization goals.

Job performance is measured through the performance management system to ensure that each employee's contribution is evaluated in the best way to determine the form of reward, punishment, or recognition commensurate with performance. Viswesvran and Ones (2000) from their research said job performance defined as pertains to scalable action, behavior and results that relate to and contribute to organizational objectives.

On the other hand, job performance is also defined as a behavior or traits during fulfilling the job itself. Jex and Britt (2014) stated in their study that behavior related to the job is also considered when evaluating job performance. Employees who have more involvement in their work activities are inclined to present a good and high job performance, and vice versa.

While Ramos-Villagrasa et al. (2019) conclude that work performance of individual serves as a suitable job performance to be measured, with a focus on traits directed with regard to organizations. Therefore, job performance is interrelated between the behavior and the organizational activities. Hence, job performance also represents job responsibilities and duties at the workplace.

2.2.1 Past Empirical Research and Findings on Job Performance.

Al-Omari and Okasheh (2017) in their study, aims to look at the correlation between job performance and work environment in an engineering company. Using 85 samples of respondents and implying cross-sectional survey as quantitative methodology they found that the findings uncovered those situational constraints, encompassing factors like noise, office furniture, ventilation, and lighting, significantly contribute to negative impacts on job performance. These work environment conditions warrant heightened attention to address their potential adverse effects. The researcher also recommended that employers proactively initiate efforts to motivate employees by enhancing their work environment. As employees encounter heightened motivation, it is probable that their job performance will improve, thereby facilitating the achievement of desired outcomes and job-related goals.

Susanto et al. (2022) measured job performance from perspective of work-life balance. Researchers found job performance partially intervenes the relationship between work-life balance as data collected from the SMEs employees. The researchers have formulated a conceptual mediated-moderated model to analyze the influence on work-life balance on

employee job performance conciliate function of job satisfaction and family support. From the finding using correlation analysis, they conclude signifies a positive correlation on work-life balance and job performance. The findings further propose, the greater work-life balance correlates accompanied by an elevated level of employee job performance. Participants within this study also emphasized their willingness to exhibit flexibility at workplace when necessary, underscoring their unwillingness to compromise their personal lives for work.

Liao et al. (2011) in their research proves that job performance has a positive relationship with work attitude and work values from the data collecting via convenience sampling. From the measurement of the work values and work attitude using correlation analysis, they found the work values and job performance showed positive but insignificant correlation ($y = 0.05$, $p > 0.05$) while work attitude were significant and positively correlated ($y = 0.28$, $p < 0.05$). Therefore, the researcher believes that the greater attention placed on work value and work attitude will make their organizational involvement and commitment become higher. The researcher also found that employees with the same work value will share the same attitudes and behaviors and make communication easy. Conversely, at the managerial level, a positive outlook on an employee's work can lead employees to be more dedicated. Understanding employees' work values allows organizations to enhance work performance and foster increased engagement in their tasks.

Previous research by Kumari et al. (2021) employee job performance has positively and significantly correlated with reward and motivation. By utilizing task and contextual performance aspects as measures to evaluate job performance, the researchers concluded that motivation and rewards have an influence on improving employee job performance. The data was analyzed using structured equation modeling techniques. A non-probability of sampling technique applied to 442 responses, they concluded that motivation being a crucial role for boosting employees' efficiency as well as productivity, also strengthening both employee and organizational capacities to attain desirable objectives. However, organizations use incentives in inspiring employees for to achieve goals and having a constructive incentive plan to attract new young talent is crucial as well as a motivation to the existing employees to adhere to elevate the work standards of efficiency.

Aziz et al. (2022) from their research involved of 400 government employees from 27 department and ministry of “Malaysia Public Service Employee” revealed a substantial and positive correlation in employee performance with recognition and job security. Multiple regression technique was used, and constructs job security exerts the greatest influence on employee job performance. Whilst recognition presents minimal impact on employee job performance. Researchers agree that job security is among the primary factors of employee performance as they can secure their position soon without interference from external factors. Therefore, the high degree of job security suggests that employees are unlikely to face imminent layoffs. Meanwhile, the researchers also agree that extrinsic and intrinsic rewards inspire employees in the firms. Hence, recognizing employees will motivate the organization. Research has demonstrated that organizations

incorporating a motivational strategy inclusive of employee recognition experience heightened staff morale and improved performance.

Kanapathipillai and Azam (2020) have studied to analyze the influence of training on job performance. Researchers found job performance has statistically significant and has strong relationships with training. This studied conducted in telecommunication companies in Malaysia involving 316 respondent agrees that training is among the factors for increasing of employee performance. They conclude that employees should undergo comprehensive training to equip them with the obligatory expertise and acquire knowledge to enhance job performance.

Saeed et al. (2013) in their research based on 200 employees as a sample from the banking sector of Pakistan conclude that positive correlation between the supervisor's disposition and employees' performance. Firms characterized by a congenial attitude not only exert more favorable influence on employees' performance but underscore a positive and significant correlation between the organizational culture and performance of employees as indicated by a substantial Cronbach Alpha value of 0.79. Researchers also agreed occur significant relationship between personal problems and employees' performance has been rigorously examined through the application of regression analysis.

2.2.2 Evolution on Measurement of Job Performance

The measurement of job performance has evolved over time to adapt to changing organizational structures and advancements in technology. Ghalayini and Noble (1996) noted that traditionally job performance measurement relied on subjective supervisor evaluations and basic quantitative metrics like output or sales figures. Then with the rise of industrialization, quantitative metrics were introduced. The quantitative metrics gained prominence in job performance measurement. After that the piece-rate systems were introduced, where employees were paid based on the quantity of units produced. However, this method had limitations as it only focused on the quantity of output and did not consider other aspects of performance. Over time the qualitative metrics were then introduced. In this era, organizations realized the limitations of solely relying on quantitative metrics and began including qualitative metrics to assess job performance (Sirota & Wolfson, 1972). These qualitative metrics focused on aspects such as teamwork, problem-solving skills, and customer satisfaction. In recent years, alternative performance systems have been proposed that integrate a variety of performance measures, ranging from time-based assessments to a holistic approach that considers multiple dimensions of job performance. These alternative performance systems aim to offer a more comprehensive and accurate assessment of job performance by considering various factors that contribute to overall success in the workplace (Neely, 2005). Overall, the evolution of job performance measurement has shifted from subjective supervisor evaluations and basic quantitative metrics to more comprehensive and sophisticated approaches. These

approaches consider various dimensions of job performance and incorporate both quantitative and qualitative metrics to provide a more accurate assessment.

In conclusion, the measurement of job performance has evolved from traditional methods to more comprehensive and sophisticated approaches in today's rapidly changing world. The history of performance measurement serves as an attestation to ongoing evolution and refining methods and tools employed on evaluating and enhance efficiency and productivity. Therefore, from the “Industrial Revolution” until the contemporary era of driven on artificial intelligence analytics, the measurement of performance has undergone significant advancements. As future measurement on performance holds the promise of being even more vibrant and revolutionary (Marr, 2023).

2.3 Training and Development

According to previous empirical research, training is described as a program designed to teach and give new hires experience to help them quickly and affordably reach their performance level (Rani & Garg, 2014). Development, however, is defined as a program created to achieve goals that enhance organizational and employee effectiveness (Rani & Garg, 2014). According to other research, training and development are related to job satisfaction and contributes to enhanced work performance, benefiting both the organization and the workers (Okechukwu, 2017).

Ahmad et al. (2014) in his research defined training and development as regardless of the size of the company, are required on improving employees job performance, therefore training and development is needed in all organizations. A well-trained employee can produce quality work without any problem with the working environment.

While Khan et al. (2016) said training and development are the stronger drivers lead towards employee job performance. The researchers show that the organizations should plan to structure and manage training that is both effective and efficient to enhance employees' skills at every employment position, regardless of employment grading. Training and development are also the manner to grasp job easily and become the factors to employees to retain in their job (Nguyen & Duong, 2020).

Somasundaram and Egan (2004), training and development forms many definitions, and, in the end, it becomes a major contributor to organization productivity and profitability, as well as critical for survival of an organization in the global economy. The sustainability of the organization finally realized is to sustain the knowledge of the person in organization which can be processed as skills and experience performance.

Generally, training is a short-term program and processes upskilling, efficiency, and effectiveness, enhancing knowledge and understanding of employees of their task via scalable and structured learning programs. Employees can acquire the specialized knowledge and skills required to execute their works well through the training. It typically focuses on enhancing the worker's performance in their current position and could include

things like workshops, online courses, and on-the-job training. Enhancing work performance and productivity is primary objective of training.

Hence, development is a lengthy process that aims to get staff members ready for roles and responsibilities in the company's future. Offering employees opportunities to learn new skills and information, like job shadowing or leadership development programs, may be one way to achieve this. Facilitating employees' growth and advancement within the company is the primary objective of development.

2.4 Reward and Recognition

Reward and recognition are two related items that cannot be separated in human resource practices. Reward and recognition are essential for inspiring workers and raising productivity (Lawler, 2003). Rewards and recognition also enhance employees' job performance. In human resource practices reward is defined as financial, nonfinancial, and psychological benefit provided by a company for their employee's remuneration for every task being done is termed as reward program (Bratton & Gold, 2007). Riasat et al. (2016) in their research dividing reward into intrinsic and extrinsic in the reward system in organization is inviting devoted and motivated employees to attach with the organization.

Meanwhile recognition in human resource practices according to the Empuls (2023) defined as the act of expressing gratitude to staff members for their contributions to

advancing the goals, values, and mission of an organization is known as employee recognition. It is among the most important elements that promote a positive workplace culture, productivity, retention, and engagement in the workplace. Recognition also can be as simple as a note or an email of appreciation, a congratulating employee during meeting and posting a gratitude expression (Merill, 2022) from the management to their employees in their social media platforms or website.

In their study, Hussain et al. (2019) made reference to job performance is very crucial to the employees as job performance is a scale to measure employees' rewards system to enhance and keep them motivated. Hussain et al. (2019) also mentioned that every organization should reward their employees for their commitment and passion. A reward is something that a person receives for carrying out a specific task or job that is essential to improving both productivity and employee job performance (Riasat et al., 2016).

Acknowledgment and commendation significantly influence the overall job performance of employees. Hence, neglecting this aspect can lead to unfavorable consequences for the organization (Hussain et al., 2019). In this situation, rewards may be presented not just to monetary or financial items but also to status, benefits, better working conditions and environment, and incentives also need to be considered (Hussain et al., 2019). Therefore, Stoyanova and Iliev (2017) indicate employees want to be acknowledged and feel that they are being considered as unique individuals. They need to be inspired at work and believe that they aid in the growth of their respective organizations.

Numerous studies indicate that the most favored reward is individual, prompt acknowledgment of superiors and supervisors within the organization and employees do not only want compensation, but they also require recognition (Hussain et al., 2019). At this stage, the Manager or Supervisor plays an important role in motivating their subordinate's morale. Employee motivation will influence their job performance (Meena et al., 2019) and increase overall productivity. Akafo and Boateng, (2015) mentioned in their research that a well-thought-out rewards program can significantly increase the productivity and efficacy of a company.

In their study in the banking sector, Meena et al. (2019) mentioned that reward and recognition lead to employee motivation and employee motivation give a significant relationship on job performance. It shows that employees can only be motivated by money or rewards, and they value recognition for every job done too. Therefore, Meena et al. (2019) concluded that in the banking industry, management can improve employee motivation and performance by offering updated incentives and recognition that the staff finds appealing. It shows that rewards and recognition have a strong relationship with an employee's job performance regardless of sector and industry out there.

Meanwhile, another research by Zeb et al. (2018) also found that a logical outcome of rewarding or recognizing an employee's accomplishments is improved performance, which can lead to job satisfaction. Hence, they conclude that motivation may depend on the purveying of incentives and gratitude and organizations can achieve their goal by motivating their employees with an effective reward and recognition system.

2.5 Proactive Personality

A proactive personality refers to a trait of personality that stated to Bateman and Crant, (1993) a person or individual who has an active and stand out personality that can influence once surroundings. Hu et al. (2021) in their research mentioned that job performance influenced by many factors including personality proactive, and a stable individual behavior may affect significantly to the job performance as well (Kendig et al., 2017). Based on Seibert et al. (1999) the term "proactive personality" describes an employee's proactive actions in overcoming challenges and obstacles to finish tasks and meet organizational objectives.

Employees with proactive personalities easily to adapt their work environment, not just that, they also can accomplish their work goal effortlessly by building up a strong relationship with other co-workers (Chan, 2006). Meanwhile, Crant (1995) in his research found that demonstrated proactive personality traits had a stronger objective capacity to predict job performance than general intelligence metrics.

There is past research from Bateman and Crant (1993) also describe a proactive personality as an individual's capability for initiating environmental changes and a relatively low level of constraint from situational factors. Employee with proactive personality also tend to have succession in their carrier (Seibert et al., 1999), they control over their work situations and could shape their working environment are more likely to be aware of environmental changes and contingencies and to anticipate them. However, they could also change procedures, tasks, and work methods. They might even have an

impact on decisions that affect their compensation, promotions, and benefits (Bell & Staw, 1989) as well.

Bakker et al. (2012) indicate in their research that a proactive employee will be more inclined to shape their jobs, which involved increase on their social and structural their resources of the job as well as challenges in their job. Job customization was then associated with work engagement (vigor, commitment, and absorption) and coworker assessment for the role-playing, so they become engaged and performed their job well. Employees with proactive personality is appeared to recognize and act upon opportunities, demonstrate individual initiative, persevere in their quest for positive change unlike the non-proactive employee (Crant, 1995).

2.6 Underpinning Theory

The necessity of utilizing a theory is important for any study. Therefore, for the purpose of study, the researcher selects a suitable theory to be used as a reference for human resources practices which is training and development, and reward and recognition namely the social exchange theory. Meanwhile for proactive personality, the theory used is the self-determination theory.

2.6.1 Social Exchange Theory

Social Exchange Theory (SET) is a theory of combination a sociological and psychological examining the social behavior within the reciprocation of two affiliation who engage in a “cost-benefit analysis” to assess perils and benefits (Wikipedia, 2023).

According to Roeckelein (2006) the cost analysis arises when each affiliate possesses goods that are valued by other affiliates. The concept for this theory suggests a calculation of relationship occurs of on friendship, romantic relationship, business relationship, professional relationship, and transient relationship. In simple understandings of SET, if the costs in a relationship outweigh the rewards, like investing a lot of effort or money without reciprocation, the relationship may end or be abandoned.

2.6.2 Self Determination Theory

Self-Determination Theory (SDT) is a macro theory of human motivation and personality that focuses on people's intrinsic growth tendencies and psychological needs. It suggests that individuals have an innate drive to develop and grow, and this drive can be supported or hindered by the satisfaction or frustration of three basic psychological needs: autonomy (the need to feel in control and make decisions), competence (the need to feel capable and successful), and relatedness (the need to feel connected and valued by others). These basic needs, when satisfied, create an environment that promotes autonomous motivation, which is the drive to engage in activities for their inherent value and enjoyment. This theory proposes that autonomous motivation leads to better outcomes in terms of performance, well-being, and satisfaction (Ryan & Deci, 2020).

Hence, based on this social exchange theory and self-determination theory, when organizations look after employees' needs and balance between professional and employees personal, employees experience a positive emotion and will increase employees' job performance. For this study, within the scope of energy and resource

service, employers need to emphasize a lot of training and development and offer favorable and affordable rewards for employees to incline with organizations objectives. While at the same time giving recognition as simple as the word ‘thank you’, ‘congratulations’ etc. for proactive employees on their achievements in any task assigned will make them more likely to return the favor via elevated performance (Talukder et al., 2018) as they feel of being appreciated. As illustrated in the Figure 2.1 the conceptual framework, in such situations, any formal and informal support from the supervisor and organization not only enhances employees perceived positive feelings about the job but also reinforces the connection (Susanto et al., 2022) between training and development, reward and recognition, and proactive personality with job performance.

2.7 Theoretical Framework

Human resource practices encompass a broad range of activities and strategies designed to manage and develop an organization's workforce. These practices are essential for performing, attracting, retaining, and motivating employees to contribute effectively to the achievement of organizational goals. Some common elements of human resource practices include training and development, rewarding, compensation etc. Meanwhile personal traits or personal characteristics or qualities, refer to the inherent attributes, qualities, and characteristics that individuals possess. These traits influence how people think, behave, and interact with others, including proactive personality, leadership, communication skills etc. Hence, for the purpose of this study the researcher selects two of the human resources practices and one personality traits as the independent variables

to see the relationship and significance between the independent variables with the dependent variables which is job performance as per theoretical framework in Figure 2.1.

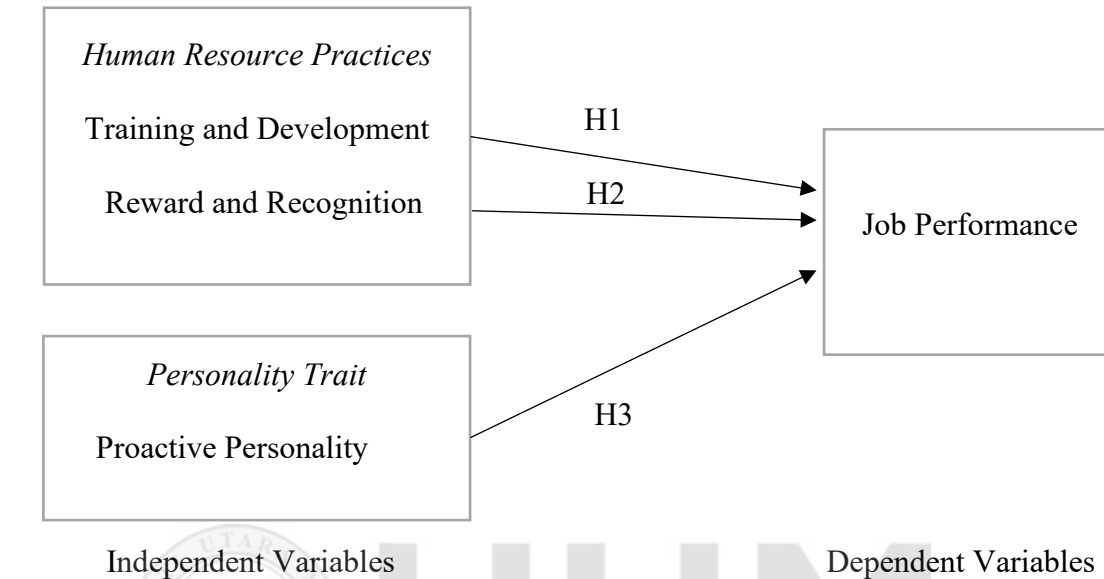


Figure 2.1
Conceptual Research Model

2.8 Relationship Between Variables.

2.8.1 Relationship Between Training and Development and Job Performance.

Other research by Kennedy, J. (2009) explore the influence of training and development on job performance within Ghana Judicial Service found that there is inadvertently exist positively and significantly relationship between the two variables discussed. Therefore positive relationships will increase their job satisfaction, working environment, and increase their job security (Kennedy, J., 2009).

Amos and Natamba (2015), in their study at Equity Bank (Bank of Africa) using research correlation design found positive correlation between the predictor variables which is identification of training needs, training methodologies, monitoring, and training evaluation the predicted variable which is job performance. The result at the two-varietal level exhibits a robust and favorable correlation between the training and development's items and job performance.

Meanwhile, Saeed and Asghar (2012) found that training has effect positively with job performance in their general research from the Islamic University of Islamabad, Pakistan. Although the research terminology usage is different and using "person-job-fit" as the intermediary they are stressing that there is an interactive effect on training and job performance.

Therefore, the hypothesis from the above discussion is: -

H1 = There is a positive and significant relationship between training and development and job performance.

2.8.2 Relationship Between Reward and Recognition and Job Performance.

Meena et al. (2019) in their research discovered that motivation of employees is influenced by rewards and recognition, affecting job performance. Although using the employee motivation as the middle variable to support the job performance as the dependent variables in their research, it still supports the finding with reliability range between 0.80 to 0.92 which fulfills the Cronbach Alpha.

A substantial and positive correlation between job performance and reward is being affirmed by Hussain et al., (2019) in their research finding. This explained that employee reward and recognition have become a crucial factor in job performance as it has become a measure to employee to take and do their task efficiently and effectively. With satisfying reward and recognition system organizations will attract employees to retain in their position and increase the productivity (Bishop, 1987) in line with organizational goals and objectives.

Therefore, the hypothesis from the above discussion is: -

H2 = There is a positive and significant relationship between reward and recognition and job performance.

2.8.3 Relationship Between Proactive Personality and Job Performance.

Hu et al., (2021) indicates direct and non-direct effects occur between job performance and proactive personality. They discovered that job performance is linked to a proactive personality through competency and work engagement. Their study is furthered extension from the previous research findings that provide a strong affirmation and possible reason that proactive personality shows positive affects to job performance among Chinese nurses.

Seibert et al. (1999) concur that a proactive personality is positively correlated with salary and promotion and career satisfaction. Employees who find career satisfaction and receive good employee remuneration will generally be motivated to enhance their job

performance. Verified by Crant's (1995) study, which found that within a sample of real estate agents, a proactive personality was indicative of objective job performance. Meanwhile, Bakker et al., (2012) found in their consistent study from the developed hypotheses that a positive correlation was observed with proactive personality pertaining to in-role performance via engagement in work and crafting of jobs.

Therefore, the hypothesis from the above discussion is: -

H3 = There is a positive and significant relationship between proactive personality and job performance.

2.9 Summary of the Chapter

To summarize this chapter, the researcher provides comprehensive explanation focusing on independent variables and dependent variables from past empirical research. Three independent variables had been selected to be discussed in this literature's review, while researcher is choosing job performance as dependent variable to be discussed as well. The proposal of theoretical framework consists of three hypotheses being developed to be further explored in the subsequent chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In chapter three, the research method of this study is explained in detail. Thus, the population, the suitability of research design, selection of the samples type and population that must be used are discussed. At the same time, the techniques of analysis of the data and data collection are also discussed.

3.2 Research Design

In this study, the phases of a quantitative research design were undertaken. A series of surveys were disseminated to collect the data evidence. Subsequently, all the data were assessed using numerical measurement, specifically SPSS Version 29, and were analyzed using suitable analysis methods. This approach guaranteed that the study was pertinent to the issue and made use of cost-effective methods. According to Adam et al. (2007), the design for the research served as the pattern for fulfilling the objective yet answering the research question.

Designs of the questionnaires using five-point Likert Scale where participant may select their level of agreement to each question. Meanwhile, the time taken for the data collections is three weeks.

In the initial phase, this research commences by identifying issues within the research context. These identified issues will serve as the foundation for formulating research questions and objectives. To provide a comprehensive understanding, pertinent literature from past studies is collected as a reference. Subsequently, the study determines the most appropriate research methodology. Following this, survey questions are carefully formulated. A pilot study employing a survey questionnaire will be carried out, and the results will undergo thorough analysis. The insights gained through the pilot study, final questionnaire for the survey will be distributed after obtaining approval, and the subsequent findings will be subjected to in-depth analysis. The primary focus of the analysis will be on examining respondents' perceptions regarding the influence of training and development, reward and recognition, and proactive personality on job performance. Finally, this study will be concluded through developing recommendations and suggestions for further research.

3.2.1 Unit Analysis

The unit of analysis comprises individuals who are employees of organization 1 and organization 2. To this study, the primary source or figure is gathered among the employees of both organizations through the distribution of questionnaires. Participants will review the questions, interpret the prompts, and subsequently furnish their response.

3.3 Population and Sampling

3.3.1 Population

For successful research, the sample must be collected correctly. It should also be conducted properly to certify that the results are represent the entire population. Aside from being economical, the use of the sample also helps minimize time constraints and make the process more practical.

Sekaran (2009) population is the research to investigate about the whole group of persons, things, and/or object of the attentive to researcher wish to investigate. The study focuses on all level of employees in respective organization that involves in energy and resource service located at the Klang Valley, as per population size in Table 3.1.

The sample (n) is all employees in organization 1 and organization 2 that are located in Klang Valley. Zikmund et al., (2010), the sample drawn from the entire elements of one population is referred to as a sampling frame. While, for this study purpose, the target respondents for sample (n) are all employees working in the organization regardless of position level. Meanwhile the sampling location, Klang Valley, is the selected place.

Several organizations in energy and resource service sector in Klang Valley were listed as the study population, but only two organizations granted permission to be part of this study. Both of these organizations have been identified as having connections to various issues related to employee job performance.

The selected organization as indicate in the Table 3.1 is organization 1 has 9 departments and 1 subsidiary with 100 employees, while organization 2 has only 6 department with 90 employees. This makes the total numbers of the population is 190. The researcher selected this organization for the investigation focusing on matters related to employee job performance.

Table 3.1
Sample Size Population

Department	Organization 1	Organization 2
Project and Engineering	10	10
Project Management	0	60
Operation and Maintenance	65	0
Testing and Commissioning	3	0
Testing and Calibration (Laboratory)	8	0
Human Resource and Administration	3	4
Finance and Accounting	3	6
Quality and Compliance	4	0
Procurement and Asset Management	2	5
Business and Development/Marketing	1	5
Yayasan X (Subsidiary)	1	0
Total	100	90

3.3.2 Sampling Technique

For this study the sampling method or technique selected is convenience sampling. Convenience sampling is a sampling technique of non-probability wherein the researcher selects participants according to their accessibility, availability, and convenience. The method is often employed when obtaining a random or representative sample is challenging or impractical (Simkus, 2023).

Convenient sampling is a research technique that entails selecting the participants depending on participants' readiness and availability to participate in the survey. Convenience sampling is a rapid and economical way to gather statistical data, as the technique allows the researcher to easily recruit participants who are readily accessible and willing to participate. This sampling method also reduces the ethical concerns associated with other sampling techniques, as participation is voluntary (Tutors, 2015). As for this study, this convenience sampling technique applies by distributing questionnaires to all the respondents via email through the department section head at the selected organizations in the service industry to take part in the research. Therefore, the respondent being asked voluntarily to fill up the questionnaire.

3.3.3 Sampling Size

A sampling size is important to a researcher to target the optimum numbers of on how big or small data that need to be collected. Using the table provided by Krejcie and Morgan (1970) is most likely to simplify the choosing method. Based on the population in Table

3.1 the total number of the population size is 190, therefore the required sample according to Krejcie and Morgan is 127 sample size of respondent from a given population in the energy and resource service in service industry at Klang Valley.

3.4 Data Collection Techniques

Within the techniques for data collection, two types of selection exist: primary data and secondary data. As for this study utilized both collection techniques to collect all the required information. Initial data gathered by the researchers personally either using surveys, observations, meetings, survey forms, or other appropriate methods. The researcher will be using primary data to gather new information specific to objectives and purpose of the study. For this study, researchers use questionnaires as basis for data collection techniques.

There are 80 copies of questionnaires being distributed for organization 1 and 50 copies of questionnaires distributed to organization 2, for collecting data constituting the entire population (N) is 190 and the sample (s) required is 127 (Krejcie & Morgan, 1970). Questionnaires was developed using a google forms technique and crafted carefully in English to ensure that the respondent understand the requirements of the questionnaires content and 130 copies of questionnaires was distributed. The link to the questionnaires is then emailed to every Head of Department (HOD) or Section Manager (SM) to both organizations for distribution. The HOD or the SM will then pass around the forms to all their subordinates to fill up the forms using the distributed google forms link. They are

given three weeks to do the questionnaires and submission for the data collection to compute on reliability of Cronbach Alpha for variables.

As for the secondary data, information is sourced from pre-existing outlets, i.e books, journals, articles etc. As for the primary data and secondary data complement each other to support and enhance the finding.

3.5 Measurement of the Variable

In this study measurement of the variables were adopted from the previous empirical research. Adopting and referring to the previous measurement is more convincing because the reliability and validity has been confirmed.

3.5.1 Job Performance

The measurement of the variables was adopted from the respective previous researcher. The job performance as the dependent variables. For the job performance, the questions are adopted from Talukder et.al., (2018) consist of 10 (ten) items. The items computed using a five-point of Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.2

Operational Definitions and Items for Job Performance

Variables	Operational Definitions	Items
Job performance	Job performance is the total expected value to the organization of the discrete behavioural episodes that an individual carries out	1) I meet formal performance requirement. 2) I fulfil responsibilities specified in the job description.

over a specified time period.

- 3) I engage in activities that can positively affect my performance evaluation.
- 4) I perform task that are expected of me.
- 5) I can constructive suggestions to the overall functioning of my work group.
- 6) I encourage others to try new and more effective ways of doing their jobs.
- 7) I adequately complete assigned duties
- 8) I don't neglect aspect of the job that I am obligated to perform.
- 9) I am well informed where opinion might benefit the organization.
- 10) I continue to look for new ways to improve the effectiveness of my work.

Source: Talukder et al., (2018)

3.5.2 Training and Development

The measurement for training and development as the first independent variable, utilized questionnaires from Demo et al. (2012) comprising a total of 6 items. The same method of rating was applied, utilizing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.3

Operational Definitions and Item for Training and Development

Variables	Operational Definitions	Items
Training and development	Organizationally articulated proposal, with theoretical and practical constructions, to provide for employees' systematic competence acquisition and to stimulate continuous learning and knowledge production	1) I can use knowledge and behaviors learned in training at work. 2) The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, seminar, etc.). 3) The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of upgrading competencies etc.). 4) In the organization where I work, training is evaluated by participants. 5) The organization I work for stimulates learning and application of knowledge. 6) 6. In the organization where I work, training needs are identified periodically.

Source: Demo et al., (2012).

3.5.3 Reward and Recognition

A series of questions for the second independent variable, reward and recognition, was borrowed from Demo et al. (2012) and includes 5 items. The measurement for these

questionnaires employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.4

Operational Definition and Item for Reward and Recognition

Variables	Operational Definitions	Items
Reward and recognition	A systematically presented proposal, incorporating both theoretical and practical frameworks, to recognize and reward employees' performance and competence through compensation and incentives.	1) In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc. 2) In the organization where I work, my salary is influenced by my results. 3) The organization I work for offers me a salary that is compatible with my skills, training, and education. 4) The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels. 5) The organization I work for, considers the expectations and suggestions of its employees when designing a system of employee rewards.

Source: Demo et al., (2012),

3.5.4 Proactive Personality

This final section that will be questioning on the proactive personality for the third independent variables consists of 10 items adopted from Omar (2015) with 10 items carried the Cronbach Alpha 0.920. All are items being measured using five-point of Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.5

Operational Definitions and Items for Proactive Personality

Variables	Operational Definitions	Items
Proactive personality	Proactive personality is a trait relatively unconstrained by situational forces and have effects in an environmental change.	1) I am constantly on the lookout for new ways to improve my life. 2) Whenever I have been, I have been a powerful force for constructive change. 3) Nothing is more exciting than seeing my ideas turn into reality. 4) If I see something I don't like, I will fix it. 5) No matter what the odds, if I believe in something I will make it happen. 6) I love being champion of my ideas, even against others' opposition. 7) I excel at identifying opportunities. 8) I am always looking for better ways to do things. 9) If I believe in an idea, no obstacles will prevent me from making it happen. 10) I can spot a good opportunity long before others can.

Source: Seibert, Crant and Kraimer (1999)

3.6 Questionnaire Design

In the context of this study, questionnaires are the most significant initial data collection techniques as measurement analysis. Questionnaires are relatively inexpensive, efficient, and easy to obtain huge figures of information from a big sample of participants. The

questionnaire was designed with a straightforward style to promote meaningful participation from the participants. The questions were carefully crafted, keeping their wording, and phrasing as precise as feasible. In every survey where respondents are required to answer a questionnaire, the rationale behind the questionnaire's look and arrangement is crucial (Adam et al. 2007). Effectively, questionnaires for this research will be divided into 5 sections as per follows Table 3.6.

Table 3.6
Layout of the Questionnaire

Section	Item	Number of Items
A	Job performance (DV)	10
B	Training and development (IV1)	6
C	Reward and recognition (IV2)	5
D	Proactive personality (IV3)	10
E	Demographic information consists of	
	1) Age	
	2) Gender	
	3) Race	
	4) Marital Status	
	5) Education Level	
	6) Employment position level	
	7) Length of employment.	7

Sections A, B, C and D of the questionnaires collectively comprise 31 items, encompassing all variables under consideration. Respondents are instructed to indicate their preferences by selecting the appropriate numerical scale that aligns with their opinions, utilizing the Likert Scale (1932). The Likert Scale, an ordinal scale, is employed in this survey to objectively gauge the expanse to which subjects “agree or disagree” with

the assertions presented in questions whereas the indication is 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree), and 1 (strongly disagree) on the Likert scale.

Section E of the questionnaire captures information of the demographic about the respondents. Respondents are asked to give input of their relevant information in the designated spaces. The demographic-related questions employ a nominal scale, chosen for its suitability in facilitating identification purposes.

3.7 Pilot Test

Dataset collected via a pilot test from 30 respondent being conducted prior the actual questionnaires distributed for this process. Eldridge et al., (2016) before starting a project, experiment, or development it is important to run a simple pilot test to see the reliability of the research tool. Therefore, the reliability of the research instrument could be ascertained with the assistance of the useful and efficient pilot test. The primary objective of pilot test is to assess the comprehension degree among participants regarding the instructions provided in the questions, as well as the degree of dependability among the variables.

In this research a pilot test was conducted involving employees within departments in both organizations as the research population. The pilot study findings indicate that the instrument used for measurement is reliable and suitable for collecting the actual data. Conducting pilot tests is essential to ensure the accurate measurement of each variable's

reliability, especially considering the variations in the industry of the study population.

The pilot test outcomes are presented within Table 3.7.

Table 3.7

Cronbach Alpha Reliability Analysis Result for Pilot Test

Variables and Dimension	Items (No.)	Cronbach's Alpha
Dependent Variables		
Job Performance	10	0.957
Independent Variables		
Training and Development	6	0.867
Reward and Recognition	5	0.928
Proactive Personality	10	0.876

N: 30

The Cronbach Alpha reliability measured for variables shows the outcomes of Coefficient Alpha (α) is at the range of 0.867 to 0.957. The Cronbach Alpha for job performance is 0.957, training and development is 0.867, reward and recognition are 0.928 and proactive personality is 0.876. The utmost Cronbach Alpha's value is 0.957 for job performance. While the minimal value for Cronbach Alpha of 0.867 is training and development.

3.8 Data Screening

Data screening is a crucial step in the research process that involves reviewing, cleaning, and preparing data for analysis. It ensures that the data is accurate, reliable, and suitable for the intended analysis. By validating and screening the collected data, researchers can identify any errors or inconsistencies that may affect the accuracy and reliability of their analysis. Additionally, data screening helps in identifying outliers, missing values, or any other issues that may need to be addressed before analysis can take place (Cai & Zhu, 2015). By conducting thorough data screening, researchers can ensure the integrity and validity of their findings while minimizing the risk of drawing incorrect or biased conclusions.

3.8.1 Reliability Test

The reliability of a measure was developed to assess the consistency and stability. Consistency indicates the extent to which items measuring a concept exhibit coherence as one collection. Cronbach's alpha serves as a reliability coefficient, gauging the effectiveness of the items within a collection exhibit positive correlation with each other. Therefore, Cronbach's alpha was calculated according to the mean correlations among element amid the element gauge the concept. Hence, the more Cronbach's Alpha approaches 1, the greater the indication of heightened internal consistency reliability. Details of the subsequent metrics represent for Cronbach's alpha as below:

Table 3.8
Cronbach's Alpha Interpretation

Alpha Value	Reliability
Less than 0.60	Poor
In the 0.70 range	Acceptable
Over 0.80	Good

Source: Sekaran & Bougie (2013)

3.8.2 Linearity Test

The linearity test evaluates the constancy of change, indicating the relationship between the independent and dependent variables. It also assesses how consistently the dependent variable varies across the range of values for the independent variable. Linearity is typically assessed by analyzing scatterplots of the variables, with an easily accessible option being the deviation from linearity test in SPSS.

3.8.3 Normality Test

The normality test, a statistical procedure, evaluates whether a dataset conforms to a normal distribution—an assumption crucial for many statistical tests and modeling techniques. Parametric statistics rely on this assumption, while nonparametric methods may be more suitable if data deviates from normality (Mishra et al., 2019). By conducting a normality test, researchers can ascertain the distribution of their data, guiding the choice of appropriate analytical methods. If the data is deemed normally distributed, researchers gain confidence in employing parametric statistical techniques for further analysis. Thus,

researchers commonly utilize normality tests to assess the distributional properties of their datasets.

3.8.4 Outliner

The Outliners Test is a method utilized to identify and analyze data points that deviate significantly from the general trend or pattern observed. By identifying these outliers, researchers can gain insights into the possible causes or influences that may have led to their occurrence. This information can then be used to refine the analysis and improve the overall accuracy of the results. Furthermore, outlier detection methods can help researchers identify and mitigate the impact of outliers on their statistical models. By considering the influence of outliers in the data analysis process, researchers can ensure that their conclusions are not heavily skewed by a few anomalous data points. Using outlier detection techniques can lead to more robust and reliable results, especially in areas where accurate and precise data analysis is crucial (Rousseeuw & Hubert, 2011).

3.9 Data Technique Analysis

The analysis of all gathered datasets was conducted using Statistical Package for the Social Sciences (SPSS) version 29. The aim of the measurement scale was to determine the validity and reliability of each variable using the developed questionnaires. Following statistical techniques were analyzed the data required.

3.9.1 Pearson Correlations Analysis

Correlation analysis is the relationship analyzing between two or more variables. By calculating correlation coefficients, researchers can assess whether two variables move in tandem (positive correlation), in opposite directions (negative correlation), or show no clear relationship (uncorrelated) (Curtis et al., 2016). This correlation is determined through monitoring how one variable varies concurrently with changes in another variable (Davies, 1971). Table 3.9 displays the correlation between the variables (dependent and independent).

Table 3.9
Pearson Correlation Coefficient Interpretation

Coefficient Value	Relation Between Variables
0.00 to 0.20	Very Low Relationship
0.21 to 0.40	Low Relationship
0.41 to 0.60	Moderate Relationship
0.61 to 0.80	Strong Relationship
0.80 to 1.00	Very Strong Relationship

Source: Hair et al., (2010b)

3.9.2 Regression Analysis

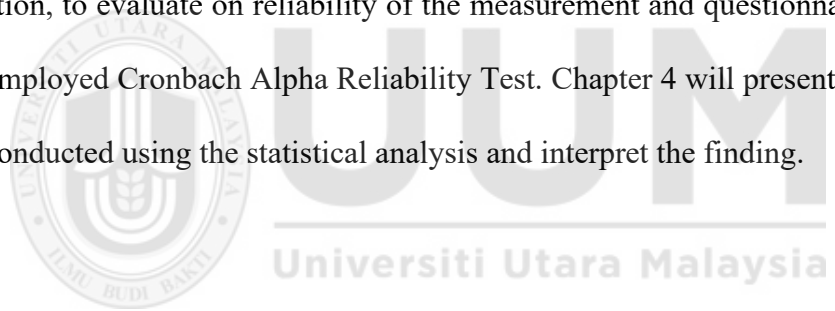
Other than that, an analysis for multiple regression was utilized to ascertain the three key independent variables that exhibit a direct relationship with the dependent variables. Furthermore, it was also utilized to test the hypotheses as formulated. As per Sekaran

(2006) the square of multiple "R²" elucidates the dependent variable by the predictors also referred as Multiple Regression. Therefore, throughout R², the F statistics and the significance degree will be determined to construct the result.

3.10 Summary of The Chapter

To summarize this chapter of research methodology, it covered all the components involved which are research design, population and sampling, methodology for collection analysis and technique for the dataset.

In addition, to evaluate on reliability of the measurement and questionnaire validity, this study employed Cronbach Alpha Reliability Test. Chapter 4 will present the result of the study conducted using the statistical analysis and interpret the finding.



CHAPTER FOUR

FINDINGS

4.1 Introduction

In this chapter, once the data has been gathered, then analyzed, interpreted, and summarized for the research findings. It displays the conclusions and outcomes of the analysis on demographic, reliability test, analysis for correlation, and analysis for regression also the analysis of survey questionnaire.

4.2 Response Rate

80 questionnaires are being distributed to all employees at organization 1 and 50 copies to organization 2, making the total distributed questionnaires are 130 to be filled in by all the employees irrespective of their organizational position level. However, only 107 copies were returned. Table 4.1 shows the response rate is 82.31% from all the distributed questionnaires.

Table 4.1
Field Data Collected

Item	Number	Percentage (%)
Distributed questionnaires	130	100.00
Returned questionnaires	107	82.31
Unreturned questionnaires	23	17.69

The result of the returned questionnaires indicates 82.31% of response rate, demonstrating that the respondent understands the purpose of this study. Hence, the researcher's proactive approach of sending frequent reminders and follow-ups to the respective department on the selected organization for respondents served as effective prompts, encouraging individuals to complete the survey.

4.3 Demographic of Respondents

Table 4.2

Demographic of Respondents

Background of Respondent	Item	Frequency (N)	Percentage (%)
Gender	Male	47	43.9
	Female	60	56.1
Age	21-30 years	23	21.5
	31-40 years	42	39.3
	41-50 years	36	33.6
	More than 51 years	6	5.6
Race	Malay	81	75.7
	Chinese	11	10.3
	Indian	7	6.5
	Others	8	7.5
Marital Status	Single	31	29.0
	Married	73	68.2
	Divorced	3	2.8
Education Level	SPM/STPM	6	5.6
	Diploma	13	12.1
	Degree	72	67.3
	Master's degree	7	6.5
	Other	9	8.4
	Qualification		

Position Level	Director	2	1.9
	Section Head	8	7.5
	Manager	16	15.0
	Executive	60	56.1
	Non-Executive	21	19.6
Employment Length	Below 5 years	24	22.4
	6-10 years	36	33.6
	11-15 years	19	17.8
	More than 15 years	28	26.2

Table 4.2 indicates the demographic of the respondents from 107 returned respondents. Most respondents are female with percentage of 56.1%, while another respondent consist of 43.9% are male.

Out of 107 respondents from the group of age demographic shows the age category is the highest percentage with 39.3%. Followed by the age category 41-50 years old with 33.6%, 21.5% are the category 21-30 years old. While the lowest percentage rate is the age category more than 51 years old with 5.6% only.

On marital status, most of the respondents are Malays with 75.7% and married (68.2%). Followed by single respondents' group with 29.0% and divorced (2.8%). Chinese respondent become the second highest response rate for race group with 10.3%, followed by others race of 7.5% and Indians of 6.5%.

The most common education level is a degree with 67.3% for the educational level of respondent group. Meanwhile diploma holder comes with 12.1%, followed by other

qualification with 8.4%. SPM/STPM holders are the lowest behind the master's degree holders (6.5%) with 5.6% only.

Most respondents for this study are at the executive level with a percentage of 56.1% then followed by non-executive with a percentage of 19.6%. Manager comes with 15.0%, then followed by section head with percentage of 7.5% second lowest before director percentage at 1.9%.

Employment length is evenly distributed across different ranges. It shows employment length with 6 – 10 years contributing highest percentage with 33.6% for this study. Meanwhile 26.2% comes from group employment length of more than 15 years. Employment below 5 years contributing 22.4% followed by the lowest percentage which is 17.8% is employed between 11-15 years.

4.4 Reliability Analysis

Reliability analysis has been conducted on dependent variables specifically, job performance and independent variables encompassing training and development, reward and recognition, and proactive personality. With a sample size of 107 respondents, the alpha values for job performance (0.935), training and development (0.874), reward and recognition (0.863), and proactive personality (0.919) respectively using all the items in the measurement as in Chapter 3. Table 4.3 below presents a summary of the outcomes derived from the reliability analysis in this study.

Table 4.3
Reliability Analysis Result

Variables	Number of Items	Cronbach Alpha Value
Job Performance (DV)	10	0.935
Training and Development (IV1)	6	0.874
Reward and Recognition (IV2)	5	0.863
Proactive Personality (IV3)	10	0.919

The findings indicate the reliability of all variables, with values exceeding 0.8 and approaching 1. According to Sekaran & Bougie (2016), a Cronbach Alpha closer to 1 is considered better, signifying higher reliability.

4.5 Descriptive Analysis

After assessing reliability, the descriptive analysis obtained including mean and the standard deviation, it was computed for the interval-scaled variables which is dependent and independent. In this study, statistical methods are described using the mean and standard deviation. All variables are measured employing Likert scale ranging from 1 to 5. Scale value 1 designate to strongly disagree, meanwhile a scale value 5 indicates strongly agree. The descriptive statistic in Table 4.4 is for the dependent and independent variables.

Table 4.4

Descriptive Statistic for Independent and Dependent Variables

Descriptive Statistics	Mean	Std. Deviation
Job Performance (DV)	4.18	0.554
Training and Development (IV1)	4.06	0.612
Reward and Recognition (IV2)	3.85	0.521
Proactive Personality (IV3)	3.93	0.516

From the abovesaid table, the mean for all the variables is at the above average of 3.85 to 4.18. Meanwhile, the standard deviation range is between 0.516 to 0.612. Consequently, from the mean value and the value of standard deviation can be inferred that respondent exhibits positive perception on training and development, a positive to moderately positive to proactive personality and tend to agree positively with reward and recognition. Hence, it indicates that the degree of agreement from the respondent is moderate to high level and positive perception to all the variables.

4.6 Correlation Analysis

To achieve the goals of this study, correlation tests were carried out to scrutinize the correlation between the independent variables, namely training and development, reward and recognition, and proactive personality, with the dependent variable specifically, job performance. The objective is to evaluate the robustness of the relationships between these three independent variables and the dependent variable. Outcomes of the correlation analysis are depicted in Table 4.5.

Table 4.5
Correlation Analysis Result

Variables	Job Performance	Training & Development	Reward & Recognition	Proactive Personality
Job Performance	1			
Training & Development	.596**	1		
Reward & Recognition	.225*	.336**	1	
Proactive Personality	.359**	.413**	0.587**	1

Note : ** p<0.01 level (2-tailed)
*p<0.05 level (2-tailed)
N=107

Based on Table 4.5, it can be deduced a significant relationship between training and development and job performance at ($r=.596^{**}$, $p<0.01$). Moderate and positive relationships appear between job performance and training and development with correlation coefficient correlation value 0.598 falls under the range of coefficients value 0.41 to 0.60 (Hair et al., 2010b).

Meanwhile there is significant correlation between the reward and recognition and job performance ($r=.0225$, $p<0.01$). The correlation between reward and recognition and job performance interprets a low positive relationship with value 0.225 falling under the range 0.21 to 0.40 (Hair et al., 2010b).

On the other hand, a significant relationship appears between proactive personality and job performance ($r=0.359$, $p<0.01$). Indicated a low positive relationship between

proactive personality and job performance at coefficient correlation value 0.359 falls under range 0.21 to 0.40 (Hair et al., 2010b).

In summary, the findings indicate a robust positive correlation between the independent variables—specifically, training and development and proactive personality—and the dependent variable, job performance. In contrast, the correlation between reward and recognition and job performance is relatively weak but remains statistically significant. This implies that the identified factors, including training and development, reward and recognition, and proactive personality, exert an influence on job performance.

4.7 Regression Analysis

Chua, Y. P. (2006), regression analysis offers a systematic approach to analyze both level and characteristic of the relationship among variables. Presented in Table 4.6 is the analysis for regression analysis result for the three independent variables specifically are training and development, reward and recognition, and proactive personality. This analysis aims to identify any significant relationship with the dependent variables, namely job performance. As per the table below, training and development exhibit most substantial to influence job performance with coefficient ($\beta=0.546, p<0.05$), then subsequently by proactive personality with coefficient value ($\beta=0.166, p>0.05$). Meanwhile reward and recognition indicating of the lowest coefficient value ($\beta=-0.056, p<0.05$) relationship with job performance.

Table 4.6

Summary of Multiple Regression Analysis of the Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.700	.395		4.309	<.001
Training and Development	.494	.078	.546	6.327	<.001
Reward and Recognition	-.060	.103	-.056	-.579	.564
Proactive Personality	.179	.108	.166	1.657	.101

a. Dependent Variable: Job performance

b. Predictors (Constant): Training and Development, Reward and Recognition, Proactive Personality.

Table 4.7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.373	.355	.44480

Meanwhile, model summary as Table 4.7 presents results of multiple correlation for “R” value, 0.611. This indicates the intensity and orientation of the linear correlation between independent variables (training and development, reward and recognition, and proactive personality) and dependent variables (job performance). A value of 0.611 suggests a moderately strong positive correlation. Value of 0.373 for R-square, indicating an approximate 37.3% of the variance in the dependent variable is accounted by independent variables, while another 62.7% attributed to other factors not examined within this study.

4.8 Summary

To conclude, this chapter explains the outcomes of the reliability test analysis, correlation analysis, and analysis for regression. SPSS version 29 was utilized to analyze the dataset and reveal the relationship between the dependent variable (job performance) and the independent variables (training and development, reward and recognition, and proactive personality). As a result, the outcomes of this study respond to all the research questions and hypotheses posited in Table 4.8 of the summary of hypothesis analysis.

Table 4.8
Summary of Hypothesis Analysis

	Research Questions	Research Finding	Result
RQ1	Is there any relationship between training and development and job performance?	There is strong positive and significant relationship between training and development and job performance.	Supported
RQ2	Is there any relationship between reward and recognition and job performance?	There is negative and not significant relationship between reward and recognition and job performance.	Not Supported
RQ3	Is there any relationship between proactive personality and job performance?	There is weak and not significant relationship between proactive personality and job performance.	Not Supported

CHAPTER FIVE

DISCUSSIONS AND CONCLUSION

5.1 Introduction

This chapter discusses the findings of this study in alignment with the research objectives. Additionally, it provides insights into implications and recommendations, outlines the study's constraints, and provides suggestions for future research. In this chapter also discusses findings based on hypotheses developed in Chapter 2.

5.2 Summary of the Findings

A quantitative study was conducted to identify what is the factors will be influencing employee job performance within the energy and resource service sector. Therefore, for this purpose, three independent variables were examined, namely training and development, rewards and recognition, and proactive personality. As for this research investigated the relationship between training and development, reward and recognition, and proactive personality and job performance. Regression analysis was performed to assess hypotheses 1, 2, and 3 in Chapter 2 which aimed to analyze the immediate relationships among the variables. The results indicated that only training and development exhibited strong positive and significant relationship on job performance, hypothesis 1 supported. Meanwhile, the relationship between reward and recognition and proactive personality with job performance is not significant.

5.3 Discussion of Findings

5.3.1 Objective 1: Relationship Between Training and Development and Job

Performance

As expected, training and development are identified as factors capable of influencing job performance among employees in an industry. The regression analysis has proven a strong and significant positive relationship between training and development and job performance with coefficient ($\beta=0.546$, $p<0.05$). This suggests that training and development are important in improving employee job performance, which supports hypothesis 1.

This finding is in line with the assertions by Kanapathipillai and Azam (2020) and Sieng and Azman (2021). A plausible reason to this is because employees with good skills will always strive to ensure that their work pace is in the momentum they desire, especially the employees at the executive level. Furthermore, training represents a human capital investment that brings benefits to both employees, such as salary increments and promotions, and to employers it will increase productivity (Sieng & Azman, 2021). Therefore, continuous training is crucial as it contributes to the career advancement of employees and indirectly assists the organization in continuing to survive and flourish while maintaining its competitive strength (Kanapathipillai & Azam, 2020), which yielded similar research findings.

5.3.2 Objective 2: Relationship Between Reward and Recognition and Job Performance

Rewards and recognition are expected to be a factor that influence job performance. However, findings from this study, through regression analysis tests, revealed the relationship between rewards and recognition and job performance is not significant. Therefore, reward and recognition do not influence job performance. This finding is contrasting with past research (Hussain et al., 2019). Hence, it can be justified that rewards and recognition do not directly impact on job performance. In this situation, even though employees receive rewards such as monthly salaries, bonuses, and other incentives, it seems not impacting too much to job performance, as employees may simply be satisfied with the received rewards compared to receiving nothing. Hence, it is not impossible for employees to perceive whether rewards and recognition are present or not, every task needs to be accomplished. This, in turn, will consistently maintain job performance at a satisfactory level. Supporting these research findings is in line with Omar (2015) yielding similar results. A plausible justification is attributed to the fact that most respondents in the study are at the executive level and above and they have served in their respective company for quite a significant number of years. They may plausibly be rewarded satisfactorily; hence this particular aspect did not have a bearing on their job performance. In fact, employees at this level may put higher value on self-development to ensure their continuous job performance improvement in the long-run. This plausibly explains the non-significant relationship between reward and recognition and job performance.

5.3.3 Objective 3: Relationship Between Proactive Personality and Job Performance

There has been much debate and research about the impact of personality traits on job performance. One specific personality trait that has been examined is a proactive personality. In this study a proactive personality is also expected to be a contributor to influencing job performance. However, the outcomes from this study contrast from previous study (Hu et al., 2021) not supported hypothesis 3. The findings from the study through analysis of regression indicate non-significant relationship between proactive personality and job performance ($\beta=0.166$, $p>0.05$). While proactive personality is often associated with individuals who take initiative, seek out opportunities, and exhibit a proactive approach in their work, the evidence suggests that this trait does not necessarily translate into better job performance (Spitzmüller et al., 2015).

A plausible reason is attributed to the nature of the energy and resource service sector and also the position level of respondents in the study. The dynamic nature of the service industry requires employees who are proactive to attend to various demands and changes from time to time. Hence, employees in this industry are expected to have this attribute in order to survive in their job. Furthermore, most respondents in this study are in the executive level and above. The nature of tasks and responsibilities for employees in this level require them to be aware of any changes that may take place in the service sector ecosystem. They need to keep up and stay ahead of the change pace to reduce the risks for the company to fall behind. In other words, a proactive personality is considered as the bare minimum criteria for employees in the energy and resource service sector. Therefore,

it has no significant impact on their job performance. This plausibly explains the non-significant relationship between the proactive personality and job performance.

5.4 Implications of Study

This study was undertaken to test three identified factors influencing employee job performance within the energy and resource service sector. Training and development, rewards and recognition, and a proactive personality are the three factors that have been chosen. Only training and development has proven to exhibit significant relationship influencing employee job performance within an organization. Job performance not only affects organizational performance but also serves as a direction towards the success of an organization. Therefore, through this study, employers will have ideas to make decisions on how to enhance employee job performance.

This study can be used by employers in the energy and resource service sector to enhance employee job performance. Since job performance is correlated with work productivity, regular training and development are important to ensure that employees with low performance receive appropriate training for career improvement and increased productivity to achieve assigned tasks' goals.

Through regular and continuous training and development plans, employees in the respective sector will become more skilled. Training in soft skills or technical skills is crucial for employees to maintain competence in their respective fields and, consequently,

enhance their job performance. Training and development are also seen as effective in retaining employee loyalty to remain with their job and employer. This is because employers who consistently invest in employee skill improvement instill a sense of loyalty in employees, encouraging them to continue serving and delivering good job performance, thereby increasing overall productivity.

In relation to this, the results of this study received backing by the theory used, namely, the Social Exchange Theory. The theory posits that an exchange occurs when parties involved in a transaction begin to provide benefits to each other (Roeckelein, 2006). Therefore, when employers consistently strive to meet the needs and requirements of employees through continuous and relevant training and equitable rewards, employees, in return, will provide services at the utmost level. Job performance will then consistently remain in good and satisfactory conditions.

5.5 Limitation of Study

The study aimed to comprehend the influence of training and development, reward and recognition, and proactive personality on job performance issues; however, there was a limitation during conducting the study. Firstly, the numbers of representatives representing the energy and resource service sector in Malaysia. The sample size of 127 respondents around Klang Valley is not sufficient to represent the entire population of Malaysia's service sector. The research did not encompass other sectors and industries or

the public sector. Consequently, the findings solely reflect the perceptions of employees in the selected organizations only regarding factors that may affect job performance.

Secondly, after utilizing regression analysis to examine the hypothesis, found that the factors influencing job performance constitute only 37.3% of the variation in job performance. The remaining 62.7% are attributed to other unidentified factors not discussed in this study. Therefore, these unidentified factors, comprising 62.7%, could be assessed in future research.

Besides that, some respondents may not fully understand the questions that using educational terms or words written English in the questionnaires. This leads them to merely answer the questions just to fulfill the requirement of the questionnaires without a complete understanding. Some respondents may choose not to answer the survey questions provided. Furthermore, the answers pertaining to their demographic information appeared to be somewhat less reliable or convincing. This discrepancy arises from the possibility that respondents might answer the demographic questions dishonestly, potentially impacting the accuracy of the study findings to some extent.

In general, the progression of completing this study has been seamless, although several limitations emerged. However, these limitations do not significantly hinder the continuation of the research process. In fact, these constraints can serve as a guide for future studies on employee job performance, considering other factors that were not examined in this study.

5.6 Recommendation for Future Research

The assessment of employee job performance in the energy and resource service sector seeks to ascertain whether the independent variables have influenced the employees' job performance. Suggestions for improvements and possibly additional explanatory factors should be considered in future research.

Hence, recommendations for future research are as follows:

- i) Conduct a study of the entire population – This study only targeted the energy and resource service sector at Klang Valley only as the population, with a total of 127 sample size of respondents is not sufficient to represent the entire population within the service sector industry in Malaysia. Therefore, for future studies, suggesting the population to be expanded to include other service sectors, industries, and public sector also conducting the study outside the Klang Valley, in other states in Malaysia, by using a broader population it will obtain a higher response rate.
- ii) Adding other variables in the investigation – From the findings of the study there are 62.4% of the unidentified factors that may influence job performance. Therefore, its recommended for the future study to add more variables in the investigation using other human resources practices and employee behavior to explore factors that may influence employee job performance other than training and development, reward and recognition, and proactive personality. To see what are other factors that have higher significance values and strong

correlation relationships with job performance compared to the three factors used in this study. It can be observed whether there are other predictors that have a greater impact. Examples of items such as motivational factors, leadership, monetary stress, technological proficiency, work environment, etc. may be considered for future research.

5.7 Conclusion

As a conclusion, from this study, it is understood that the factors influencing employee job performance among employees within the energy and resource service sector have been identified. The result of this study suggests that the pivotal factors influencing job performance are training and development. Therefore, the aspiration of this study is to function as reference and guide and offer a useful insight for future studies related to job performance in energy and resource service sector and other sectors as well. This study is also expected to assist employers out there in designing and providing a better and more comprehensive performance structure to have an efficient and effective on employee job performance.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES



A STUDY ON ORGANIZATIONAL PRACTICES AND EMPLOYEE BEHAVIOURS IN SERVICE INDUSTRY

Dear Respondent,

I am Noridarizan, a student from the University Utara Malaysia (UUM) KL branch under the Master of Human Resource Management (MHRM) Programme.

I am currently conducting a study on organizational practices in the service industry. Specifically, this study aims to assess organizational practices and how the practices impact employee behaviour in the service industry.

All the data collected through this study will be reported in a general manner for further analysis and will be kept confidential.

Thank you for your time and cooperation in answering this questionnaire.



School of Business Management (HRM), College of Business
Universiti Utara Malaysia, 06010 UUM Sintok, Kedah.

SECTION A

INSTRUCTIONS: *With reference to yourself, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I meet formal performance requirements.	1	2	3	4	5
2. I fulfil responsibilities specified in the job description.	1	2	3	4	5
3. I engage in activities that can positively affect my performance evaluation.	1	2	3	4	5
4. I perform tasks that are expected of me.	1	2	3	4	5
5. I can make constructive suggestions to the overall functioning of my work group.	1	2	3	4	5
6. I encourage others to try new and more effective ways of doing their jobs.	1	2	3	4	5
7. I adequately complete assigned duties.	1	2	3	4	5
8. I don't neglect aspects of the job that I am obligated to perform.	1	2	3	4	5
9. I am well informed where opinion might benefit the organization.	1	2	3	4	5
10. I continue to look for new ways to improve the effectiveness of my work.	1	2	3	4	5

SECTION B

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I can use knowledge and behaviors learned in training at work.	1	2	3	4	5
2. The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, seminar, etc.).	1	2	3	4	5
3. The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of upgrading competencies etc.).	1	2	3	4	5
4. In the organization where I work, training is evaluated by participants.	1	2	3	4	5
5. The organization I work for stimulates learning and application of knowledge.	1	2	3	4	5
6. In the organization where I work, training needs are identified periodically.	1	2	3	4	5

SECTION C

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	1	2	3	4	5
2. In the organization where I work, my salary is influenced by my results.	1	2	3	4	5
3. The organization I work for offers me a salary that is compatible with my skills, training, and education.	1	2	3	4	5
4. The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	1	2	3	4	5
5. The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.	1	2	3	4	5

SECTION D

INSTRUCTIONS: *With reference to yourself, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5
2. Wherever I have been, I have been a powerful force for constructive change.	1	2	3	4	5
3. Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5
4. If I see something I don't like, I will fix it.	1	2	3	4	5
5. No matter what the odds, if I believe in something I will make it happen.	1	2	3	4	5
6. I love being champion of my ideas, even against others' opposition.	1	2	3	4	5
7. I excel at identifying opportunities.	1	2	3	4	5
8. I am always looking for better ways to do things.	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9. If I believe in an idea, no obstacles will prevent me from making it happen.	1	2	3	4	5
10. I can spot a good opportunity long before others can.	1	2	3	4	5



SECTION E : PERSONAL INFORMATION

This part contains a few demographic information pertaining to yourself. Please tick (/) where necessary.

1. Gender Male ☐ Female ☐	5. Education Level SPM/STPM ☐ Diploma ☐ Degree ☐ Master's degree ☐ Other Certification ☐
2. Age Below 20 ☐ 21 – 30 years ☐ 31-40 years ☐ 41-50 years ☐ More than 51 years ☐	6. Position in Organization Director ☐ Section Head ☐ Manager ☐ Executive ☐ Non-Executive ☐
3. Race Malay ☐ Chinese ☐ Indian ☐ Others ☐	7. Length of Employment Below 5 years ☐ 6-10 years ☐ 11-15 years ☐ >15 years ☐
4. Marital Status Single ☐ Married ☐ Divorced ☐	

THANK YOU FOR SPARING YOUR VALUABLE TIME TO COMPLETE THIS SURVEY

3 APPENDIX 2: DATA FROM SPSS VERSION 29

Reliability Test for Pilot Study

DV: Job Performance

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.957	10

IV1: Training and Development

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.867	6

IV3: Reward and Recognition

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.928	5

IV3: Proactive Personality

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.876	10

Reliability Test

DV: Job Performance

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.935	10

IV1: Training and Development

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.874	6

IV2: Reward and Recognition

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.863	5

IV3: Proactive Personality

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.919	10

Demographic of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	43.9	43.9	43.9
	Female	60	56.1	56.1	100.0
	Total	107	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	23	21.5	21.5	21.5
	31-40 years	42	39.3	39.3	60.7
	41-50 years	36	33.6	33.6	94.4
	More than 51 years	6	5.6	5.6	100.0

	Total	107	100.0	100.0	
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Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	81	75.7	75.7	75.7
	Chinese	11	10.3	10.3	86.0
	Indian	7	6.5	6.5	92.5
	Others	8	7.5	7.5	100.0
	Total	107	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	31	29.0	29.0	29.0
	Married	73	68.2	68.2	97.2
	Divorced	3	2.8	2.8	100.00
	Total	107	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STPM	6	5.6	5.6	5.6
	Diploma	13	12.1	12.1	17.8
	Degree	72	67.3	67.3	85.0
	Master's Degree	7	6.5	6.5	91.6
	Other Qualification	9	8.4	8.4	100.0
	Total	107	100.0	100.0	

Position in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	2	1.9	1.9	1.9
	Section Head	8	7.5	7.5	9.3
	Manager	16	15.0	15.0	24.3

	Executive	60	56.1	56.1	80.4
	Non-Executive	21	19.6	19.6	100.0
	Total	107	100.0	100.0	

Length of Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	2	1.9	1.9	1.9
	Section Head	8	7.5	7.5	9.3
	Manager	16	15.0	15.0	24.3
	Executive	60	56.1	56.1	80.4
	Non-Executive	21	19.6	19.6	100.0
	Total	107	100.0	100.0	

Correlation

Correlations					
		Job Performance	Training and Development	Reward and Recognition	Proactive Personality
Job Performance	Pearson Correlation	1	.596**	.225**	.359**
	Sig. (2-tailed)		<.001	.020	<.001
	N	107	107	107	107
Training and Development	Pearson Correlation	.596**	1	.336**	.413**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	107	107	107	107
Reward and Recognition	Pearson Correlation	.225*	.336**	1	.587**
	Sig. (2-tailed)	.020	<.001		<.001
	N	107	107	107	107
Proactive Personality	Pearson Correlation	.359**	.413**	.587**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	107	107	107	107

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

*.Correlation is significant at the 0.005 level (2-tailed)

Regression Analysis

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ProactivePersonality, TrainingDevelopment, RewardRecognition	.	Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.373	.355	.44480

a. Predictors: (Constant), TrainingDevelopment, ProactivePersonality, RewardRecognition

b. Dependent Variable: JobPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.700	.395		4.309	<.001
	TrainingDevelopment	.494	.078	.546	6.327	<.001
	RewardRecognition	-.060	.103	-.056	-.579	.564
	ProactivePersonality	.179	.108	.166	1.657	.101

a. Dependent Variable: JobPerformance