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**CONTRIBUTING FACTORS AFFECTING JOB
PERFORMANCE AMONGST ROYAL MALAYSIAN
NAVY PERSONNEL**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**CONTRIBUTING FACTORS AFFECTING JOB
PERFORMANCE AMONGST ROYAL MALAYSIAN NAVY
PERSONNEL**

By

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Human Resource Management**



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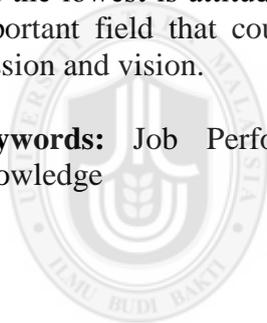


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ABSTRACT

Job performance is an important factor and should be priority for Royal Malaysian Navy (RMN) personnel. However, job performance is one aspect that is very relative and subjective amongst Royal Malaysian Navy (RMN) personnel. Usually employees who are able to perform better will have higher priority compared to those low performers. Thus, these feelings arise when someone to do the job and it varies between Navy personnel. The aim of this study is to investigate contributing factors affecting job performance amongst Royal Malaysian Navy (RMN) personnel. This study was conducted to determine whether the factor such as leadership, motivation, attitude, skills and knowledge have the influence on the job performance. A total 450 questionnaires were distributed. The development of human capital has become the fundamental aspects in order to achieve the best performance for any organization in military particularly. This study focused on the factors that influenced job performance amongst Royal Malaysia Navy (RMN) personnel. The factors are leadership, motivation, attitude, skills and knowledge. All the independent variables are significantly related ($r=.711$, $r^2=.506$, $p = .000$). The research finding also indicates that 50.6% of leadership, motivation, attitude, skills and knowledge influenced job performance. The highest influence variable is knowledge ($\beta = 0.295$) and the lowest is attitude ($\beta = 0.109$). Based on the findings, job performance is an important field that could enhance organizational effectiveness in achieving their mission and vision.

Keywords: Job Performance; Leadership; Motivation; Attitude; Skills and Knowledge



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ABSTRAK

Prestasi kerja adalah faktor penting dan harus menjadi keutamaan kepada anggota Tentera Laut Diraja Malaysia (TLDM). Walau bagaimanapun, prestasi kerja adalah satu aspek yang sangat relatif dan subjektif dalam kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Biasanya pekerja yang mampu melakukan lebih baik akan mempunyai keutamaan yang lebih tinggi berbanding dengan mereka yang berprestasi rendah. Oleh itu, perasaan ini timbul apabila seseorang untuk melakukan kerja dan ia berbeza antara anggota Tentera Laut. Tujuan kajian ini adalah untuk mengkaji faktor yang mempengaruhi prestasi kerja di kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Kajian ini dijalankan untuk menentukan sama ada faktor seperti kepimpinan, motivasi, sikap, kemahiran dan pengetahuan mempunyai pengaruh ke atas prestasi kerja. Sebanyak 450 soal selidik telah diedarkan. Pembangunan modal insan telah menjadi aspek asas untuk mencapai prestasi terbaik untuk mana-mana organisasi dalam tentera terutamanya. Kajian ini memberi tumpuan kepada faktor-faktor yang mempengaruhi prestasi kerja di kalangan anggota Tentera Laut Diraja Malaysia (TLDM). Faktor-faktor adalah kepimpinan, motivasi, sikap, kemahiran dan pengetahuan. Semua pemboleh ubah bebas adalah signifikan ($r = 0,711$, $r^2 = 0,506$, $p = .000$). Dapatan kajian juga menunjukkan bahawa 50.6% daripada kepimpinan, motivasi, sikap, kemahiran dan pengetahuan mempengaruhi prestasi kerja. Pengaruh pemboleh ubah tertinggi adalah pengetahuan ($\beta = 0.295$) dan yang paling rendah adalah sikap ($\beta = 0.109$). Berdasarkan penemuan hasil kajian, prestasi kerja adalah bidang yang penting yang akan meningkatkan keberkesanan organisasi ke arah mencapai misi dan visi.

Kata Kunci: Prestasi Kerja; Kepimpinan; Motivasi; Sikap; Kemahiran dan Pengetahuan

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May Allah Bless all of us
Wassalam



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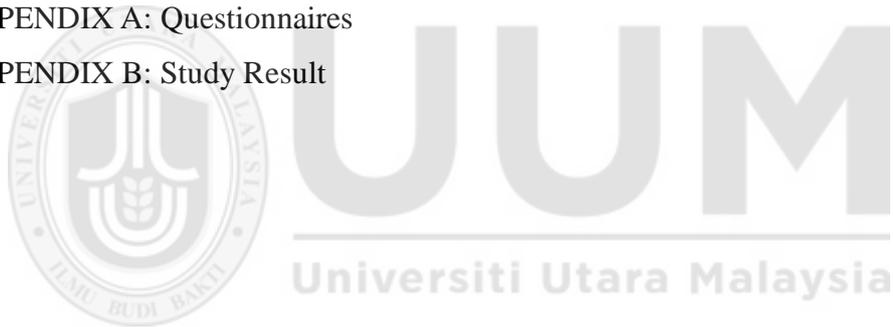
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LIST OF ABBREVIATIONS

RMN	Royal Malaysian Navy
EEZ	Exclusive Economic Zone
PLA	Chinese People's Liberation Army



CHAPTER 1

INTRODUCTION

1.1 Background of the Research

Job performance is one of the most important variables and has been learned during the past decade. Borman and Motowidlo (1993) have identified two types of employee behavior that is required for the effectiveness of an organization: task performance and contextual performance. Task performance refers to behaviors that are directly involved in producing goods or services, or activities that provide direct support for the organization's technical processes.

These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000).

Motowidlo (2003) claimed that job performance is the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period of time. Usually employees who are able to perform better (high performers) will have higher priority in being hired compared to those low performers. This is because organizational successfulness is usually based on the organizational performance which is largely depending on the performance of every single employee in the company (Pushpakumari, 2008).

Recently, most of organizations are fully aware of the importance of job performance, which means increasing employee performance or to find out the ways through which high level of employee's performance can be achieved is becoming one of the decisive factors for any organization success.

A career in the military is one that involves and required both mental and physical training. This is in order for the recruited to be continuously ready to serve the nation. The expectations in the military for human performance and mental and physical ability are high and the training provided is very often adequate. However, the need to understand human nature and human capabilities cannot be neglected and under emphasized. Military personnel also experience conflicts when performing the job, problems in trying to maintain their motivation levels, keep in good psychological health, and avoid burnout. It is therefore important that a military personnel's well-being is not neglected and their right to be a normal human being and be treated accordingly is respected irrespective of the fact that they are responsible for protecting the country in all circumstances, safe and unsafe.

The Royal Malaysian Navy (RMN) is one of the security forces safeguarding Malaysia and also the International waters to ensure it is free from any global threats. It is not easy to meet the requirements to be a credible Navy personnel and one needs to enhance his or her job quality and have a strong commitment in pursuing one's career in the RMN. Thus, it is said to be the most challenging job to venture currently, compared to other divisions and branches in the Armed Forces.

As a maritime nation, the safety and security of the maritime area has always been a priority to the nation. Malaysia is dependent on the sea for many aspects such as trade, source of food, natural resources as well as the nation's forward defence area. The Royal Malaysian Navy (RMN), as with other navies in the region, is not spared from the changes in global geo-strategic environment, which continues to evolve. At the same time, trans-boundary crime is also a matter of concern to everyone. In order to enhance the maritime security domain, the Royal Malaysian Navy (RMN) has had to execute multiple operations despite the scarcity of resources. These challenges demanded the RMN to be innovative and creative in optimising its resources.

The Royal Malaysian Navy (RMN) is the naval arm of Malaysia's armed forces. In terms of personnel, the Royal Malaysian Navy (RMN) has one of the largest fleets in Southeast Asia and is also considered as one of the more technologically advanced navies in Southeast Asia. The role of the Royal Malaysian Navy (RMN) is to safeguard Malaysia's coastline, Malaysia's maritime strategic interest, her Exclusive Economic Zone (EEZ), her territorial waters as well as defending Malaysia against all seaborne threats. All commissioned ships of the RMN have a prefix *Kapal Diraja*, which means Royal Ship.

Ready to sacrifice is the Royal Malaysian Navy's motto that states that troops must always be in a position and possess the mindset to be ready to serve the people and nation at any time. This is the responsibility of all Royal Malaysian Navy (RMN) personnel ever since they were recruited to join the armed forces organization. This heavy and sometimes difficult responsibility may cause emotional problems due to the conflict between human psychosocial needs and expectations related to responsibility to serve the nation. In the military, different aspects of job

performance are taken into account as compared to the civilian workforce. Some of these aspects of job satisfaction are related to as the working environment, nature of work and task, military operations and organizational traditions (obedience, policies and military disciplines).

The quality of employees is an important influencer of performance. The person with high level of skills will succeed. Naturally, people with a high skills level will succeed, which means a person with high skills in knowledge (unique skills, intelligence and work methods) will succeed in his task/work. For government, employees' job performance is very important because it will reflect the government performance. Employee performance standards were designed by the government to measure the performance of the organizations. Job performance becomes the most important goal for administrators and academics; the level of job performance deteriorates if the skills level of employees has decreased. Employees must be the 'backbone' of the government services with the imperative role of ensuring that government policies and programs in the new era of national development are implemented effectively and efficiently.

The performance of Royal Malaysian Navy (RMN) personnel is affected by numerous factors in the organization. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. These are lots of factors that affect the performance of employees by Rashid et al., (2013).

Royal Malaysian Navy (RMN) organization also hope that the Navy personnel together to accomplish goals and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the employees' motivational level, creativity, job satisfaction and comfort workplace environment.

War and violence can break out at any time, without warning. Therefore, it is important to ensure that the troops are always ready physically and mentally. Occupational stress at work may lead to undesirable emotional strain thus resulting to failures or mistakes during a military operation, which affects the emotional well-being (Pflanz & Sonnek, 2002) and even present itself as health hazards (Pflanz & Ogle, 2006) and (Pawar & Rathod, 2007) to military personnel.

Military organizations naturally staff will require that its personnel possess a high level of psychological health and physical fitness. Therefore, according to Sanchez et al., (2004) job performance identified that every military personnel must maintain a high level of health and physically fit in order to sustain their readiness and preparedness for the implementation of the tasks related to the military. In Malaysia, the Royal Malaysian Navy (RMN) personnel are well trained to protect maritime interests in peace and ensure victory in the war. All this shows that human nature cannot be ignored and it is important to realize that human life must go through stages of development to succeed.

1.2 Problem Statement

In the contemporary scenario and the globalization impacts of patrolling the Malaysian and international water, as a Navy personnel, challenges in pursuing the matters are greater. The Royal Malaysian Navy (RMN) needs a paradigm shift in order to perform better working attitudes. These are the most important aspect in preparing the Navy personnel to become the ultimate and most effective organization. The current issues and problems as stated by the media had tarnished the Navy integrity and image. We need to work even harder bringing back the flag up and in ensuring what is needed to make sure that the organization is secure and the best place to work (*Perintah Ulung Panglima Tentera Laut, 2016*).

Job performance is the ultimate problem faced by the employees towards employer's attitude and management. It is also the main ultimate problem solver especially in getting the best out of the Navy personnel. The study go in-depth of the said problem of job performance amongst Royal Malaysian Navy (RMN) personnel in the Klang Valley and Lumut Naval Base. Researcher will look into different factors of premier contribution towards the issues of job performance and the alternative that is available in order to create a conducive and better work place and environment.

1.3 Research Question

This study will focus on contributing factors that affecting job performance amongst Royal Malaysian Navy (RMN) personnel. Research question is as follows:

1. What is the level of job performance amongst RMN personnel?
2. Is there a relationship between the leadership and job performance amongst RMN personnel?
3. Is there a relationship between the motivation and job performance amongst RMN personnel?
4. Is there a relationship between attitude and job performance amongst RMN personnel?
5. Is there a relationship between skills and job performance amongst RMN personnel?
6. Is there a relationship between knowledge and job performance amongst RMN personnel?
7. What is the significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst RMN personnel?

1.4 Research Objective

This study focuses on contributing factors leadership, motivation, attitude, skills and knowledge that affecting job performance amongst Royal Malaysian Navy (RMN) personnel. The objectives of this research are stated below:

1. To identify the level of job performance amongst RMN personnel.
2. To identify relationship between leadership and job performance amongst RMN personnel.
3. To identify the relationship between motivation and job performance amongst RMN personnel.
4. To identify relationship between attitude and job performance amongst RMN personnel.
5. To identify relationship between skills and job performance amongst RMN personnel.
6. To identify relationship between knowledge and job performance amongst RMN personnel.
7. To identify the significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst RMN personnel.

1.5 Significance of Research

The findings of the study are to be shared with the upper management level of the Royal Malaysian Navy (RMN) and the Human Resource Department of RMN

Headquarters which can be used to guide the planning or an alternative to create a better work environment, satisfaction amongst Navy personnel and also in turn job performance amongst Navy personnel could be increased. The impact of low performance basically from the low score on work environment and motivation will jeopardize and tarnished the integrity and image of the force. Thus, this study could assist Royal Malaysian Navy (RMN) management to create and to find the utmost solution to lessen the problems in maintaining the glory and relevancy of the force.

The result of this research will emphasize on the best management practices to be applied amongst the Navy personnel through the identification of factors of job performance such as leadership, motivation, attitude, skills and knowledge. Besides, the findings will also be implemented to enhance the aspects of full performance and commitment in terms of managing the different generations in Navy personnel. The result will be used as a tool to get the best satisfaction to contribute more in the organization and at the same time increase their job performance.

Robert Vineberg and John N. Joyner (1982) showed that military job selection procedures have usually been based on training criteria, rather than on job performance criteria, for several reasons.

Performance in training provides evidence of necessary constituents of job performance. Training makes an obvious contribution to job performance because a person must know what to do and be able to do it before performing a job. Therefore, knowledge and skills demonstrated in training are regarded as evidence of a person's ability to perform on the job.

1.6 Scope of Research

The research focuses on the Navy People in Klang Valley and Naval Base in Lumut. The research will investigate key factors of job performance amongst Navy People in the RMN. This include those with the of Seaman Second Class, as the lowest rank, up to Captain, which is the most important rank in the Royal Malaysian Navy (RMN) organization with a high level of expertise. This study is quantitative in nature and data will be collected by questionnaire by 450 responders from the total of 11,022 Royal Malaysian Navy (RMN) personnel in Klang Valley and Lumut Base.

The tools of data collection consisted of a questionnaire to selected target group and data analysis using SPSS software. The primary data were collected through a structured self-administered questionnaire that was distributed to the Navy personnel.

1.7 Limitation of the Research

The study focuses more on perceptions of the respondents on contribution to the enhancement and management amongst Navy personnel in order to achieve higher work performance and effectiveness. However, this study has some limitations based on factors such as the officers and other ranks attending courses, have temporary duties, conducting operations and exercises at sea, go for leave and also work in shifts.

Other than that, reference material for this study is limited and confined to sailors' doctrine, articles and reports. As a military organization, the Navy is recognized as

an organization in which any order, directions and instructions should be followed without prejudice. The RMN have more than 100 units throughout Malaysia. Thus, the study only focused on two main bases which are in the Klang Valley and Lumut. This is because the majority of the personnel are located in these bases.

1.8 Organization of the Research

Chapter One, described the introduction, background of the study, also problem statement, research question, research objective, significance of research, scope of research, limitation of the research and the organization of the research.

Chapter two focuses on the literature reviews and theory related to the research.

Chapter three presents in depth on the research methodology, research framework, hypotheses development, research design, operational definition, measurement of variables/instrumentation, data collection and techniques of data analysis.

Chapter four focuses on the analysis and discussion on the research findings.

Chapter five focuses on the conclusion and recommendation, which consisted of recapitulation of the study, contribution of the research and recommendation for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relevant prior literature pertaining to leadership, motivation, attitude, skills and knowledge that contribute to job performance amongst Royal Malaysian Navy (RMN) personnel. The literature reviews are based on the jobs and organization which are related to the job performance in the Royal Malaysian Navy (RMN).

2.2 Job Performance

In this research, job performance is the dependent variable, which are the most frequently used variables in the organizational psychology. For many decades, the view focused on contributing factors that affected job performance has received much attention in the research. The general consensus from numerous studies was that employee performance is only mildly, but positively, linked to general measures of performance.

Sulaiman (2012) explained the six dimensions of job performance namely work duties, work skills, quality of work, work enthusiasm and innovative potential. Roa (2004) defined performance as the output delivered by an individual in relation to their given role within a certain period in the operating situation at that time. An Individual's performance is a function based on three sets of factors; the ability or

competence to perform various tasks that lead to performance, motivation to carry on each of this task and work effort to carry out the work.

The performance can be measured from the output and determinant factors on how well an individual has done a particular role across the period time. Meanwhile, Dees (2009) in his study mentioned that job performance is the manner in which something fulfills its intended purpose.

The job performance of employees has metamorphosed into a topical issue in organizational management. This development could be attributed to the fact that organization outcomes and the success are largely determined by the performance of human resources (Hedge, Borman & Lammelein, 2006). At organizational level, a key factor that are important in stimulating employee job performance are very crucial in that managers may be able to deal with policies and practices that affecting employees more effectively and efficiently in the workplace environment of today (Penny & Joanne, 2013).

This presents the need to develop an in-depth understanding of the factors that affect the job performance of the organization in other words, the latest information about factors that affect job performance are known and understood, the organization continues to flood the performance issue employee who had not been resolved (Avalos, 2007).

Motowidlo (2003) claimed that job performance is the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period of time. Usually employees who are able to perform better (high

performers) will have higher priority in being hired compared to those low performers. Highly performing employees are needed to attain organizational goals (high level of productivity) and to keep the company in achieving competitive advantages (Sonnentag & Frese, 2002).

Performance management, in study by Michael Armstrong (2005) was defined as a systematic management tool comprised of purposes, standards, objectives, feedback, reward and measurement that are agreed on to receive more effective results from the organizations, individuals and teams by motivating the individuals in a way to make them aware of their own potentials.

The theory of planned behavior Ajzen (2011) with its emphasis on the proximal antecedents of job effort and performance is offered as an alternative. According to the theory, intentions to exert effort and to attain certain performance level are determined by attitudes, subjective norms and perception of control in relation to these behavior; and these variables, in turn, are a function of readily accessible beliefs about the likely outcomes of effort and performance, about the normative expectations of important others, and about factors that facilitate or hinder effective performance.

Millet (2010) stated that an effective leader knows how to check, maintain and when necessary, improve staff morale. He listed that by monitoring staff morale, one will realize the ease in bringing in improvements when performance and efficiency begins to deteriorate. In order to achieve high productivity in an organization, the organization firstly needs to discover methods that can be used to improve the

employee's performance. Pushpakumari (2008) explained that a great effort is necessary for the employees to attain high performance in jobs. When the employees are satisfied with their jobs, they tend to be motivated and are willing to put more effort and committed more in their jobs.

In addition, Mohammad, Daisy and Mui (2014) stated that employee performance in the organization will be enhanced if they find that organization is more concerned to satisfy their employees.

Organizational commitment will enhance the success of an organization by making employees dedicated to the achievement of its goals (Grawe et al., 2012). The success of any organization can be predicted by its success in raising and maintaining employees' commitment. High levels of commitment contribute to positive attitudes and behaviors in organizations (Chughtai & Zafar, 2006; Sinclair et al., 2005; Srivastava, 2013).

Becker et al., (2011) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. When they perform up to the standards and meet organizational expectations they are believed to be good performers. From this literature, analysis can be made that job performance actually can be looked on various factors in investigating the element that affected job performance.

2.3 Leadership

Northouse's (2010) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal. This definition provides the key concepts of process, influence, group and goals destinations. Viewing leadership as a process suggests that leadership impact leaders and followers in a situational environment, and is not adequately described as a characteristics or properties of the individual leaders (Hughes & Ginnett Curphy, 2006).

In addition, according to Ogbonna and Harris (2000) stated that leadership is associated with employee performance. The relationship between leadership and performance has established a considerable attention (Gadot, 2006). The main theme of every organization is to enhance employee performance.

2.3.1 Relationship between leadership and job performance

Leadership is important for all organizations to achieve the goal. According to Shirzad, Kebriya and Zanganeh (2011), every leader in their organizations uses a particular leadership style that is actually a set of behaviors pattern that frequently occur during the constant organizational working and others know him by it and as the leader of the organization are in very close cooperation with the staff, the leadership style of these managers has a significant impact on staff morale.

Over the years, leadership has been a major topic among researchers, but dramatic social changes that have occurred over the past two decades makes the issue of leadership and its relationship with other organizational factors more remarkable (Duckett & Macfarlane, 2003).

According to Mehra et al., (2006), when some organizations are looking for effective ways to enable them to outperform others, a longstanding approach is to focus on the impact of leadership. This is because the team leaders are believed to play an important role in shaping collective norms, helping the team to deal with their environment and coordinate collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance. Therefore, summarizing past studies' literature, there is a positive relationship between leadership and job performance.

2.4 Motivation

Robbins (2001) defines motivation as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. The three key elements in the definition are intensity, direction and persistence. Intensity is the concern with how hard a person tries. This is the element that most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job performance outcome unless the effort is channeled in a direction that benefits the organization.

Chaudhary and Sharma (2012) stated that motive is needs, wants, and the desire of the persons. Hence, employee's motivation means the process in which an organization inspires its employees in the shape of rewards, bonus for achieving the organization's goals.

2.4.1 Relationship between motivation and job performance

Today, there are many discussions about motivation and the relationship between employee's efficiency and the organizational effectiveness. Motivation will lead to the fact that worker or employees of the organization will seriously implement the tasks and responsibilities (Azar & Shafiqhi, 2013).

According to Chintallo and Mahadeo (2013), motivation is the most important matter for every organization, in the public or private sectors. For the success of any organization, motivation plays an important role. All organizations encounter the matter of motivation whether they are in the public or private sector.

As performance of employees is significant for organizations, the management should consider improving performance of workers in their companies by encouraging them to do their tasks and duties as efficiently and effectively as possible. Therefore, motivation in firms is absolutely important and necessary because it could change the behavior of employees in positive ways. That is why many managers believe that when they

establish motivated employees in the workplace, they can observe significant achievements in their organizations (Mohammad, 2013).

According to Iqbal et al., (2012), the purpose of employee's motivation and their ability to collectively participate into employee's performance and in their difficult tasks given by the manager are to achieve maximum productivity. This researcher is more concerned with increase in productivity, perfection and working ability. The needs and wants of employees having more important in research history. Motivation is the one of the most important term of psychology and most managers want maximum output and productivity. They tackle this with in a good manner and motivate their employee in a better way.

Other than that, motivation also increases the cooperation between employees and managers, it also encourages their responsibilities. It also encourages participation of their subordinates, to take their responsibilities in better way and also to help oversee other employees and monitor their performance. Motivation gives managers a maximum rate of interaction towards work and allows them to know their employee's working capacity and assign work according to their capacity to get maximum productivity (Ali, Abrar & Haider, 2012).

Therefore, Maslow's Motivation Theory is important because it assists the learner to acquire the behavior necessary required for effective performance. People learn if they accept the need to exercise. If their motivation is weak,

for instance if they doubt their ability to learn, no matter how well their training is designed and implemented, its effectiveness will be limited (Bruce, 2003).

As supported by Armstrong (2001), the more highly motivated the trainee, the more quickly and thoroughly a new skills or knowledge is learned. This means that training should be based on what the employee desires, such as job promotion and recognition to improve its performance. Maslow's model has had a considerable impact on the study of motivation in general and in particular with regards to employee performance that relates to this research.

The employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately, the organizational targets and goals (Berman et al., 2010).

Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Ekerman, 2006).

Further studies need to be done on a larger population and the sample size to increase the generalizability of the findings. The motivational factors and other factors that may affect job performance should be included in order to obtain more comprehensive understanding factors that effect on job performance (Mohammad, 2013).

2.5 Attitude

According to Malhotra (2005), stated that attitude as a summary evaluation of an object or thought. The object or phenomenon can be anything a person discriminates or holds in mind (Bohner & Wanke, 2002) and may include people, products, and organizations.

Carpenter et al., (2009) stated that attitude towards work is the feelings we have toward different aspects of the work environment. There are some elements which influence attitude towards work, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship and stress.

The term attitude is often used as an umbrella expression covering such concepts as preferences, feelings, emotions, beliefs, expectations, judgments, appraisals, values, principles, opinions, and intentions (Onzima, 2011). Attitude can be formed from a person's past and present. In lay language, attitude may refer to the distinct concept of mood.

2.5.1 Relationship between attitude and job performance

Sergio Roman (2005) stated that the level of education affects a person in performing a task. High level of education will encourage an attitude to do the job better, and more quality compared to workers with lower education. Attitude consists of the three main components, namely discerning

awareness, influence and behavior. Cognitive category in attitude is a belief, opinion and knowledge or information about an individual. Influence on attitudes translates into behavior. Behavior on the part commission refers to a certain attitude towards something or someone. The three components of this attitude prove that attitude is something that is complex. It can be concluded that emotions and feelings affect an individual's attitude towards something or someone.

Sulaiman et al., (2013) stated that competency is employee's skills and knowledge, potential and attitude are internal feelings to perform tasks effectively and quickly. Employees are the source of earnings for all service providers' organizations and if they are committed to their work, they can service effectively, where the attitude and performance are correlated where a good behavior person can deal with customers perfectly and increase also improve the profitability of the organization. However, Lee and Chen (2013) concluded that employees who have been working in the organization have a negative attitude because the longer the time passed with the specific organization, their commitment to work is also lower and finding motivation is a solution for this type of situation.

In addition, Waryszak and King (2001) stated relationship between attitude and job performance is the most influencing factor that forms personality traits especially at workplace. A leader can influence the attitude of his subordinates, psychologically influence them to erect high level of

performance and enhance the performance of employees (Burris, Detert & Chiaburu, 2008).

In the line with the previous opinion (Wei & Chu, 2008) performed a survey about the relationship between attitude towards work and job performance in the financial service industry and they found that work attitude has a positive effect on job performance. Better work attitude leads to better job performance. Studies on attitude mentioned above affirmed that attitude is about the conduct of life through knowledge which transferences to the performance of individual.

2.6 Skills

Arnold (2007) defined employability skills as the ability to survive in a job. Kearns (2001) stated that employability skills as availability of work and individual works capacity, knowledge in entrepreneurships, the creative and innovative, interpersonal skills, thinking and willingness to learn.

From the perspective of Garg & Rastogi (2006), a variety of skills refers to the extent to which the job requires the employee to draw from a number of different skills and competencies as well upon a range of knowledge.

According to Montana and Charnov (2000), effective training delivers relevant and useful information that inform employees and develop the skills and behaviors that can be transferred to the workplace. The goal of training is to create an impact that

lasts beyond the end time of the training itself. The focus is on creating specific action steps and commitments that focus people's attention on integration their skills and ideas back at works. Training can be offered as skills development for individuals and groups. Generally, training involves presentation and learning of content as a means to improve skills development and enhance workplace behavior (Karlán & Valdivia, 2011).

Affandi (2012) stated that employees or graduates having employability skills are able to perform in various situations. In this regard, the military organization with its trained personnel who work in technical working environment should be capable of maintaining their own skills or among their peers so that it will meet the needs of the organizations. While study by Minbaeva (2005), skills is the process of developing talents in order to more effectively perform a specific job or task.

2.6.1 Relationship between skills and job performance

Dokko, Wilk and Rothbard (2008) proposed a psychological theory to propose socio-cognitive factors that interfere with the transfer of knowledge and skills acquired from previous work experience. These findings showed that the task relevant knowledge and skills mediates the relationship between prior related experience and job performance. The study also suggests that the positive effect of prior related experience on task relevant knowledge and skills reduced by a higher level of experience in the current firm.

Benjamin (2012) states that give employees with an opportunity to take on a variety of skills of greater complexity in their current roles enables an employee to acquire new tasks in a supported environment and develop the skills needed to progress in his career. Management can also evaluate the employee performance and see how he responds to feedback on the new responsibilities, which enables company executives to plan and devise a job design that is workable and effective. The theory behind providing skills variety in job design is that it will reduce boredom, increase job satisfaction and motivation. This is likely to be true as long as the employee enjoys the skills and accept adding and mix of skills to be benefit to the job. But adding a variety of skills which the employees finds stressful, isn't qualified to address, or simply adding duties and minimal skills without adding to the increasing the intrinsic value of the job actually may have the opposite effect and increase dissatisfaction.

In a similar approach, Sultana et al., (2012) found training and development significant for the employee performance and they suggested that the organization must increase their investment in training and development to increase the performance of employees as well as their skills and capabilities.

A recent study published by the Chartered Institute for Personnel and Development (CIPD) (Purcell et al., 2003) also found a positive impacts and examines the ways in which human resource practices may affect the performance and asserts that fir people to perform above minimal

requirements, should have the ability, requisite knowledge and skills; motivated to work well and must ability to deploy skills and contributions.

2.7 Knowledge

Knowledge is familiarity with someone or something, which can include facts, information, descriptions or skills acquired through experience or education. It can be implicit or explicit; it can be more or less formal or systematic. Knowledge acquisition involves complex cognitive processes: communication, association, perception and reasoning; while knowledge is also said to be related to the capacity of acknowledge in human beings. Knowledge of the characteristics reflect the type of knowledge, skills and ability demands that are placed on an individual as a function of what is done on the job (Morgeson & Humphrey, 2006).

2.7.1 Relationship between knowledge and job performance

Judge (2004) in his study stated that high-ability teams perform better than lower-ability teams, especially when the workload is high. High-ability teams are also more flexible when it comes to changing situation as they were able to more effectively adapt prior knowledge to suit a set of new problems. The failures of the employees to perform their job effectively will certainly jeopardize the overall performance of an organization, thus cause lower productivity as mentioned by Abu AlRub (2004).

Almeida, Dokko and Rosenkopf (2003) in their study have found that the relationship between experience and performance frequently treats work experience as a substitute for knowledge. Knowledge characteristics are the structural features of jobs that affect the development and utilization of information and skills (Parker et al., 2001).

Demanding and complex work settings for knowledge workers should positively influence on their task and contextual performance. It is supported by the study of Jasvinder, Anwar and Ruslan (2001) that knowledge can be obtained through one's own effort and can also be achieved through training, work and courses and through the positions he held throughout his career.

Blasko (2009) said in his study of the Chinese Army on People Liberation Army (PLA) education reform organization, a lot of PLA institutions and training centers were combined and courses for its members have been modified according to the needs through the development of weapons systems and the concept of a combination of the three services. Even PLA officers are encouraged to furthering their studies in more than 50 PLA schools, locally and abroad. Education is very importance and the inculcation of a higher level of knowledge to ensure that changes to the structure within the organization and development of military doctrine.

Schack (2004) proved that the expert knowledge can be measured and it contributes in optimizing human performance. The study found that a

person with expertise in a particular field to perform all tasks needed excel in their field and those who do not have any expertise failed to shine in the performance of his duties in any field whatsoever. Knowledge can increase a person's level of aspiration. It can also be a motivating factor to a person to take necessary measures to achieve the aspects of higher knowledge.

2.8 Underpinning Theory

2.8.1 Performance Theory and Model

Organizations need highly performing individuals in order to meet their goals, to deliver the services they specialized in, and finally to achieve competitive advantage. VanScotter, Motowidlo and Cross (2000) had classified high performers get promoted more easily within an organization and generally have better career opportunities than low performers. Flexible work options have traditionally been introduced largely to meet the needs of employers in terms of flexibility or to keep cost reduction, although they have also been responding to the needs and demands of employees (Krausz et al., 2000). More importantly, there is virtually no research finding that employees working on flexi-time have a lower productivity than those on traditional fixed work schedules (Yang & Zheng, 2011).

Christen et al., (2006) argued that employees' effort and ability determined the level of job performance. They also claim a different concept of effort and performance, which is an input to work while job performance is an

output from those efforts. Generally, job performance is related to the employees' ability to carry out their job well or not.

The strongest force behind the spread of working time arrangements more feasible, one that is both productive and socially healthy remains a full employment economy plus the new institutional structures that facilitate a formal expression for desired flexibility in working time options. Therefore, companies could and should be offered incentives to adopt and spread flexible on working time arrangements, such as flexi-time and working time accounts, which are known to improve employee morale and attitudes. This could, in turn, not only may improve individual job performance, but also improve company productivity, quality and ultimately, the sustainability of firm performance (Lonnie, 2011).

Viswesvaran and Ones (2000) stated most of the research on performance within organizations conducted to date has used highly specific measures when examining individual performance. Reinforcement theory is an instrument used by managers to increase or decrease employees' behaviors. As performance and effectiveness are more emphasized nowadays, it is important to understand and utilize these concepts in motivating staffs. Positive reinforcement is seen to be the most effective way of motivating staffs to perform better in organizations (Leong & Rashad, 2014).

According to Cardy & Selvarajan (2004) stated that method an organization chooses for performance reviews and evaluations can have the biggest effect

on employee performance. Organizations that fail to review their employee's performance or recognize a job well done may soon find disgruntled employees. Furthermore, organizations that stringently monitor employee work without providing employees the opportunity to provide feedback may also result in non-motivated employees.

The idea implies the dual role of the theory first to organizations and second to employees on the basis that both the organization and the employees must decide on the performance of their organization, and that when employees put in their best in the service of the organization, the culture and human resource practice should also ensure that the employees' level of needs are reflected in the values the organization holds with high esteem (Greenberg & Baron, 2003). Furthermore, employee's performance is an issue that has attracted wide attention in the literature and research due to its important since every organization aims to achieve higher performance (Ojo, 2009).

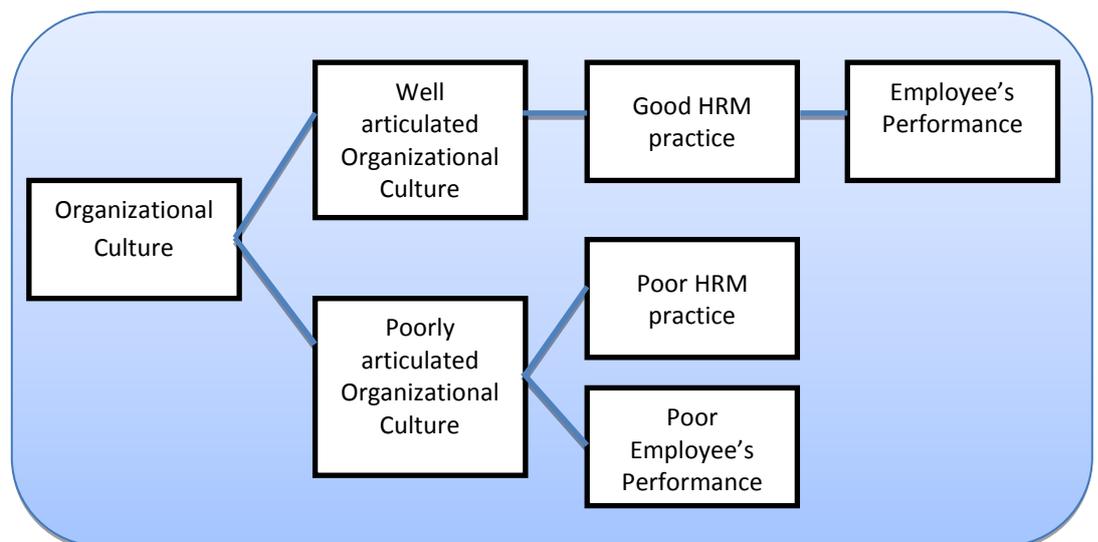


Figure 2.1
Model of Organizational Culture, HRM and Employee's Performance
 Source: Summary of Author's approach (2013)

Figure 2.1 is a model of organizational culture, human resource management and employee performance. This model is the model proposed by the researchers with the literary approach to the cultivation that well-articulated culture in good practice in human resource management and employee performance positively whereas poorly articulated culture will result in poor human resource management practices and poor employee's performance.

Robbins and Judge (2009) summed up the human resource management in five key concepts which is motivating, disciplining, managing conflict, staffing and training. Some organizations offer bonuses or additional benefits to certain employees who make efforts to improve their performance. This could include tuition performance or allocation to attend a specialized conference. The types of benefits can stimulate an employee to take on new opportunities to improve themselves and, as a result, improve his or her performance in their current position. It also can define his or her career path in a better direction for the future growth and promotion (McNamara, 2005).

Based on Nyameh (2013), Abraham Maslow's hierarchy of needs theory is still important and relevant in today's business organizations, for every organization that seek to obtain success and excellence, any attempt to shy away from practical application of the hierarchy of needs theory, will affect negatively the organizational culture, human resource management and the employee's performance, to achieve organizational excellence and create

good atmosphere, better work environment and achieve target at the right time then a drive and application of the theory is paramount.

Rukhmani, Ramesh and Jayakrishnan (2010) affirmed that the theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni, 2005). Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees which is considered an ideal environment in numerous organizations and their employees.

2.9 Summary

The literature reviews highlighted in this chapter are useful for this research. This research evaluated the relationship between leadership, motivation, attitude, skills and knowledge amongst Navy personnel to achieve better job performance. Also, the literatures critically review the contributing factors affecting job performance. Furthermore, the literatures highlighted the important factors that contributed to job performance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research method, the investigation and research procedures and tools that were implemented and used in the data gathering and analysis for this study. The chapter ends with a conclusion.

3.2 Research Framework

The conceptual framework refers to investigate all possible contributing factors affecting job performance amongst Royal Malaysian Navy (RMN) personnel. Contributing factors on job performance consists of leadership, motivation, attitude, skills and knowledge represent the independent variables. Meanwhile, the dependent variable is the job performance in RMN as shown in Figure 3.1

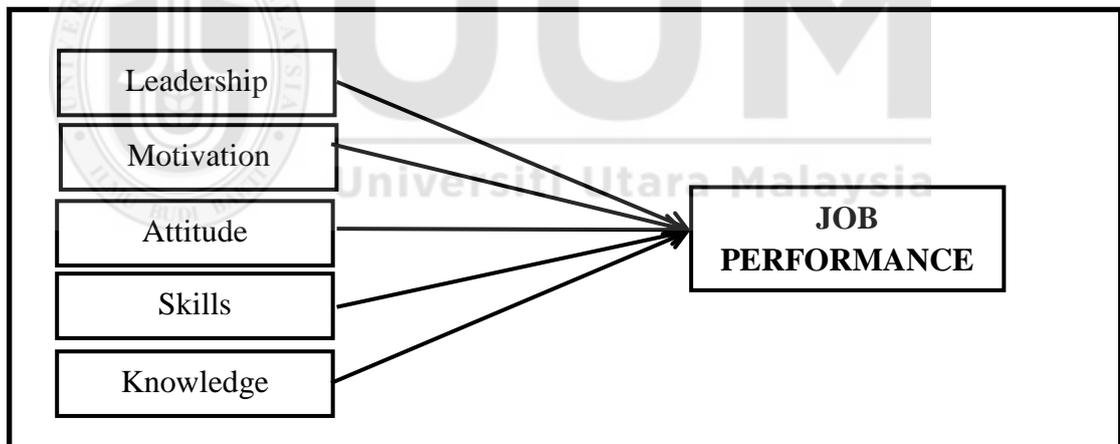


Figure 3.1
Conceptual Framework of an Analysis of Job Performance in the RMN.

3.3 Hypotheses Development

The purpose of this study is to determine the relationship between leadership, motivation, attitude, skills and knowledge to job performance. Based on literature

review of previous research and studies, relevant hypotheses in this study are listed below:

1. H1: There is a significant relationship between leadership and job performance amongst RMN personnel.
2. H2: There is a significant relationship between motivation and job performance amongst RMN personnel.
3. H3: There is a significant relationship between attitude and job performance amongst RMN personnel.
4. H4: There is a significant relationship between skills and job performance amongst RMN personnel.
5. H5: There is a significant relationship between knowledge and job performance amongst RMN personnel.
6. H6: There is a significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst RMN personnel.

3.4 Research Design

The survey method was utilized to obtain primary data for the purpose of this study. Target respondents are the Navy People from Klang Valley and Lumut Base from the

rank of Captain or lower. A total of 450 respondents participated in the survey. The, the data obtained is analyzed using SPSS to be converted into information that is useful to study correlation between independent variables and dependent variables.

This research is based on the quantitative research methodology and descriptive research design. Quantitative research is often an iterative process whereby evidence is evaluated, theories and hypotheses are refined, technical advances are made and so on. According to Sekaran (2000), descriptive studies are undertaken to learn about and describe the characteristics of a group employees. This study used cross-sectional descriptive approach to gather information for analysis purposes.

Respondents have answered the questionnaire based on their experience and knowledge according to the number of years in service at their respective units. Numerical value ranging from one to five on the Likert's Scale was given to the respondents for them to express their level of agreement or disagreement to the given questions. This research uses this approach with the following scale:

- (1) Strongly Disagree
- (2) Disagree
- (3) Not Sure
- (4) Agree
- (5) Strongly Agree

3.5 Operational Definition

3.5.1 Leadership

According to Adair, Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals (Adair, 2002).

3.5.2 Motivation

According to Dixit (2010) showed that soldiers also can be motivated by such forces values, interest, fear and worthy causes, which are intrinsic factors that are only visible through his conduct and performance.

According to Pamela (2015) most of the employees love team building exercises and felt that they were very necessary for their motivation. The managers however felt that, there is so much a team building exercise could do. It is recommended for managers to have a comprehensive motivation scheme in all aspects of an organization as this is directly proportional to the output of the employees.

3.5.3 Attitude

According to Malhotra (2005), stated that an attitude is actually defined as a summary evaluation of an object or thought. The object or phenomenon can be anything a person discriminates or holds in mind (Bohner & Wanke, 2002) and may include people, products, and organizations.

3.5.4 Skills

According to Arnold (2007) defined employability skills as the ability to survive in a job. Kearns (2001) stated that employability skills as availability of work and individual works capacity, knowledge in entrepreneurship, the creative and innovative, interpersonal skills, thinking and willingness to learn.

3.5.5 Knowledge

According to Noorriati & Shireen (2012), stated that knowledge is an important activity that enhances an individual's capability to retrieve new data and resources for the purpose of learning, problem solving, and self-improvement. Knowledge is an asset that empowers individuals and organizations to stay competitive in a borderless business world. For organizations that successfully deploy knowledge sharing continuously, they have claimed to have observed job performance improvement.

3.6 Measurement of Variables/Instrumentation

This study consisted of two variables which are dependent and independent variables. The material used in the research is the questionnaires that are distributed to the Navy personnel in Royal Malaysian Navy (RMN). However, the researcher decided to do bilingual questionnaire to help responders who are not fluent in English to understand the question. Therefore, these items were translated into Malay language by researcher and at the same time maintaining the English version. The questionnaire has been tested for its reliability and validity of the questions through a pilot test which is conducted prior to the distribution of the questionnaire to the sample population.

Questionnaires that will be implemented in the research are according to the objective of the study. Self-administrated approach will be more effective to collect the correct and accurate data among the subjects. It will provide quick, inexpensive, efficient and accurate data in accessing answer from the subject. Aside that, covering letter attached to the questionnaire survey will give understanding to the subject and deliver the research objective.

A survey was prepared to incorporate the five factors affecting job performance for this study. The questionnaire was divided into six parts. The first parts focused on demographic detail which includes information regarding rank, age, race, length of service, appointment, qualification, marital status and education level. Second part focused on the relation between leadership adopted and adapted from research done by Liu and Jang; Qin and Prybutok (2009), motivation adopted and adapted from

research done by Hackman and Oldhman (1980), attitude adopted and adapted from research done by Bennet and Robinson (2000), skills adopted and adapted from research done by Schmidt and Hunter (2004) and knowledge adopted and adapted from research done by Steers (1976) and job performance adopted and adapted from research done by Feriss et al., (2005) toward Navy People in the Royal Malaysian Navy (RMN). Table 3.1 presents a measurement of variables of the study.

Table 3.1
Operational Definition of Variables

Variable Names	No of Items	Measured Items	Sources
Leadership	7	<p>I need to have knowledge in performing any task from beginning until completion.</p> <p>My knowledge is important in ensuring that the work to be produced to meet service standards.</p> <p>Understanding deployment requirements in detail from the upper management will produce the best quality of work.</p> <p>Understanding the ability of a system operated is important in ensuring the effectiveness of the task.</p> <p>Basic knowledge and understanding of the structure of a system is vital to the success of a task.</p> <p>The level of knowledge that i have made me trusted and respected.</p> <p>The knowledge I have allows me to discuss with my superiors in implementing certain tasks.</p>	(Liu & Jang; Qin & Prybutok, 2009)
Motivation	7	<p>The management always gives motivation to the staff.</p> <p>Existing facilities at the unit greatly increased my motivation to perform tasks.</p> <p>I am person who often reminds myself to be motivated in carrying out daily work.</p> <p>I would be more motivated if my work is recognized.</p> <p>I would be more motivated if the higher authority is show better commitment.</p> <p>I hope for opportunities to help my subordinates at work</p> <p>I feel comfortable with my current unit.</p>	(Hackman & Oldham, 1980)
Attitude	7	<p>I'm not interested in the task assigned to me now.</p> <p>I'm comfortable with the work that I do now.</p> <p>Knowledge is required to produce quality work.</p> <p>Positive attitude towards the tasks entrusted will produce better work quality.</p> <p>Sincerity and integrity are important elements in the implementation of daily work and tasks.</p> <p>I like to discuss with my superiors before performing tasks given.</p> <p>I will work on my own in ensuring my work performance always achieve the desired level.</p>	(Bennett & Robinson, 2000)

Table 3.1 (continued)

Skills	7	<p>Received adequate training to perform my job well.</p> <p>Training conducted at the training center and unit increases my confidence in everyday tasks.</p> <p>Allocation of time given for each session in exercise is sufficient.</p> <p>Instructors at the training center provided effective guidance.</p> <p>Training undertaken has enhanced my skills in during deployment.</p> <p>Training is needed to improve my skills.</p> <p>I am concerned about the training quality of my subordinates.</p>	(Schmidt & Hunter, 2004).
Knowledge	7	<p>I need to have knowledge in performing any task from beginning until completion.</p> <p>My knowledge is important in ensuring that the work to be produced to meet service standards.</p> <p>Understanding deployment requirements in detail from the upper management will produce the best quality of work.</p> <p>Understanding the ability of a system operated is important in ensuring the effectiveness of the task.</p> <p>Basic knowledge and understanding of the structure of a system is vital to the success of a task.</p> <p>The level of knowledge that i have made me trusted and respected.</p> <p>The knowledge I have allows me to discuss with my superiors in implementing certain tasks.</p>	(Steers, 1976)
Job Performance	6	<p>Work quality is important to me.</p> <p>I have always been chosen by my superiors to perform certain tasks.</p> <p>I am among the best 20 staff in my unit.</p> <p>I don't mind dealing with my superiors in any task.</p> <p>I know the standard required by my superiors when given any task.</p> <p>My superiors often give credit or praise me.</p> <p>My subordinates have used me as reference when needed.</p>	(Feriss et al., 2005)

3.6.1 Scale of Measurement

Respondents have to answer section B by selecting between number 1 to 5 based on Likert scale measurements. Five-points Likert scale shown in Table 3.2.

Table 3.2
Five-points Likert Scale

Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAND)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

3.7 Data Collection

The data for this study were gathered using a self-administered questionnaire which was distributed to Royal Malaysian Navy (RMN) personnel in Klang Valley and Lumut Bases after the permission had been obtained from the Commanding Officers in the units. The purpose of collecting data using a survey was to enable the researcher to test the hypotheses of this study. Based on the real time data collection, all the data collected have been analyzed and reviewed to the best way in contributing factors affecting job performance amongst Royal Malaysian Navy (RMN) personnel in the organization. Data collected was used to investigate the relationship if independent variables and dependent variable.

Secondary data is economical and easier to be obtained as compared to primary data. Therefore, the researcher gathered updated and relevant information regarding to research topic. The researcher conducted initial research by reviewing journals that are related to the research topic. Then, hypotheses were formulated based on the previous studies that have been reviewed. However, these hypotheses are later to tested after the collection of questionnaires survey

3.7.1 Population

The population in this study refers to the total number of personnel in the Royal Malaysian Navy (RMN). In this study, there were 1,365 officers and 9,657 other ranks involved in the survey, mainly Royal Malaysian Navy (RMN) personnel in the Klang Valley and Lumut Base. Based on Krejcie and Morgan's (1970) table for determining sample size, for a given population of 11,022, a sample size of 450 would be needed to represent a cross-section of the population. However, it is important for a researcher to consider whether the sample size is adequate to provide enough accuracy to base decisions on the findings with confidence. By using this method, the researcher will select a sample of population is identified according to the purpose of the study.

3.7.2 Sampling Technique

As stated by Roscoe (2003), the choice of sample size depends on a number of factors. For regression analysis, adequate ample size should be more than ten times the number of variables study. The sampling technique applied in this study is stratified random sampling and simple random sampling. According to Salkind (2007), stratified random sampling involves a process of stratification or segregation and followed by random selection of subject from each stratum. Simple random sampling is chosen because each person in the population has equal and independent chance of being selected to be part of the sample (Salkind, 2006). The advantage of using random

sampling is to ensure high degree of representative. Such techniques will avoid biasness.

3.7.3 Sampling Size

In determining the sample size for descriptive survey Sekaran (2007) states that as a rule of thumb sample sizes between 30 and 500 could be effective and appropriate for most research. The larger the sample, the smaller the sampling error because larger samples approach the size of the population thus are more representative of the population (Salkind, 2006). For this study, there are 450 usable responses which exceeded both requirements and also meet the criteria of minimum sample size. According to Malhorta (2004), sampling is very useful in determining and representing the whole wide population a researcher wishes to study. The sampling technique aims at discussing the target population-sampling frame. Sampling is the four process of using a small number of items or parts of a larger population to make conclusion about the whole population. Sampling technique is the most useful technique since the population size is large and both cost and time associated with obtaining the information from the population is high.

The population of this study amongst Royal Malaysian Navy (RMN) personnel with the of Seaman Second Class, as the lowest rank, up to Captain, which is the most important rank in the Royal Malaysian Navy (RMN) organization with a high level of expertise. This study uses a

convenience sampling which involves the process of distributing the survey questionnaire amongst Royal Malaysian Navy (RMN) personnel.

3.7.4 Data Collection Procedures

For the purpose of this study, questionnaires were used as the data collection instrument. A questionnaire is one of the main tools for collecting data from the respondents. A questionnaire important for this study in order to gain the information needed to measure the variables in this study. Most of the questions used were adopted from the past research and each question was translated into *Bahasa Malaysia* in order to increase the chances of obtaining usable responses from the respondents. This is because the respondents were more comfortable to answer in the national language. Based on the literature review, six page questionnaires were developed as the survey instrument. The survey included statements relating to personnel perceptions, evaluated on a five point of Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into two sections, in which Section A compiled the respondents' demographic information. Section B captured information about the respondents' perceptions of leadership, motivation, attitude, skills, knowledge and job performance.

3.7.5 Pilot Test

The researcher conducted a pilot test before distributing the real questionnaires to the respondent. The purpose of pilot test is to make sure the respondent understand well all the questions given in the questionnaires. Therefore, the researcher distributed the questionnaires to proximately 10% from the sample size which is 30 respondents. The selected respondents must meet the criteria of respondents' demographic as stated at section A of questionnaires. However, the selected respondents for the pilot test must be excluded from the real questionnaire distribution. After the data was collected, the researcher conducted the Cronbach's alpha analysis to check the reliability of the items.

3.8 Techniques of Data Analysis

The data collected after distribution of questionnaires will be analysis using a spreadsheet application in the Statistical Package for Social Science (SPSS). First, reliability test is conducted on the data collected to find the value of Cronbach's alpha for every selected variable. Second, descriptive analysis will be conducted to get the value of mean, standard deviation, minimum variables, maximum variables, kurtosis and skewness and grand mean for each selected item and/or variable. Third, in order to check contributing factors affecting job performance amongst Royal Malaysian Navy (RMN) personnel, the researcher conducted inferential analysis. Inferential analyses in this study are Person correlation analysis, multiple regression analysis and hypotheses testing.

Table 3.3
Techniques of Data Analysis

Type of Analysis	The Analysis Conducted
Demographic analysis	Frequency Percentage
Reliability analysis	Cronbach's alpha Coefficient
Descriptive analysis	Mean Standard Deviation Grand mean
Inferential analysis	Pearson Correlation Coefficient Multi regression analysis

3.8.1 Data Coding

Data coding were conducted to assign a code to each options for every questions. Generally, a number will be assigned to the responses. Usually a fixed field codes will be used. It is a fixed number will be used for all respondents and the data appear in that column will be the same (Malthora, 2008).

3.8.2 Cleaning of Data

Data cleaning is the process where it makes the researchers to carry out consistency checks. It can help researcher to identify the data if they are outside the range 1 to 5. In this study, SPSS can help to identify the out of range value for all variables. The suitability of factor analysis to test the overall magnitude of the correction matrix war performed using Bartlett's Sphericity test (Hair, Anderson, Thatham & Black, 1998)

Table 3.4
Factor Analysis Criterion

Type	Criterion
Kaiser's criterion	Eigenvalue of 1.0 or more are retained
Principle Component Analysis	Output Value
KMO-Kaiser-Meyer-Olkin measure	Recommended alu above 0.6
Bartlett sphericity test	P<0.5 is considered appropriate

3.8.3 Reliability Analysis

In this study, reliability analysis was conducted to see relationship of each item. Therefore, Cronbach's alpha reliability analysis was used to evaluate each item in this study and table below shown the rule of thumb of Cronbach's alpha coefficient size (Malhotra, 2008). Besides having the result mentioned, the research will involve various analyses to identify the best method in. The analysis techniques that will be used in the research with its explanation and description are as per below:

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

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
>0.9	Excellent

3.8.4 Normality and Linearity Test

Table 3.6 shows the summary of the result of independent and dependent variable normality test obtained in this study. The results indicated similarity in the range of values that exists between the mean, median and

mode, thus it fulfilled the criteria of the normality test. In addition, the skewness within the range of +/- 2 is accepted and the distributions are considered normally distributed. It further confirmed that the data collected for this study were normally distributed; hence other analysis of inferential statistical techniques can be explored.

Table 3.6
Independent and Dependent Variable Normality Test

Variable	Mean	Std Deviation	Skewness	Kurtosis
Leadership	28.4733	3.93720	-0.586	1.175
Motivation	28.8133	3.05638	-0.016	0.211
Attitude	27.5378	2.46574	-0.147	-0.047
Skills	27.7422	3.55363	-0.635	1.383
Knowledge	25.7578	2.61680	0.126	-0.597
Job Performance	27.8822	3.38369	-0.289	-0.877

3.8.5 Descriptive Analysis

Descriptive analysis provides information about the population being studied. In this study, the researcher used frequency distribution, mean, standard deviation, skewness and kurtosis to interpret data. The respondent's answers were analyzed accordingly to gain the precise statistical information. As for the section A of demographic, the researcher used frequently analysis and percentage to interpret the data collected. Meanwhile, the researcher used mean, standard deviation, skewness and kurtosis to analyze the collection data in section B of the questionnaires. The researcher has chosen this descriptive analysis because it makes easier to interpret the collection data.

3.8.6 Inferential Analysis

3.8.6.1 Correlation Analysis

Pearson's correlation analysis and multiple regression analyzes were conducted using SPSS. Value of Pearson's correlation coefficient, r , is used to examine the relationship between variables where the value lies within -1.0 to $+1.0$. According to Coakes, Stee, & Ong (2010) the $-$ or $+$ sign just to show the direction of the relationship only. Meanwhile, the value of two-tailed significant level used to test the null hypothesis.

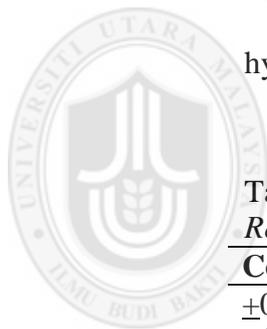


Table 3.7
Relationship between variables and r value

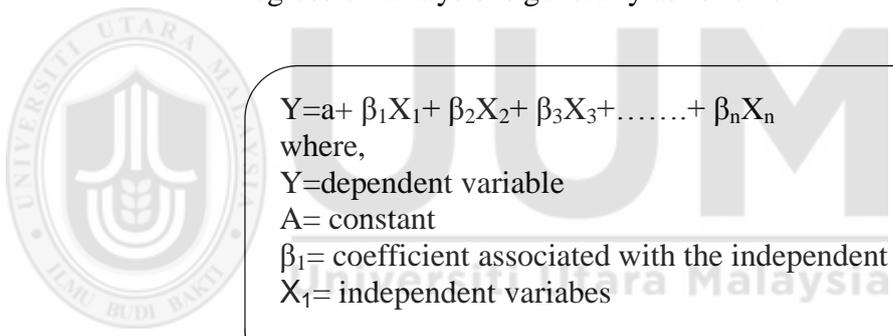
Correlation Value, r	Strength of Relationship
± 0.70 or higher	Very high relationship
± 0.50 to ± 0.69	High relationship
± 0.30 to ± 0.49	Moderate relationship
± 0.10 to ± 0.29	Low relationship
± 0.01 to ± 0.09	Very low relationship
0.0	No relationship at all

3.8.6.2 Regression Analysis

This test will measure the linear association to predict the variable and independent element. It will give the result of an investigation of the effect of two or more independent variable versus signal interval scale dependent variable. The multiple regressions with the use of one dependent variable and two or

more independent variables which are leadership, motivation, attitude, skills and knowledge, all the variable must be interval.

As for this study, the analysis test is done at 5% significant level. The H_0 is rejected if $p < 0.05$ (Malthora, 2008). To determine whether the independent variables associated with the independent variable, multiple regression analysis was conducted. This analysis can estimate the coefficient of the equation for linear relationship. The equation of the multiple regression analysis is generally as follows:


$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

where,

Y = dependent variable

A = constant

β_1 = coefficient associated with the independent variables

X_1 = independent variables

3.7 Summary

The chapter highlights the research methodology in order to identify the best method in factors affecting job performance amongst RMN personnel. Several tests have been discussed in order to obtain a good result in identifying the element of management, which should be the main focus of the research. All the findings using the research methodology discussed in this section will be described in the next chapter.

CHAPTER 4

RESEARCH FINDINGS

4.1 Introduction

This chapter discuss about the data analysis and the findings of the research. The first section explains about the pilot testing to avoid an error of data collection. Next section explains the cleaning of data, linearity of dependent variable, demographic analysis, reliability analysis, descriptive analysis, level of job performance and inferential analysis.

4.2 Pilot Test

Cronbach's alpha on the pilot testing at Table 4.1 showed that all variables are greater than 0.6 as suggested by Malhotra (2007), therefore, all variables are accepted. The aim of this pilot testing is was to ensure that each item is applicable and appropriate to be studied. If Cronbach's alpha value is less than 0.6, the questions is used in the questionnaire should be revised before distributed to the actual respondents.

Table 4.1
Reliability Analysis of Pilot Study

Variable	No. of items	Pilot
Leadership	7	0.826
Motivation	7	0.754
Attitude	7	0.806
Skills	7	0.777
Knowledge	7	0.787
Job Performance	7	0.724

4.3 Cleaning of Data

Before analyzing and interpreting the data, the researcher does the data cleaning process. The data cleaning process demands careful consideration, as it will significantly affect the final statistical results. The cleaning process of data in this study was performed using SPSS. The purpose of data cleaning to ensure that all data is entered manually by the researcher are correct and no error that would interfere with data analysis. This study used a scale of 1 to 5, the researcher should ensure that the minimum and maximum values of data not less than 1 and not more than 5 (as in table 4.2)

Table 4.2
Cleaning of Data

Item of Variable	Minimum	Minimum
	Statistic	Statistic
L2	1.00	5.00
L3	1.00	5.00
L5	1.00	5.00
M3	1.00	5.00
M4	1.00	5.00
M5	1.00	5.00
A2	1.00	5.00
A4	1.00	5.00
A6	1.00	5.00
S2	1.00	5.00
S4	1.00	5.00
S7	1.00	5.00
K4	1.00	5.00
K5	1.00	5.00
K6	1.00	5.00
K7	1.00	5.00
J2	1.00	5.00
J5	1.00	5.00
J&	1.00	5.00

Table 4.3 shown that all the variables was significant because the values of all variables were $p < 0.000$ for Bartlett sphericity test. In addition, Table 4.3 also shown that value for each variables of the Kaiser-Meyer-Olkin (KMO) were greater than 0.6. The relationship between variables is statistically significant. In addition, through KMO, it is known that all variables suitable to apply exploratory factor analysis (Tabachnick & Fidell, 1996). The KMO value was 0.849, which exceeded the recommended value of 0.6. The Bartlett's Test of Sphericity was statistically significant ($p = 0.000$) and it is therefore acceptable that the factor analysis was appropriate.

Table 4.3
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	1195.546
	Df	15
	Sig.	.000

4.3.1 Linearity of Dependent Variable

Multiple linear regression models were used to test homoscedasticity and linearity as well. The results generated by SPSS are shown in Figure 4.1 for linearity and Figure 4.1 for homoscedasticity, which confirmed that the assumptions are true before the regression can be generated. In a normal probability plot, each observed value is paired with its expected value from the normal distribution (Coakes & Steed, 2003). If the sample is from the normal distribution, then the cases fall more or less in a straight line. The normality plot in Figure 4.1 indicates that those values fall more or less on

the straight line, leading the researchers to conclude that the data for Job Performance is approaching normal and there is no serious violation of the normality assumption.

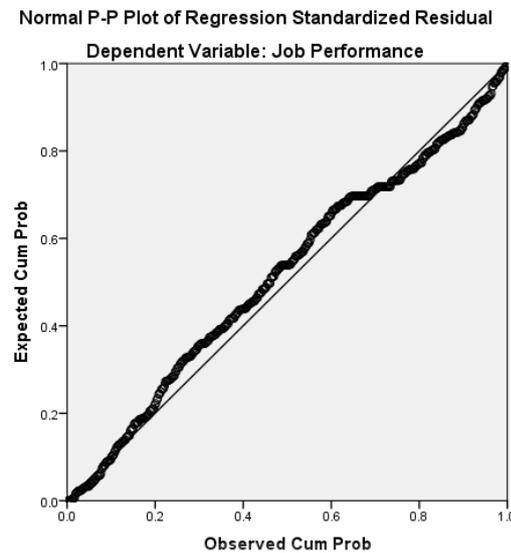


Figure 4.1
Linearity of Dependent Variable

Despite the assumption of linearity having been made, as illustrated in the Figure 4.1, the normal P-P plot of regression standardized residual, and the distribution of job performance being relatively normal (refer to the scatter plot Figure 4.2). It is a straight relationship and homoscedasticity met which means the earlier assumption of multivariate normality is met.

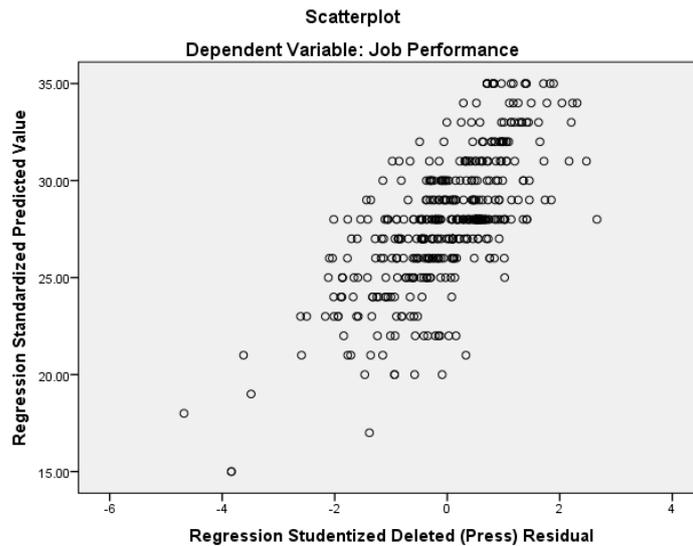


Figure 4.2
Scatter Plot of Dependent Variable

4.4 Demographic Analysis

This research specifically targeted RMN personnel in Klang Valley and Lumut Naval Base and Table 4.4 presents the demographic data of the current study. The respondents of the survey and the data collected are expected to present the RMN personnel demographic segments. In this section, the respondents' demographical data is descriptively analyzed pertaining to gender, marital status, age, race, religion, academic qualification, rank, service and expertise. There were a total of 450 respondents of the sample in this discussion part, as shown at Table 4.4.

Table 4.4
Descriptive Statistics for Demographical Profile

Profiles		Frequency	Percentage (%)
Gender	Male	358	79.6
	Female	92	20.4
	Total	450	100.0
Marital Status	Single	56	12.4
	Married	388	86.2
	Other	6	1.3
	Total	450	100.0
Age	20 – 24 years	14	3.4
	25 – 29 years	64	14.2
	30 – 34 years	189	42.0
	35 – 39 years	134	29.8
	Above 40	49	10.9
	Total	450	100.0
Race	Malay	426	94.7
	Chinese	4	0.9
	Indian	8	1.8
	Others	12	2.7
	Total	450	100.0
Religion	Islam	432	96.0
	Christian	8	1.8
	Buddha	4	0.9
	Hindu	6	1.3
	Others	0.0	0.0
	Total	450	100.0
Academic Qualification	SPM/STPM	279	62.0
	Certificate/Diploma	80	17.8
	Degree	74	16.4
	Master's	17	3.8
	Total	450	100
Rank	Captain/Commander	21	4.7
	Lieutenant Commander/Lieutenant	90	20
	Acting Sub-Lieutenant/Sub-Lieutenant	18	4
	Master Chief Petty Officer/Petty Officer	117	26
	Leading Rate and above	204	45.3
	Total	450	100
	Length of Service	1-5 years	17
6-10 years		73	16.2
11 – 15 years		186	41.3
16 – 20 years		127	28.2
Above 21 years		47	10.4
Total		450	100
Expertise	Executive	182	40.4
	Supply	194	43.1
	Engineering	74	16.4
	Total	450	100

Table 4.4 shows the gender of respondents, from 450 respondents, male respondents were more than female respondents, accounting for 358 (79.6%) and 92 (20.4%) respectively.

The marital status data show majority of the respondents were married representing 388 (86.2%) out of 450 respondents. Meanwhile, 56 (12.4%) of the respondents were single. Only 6 personnel in the survey (1.3%) were divorced or single parents.

The majority of the respondents were in the age group of 30 – 34 years old with 189 (42%), while 134 (2.8%) were within the age group of 35 – 39 years old. The balance of 64 (14.2%) respondents were within the age of 25 – 29 years old, 49 (10.9%) respondents were in the age range 40 and above, and only 14 (3.1%) of the respondents were in the age group 20 – 24 years old.

From the ethnic perspective, most respondents were Malays (94.7%), followed by other ethnic Bumiputera (Iban, Penan, Bidayuh and Bajau) at almost 2.7%, Indians (1.8%) and Chinese (0.9%).

The religion data show the majority of respondents were Muslims representing 432 (96%) people. Meanwhile, 8 (1.8%) respondents were Christians, 6 (1.3%) respondents were Hindus and only 4 (0.9%) respondents were Buddhists.

For academic qualification, the highest number of respondents were SPM/STPM holders, totaling 279 (62%), followed by Diploma/Certificate holders with 80

(17.8%) respondents, while 74 (16.4%) respondents were Degree holders and the lowest percentage of respondents were Master's degree holders at 17 (3.8%).

For the distribution of respondents according to their rank, a total of 204 (45.3%) were in the rank of Leading Rate and above, while 117 (26%) respondents held the rank of Petty Officer to Master Chief Petty Officer. A total of 90 (20%) respondents were officers with the rank of Lieutenant to Lieutenant Commander, 21 (4.7%) respondents with the rank Commander to Captain and for the Acting Sub-Lieutenant to Sub-Lieutenant is 18 (4%) respondents. The distribution of rank has significance in this research since it will show the level of authority in the organization. Master Chief Petty Officer/ Petty Officer, Leading Rate and above are in the implementation level with no or very little authority. An officer, especially in the Lieutenant/Lieutenant Commander range is a planner while the decision maker involves those ranked Captain/Commander to set organization policies, goal and is fully responsible for the overall performance in the organization.

Respondents were asked about their years of service. From the service perspective, 186 (41.3%) respondents have served between 11 – 15 years, followed by 127 (28.2%) respondents in the range of 16 – 20 years of service. Only 73 (16.2%) respondents were in the range between 6 – 10 years of service while 47 (10.4%) respondents have been in service for more than 21 years and 17 (3.8%) respondents have served less than 5 years.

In term of expertise in the RMN, 194 (43.1%) of respondents were from the supply branch, while 182 (40.4%) were from executive and respondents from the engineering branch totaled 74 (16.4%).

4.5 Reliability Analysis

The reliability of a measure is an indication of the stability and consistency of the extent that the instrument measures the concept and helps to assess the goodness of a measure (Sekaran, 2000). A reliability test helps researchers decide how items group together from a theoretical point of view, since this analysis is able to provide a benchmark for determining if these items are grouped together. In other words, reliability analysis is also known as a confirmatory test.

The reliability of the items on the scale will be gauged by the Cronbach's Alpha coefficients. Reliability is the degree to which measures are free from error and therefore yield consistent results (Pallant, 2005). The higher the coefficient which is approaching 1, the better is the measuring instrument. The lower the coefficient which is approaching 0, the less is the measuring instrument. The ideal coefficient of a scale should be above 0.70.

In addition, a reliability test indicates error free as it is concerned with estimates of the degree to which a measurement is free of random or unstable error (Donald et al., 2003). The assessment of reliability is by inspecting and observing the value of the Cronbach's Alpha. The Cronbach's Alpha ranged from 0 to 1, the higher number, the stronger item group together statistically. The acceptable values of the Cronbach's

Alpha Coefficient from result of reliability test at Table 4.5 greater is above 0.7, however values above 0.9 re great and above 0.8 are good. The Cronbach’s Alpha for the 450 respondents in this study reported as follows:

Table 4.5
Reliability Analysis of Pilot Study and Actual Data Set

Variable	No. of items	Pilot Test Cronbach’s Alpha	Actual Data Cronbach’s Alpha
Leadership	7	0.826	0.849
Motivation	7	0.754	0.825
Attitude	7	0.806	0.706
Skills	7	0.777	0.830
Knowledge	7	0.787	0.843
Job Performance	7	0.724	0.880

4.6 Descriptive Analysis

The Table below shows that the level of leadership (Mean = 4.068), motivation (Mean = 4.116), attitude (Mean = 3.991), skills (Mean = 4.278), knowledge (Mean = 4.278) and job performance (Mean = 3.983). Hence, we may say that literally all the Royal Malaysian Navy Personnel (RMN) experience high level of leadership, motivation, attitude, skills, knowledge and job performance.

Table 4.6
Descriptive Statistics

Variable	Mean	Std. Deviation
Leadership	4.068	0.56
Motivation	4.116	0.44
Attitude	3.934	0.35
Skills	3.963	0.51
Knowledge	4.278	0.43
Job Performance	3.983	0.48

4.7 Level of Job Performance

The research objective for this section is to identify the level of job performance amongst Royal Malaysian Navy (RMN) personnel. The level of job performance amongst Royal Malaysian Navy (RMN) personnel was determined by the questions in Section B of the questionnaire.

Table 4.7
Range for level of Job Performance

Mean value	Level of Job Performance
≤ 2.722	Low
2.722 to 3.056	Moderate
≥ 3.057	High

Based on the survey result, the overall mean of job performance is 3.9832. The level of job performance is high. The mean value for each objective for job performance is shown in Table 4.8.

Table 4.8
Mean for Job Performance Questions

	Mean	Std. Deviation	N
Job Performance	3.9832	.48338	450

4.8 Inferential Analysis

As has been discussed in the previous chapter, the researcher has developed 6 hypotheses in order to fulfill the objective of this study. All hypotheses were tested by using inferential statistics. For the first to sixth hypotheses, they were tested by using Pearson Correlation.

The hypotheses (H₁ to H₆) have been developed earlier and it has been confirmed that H₁ to H₆ could be tested as the result produced was supported by previous research. This section explores the relationship between the variables and tests the hypotheses. The Bivariate Analysis used the Pearson product-moment correlation. Table 4.9 indicates the results of the correlations matrix. The result of the analysis was used to answer the research questions developed for the current study and test their associated hypothesis presented in this section. All decisions on the significance of the findings were made using an alpha level of 0.05. From Table 4.9, it can be observed that there is a relationship between job performance and all the variables.

Table 4.9
The Correlations between the Independent Variables and the Independent Variables

		Job Performance	Leadership	Motivation	Attitude	Skills	Knowledge
Job Performance	Pearson Correlation	1					
	Sig. (2 Tailed)						
	N	450					
Leadership	Pearson Correlation	.479**	1				
	Sig. (2 Tailed)	.000					
	N	450	450				
Motivation	Pearson Correlation	.605**	.637**	1			
	Sig. (2 Tailed)	.000	.000				
	N	450	450	450			
Attitude	Pearson Correlation	.532**	.365**	.514**	1		
	Sig. (2 Tailed)	.000	.000	.000			
	N	450	450	450	450		
Skills	Pearson Correlation	.515**	.494**	.589**	.462**	1	
	Sig. (2 Tailed)	.000	.000	.000	.000		
	N	450	450	450	450	450	
Knowledge	Pearson Correlation	.587**	.347**	.525**	.645**	.388**	1
	Sig. (2 Tailed)	.000	.000	.000	.000	.000	
	N	450	450	450	450	450	450
						450	

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

** Correlation is significant at the 0.05 level (1-tailed).

This study postures the following question: What is the relationship between leadership, motivation, attitude, skills, knowledge and job performance?

i) Hypothesis 1

H₁: There is a relationship between leadership and job performance in the organization amongst RMN personnel.

Table 4.10
Correlations between Leadership and Job Performance

		Job Performance
	Pearson Correlation	.479**
Leadership	Sig. (2 Tailed)	.000

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

The above table shows that there is a positive significant relationship between leadership and job performance ($r = 0.479$, $p < 0.05$). Since the r is 0.479, it is indicated that the relationship between the two variables is a moderate relationship. The positive relationship shows that when leadership increased, the Royal Malaysian Navy (RMN) personnel job performance increase. As conclusion, H₁ is substantiated.

ii) Hypothesis 2

H₂: There is a significant relationship between motivation and job performance in the organization amongst RMN personnel.

Table 4.11
Correlations between Motivation and Job Performance

		Job Performance
Motivation	Pearson Correlation	.605**
	Sig. (2 Tailed)	.000

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

The above table shows that there is a positive significant relationship between motivation and job performance ($r = 0.605$, $p < 0.05$). Since the r is 0.605, it is indicated that the relationship between the two variables is a high relationship. The positive relationship shows that when motivation increased, the RMN personnel job performance increase. As conclusion, H_2 is substantiated.



iii) Hypothesis 3

H_3 : There is a significant relationship between attitude and job performance in the organization amongst RMN personnel.

Table 4.12
Correlations between Attitude and Job Performance

		Job Performance
Attitude	Pearson Correlation	.532**
	Sig. (2 Tailed)	.000

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

The above table shows that there is a positive significant relationship between attitude and job performance ($r = 0.532$, $p < 0.05$). Since the r is 0.532, it is indicated that the relationship between the two variables is a high

relationship. The positive relationship shows that when attitude increased, the Royal Malaysian Navy (RMN) personnel job performance increase. As conclusion, H₃ is substantiated.

iv) Hypothesis 4

H₄: There is a significant relationship between skills and job performance in the organization amongst RMN personnel.

Table 4.13
Correlations between Skills and Job Performance

		Job Performance
Skills	Pearson Correlation	.515**
	Sig. (2 Tailed)	.000

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

The above table shows that there is a positive significant relationship between skills and job performance ($r = 0.515$, $p < 0.05$). Since the r is 0.515, it is indicated that the relationship between the two variables is a high relationship. The positive relationship shows that when skills increased, the Royal Malaysian Navy (RMN) personnel job performance increase. As conclusion, H₄ is substantiated.

v) Hypothesis 5

H₅: There is a significant relationship between knowledge and job performance in the organization amongst RMN personnel.

Table 4.14
Correlations between Knowledge and Job Performance

		Job Performance
Knowledge	Pearson Correlation	.587**
	Sig. (2 Tailed)	.000

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

The above table shows there is a positive significant relationship between knowledge and job performance ($r = 0.587$, $p < 0.05$). Since the r is 0.587, it is indicated that the relationship between the two variables is a high relationship. The positive relationship shows that when knowledge increased, the Royal Malaysian Navy (RMN) personnel job performance increase. As conclusion H_5 is substantiated.

4.8.1 Use of Pearson correlation

Pearson Correlation is used to test hypotheses 1- 6. The analysis was meant to determine whether five main factors which are leadership, motivation, attitude, skills and knowledge that significantly related with job performance. The output is shown in Table 4.15.

Table 4.15
Results of Pearson Correlation Matrix

	Job Performance	Leadership	Motivation	Attitude	Skills	Knowledge
Correlation	1	.479	.605	.532	.515	.587
Job Performance						
Leadership	.479	1	.637	.365	.494	.347
Motivation	.605	.637	1	.514	.589	.525
Attitude	.532	.365	.514	1	.462	.645
Skills	.515	.494	.589	.462	1	.388
Knowledge	.587	.347	.525	.645	.388	1

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

** Correlation is significant at the 0.05 level (1-tailed).

According to Pallant (2001), two issues need to be considered in order to determine the suitability of the data. First, its sample size, there is little consensus among researchers about sample size. However, researchers believe that the larger sample the better. The sample size in this study also exceeded the recommended number of 450 respondents. The sample size of this study also exceeded the recommended ratio of five cases for each of the variables or items (Pallant, 2001). The second issue regarding suitability of the data is related to the strength of the relationship between the variables, recommended that the correlation matrix should exhibit coefficient greater than 0.3. In this study, the correlation matrix (see table 4.15) revealed coefficients of more than 0.3. Thus, the data can be considered suitable for factors analysis.

4.8.2 Use of Multiple Regression Analysis

This study poses the following question: What is the most significant factor influencing job performance? For this purpose, multiple linear regression analysis was conducted. The multivariate analysis was used to test the hypotheses and to reaffirm the Pearson Correlation Coefficients tests. To test hypotheses one until five to determine the order of the importance of factors that lead to job performance as one of the objectives of this research, a multiple regression was generated with leadership, motivation, attitude, skills and knowledge as predictors of job performance.

Table 4.16
Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	-.338	1.391		-.243	.808
Knowledge	.382	.059	.295	6.456	.000
Motivation	.253	.057	.229	4.473	.000
Skills	.153	.041	.160	3.711	.000
Leadership	.096	.038	.112	2.535	.012
Attitude	.150	.064	.109	2.363	.019

^aDependent Variable: Job Performance

Adjusted R² = .506

F = 90.861

**p < 0.01

As tabulated in Table 4.16, based on the beta coefficients value, the strongest predictor factor causing job performance was knowledge $\beta = 0.295$, followed by motivation $\beta = 0.229$. Skills $\beta = 0.160$ leadership $\beta = 0.112$ and attitude $\beta = 0.109$ were excluded because they did not contribute significantly to the variation of the dependent variable (job performance).

Table 4.17
Result of Regression Analysis – Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of Estimate	of F	Sig.
1	.711 ^a	.506	.500	2.39222	90.861	.000 ^b

a. Predictors: (Constant), Knowledge, Leadership, Skills, Attitude, Motivation

b. Dependent Variable: Job Performance

Table 4.17 exhibits the result of regression analysis (model summary). The R-squared of 0.506 implies that five variables explain about 50.6% of the variation in job performance. This is quite a respectable result. The Anova results used had reached statically significance which value is .000, this

really means $p < 0.01$ where the value of F is 90.861. This shows that whole independent variables can be used to evaluate job performance in Royal Malaysian Navy (RMN) personnel. Researcher discovered that H_6 is significant that there is a significant effect between the contributing factors and job performance amongst RMN personnel. Hence, H_6 is substantiated.

4.8 Summary

This chapter discussed the results of the survey and various tests conducted in order to test the hypotheses $H_1 - H_6$. Data that was collected was screened for errors and missing values were replaced. After which reliability tests were conducted it showed all of the aforementioned data passed the tests. Demographic data was verified to ensure that the data collected falls within the sample frame. The Pearson correlation, coefficient and multiple regression analyses were used to test the hypotheses. The empirical results confirmed that knowledge, motivation, skills, leadership and attitude, positively and significantly influence individual job performance amongst Royal Malaysian Navy (RMN) personnel. Furthermore, results of multivariate analysis shows that knowledge is the most important factor followed by motivation, skills, leadership, and attitude that leads towards job performance amongst Royal Malaysian Navy (RMN) personnel. The data analyses revealed high correlations between the variables and this suggested that the variables have strong positive relationship between them and finally the regression shows that hypotheses are accepted. In summary, it can be concluded that the job performance of the Royal Malaysian Navy (RMN) personnel is influenced by the dimensions of independent variables such as knowledge, motivation, skills, leadership and attitude.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter is divided into five sections. As usual, introduction to chapter five is in section 5.1 is the introduction. Section 5.2 is the recapitulation of the study. Section 5.3 is the contribution of research then the recommendation for future study and lastly the conclusion of this research.

5.2 Recapitulation of the Study

This study have established relationship between independent variables and dependent variables. The survey method was utilized to obtain primary data for the purpose of this study. Target respondents are the Navy personnel from Klang Valley and Lumut Base from the rank of Captain or lower.

A descriptive study design was used for this study. A snowball sampling method was used to sample population of 450 RMN personnel in Klang Valley and Lumut Base. Questionnaire was used as a data collection technique. Out of 480 questionnaires distributed, only 450 returned. This gave the response rate of 93.7%. Data were analyzed using SPSS and the results were presents in the form of percentage, mean and standard deviation. Regressions were carried out of the five factors investigation and the findings recorded.

The five variables were significantly correlated with job performance amongst Royal Malaysian Navy (RMN) personnel. The effects showed that leadership, motivation, attitude, skills and knowledge were increased job performance amongst Royal Malaysian Navy (RMN) personnel. Therefore, when the Navy personnel are satisfied with their jobs, they tend to willing to put more effort and committed more on their jobs. Before going further with the discussion, below is a summary of the research objectives, hypotheses and findings.

Table 5.1
The Summary of Research Objectives, Hypotheses and Findings

Research Question	Research Objectives	Hypotheses	Findings
What is the level of job Performance amongst RMN personnel?	To examine the level of job performance amongst RMN personnel	None	The level is satisfactory
What are the relationships between leadership, motivation, attitude, skills, knowledge and job performance amongst RMN personnel	To determine the relationship between leadership, motivation, attitude, skills, knowledge and job performance amongst RMN personnel	Hypothesis 1: There is a significant relationship between leadership and job performance	Supported
		Hypothesis 2: There is a significant relationship between motivation and job performance	Supported
		Hypothesis 3: There is a significant relationship between attitude and job performance	Supported
		Hypothesis 4: There is a significant relationship between skills and job performance	Supported
		Hypothesis 5: There is significant relationship between knowledge and job performance	Supported

In conclusion, the demographics raw data found that amongst Royal Malaysian Navy (RMN) personnel level, the most dominant group was male (79.6%), most of Royal Malaysian Navy (RMN) personnel were married (86.2%), the dominant age group

for soldiers was between 30 – 34 years old (42%), most of Royal Malaysian Navy (RMN) personnel were ethnic Malay (94.7%) and the dominant religion was Islam (96%). In addition, the academic qualification of majority of the demographics was SPM/STPM level (62%), most of the officers are at the rank of Lieutenant Commander/Lieutenant (20%) while the dominant rank for ratings was leading rate and above (45.3%) and majority of RMN personnel have between 11 – 15 years of experience in the service (41.3%).

5.2.1 Research Objective 1: To identify the level of job performance amongst RMN Personnel

Based on the result, the researcher found that the mean value exceeding of 3.057 is considered satisfactory high and mean value less than 2.722 is considered low. Based on the survey result, the overall mean of job performance is 3.9832. This result revealed that majority respondents have a high level of job performance. Findings were similar with the previous study by Pushpakumari (2008) that a great effort is necessary for the employees to attain high performance in jobs. When the employees are satisfied with their jobs, they tend to be motivated and are willing to put more effort and committed more in their jobs. This result also shows that Royal Malaysian Navy (RMN) personnel were very fairly perform with their current job. Other than that, in order to achieve high job performance in amongst Royal Malaysian Navy (RMN) personnel, the organization needs to discover methods that can be used to improve Navy personnel

performance. Royal Malaysian Navy (RMN) personnel enjoyed their job and agreed that their job is challenging in the future.

5.2.2 Research Objective 2: To identify relationship between leadership and job performance amongst RMN personnel.

Hypothesis one tested the relationship between attitude and job performance. H_1 : There is a significant relationship between leadership and job performance. The results indicated that H_1 , ($r = 0.479$, $p < 0.05$) is supported. Based on the result, the researcher found that it was a significant relationship between leadership and job performance amongst Royal Malaysian Navy (RMN) personnel. Leadership is a primary characteristic of Navy personnel. Shirzad, Kebriya and Zanganeh (2011) in his study among senior managers leadership style of school districts of Tehran found that leaders take the necessary measures and build human relationships to provide optimal use of human resources within their organizations. While, Ogbonna and Harris (2000) found that leadership is associated with employee performance. Meanwhile, researches by Gadot (2006) conclude that the relationship between leadership and performance has established a considerable attention. The main objective of every organization is to enhance employee performance. In fact, leadership is important for all organizations to achieve the goal. In the Royal Malaysian Navy (RMN) organization, leadership is a key factor for improving the performance and also the success or failure of an organization depends on effectiveness of leadership at all levels. The researchers have stated that the leadership is an

ability to influence attitudes, beliefs and skills of employees to achieve organizational goals. In the military perspective, leadership style may no longer bear the desired effect among young soldiers who prefer a participative leadership style that also encourages work engagement. This finding seems to support the study carried out by Northouse's (2001) that mentioned leadership as a process whereby an individual influences a group of individuals to achieve a common goal. The discoveries of Duckett and Macfarlane (2003), Habib, Khurram and Idress, (2010), and Mehra et al., (2006) are similar with the finding that leadership are significantly related to job performance.

5.2.3 Research Objective 3: To identify relationship between motivation and job performance amongst RMN personnel.

Hypothesis two tested the relationship between motivation and job performance. H₂: There is a significant relationship between motivation and job performance. The results indicated that H₂, ($r = 0.605$, $p < 0.05$) is supported. Based on the result, the researcher found that it was a significant relationship between motivation with job performance amongst Royal Malaysian Navy (RMN) personnel. In the current study, the researcher found that motivation has a positive relationship with job performance, this result supported the research done by Kamery (2004) and Ekerman (2006) that stated motivation will increase job involvement by making work feel more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance.

Meanwhile, research by Dixit (2010) conclude that soldiers also be motivated by forces such as values, interest, fear and worthy-causes, which are intrinsic factors that are only visible through his conduct and performance. Therefore, motivation also increases the cooperation and also the responsibilities amongst Royal Malaysian Navy (RMN) personnel. The discoveries of Armstrong (2001), Mohammad (2013), Ali, Abrar and Haider (2012), Chintallo and Mahadeo (2013), Azar and Shafigni (2013) and Robbins (2001) are similar with the finding that motivation are significantly related to job performance.

5.2.4 Research Objective 4: To identify relationship between attitude and job performance amongst RMN personnel.

Hypothesis three tested the relationship between attitude and job performance. H₃: There is a significant relationship between attitude and job performance. The results indicated that H₃, ($r = 0.532$, $p < 0.05$) is supported. Based on the result, the researcher found that it was a significant relationship between attitude with job performance amongst Royal Malaysian Navy (RMN) personnel. The result was supported by previous research by Lee and Chen (2013) concluded that employees who have worked for a long time in organizations have a negative attitude because the longer the time passed with the specific organization, their commitment to work is also lower and finding motivation is a solution for this type of situation. It also showed the importance of attitude in contributing to high performance amongst Royal Malaysian Navy (RMN) personnel. It can be

translated that attitude needs to be addressed in a proper way to make them really understand the meaning of the word and its implication towards job performance. Meanwhile, Roman (2005) stated that the level of education affects a person's attitude to perform a task. Having a high level of education will encourage an attitude to do the job better and with quality compared to workers with a lower level of education. However, Sulaiman, et al., (2012) also found the facts about the competence and attitude having the same effect on performance, skills and competence are knowledge workers, while the potential of the internal feelings and attitude to do the job effectively and quickly. Employees are the source of earnings for all service providers and if they are committed to their work to provide services efficiently, attitude and performance are correlated with good behavior where a person can deal with customers perfectly and increase the benefits of the organization. The discoveries of Onzima (2011), Malhotra (2005), Bohner and Wanke (2002), Waryszak and King (2001), Burris, Detert and Chiaburu (2008) and Wei and Chu (2008) are similar with the finding that attitude are significantly related to job performance.

5.2.5 Research Objective 5: To identify relationship between skills and job performance amongst RMN personnel.

Hypothesis four tested the relationship between skills and job performance.

H₄: There is a significant relationship between skills and job performance.

The results indicates that H₄, ($r = 0.515$, $p < 0.05$) is supported. Based on the result, the researcher found that it was a significant relationship between

skills with job performance amongst Royal Malaysian Navy (RMN) personnel. Royal Malaysian Navy (RMN) personnel with skills and job experience will enhance job performance. It is the result of the skills they acquired from their work routine. This result supported the research done by Affandi (2012) that stated employees' graduates having employability skills will be able to perform in various situations. In this regard, the military organization with its trained personnel who work in technical working environment should be capable of maintaining their own skills or among their peers so that it will meet the needs of the organizations. Training can be offered as skills development for individuals and groups. Meanwhile, Karlan, Dean and Martin (2011) stated that training involve presentation and learning of content as a means to improve skills development and enhance workplace behavior. The discoveries of Dokko, Wilk and Rothbard (2008), Arnold (2007), Kearns (2001), Sultana et al., (2012), Azami Zaharim (2009), Purcell et al., (2003) and Minbaeva (2005) are similar with the finding that skills are significantly related to job performance.

5.2.6 Research Objective 6: To identify relationship between knowledge and job performance amongst RMN personnel.

Hypothesis five tested the relationship between knowledge and job performance. H₅: There is a significant relationship between knowledge and job performance. The results indicated that H₅, ($r = 0.587$, $p < 0.05$) is supported. Based on the result, the researcher found that it was a significant relationship between knowledge with job performance amongst Royal

Malaysian Navy (RMN) personnel. This result is consistent with past literature where a study by Jasvinder, Anwar and Ruslan (2001) had proved that knowledge can be obtained through one's own effort and can also be achieved through training, work and courses and through the positions he held throughout his career. However, Blasko (2009) stated that the importance of education and the inculcation of a higher level of knowledge to ensure that changes to the structure within the organization and development of military doctrine. Many PLA institutions and training centers were combined and courses for its members were modified according to the needs of the development of weapons systems and the concept of a combination of the three services. Even PLA officers were encouraged to further their studies in more than 50 PLA schools, locally and abroad. The study found that, RMN personnel with expertise in a particular field performed all tasks needed to excel in their field and those who do not have any expertise failed to shine in the performance of his duties in any field whatsoever. Knowledge can increase a person's level of aspiration. It can also be a motivating factor to a person to take necessary measures to achieve the aspects of higher knowledge. When a level of knowledge is as what is expected for an individual in his career, it will directly help him to perform his job effectively. Analysis on the result of knowledge and job performance in the RMN personnel scenario, it can be predicted that they understand the importance of knowledge in producing quality and effective outcomes. The discoveries of Morgeson and Humphrey (2006), AbuAlRub (2004), Judge (2004), Almeida, Dokko and Rosenkopf (2003) and Parker et

al., (2001) are similar with the finding that knowledge are significantly related to job performance.

5.2.7 Research Objective 7: To identify the significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst RMN personnel.

Hypothesis six tested the effect of leadership, motivation, attitude, skills and knowledge on job performance amongst Royal Malaysian Navy (RMN) personnel. H_6 : There is a significant effect of leadership, motivation, attitude, skills and knowledge on job performance amongst Royal Malaysian Navy (RMN) personnel. The results indicated that $r^2 = 0.506$, $f = 90.861$, $p < 0.05$ therefore H_6 is supported. Based on the regression results, researcher found that all independent variables showed a positive and significant effect on job performance. The strongest predictor factor causing job performance is knowledge $\beta = .295$, followed by motivation $\beta = .229$, third is skills $\beta = .160$, fourth leadership $\beta = .112$ and fifth is attitude $\beta = .109$. The $r^2 = 0.506$ means, 50.6% of the variation of the independent have effect on job performance. The employees with these values will produce high productivity for the organizations and will uphold the excellence of the Royal Malaysian Navy (RMN) in the future. This result shows that military personnel are influence by the leadership of their superior, motivation, attitude, skills and knowledge are also vital to increase job performance amongst Royal Malaysian Navy (RMN) personnel. Usually, employees who are able to perform better will have higher priority in being hired compared to those low performers. In order to achieve high

productivity in organizations, the organization firstly needs to discover methods that can be used to improve employee's performance. This is because organizational successfulness is usually based on the organizational performance which is largely depending on the performance of every single employee in the organization. It is very important for the organization to develop and maintain the quality and effectiveness of its human asset to succeed with direct focus on the performance of military personnel. Other than that, good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. When they perform up to the standards and meet organizational expectations they are believed to be good performers. The result also found that upper management level and the Human Resource Department of the RMN Headquarters should put more attention in nurturing a positive and motivational environment as stated through the five hypothesis based on the independent variables and dependent variables in order to achieve higher work performance and effectiveness amongst RMN personnel.

5.3 Contribution of Research

Job performance is an important field that could enhance organizational effectiveness in achieving their mission and vision. Thus, the management should consider resolving some issues related to the dissatisfaction among the personnel. The findings of the study contributed to academic and managerial aspect as below.

5.3.1 Academic Contribution

1. The knowledge, motivation, skills, leadership and attitude, positively and can be considered as significant factors that can enhanced job performance amongst Royal Malaysian Navy (RMN) personnel. Thus, scholars can consider the contribution factors identified in this study to conduct further research on this related topic.

2. Proper training and knowledge gives to the Navy personnel make them perform and enjoyed with their job. Without sufficient knowledge the employees felt inconvenience to perform their job and it can cause job performance dissatisfaction.

3. The concept of job performance and the contribution factors which are valued by any organization should be understood and embraced by human resource specialist.

5.3.2 Managerial Contribution

1. The concept of the right man for the job have to take in place whereby selecting the right person for the job has never been more important than it is today. The concepts were introduced a few years back but the implementation of the concept still not clearly done.

2. Royal Malaysian Navy (RMN) personnel should participate more in building up their knowledge and be seriously involved. Most of them feel

comfortable with what they have and it is very difficult to change especially in developing knowledge for their own self and life.

3. Review on other ranks pay scheme should be considered to suite with current situation and trend. Royal Malaysian Navy (RMN) should benchmark the pay scheme with other countries Navy to identify the appropriate pay scheme that they used. Therefore the Royal Malaysian Navy (RMN) should address personnel pay scheme issues in order to enhance their job performance.

4. Introduce new benefits scheme and rewards that can increase motivation of the personnel. This benefits and rewards can be implemented within the capability of Royal Malaysian Navy (RMN) itself. Royal Malaysian Navy (RMN) should reward personnel with extraordinary hard work by tangible and quantifiable rewards to encourage and motivate them for better job that have been done.

5. The working condition should be improved in order to increase job performance amongst Royal Malaysian Navy (RMN) personnel. The management should provide necessary tools and equipment for personnel to conduct their job efficiently. Thus, Head of Division and supervisors should find out what are the tools and equipment need by their subordinates in order to do their tasks.

6. Workers relationship is one of the elements in the working condition that will lead to job performance. Thus harmonies working condition are important to create motivated workforce.

7. The roles of management and supervisors are very important to ensure the personnel can work together in achieve the tasks assigned. New initiatives should be implemented in the Royal Malaysian Navy (RMN) in order to enhancing the cooperation and harmonization amongst the personnel.

8. The selection process for promotion to commander must include instruction, leadership and management test to identify potential efficiencies. Present commander who identified poor in order to function, leading and management should be sent to sailors trained to develop their knowledge and skills.

9. The organization must become incubators of knowledge, providing training opportunities to improve, expand and develop the skills and talents of current and future employees. These facilities should provide opportunities for mentoring, training and specializations.

10. Good career advancement through training programs shall be offered to the Royal Malaysian Navy (RMN) personnel to improve their skills and knowledge. All courses must be well designed to meet their interests and

abilities. A fair chance for promotion must be exercised by leaders to ensure they provide motivation.

5.4 Recommendation for Future Research

The research on job performance in the military environment is still inadequate, especially in Malaysia Armed Forces. This research was only conducted in a military organization. Some of the information could not be disclosed due to security restrictions. In addition, this research only addressed the issue of job performance among RMN personnel. Despite these limitations and constrains, this research serves as an important study to ensure which factors could be concentrated on in order to boost job performance in the RMN organization. Future research also can be conducted on the other variables that were not tested in this study. Perhaps, for future study, other researchers could conduct a comparison with other government agencies or the private sector. An open ended survey will help RMN to identify the significant factors on dissatisfaction among the personnel.

5.5 Conclusion

This research has presented the finding of five main components pertaining to the job performance in the military environment. In particular, this research identify that leadership, motivation, attitude, skills and knowledge is related to job performance. The outcome of this research also revealed that components of knowledge and motivation have the highest impact to job performance amongst Royal Malaysian Navy (RMN) personnel. In conclusion, this research will give an insight to the upper

management and the Human Resource Department of the RMN Headquarters in handling the issue of job performance amongst RMN personnel and how to create the best approach in enhancing job performance. Job performance of RMN personnel relies on the organization. Competent RMN personnel in the organization will interpret the positive result pertaining to the performance of the royal Malaysian Navy's personnel.



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APPENDIX A



SOAL SELIDIK UNTUK TINJAUAN PEMBELAJARAN SAHAJA

Assalamualaikum dan Salam Sejahtera,

Tuan-tuan/Puan-puan yang dihormati,

Anda telah terpilih untuk menjadi responden bagi kajian ini. Penyelidikan ini adalah bertujuan untuk mendapatkan maklum balas berkaitan “*Contributing Factors Affecting Job Performance Amongst Royal Malaysian Navy Personnel*”. Kajian ini bertujuan menyiapkan kertas kerja sebagai syarat Pengijazahan Sarjana Pengurusan Sumber Manusia di bawah seliaan Dr Jasmani Mohd Yunus.

Segala maklumat yang diberi akan dirahsiakan dan digunakan untuk tujuan akademik sahaja. Tiada jawapan yang betul atau salah, oleh itu anda boleh memilih jawapan mengikut kesesuaian dan keikhlasan anda sendiri. Kejujuran dan keikhlasan anda daam menjawab soal selidik ini amatlah diharapkan bagi membantu saya dalam penyelidikan ini dan analisis data yang akan dilaksanakan.

Pandangan anda akan digunakan sebagai panduan untuk menambahbaik Pengurusan Sumber Manusia TLDM. Kerjasama dan keikhlasan anda amatlah dihargai dan didahului dengan ucapan terima kasih.

Penuntut:

Leftenan Komander Siti Salina Johari TLDM
Sarjana Pengurusan Sumber Manusia
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Penyelia:

Dr Jasmani Mohd Yunus
Pensyarah Kanan
Universiti Utara Malaysia

BAHAGIAN A: MAKLUMAT DIRI (DEMOGRAFI)

ARAHAN: Sila tandakan (/) jawpan berkenaan maklumat diri anda di ruangan yang disediakan

A1	Jantina	
	Lelaki	()
	Perempuan	()

A2	Taraf Perkahwinan	
	Bujang	()
	Berkahwin	()
	Duda/Janda	()

A3	Umur	
	20 – 24 tahun	()
	25 – 29 tahun	()
	30 – 34 tahun	()
	35 – 39 tahun	()
	41 tahun ke atas	()

A4	Bangsa	
	Melayu	()
	Cina	()
	India	()
	Lain-lain _____	()

A5	Agama	
	Islam	()
	Kristian	()
	Buddha	()
	Hindu	()
	Lain-lain _____	()

A6	Kelulusan	
	SRP/PMR	()
	SPM	()
	STPM	()
	Diploma	()
	Ijazah	()
	Lain-lain _____	()

A7	Pangkat	
	Kepten	()
	Komander	()
	Leftenan Komander	()
	Leftenan	()
	Leftenan Muda	()
	Bintara	()
	Lasykar Kanan	()
	Lasykar Kanan I	()
	Lasykar Kanan II	()

A8	Tempoh Perkhidmatan	
	Kurang dari 1 tahun	()
	2 – 7 tahun	()
	8 – 15 tahun	()
	16 - 20 tahun	()
	21 ke atas	()

BAHAGIAN B: INDEPENDENT VARIABLE

ARAHAN: **BULATKAN JAWAPAN** yang sesuai berdasarkan skala jawapan di bawah

Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
1	2	3	4	5

1. Kepimpinan (Leadership)

Soalan di bawah adalah untuk mengukur persepsi anda tentang kepimpinan terhadap prestasi kerja di pasukan

KEPIMPINAN (LEADERSHIP)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
L1	My leader always gather with subordinate <i>Pemimpin saya sentiasa bergaul dengan anggota bawahan</i>	1	2	3	4	5
L2	My leader always give motivation to subordinate <i>Pemimpin saya sentiasa memberi motivasi kepada anggota bawahan</i>	1	2	3	4	5
L3	My leader told about vision of organization <i>Pemimpin saya telah memberitahu tentang misi dan visi perkhidmatan</i>	1	2	3	4	5
L4	My leader always appreciate every achievement in unit <i>Pemimpin saya akan memberi penghargaan bagi setiap pencapaian yang telah dicapai oleh unit</i>	1	2	3	4	5
L5	My leader always give believed every tasked <i>Pemimpin saya sentiasa memberi kepercayaan terhadap tugas yang dilaksanakan</i>	1	2	3	4	5
L6	My leader give explanation before and after do it some tasking <i>Pemimpin saya akan memberikan penerangan tentang tugas dan tanggungjawab sebelum/selepas tugas dilaksanakan</i>	1	2	3	4	5
L7	My leader always give guide and direction before make some tasking <i>Pemimpin saya sentiasa memberi panduan dan dorongan dalam melaksanakan tugas</i>	1	2	3	4	5

Adapted from (Liu and Jang & Qin and Prybutok, 2009)

2. Motivation Questionnaires

The questions below are to measure your perception on the effectiveness of motivation towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang motivasi terhadap prestasi kerja di unit.

MOTIVASI (<i>MOTIVATION</i>)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
M1	The management always gives motivation to the staff <i>Pihak pengurusan sentiasa memberikan motivasi kepada anggota bawahan</i>	1	2	3	4	5
M2	Existing facilities at the unit greatly increased my motivation to perform tasks <i>Kemudahan sedia ada di unit membantu meningkatkan motivasi saya untuk melaksanakan tugas</i>	1	2	3	4	5
M3	I am person who often remind myself to be motivated in carrying out daily work <i>Saya seorang yang seringkali mengingatkan diri saya untuk sentiasa bermotivasi dalam melaksanakan tugas dan kerja seharian</i>	1	2	3	4	5
M4	I would be more motivated if my work is recognized <i>Saya akan lebih bermotivasi sekiranya kerja saya diiktiraf</i>	1	2	3	4	5
M5	I would be more motivated if the higher authorities is show better commitment <i>Saya akan lebih bermotivasi jika pihak atasan saya memperlihatkan komitmen yang tinggi dalam sesuatu tugas</i>	1	2	3	4	5
M6	I hope the opportunity to help my subordinates at work <i>Saya mempunyai peluang untuk membantu anggota bawahan saya ketika bekerja</i>	1	2	3	4	5
M7	I feel comfortable with my current unit <i>Saya berasa selesa dengan unit saya sekarang</i>	1	2	3	4	5

Adapted from (J. Richard Hackman and Greg R. Oldman,1980)

3. Attitude Questionnaires

The questions below are to measure your perception on the effectiveness of attitude towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang sikap terhadap prestasi kerja di unit.

SIKAP (<i>ATTITUDE</i>)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
A1	I'm not interested in the task assigned to me now <i>Saya tidak berminat dengan tugas yang diberikan kepada saya sekarang</i>	1	2	3	4	5
A2	I'm comfortable with the work that I do now <i>Saya selesa dengan tugas yang saya lakukan sekarang</i>	1	2	3	4	5
A3	Knowledge is required to produce quality work <i>Pengetahuan tentang kerja perlu ada dalam menghasilkan mutu kerja yang ditetapkan</i>	1	2	3	4	5
A4	Positive attitude towards the tasks entrusted will produce better work quality <i>Sikap positif terhadap tugas yang diamanahkan berupaya menghasilkan kualiti kerja yang baik</i>	1	2	3	4	5
A5	Sincerity and integrity are important element in the implementation daily work and tasks <i>Ikhlas dan integriti adalah elemen penting dalam pelaksanaan tugas dan kerja seharian</i>	1	2	3	4	5
A6	I like to discuss with my superiors before performing tasks given <i>Saya suka berbincang dengan pegawai atasan saya sebelum melaksanakan tugas</i>	1	2	3	4	5
A7	I will work on my own in ensuring my work performance always achieve the desired level <i>Saya akan berusaha dengan sendiri agar prestasi kerja saya sentiasa mencapai tahap yang dikehendaki</i>	1	2	3	4	5

Adapted from (R.J. Bennet and S.L Robinson, 2000)

4. Skills Questionnaires

The questions below are to measure your perception on the effectiveness of skill towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang kemahiran terhadap prestasi kerja di unit.

KEMAHIRAN (SKILL)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
S1	Received adequate training to perform my job well <i>Latihan yang diterima memadai untuk saya melaksanakan tugas dengan baik</i>	1	2	3	4	5
S2	Training conducted at the training center and unit increases my confidence in everyday tasks <i>Latihan yang dilaksanakan di pusat latihan dan di pasukan meningkatkan keyakinan saya dalam tugas seharian</i>	1	2	3	4	5
S3	Allocation of time given for each session in exercise is sufficient <i>Peruntukan masa yang diberikan bagi setiap latihan adalah mencukupi</i>	1	2	3	4	5
S4	Instructors at the training center provide effective guidance <i>Jurulatih di pusat latihan memberi tunjuk ajar yang berkesan</i>	1	2	3	4	5
S5	Training undertaken enhance my skills in during deployment <i>Latihan yang dilaksana meningkatkan kemahiran saya dalam penugasan</i>	1	2	3	4	5
S6	Training is needed to improve my skills <i>Latihan diperlukan untuk meningkatkan kemahiran saya</i>	1	2	3	4	5
S7	I am concerned about the training quality of my subordinates <i>Saya mementingkan kualiti latihan terhadap anggota bawahan saya</i>	1	2	3	4	5

Adapted from (F.L Schmidt and J.Hunter, 2004)

5. Knowledge Questionnaires

The questions below are to measure your perception on the effectiveness of knowledge towards job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang pengetahuan terhadap prestasi kerja di unit.

PENGETAHUAN (<i>KNOWLEDGE</i>)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
K1	I need to have knowledge in performing any task from beginning until completed <i>Saya perlu mempunyai pengetahuan tentang melaksanakan sesuatu tugas dari mula hingga tamat</i>	1	2	3	4	5
K2	My knowledge is important in ensuring that the work to be produced to meet service standards <i>Pengetahuan saya penting dalam memastikan kerja yang hendak dihasilkan memenuhi piawaian perkhidmatan</i>	1	2	3	4	5
K3	Understanding deployment requirements in detail from the upper management will produce the best quality of work <i>Mengetahui keperluan penugasan dengan terperinci daripada pihak atasan mampu menghasilkan mutu kerja yang baik</i>	1	2	3	4	5
K4	Understanding the ability of a system operated is important in ensuring the effectiveness of the task <i>Mengetahui kemampuan sesuatu sistem yang dikendalikan adalah penting bagi keberkesanan tugas</i>	1	2	3	4	5
K5	Basic knowledge and understanding of the structure of a system is vital to the success of a task <i>Pengetahuan asas dan memahami struktur perjalanan sesuatu sistem adalah penting untuk menentukan kejayaan sesuatu tugas</i>	1	2	3	4	5
K6	The level of knowledge that i have made me trusted and respected <i>Tahap pengetahuan yang saya miliki telah menjadikan saya dipercayai dan dihormati</i>	1	2	3	4	5
K7	The knowledge I have allows me to discuss with my superiors in implementing certain task <i>Pengetahuan yang saya miliki telah membolehkan saya berbincang dengan pegawai atasan anda dalam melaksanakan sesuatu tugas</i>	1	2	3	4	5

Adapted from (R.M Steers, 1976)

6. Job Performance Questionnaires

The questions below are to measure your perception on the effectiveness of job performances.

Soalan di bawah adalah untuk mengukur persepsi anda tentang keberkesanan terhadap prestasi kerja di unit.

PRESTASI KERJA (JOB PERFORMANCE)		Sangat Tidak Bersetuju	Tidak Bersetuju	Tidak Pasti	Setuju	Sangat Bersetuju
J1	Work quality is important to me <i>Saya seorang yang mementingkan kualiti dalam tugas</i>	1	2	3	4	5
J2	I have always been chosen by my superiors to perform certain tasks <i>Saya di antara staf yang seringkali diberikan kepercayaan dalam tugas oleh pihak atasan</i>	1	2	3	4	5
J3	I am among the best 20 staf in my unit <i>Saya tergolong dalam 20 staf yang terbaik di peringkat unit saya</i>	1	2	3	4	5
J4	I don't mind dealing with my superiors in any task <i>Saya senang berurusan dengan pegawai atasan saya dalam sebarang tugas</i>	1	2	3	4	5
J5	I know the standard required by my superiors when given any task <i>Saya mengetahui piawaian mengikut keperluan pegawai atasan saya apabila melakukan sebarang tugas</i>	1	2	3	4	5
J6	My superiors often give credit or praise me <i>Pegawai atasan saya seringkali memberikan penghargaan kepada saya</i>	1	2	3	4	5
J7	My subordinates have used me as reference when needed <i>Anggota sepasukan menjadikan saya sebagai tempat rujukan apabila diperlukan</i>	1	2	3	4	5

Adapted from (G.Feriss, S.L Davidson, P.L Perrew, 2005)

APPENDIX B

Five-points Likert Scale

Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAND)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Techniques of Data Analysis

Type of Analysis	The Analysis Conducted
Demographic analysis	Frequency Percentage
Reliability analysis	Cronbach's alpha Coefficient
Descriptive analysis	Mean Standard Deviation Grand mean
Inferential analysis	Pearson Correlation Coefficient Multi regression analysis

Factor Analysis Criterion

Type	Criterion
Kaiser's criterion	Eigenvalue of 1.0 or more are retained
Principle Component Analysis	Output Value
KMO-Kaiser-Meyer-Olikin measure	Recommended alu above 0.6
Bartlett sphericity test	$P < 0.5$ is considered appropriate

Rule of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
>0.9	Excellent

Relationship between variables and r value

Correlation Value, r	Strength of Relationship
± 0.70 or higher	Very high relationship
± 0.30 to ± 0.69	High relationship
± 0.50 to ± 0.49	Moderate relationship
± 0.10 to ± 0.29	Low relationship
± 0.01 to ± 0.09	Very low relationship
0.0	No relationship at all

Reliability Analysis of Previous Study and Pilot Study

Variable	No. of items	Actual	Pilot	Current
Leadership	7	0.849	0.826	0.901
Motivation	7	0.825	0.754	0.757
Attitude	7	0.706	0.806	0.614
Skill	7	0.830	0.777	0.840
Knowledge	7	0.843	0.787	0.861
Job Performance	7	0.880	0.724	0.828

Cleaning of Data

Item of Variable	Minimum	Minimum
	Statistic	Statistic
L2	1.00	5.00
L3	1.00	5.00
L5	1.00	5.00
M3	1.00	5.00
M4	1.00	5.00
M5	1.00	5.00
A2	1.00	5.00
A4	1.00	5.00
A6	1.00	5.00
S2	1.00	5.00
S4	1.00	5.00
S7	1.00	5.00
K4	1.00	5.00
K5	1.00	5.00
K6	1.00	5.00
K7	1.00	5.00
J2	1.00	5.00
J5	1.00	5.00
J&	1.00	5.00

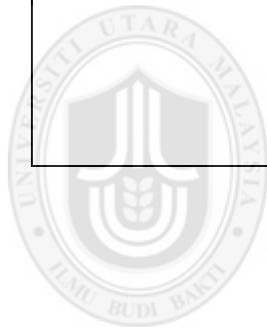
KMO and Bartlett's Test

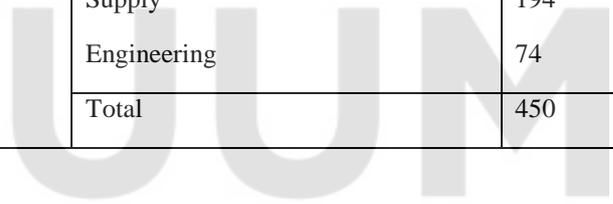
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	1195.546
	Df	15
	Sig	.000

Descriptive Statistics for Demographical Profile

Profiles		Frequency	Percentage (%)
Gender	Male	358	79.6
	Female	92	20.4
	Total	450	100.0
Marital Status	Single	56	12.4
	Married	388	86.2
	Other	6	1.3
	Total	450	100.0
Age	20 – 24 years	14	3.4
	25 – 29 years	64	14.2
	30 – 34 years	189	42.0
	35 – 39 years	134	29.8
	Above 40	49	10.9
	Total	450	100.0
Race	Malay	426	94.7
	Chinese	4	0.9
	Indian	8	1.8
	Others	12	2.7
	Total	450	100.0
Religion	Islam	432	96.0
	Christian	8	1.8
	Buddha	4	0.9
	Hindu	6	1.3
	Others	0.0	0.0
	Total	450	100.0
Academic Qualification	SPM/STPM	279	62.0
	Certificate/Diploma	80	17.8
	Degree	74	16.4
	Master's	17	3.8
	Total	450	100
Rank	Captain/Commander	21	4.7

	Lieutenant Commander/Lieutenant	90	20
	Acting Sub-Lieutenant/Sub-Lieutenant	18	4
	Master Chief Petty Officer/Petty Officer	117	26
	Leading Rate and above	204	45.3
	Total	450	100
Length of Service	1-5 years	17	3.8
	6-10 years	73	16.2
	11 – 15 years	186	41.3
	16 – 20 years	127	28.2
	Above 21 years	47	10.4
	Total	450	100
Expertise	Executive	182	40.4
	Supply	194	43.1
	Engineering	74	16.4
	Total	450	100




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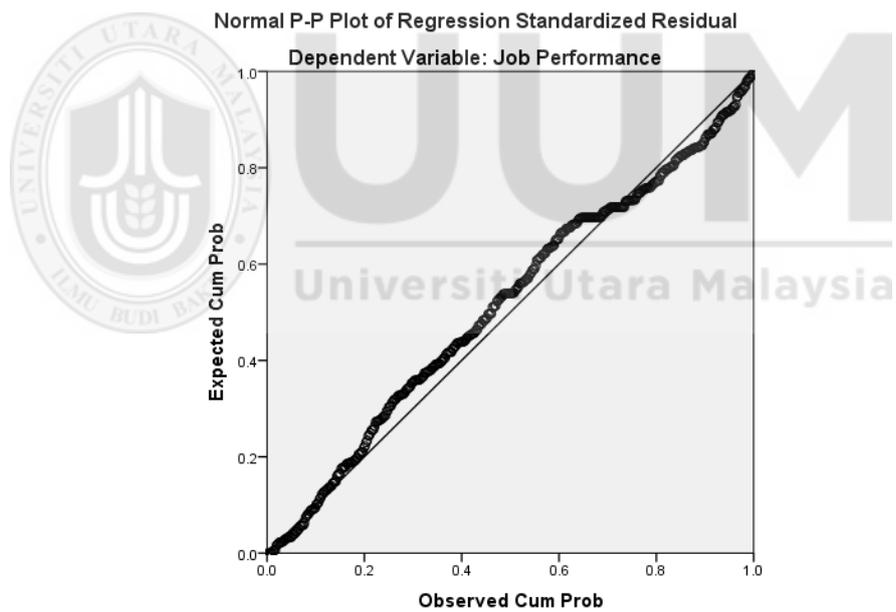
Reliability Analysis of Pilot Study and Actual Data Set

Variable	No. of items	Pilot Test Cronbach's Alpha	Actual Data Cronbach's Alpha
Leadership	7	0.826	0.849
Motivation	7	0.754	0.825
Attitude	7	0.806	0.706
Skill	7	0.777	0.830
Knowledge	7	0.787	0.843
Job Performance	7	0.724	0.880

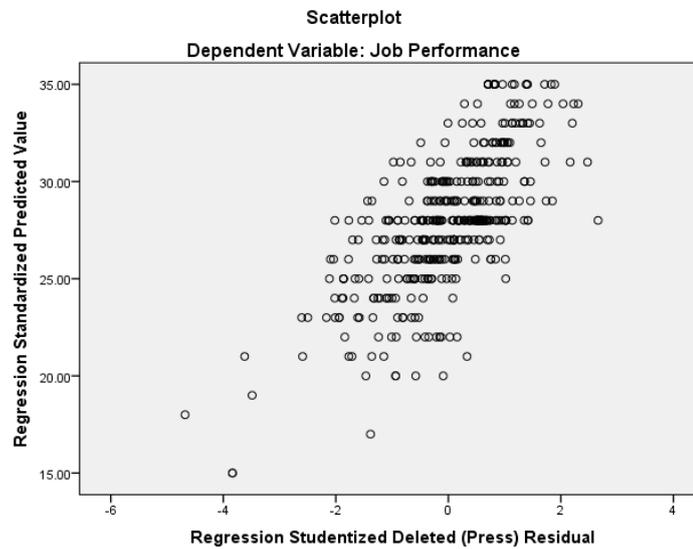
Descriptive Statistics

Variable	Mean	Std. Deviation
Leadership	4.068	0.56
Motivation	4.116	0.44
Attitude	3.934	0.35
Skill	3.963	0.51
Knowledge	4.278	0.43
Job Performance	3.983	0.48

Linearity of Dependent Variable



Scatter Plot of Dependent Variable



Independent and Dependent Variable Normality Test

Variable	Mean	Std Deviation	Skewness	Kurtosis
Leadership	28.4733	3.93720	-0.586	1.175
Motivation	28.8133	3.05638	-0.016	0.211
Attitude	27.5378	2.46574	-0.147	-0.047
Skill	27.7422	3.55363	-0.635	1.383
Knowledge	25.7578	2.61680	0.126	-0.597
Job Performance	27.8822	3.38369	-0.289	-0.877

Mean for Job Performance Questions

	Mean	Std. Deviation	N
Job Performance	3.9832	.48338	450

The Correlations between the Independent Variables and the Independent Variables

		Job Performance	Leadership	Motivation	Attitude	Skill	Knowledge
Job Performance	Pearson Correlation Sig. (2 Tailed) N	1 450					
Leadership	Pearson Correlation Sig. (2 Tailed) N	.479** 450	1 450				
Motivation	Pearson Correlation Sig. (2 Tailed) N	.605** 450	.637** 450	1 450			
Attitude	Pearson Correlation Sig. (2 Tailed) N	.532** 450	.365** 450	.514** 450	1 450		
Skill	Pearson Correlation Sig. (2 Tailed) N	.515** 450	.494** 450	.589** 450	.462** 450	1 450	
Knowledge	Pearson Correlation Sig. (2 Tailed) N	.587** 450	.347** 450	.525** 450	.645** 450	.388** 450	1 450

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

** Correlation is significant at the 0.05 level (1-tailed).

Results of Pearson Correlation Matrix

		Job Performance	Leadership	Motivation	Attitude	Skill	Knowledge
Correlation	Job Performance	1	.479	.605	.532	.515	.587
	Leadership	.479	1	.637	.365	.494	.347
	Motivation	.605	.637	1	.514	.589	.525
	Attitude	.532	.365	.514	1	.462	.645
	Skill	.515	.494	.589	.462	1	.388
	Knowledge	.587	.347	.525	.645	.388	1

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

** Correlation is significant at the 0.05 level (1-tailed).

Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.338	1.391		-.243	.808
Knowledge	.382	.059	.295	6.456	.000
Motivation	.253	.057	.229	4.473	.000
Skill	.153	.041	.160	3.711	.000
Leadership	.096	.038	.112	2.535	.012
Attitude	.150	.064	.109	2.363	.019

^aDependent Variable: Job Performance

Adjusted R² = .506

F = 90.861

**p < 0.01

Result of Regression Analysis – Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of Estimate	F	Sig.
1	.711 ^a	.506	.500		2.39222	90.861	.000 ^b

a. Predictors: (Constant), Knowledge, Leadership, Skill, Attitude, Motivation

b. Dependent Variable: Job Performance

Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2599.862	5	519.972	90.861	.000 ^b
Residual	2540.896	444	5.723		
Total	5140.758	449			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Knowledge, Leadership, Skill, Attitude, Motivation

