THE RELATIONSHIP BETWEEN WORKING CONDITION, WORKLOAD, SUPERVISOR ROLE ON EMPLOYEE JOB PERFORMANCE, AT FACILITY COMPANY

By

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ABSTRACT

The objective of this study was to examine the relationship between workload, working condition, supervisor role and job performance among employees at facility Company, at Langkawi, Malaysia. Social exchange theory (SET) was utilized in explaining the relationship between the research variables in the research framework. A total of 180 employees from facility company representing a response rate of 100% participated in this study. Data were collected through questionnaire. Three hypotheses were tested using Statistical Package for the Social Sciences (SPSS) 25. The findings indicated that working condition and supervisor role were significant and positively related to employee performance. Theoretical and practical implications of the study as well as suggestions for future research were also discussed.

Keywords: working condition, workload, supervisor role and job performance.

ABSTRAK

Objektif kajian ini adalah untuk mengkaji hubungan antara bebanan tugas, keadaan tempat kerja, kepimpinan penyelia dan prestasi kerja di sebuah syarikat air di Langkawi, Malaysia. Teori pertukaran sosial (SET) digunakan dalam menerangkan hubungan antara pemboleh ubah penyelidikan dalam rangka penyelidikan. Sejumlah 180 pekerja dari syarikat air yang mewakili kadar respon sebanyak 100% telah mengambil bahagian dalam kajian ini. Data dikumpul melalui soal selidik. Tiga hipotesis telah diuji dengan menggunakan *Statistical Package for the Social Sciences* (SPSS) 25. Penemuan menunjukkan faktor keadaan tempat kerja, dan peranan penyelia adalah mempunyai hubungan berkaitan dengan prestasi kerja. Implikasi teoritis dan praktikal kajian serta cadangan untuk penyelidikan masa depan juga dibincangkan.

Kata kunci: keadaan tempat kerja, peranan penyelia, bebanan tugasan dan prestasi kerja.

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LIST OF ABBREVATION

List of Abbreviations	Description of Abbreviations
SPSS	Statistical Package for Social Sciences
F	Frequency
JP	Job Performance
WC	Working Condition
SPR	Supervisor Role
WR	Workload
SET	Social Exchange Theory
TD	Training and Development
TL	Transformational Leadership
TNA	Training Need Analysis

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter consists of background of study, problem statement, research questions and objectives, scope and significance of the study. At the end of this chapter, also discussed the definition of key terms, organization of thesis and conclusion on chapter one.

1.2. Background of Study

Employee's job performance had become an important aspects of the organization and that will determine whether an organization can survive in the current rough market or not.

Nowadays, every organization considers its employee as a valuable asset and organization willing to do everything to retain its best talent employee by giving an interesting level of salary or providing other interesting benefits to the employee. The organization is also willing to provide training to their employee in order to increase employee's knowledge, skill and abilities because the organization believes that a high level of performance from the employee will give so many benefits to the organization.

An employee plays a key role in helping the organisation to accomplish every target that the organization tries to achieve. In short, we can say that the employee was an important asset for every organization. According to Rantesalu, Mus, and Arifin (2016) there were so many factors that will affect employee's job performance and the driving elements that can grow employee's job performance. Thus, organization needs to motivate their employees in the first place.

As we know, to get a high level performance from the employees is not an easy task because there were differences in term of knowledge, skills and abilities (KSA) among individual employees in which the organization cannot persist similarly for every employee. As stated by Dalal, Baysinger, Brummel, and Lebreton (2012), worker's attitude, job commitment, job involvement, and perceived organization support will affect the degree of employee's job performance.

Company face problems when worker performances low, problem company face it like increase of disciplinary issue, give workload pressure to other goods workers and company, sales and company performance will drop and also company cannot be achieved their target or objective.

The performance of the employee in the organization give impact organization objectives, goal and performance. These impacts may involved sales, services and can also caused organization to close their business. This study investigate job performance will give impact to organizations and to investigate if all employees are in their best performance organization will achieve the organization's objective.

This research also explore the connection between working condition, workload and supervisor role on employee's job performance. In order to see if these factors which are the working condition, workload and supervisor role will affect employee's job performance among employees in the first place.

1.3. Problem Statement

Work stress is a grave problem for employees and organization now it can affect employees' whole being, both mentally and physically. Employee's job performance is one of the major aspects in order to make sure an organization is able to attain the target that had been set. Numerous companies or organization regard stress as powerful predictor to employee's job performance. It is also usual idea that when employees are under demanding situations, they are likely to perform below expectations. It is observed that the volume of work in the company is not so voluminous and employees sometimes complain on their workload, about supervisor role, and also working condition. This study to investigate relationship between workload, working condition and supervisor role on employee job performance. As all know employees' job performance is important to the organization as well as for the employees themselves. In the current situation, employees are more stress with work or task. Bougie and Sekaran (2013) asserted that problem statement is a statement of issues or questions that need to be answered or to find a good, short, and comprehensive solution.

Working condition is one of the elements that may affect employee's job performance. According to Jayaweera (2015), a good working condition may increase employees' motivation that later will influence their job performance in positive ways. As supported by Akinyele (2010) which highlighted that problems regarding employee's performance occured because of poor working condition in the organization and conductive working condition will enable employees to fulfill their role perfectly and this will help them to increase their job performance in positive ways.

Other than that, the workload also influenced the level of job performances among employees. Employee came with differences in terms of knowledge, skill, and abilities. According to Bashir and Ramay (2010) if employees started to feel stressed with their work, it may reduce their job performance significantly and a similar result was found by Nabirye, Brown, Pryor, and Maples (2011).

The fine connection between employees and their superior is one of the main thing that organization need to take care carefully. This is because, according to Rhodes and Eisenberger (2002) when the employee felt that they were appreciated, it will increase their motivation, thus will affect employee's performance in positive ways. Gomes and Rozen (2011) found this on their study which stated that good relationship between workers and their supervisor will increase employees' job performance because according to Henderson et al (2008), respect and trust among employee and supervisor will result in good job performance from employees.

1.4. Research Questions

Specifically, focus of this research was to provide solutions for all the main study questions:

1. Does working condition positively significant with job performance?
2. Does workload positively significant with job performance?
3. Does supervisor role positively significant with job performance?

1.5. Research Objectives

This research merely focuses on investigating following objectives:

1. To investigate relationship between working condition and job performance.
2. To investigate the relationship of workload on job performance.
3. To study the relationship of supervisor role on job performance.

1.6. Scope of the Study

This study was managed among employees in a facilities company located in Langkawi, Kedah. The focus of this research was to decide the investigate between work environment, workload and supervisory has relationship on workers job performance. A questionnaire was designed to conduct the research and to achieve the research objectives. The questionnaire items are based on the previous study that was validated prior to the actual data accumulation. The accumulated data then been analysed with the Statistical Packages for Social Sciences (SPSS).

1.7. Significance of the Study

The outcome from this study are hoped can give deep understanding for academics, university, employees and employers in private sectors and all organizations who are involved in job performance issue. As mentioned above, making employees feeling satisfied with their job or make employee performance are crucial to make organization become more successful. The results obtain from this study will help the organization to understand about their employees because this company never make any research regarding job satisfaction or job performance. Thus, this result can help them to know the level of satisfaction or performance that their employees have. From this result, the management of the organization can use the information to make a blueprint for action that they can take or changes that actually needed to help boosting the employees' performance. In other words, the management can use the information as a guideline for further plan.

1.8. Definition of Terms

Employee – according to Ristau (2010), employee is a individual who is employed or hire to provide services to a company on a regular basis in exchange for compensation, benefit and who does not provide these services as part of an independent business.

Job Performance - Job performance as an individual-level variable, or something a single person does. It separates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables (Campbell,1990).

Working Condition – Working condition is a working environment at the workplace, how the organization manages its space for an employee to work in the office and at

the site. According to (Jackson, Suomi 2004) working condition or workplace is one of the most important social spaces other than the home, constituting "a central concept for several entities: the worker and his/her family, the employing organization, the customers of the organization, and the society as a whole.

Workload - According to Jex, (1998), Workload is the amount of work an individual has to do.

Supervisor - Supervisors are the first level of management where they are given major duties and responsibilities to form and lead work groups in organizations (Elangovan & Karakowsky, 1999; Goldstein & Ford, 2002; Noe 2008). They play an important role as an intermediary between management and operational employees.

Supervisor Role – supervisor is experienced leader, problem solver and role model at the group level, supervisors often work together with their employers to design, implement and monitor the organizational policies, procedures and plans, including training programs (Comstock, 1994; Robbins & DeCenzo, 2004; Ellinger et al.,2005)

1.9. Organization of Chapters

Chapter 1 consists of the background of the study, problem statement, research questions, research objectives, the scope of the study, the significance of the study, the definition of terms and organization of chapters. This part provides an overview of the overall study's aims and scope.

Chapter 2 discuss the definitions and variables of the studies which are focussed entirely on previous literature and journals that were conducted by previous researchers. Besides, the connection between independent variables and dependent

variables will be explained and hypothesized in each relationship. On top of that, the research framework was developed based on the relationships discussed previously.

Chapter 3 consists of research methodology, which is the study and sampling design that included population, sample and sampling techniques. In addition, the questionnaire design and operational definition, as well as the measurement of study on each variable, will be talk about. At the end of this chapter, a summary of the pilot test, data collection procedure, data analysis technique and summary of this chapter will be presented for further data analysis.

Chapter 4 explained the results of the data collection. This chapter will explain about response rate and profile of respondents of employees at Bank Rakyat. The results of this study will be shown by the Descriptive Statistics, Reliability Pearson Correlation, and Multiple Regression analysis. Even so, hypothesis testing will be conducted at the end of this chapter to show the summarization of relationships generated.

Last but not least, Chapter 5 concluded interpretation of results for this research. Researchers assessed and analysed a conclusion finding by interpreting through the literature review and the results earned. Thus, the researcher included further discussion and suggestions for future organizations and research purposes.

1.10. Conclusion

This chapter covers about the background of the study, problem statement, research questions and objectives, scope and significance of study,definition of key term and organization of thesis.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter consist of review of related literature for this research. Firstly, this chapter explored in detail variable of studies involved which are job performance, working condition, workload, and supervisor role. Next, the researcher explained through the underlying theory that was used in this study. Besides, hypotheses developments are illustrated and shown between the intended dependent variable (job Performance) and independent variables clarified (workload, supervisor role, and working condition). Lastly, the research framework is presented accordingly.

2.2. Dependent Variables of the Study

2.2.1. Job Performance

Nowadays, in order to become successful, the organization itself must take care of their employees in the first place. This is because according to Rao (2017) employee is an important asset to an organization. Thus cooperation between both employers and employees will help the organisation to realize their vision and mission and one of important aspects was employee's performance.

Other than that, according to Bakker, Tims, and Derks (2012) employee's performance were influenced by many factors and one of that factor was the work environment since a good working environment may help them to perform better in their work.

More importantly, according to Robertson, Birch, and Cooper (2012), a positive job and work attitudes may increase worker's job performance. A similar result has been found by Staufenbiel and Konig (2010). Furthermore, Stringer (2006) found that an

effective employee and employer relationship will increase employee's job satisfaction and at the same time will also enhance organization's performance.

2.3 Independent Variable

2.3.1. Working condition

Working condition is one of the aspect that employee always seek from their employer as Sageer, Rafat and Agarwal (2012) found in their research that the more appropriate and delighted the working condition, the more it will bring the positive performance and increased productivity to the employees and this been supported by Endang and Irma (2014) in which they had found that working condition and environment can be treated as the influences variables in job satisfaction on employee's work and the organization's performance.

Other than that, Kaur (2014) divided working condition into three elements which were the physical, mental and social condition. More importantly, to build a good working condition, it is vital to have a good rapport among employees in the first place and this result was found by Jun, Cai, and Shin (2006) and Petit (2011).

More importantly, in any organization, there will be some employees with disabilities and according to Baumgartner, Böhm, and Dwertmann (2014) in order to achieve high level performance from disabled employee, it was very crucial to provide a good working condition and this had been supported by Gustafsson, Peralta and Danermark, (2018).

2.3.2. Workload

Workload of employee can be defined as types of work that employee needs to perform and this included job duties, job responsibilities, and job scope. Usually, every worker was assigned to their own task that they need to complete. According

to Malik (2015), employees nowadays may feel stressed toward their job because of the increasing level of competition that any organizations need to face. This will later lead to time pressure and challenges that they need to face in their job.

Other than that, because of the market competition, excessive work seemed to become a more common issues in the workplace. These problems already became a risk to the organizations because it causes workers to have lack of ability to reach standards and poor performance. These happened because of the low level of workplace spirituality among employees as according to Altaf & Atif, (2011). According to Gon, Leong and Lee (2005) due to the lack of job orientation and organizational support provided by the organization, it can also leads to problem for the employees to perform their job responsibilities as expected.

Then, according to Alarcon (2011) sometimes workload may lead to burnout among employees because of higher demand, lower resources and lower adaptive organizational attitudes and this will affect employee's job performance in negative ways. Thus a similar result has been found by Tims, Bakker, and Derks (2013) and Demerouti and Bakker (2011) which both results found that the level of job responsibilities will influence employee's job performance if not been managed carefully by the organization.

2.3.3. Supervisor Role

The supervisor is the first level of management and according to Noe (2008), one of the supervisor's responsibilities was to form and lead workgroups in organizations. In particular, according to Lau and Mclean (2013), supports from the supervisor and organization will play a significant role in forming a constructive setting in the

organization because supervisor can influenced their subordinate or employee whether in positive or negative ways as mentioned by Ismail et al (2010).

Moreover, supervisor's support can also helped to increase employee's job performance and according to Karavardar (2014) organization and supervisor's support will bring positive outcome in worker's performance. It is because, workers who experienced a high level of organization and supervisor's support were expected to work harder and increased their job performance which similar result had been found by Park, Kang and Kim (2018) on their studies.

2.4. Underpinning Theory

2.4.1. Social Exchange Theory (SET)

According to Saks (2006), the principle of social exchange has provided the psychological framework to understand why workers want to be more or less involved in their job and organization. In addition, other researchers supported the theory of social exchange as it shall be appropriate for a stronger theory to describe employee job performance. It was also believed by Saks (2006) that SET is created from a progression through the interaction of the mutual position that depends on each other.

Other than that, the social exchange theory is demonstrated by Cropanzano and Mitchell (2005) as a relationship that grows from confidence and mutual loyalty which is two people abide by specific exchange rules. This implied which is one party takes steps to respond to the other due to trade or repayment rules. For an example of a situation, when individuals received some resources from the organization such as training, growth, leadership styles, and so on. Therefore,

employees would feel responsible for giving feedback, taking positive actions and repaying the service to the organization.

According to Cropanzano and Mitchell (2005), SET exists if both parties are bound by the rules of exchange, the result has become a greater trust, loyal relationship and shared loyalty between them. For instance, the organization gave training for the employee to progress their abilities and skills in helping with their job responsibilities, in which for return the employees need to commit the commitment by engaging themselves so there will be an increase of trust, loyalty and engagement among employer and employee. Therefore, in this study, there are three variables that use SET such as transformational leadership, employee voice as well as training and development that will be correlated with employee engagement.

2.5. Hypotheses Development

2.5.1. The connection between working condition and job performance

Refer to Sageer, Rafat and Agarwal (2012), the more appropriate and delighted the working condition, the more it will bring the positive performance and increased productivity to the employees. Besides that, other researcher found that working condition and environment can be treated as the influences variables in job satisfaction on employee's work and the organization's performance (Endang and Irma, 2014).

Thus, it is stated that :

H1: The working condition is significantly positive with employee's job performance.

2.5.2. The connection between workload and job performance

Employees nowadays may feel stressed toward their job because of the increasing level of competition that any organizations need to face (Malik, 2015), thus can lead to time pressure and challenges that they need to face in their job.

As work overload had become a common issue in the workplace, it causes employees to have below par performance and lack ability to reach standards. It is because of the low level of workplace spirituality among employees (Altaf & Atif, 2011). Besides that, workload can also lead to burnout among employees (Alarcon, 2011), thus can influence employees' job performance in negative way. A similar result has been found by Tims, Bakker, and Derks (2013) and Demerouti and Bakker (2011) which both results found that the level of job responsibilities will affect employee's job performance if not been managed carefully by the organization.

Thus, it is stated that :

H2: Workload was positive significant the employee's job performance.

2.5.3. The relationship between supervisor role and job performance.

In every organizations, supervisor plays a significant part as first level of management. One of their responsibilities was to form and lead workgroups in the organizations (Noe, 2008). In one of the study, the researcher stated that supports from the supervisor and organization will play a significant part in creating a constructive atmosphere in the organization (Lau and Mclean, 2013). As mentioned by another researcher, supervisor can influenced their subordinate or employee whether in positive or negative ways (Ismail et al, 2010).

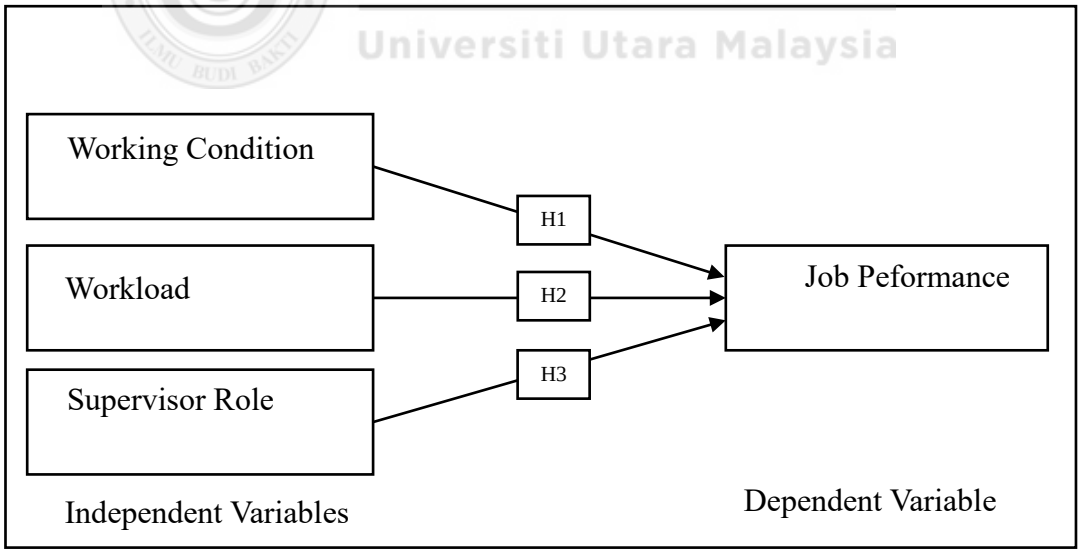
Thus, it is stated that :

H3: Supervisor role is positive significantly relate the employee job performance.

2.6 Theoretical Frameworks

In an effort to investigate and comprehend the aspects affecting the performance of an employee at the facility company or organization, this conceptual framework was provided to help to understand the dependent variables that is job performance of the workers at the facility organisation. This conceptual framework is derived from field studies in the facility company and it has been redesigned slightly according to the needs of the study or research. Independent variables were working conditions, workload and supervisor role. The dependent variable for this study was job performance. The conceptual framework is as stated:

Figure 2.1: Research Framework



2.7 Hypothesis

As stated by Sekaran and Bougie (2010), the hypothesis can be defined as a logical guess which related to Two or more variables expressed as testable statements. By examining the hypothesis and ensuring its relevance, expectations of the solution can be seen to solve the problems that arise. The null hypothesis was marked with (HO) and the alternative hypothesis was indicated by (HA). The zero hypothesis has no connection between the two variables, while the alternative hypothesis has a connection between the two variables. Among the hypotheses are:

H1: The working condition has positive significantly influence employee's job performance.

H2: Workload has positive significantly relate with employee job performance.

H3: Supervisor role has positive significantly relate with employee's job Performance

2.8 Summary

In this section, previous literature was used to prove the connection between working condition, workload, supervisor role and job performance. Many researchers have stated all three factors; working condition, workload and supervisor role can affect employee's job performance**.**

CHAPTER 3

METHODOLOGY

3.1. Introduction

At this section explained the methodology applied in this research study. Firstly, this part addressed the research and sampling design, including population, sampling, and sampling technique. Next, the researcher discussed the design of the questionnaires used for the instrument, the operational definition, and the measurement of study. In concluding the end of this chapter, pilot test, data collection procedure, and data analysis techniques are disclosed and finished by summary.

3.2 Research Design

The study focused on the influence of working condition, workload and supervisor role on job performance among employees at the studied organisation. This research adopts a quantitative study by using the survey method to achieve the objective set up for the research. Results and findings of this study depend on the statistical data collected and analysed by using Statistical Packages of Social Sciences (SPSS). This study uses a descriptive analysis approach that comprises of Reliability Analysis, Pearson Analysis, and Multiple Regression Analysis. Based on Sekaran (2013), research design can be defined as a plan action for data collection, measurement, and analysis. There are three types of design research consisting of experiments, surveys and case study designs. For this research, single cross-section designs are used where data are collected only once, possibly within a period of time, for respondents to answer the study and it is also recognized as a one-shot study (Sekaran, 2013). The idea of choosing this design is because the data gathered at one point of time from a sample size reduces yields and can also lessen the time and expenses incurred. Bryman (2013), stated that quantitative methods are a research strategy that

emphasizes quantification in data collection and analysis. The quantitative method will be applied in this study as it will be easier to calculate the data obtained and then make an interpretation decision. Therefore, the questionnaires were given to respondents at the facility company for one week. The studies was conducted and use a 5-point Likert scale; of scale 1 to disagree, on the scale of 5 which is strongly agreed. The research instrument consists of 5 parts:

3.2.1 Part A (Personal Information) to obtain personal information and respondents' biodata. This form contained information about the respondents' background which consisted of 5 questions namely gender, marital status, age, race, and working period.

3.2.2 Part B (Working Condition) This form contained information about the respondents' working condition satisfaction and consisted of 5 questions. Working condition was measured by the questions developed by Gladys & Yvonne Oiye (2018).

3.2.3 Part C (Workload) This form was about the respondents' workload at the company in Langkawi and consisted of 7 questions. The workload was measured by the questions adapted from Rizzo et al. (1970), Johnston et al. (1990), Firth et al. (2004), and Mazlina (2012).

3.2.4 Part D (Supervisor Role) This form was about the respondents' thought on their supervisor role in the company and consists of 7 questions. Supervisor Role was measured by the questions developed by Lisa A. Burke and Timothy T. Baldwin (1999).

3.2.5 Part E (Job Performance Questionnaire Form) was a questionnaire comprising a dependent variable, which was job performance that covered the measurement of one's job performance from an individual view with a positive outlook of 6

questions. job performance was measured using the scale developed by Dubinsky & Mattson (1979) and was modified by Singh, Verbeke & Rhoads (1996).

3.3 Unit of analysis

The unit of analysis selected for this research was the workers at studied organization. When the data were gathered from each individual, it will be considered as an individual unit of analysis. (Sekaran and Bougie 2013). According to Long (2004), the unit of analysis is recognized as an important aspect of research because it will be the main objective of who or what the study was about.

3.4 Measurement

The types of scale used in this study were as follows:

3.4.1 Nominal Scale

According to Sekaran (2003), The nominal scale was one which allowed researchers to assign subjects to certain categories of groups. For example, the nominal scale was used to measure the demographics of respondents, such as gender and marital status, by which each respondent was assigned their own coding numbers. Such numbers acted merely as easy category identifiers with no intrinsic meaning other than to assign respondents to mutually exclusive categories. The result will then show that the percentage or frequency of each category identified in the sample of the researcher. Therefore, the nominal scale provided some simple, categorical and gross information on the respondents.

3.4.2 Ordinal Scale

Ordinal scales not only categorize variables in such a way as to show the differences between categories, as well as rank them in several meaningful ways (Sekaran, 2013). Researchers used ranks for age variables ranging from below 25 years old, 26-

40 years old, 51 years old and above. The information that can be produced is the median age of the respondents involved in the study. As such, the ordinal scaling provided an age category ranking and recorded them numerically as it will enable researchers to obtain majority-age decisions among one company in Langkawi.

3.4.3 Interval Scale

Sekaran (2003) mentioned that the interval scale allowed the researcher to perform certain arithmetical operations on the data collected from the respondents. The magnitude of the variations in the respondent expectations may be calculated as the magnitude of the variable. For example, the researchers calculated the magnitude of each independent variable, which is the measurable dimension, the reliability dimension, and the sensitivity dimension through the Likert scale. The scale included five response options defined as 1) Strongly Disagree, 2) Disagree, 3) Unsure 4) Agree, 5) Strongly Agree. The result would show the standard deviation, variance, and coefficient of variance.

3.5 Population and Sample

The definition of the population is the overall number of collections of individuals, that the researcher intended to make an investigation (Sekaran & Bougie, 2013). In line with that, the population for this study consisted of 180 numbers of employees from the studied organization.

3.6 Sample of size

The population of the research was composed of 180 numbers of employees. Therefore, according to the Krejcie and Morgan (1970), the sample size should be 123 respondents and in this research, the researcher conducted a survey on the aspect that may affect employees' job performance in the studied organisation.

3.7 Data Collection Method

To ensure that a completed questionnaire was returned within the shortest time possible, the researcher chose to use a drop off method. This method is believed to be a good system. Through this process, the researchers distributed questionnaires among the targeted respondents at the company in Langkawi. Before the form is distributed, the researcher asked the respondent's permission for the questionnaire. During the circulation process, the researcher also provided a brief explanation on how to fill in the questionnaire and the purpose of this research to be made.

3.8 Method of analysing data

To analyse the data that the researcher received from the questionnaire into meaningful information, the researcher decided to use SPSS since this software will provide an accurate data analysis for quantitative study so it will help the researcher to see the connection for every selected variable in this study in order to make a conclusion based on the analysis.

3.8.1 Descriptive statistics

Descriptive statistics will be used to explain the data collected. Using descriptive statistics, it allowed researchers to describe the characteristics of the sample in the method section. Descriptive statistics such as maximum, minimum, method, standard deviation and variance are obtained. Therefore, researchers also used descriptive statistics to investigate the extent to which the variables rely on this study.

3.8.2 Correlation

The correlation is used to define the strength of the link between the two variables. The product-moment (r) correlation coefficient of Pearson will be used to classify the relationship between the two variables, whether strong, medium or low. The

researcher would be able to assess if the stress factors of job activity, job culture and work policy have had any influence on results.

3.9 Summary

In conclusion, this section explained the design of the research that was based on the quantitative design of the research. The population and sample size were discussed in this chapter as well as the measurement of variables whereby all variables have been tested and showed high reliability to be adopted for this study. This part also described about the data collection procedure and the technique of data analysis. Research design is a developing method for collecting relevant data and information using the techniques to be used in the research analysis, considering money and time into account. In addition, the design of this analysis shall help the researchers to formulate their ideas in a way that this study's ability to identify mistakes and shortcomings (Akhtar, 2016). According to Sekaran and Bougie (2010), the research framework is the foundation on which the whole project is based dependent variable and independent variables. The dependent variable is job performance and independent variables are working condition, workload and supervisor role. The relationship among various factors discussed in this framework for this project paper as shown by figure 2.1. this theoretical framework has a direct relationship. The direct relationship is between working condition, workload and supervisor role and job performance.

CHAPTER 4

FINDINGS

4.1. Introduction

This section presented the findings and analysis as a whole of the study. Having been mentioned in the previous chapter, this research displayed the statistical techniques inclusive of Descriptive Statistics, Reliability Tests, Pearson's Correlation Analysis and Multiple Regression. This chapter begins by reporting the response rate of respondents and later continued report of respondent's profile, results of reliability analysis, descriptive analysis, inferential analysis of crucial results and discussion, and lastly the summary of this chapter were provided at the end of results analysis. Statistically, information inserted in this chapter are results being obtained through the Statistical Package for Social Science (SPSS) version 25.

4.2. Response Rate

Apparently, the respondents were given 180 sets of printed questionnaires at facility Company, Kedah. 180 sets of questionnaires were fully completed and returned back. Therefore, 100% of the response rate was pronounced to undergo this study. Below Table 4.1 shown retrieved response rate:

Table 4.1 : Response Rate

Description	Total (set)	Percentage (%)
Questionnaire distributed	180	100
Questionnaire returned	180	100
Questionnaire unreturned	0	0

4.3.Reliability Analysis

Reliability analysis result can be derived by using the reliability coefficient that consists of Cronbach's Alpha to find out if the items in a set were linked to one another positively (Sekaran, 2003). According to Sekaran (2003), Cronbach Alpha value that less than 0.60 are considered poor, those in the 0.70 range are acceptable, those over 0.80 are considered good and those over 0.90 are considered excellent. The result for the reliability analysis is shown as below.

Table 4.2 : Result of Reliability Analysis

Variables	Number Of Items	Cronbach's Alpha
Working Condition	7	0.946
Workload	3	0.793
Supervisor role	7	0.683
Job Performance	6	0.681

First variable was working condition also considered as excellent because it was in the range of 0.90. Next variable was workload. Based on the Cronbach's alpha stated, the reliability test for rewards was 0.793. The number of items for the variable is 3. According to Sekaran (2003), Cronbach Alpha value of variable in the range of 0.70 are considered accaptable. Workload data on question B2 and B5 need to delete after run spss software. Thus, supervisor role. Based on table 4.2, Cronbach Alpha coefficient for supervisor role was 0.683. The number of items for the variable is 7. By referring to Sekaran (2003), Cronbach Alpha value of variable in the range of 0.60 are considered poor. The dependent variable in this research was job performance. Based on the above table, the Cronbach Alpha coefficient for this variable was 0.681 with number of items for the variable was 6. According to

Sekaran (2003), Cronbach Alpha value of variable in the range of 0.60 are considered poor.

4.4 Respondents' Demographic Background

The profile of the respondents indicated the demographic aspect of the respondents, which distinguishes them from each other on the basis of the background of the respondents. The results of the findings shown in Table 4.3 were the descriptive statistics of the respondents.

Based on table 4.3, male employee at the facility Company were 157 people (87.2%) compared to female employee only 23 people (12.8%), while 11 or 6.1% respondents were single, 163 or 90.6% were married, and 6 or 3.3% others. Findings also showed the percentage of age group of the respondents at facility company. Mostly, the employees' age were between 26 to 40; which monopolised the total percentage of the employees' age group at the organization which is about 91.7%, followed by those aged 41 to 50 years old consists of 5.6%. The employees who ages above 51 contributed to 1.7% and lastly, the minimum number of employees is less than 25 years, which was 1.1%. It showed that the middle ages employees as the majority group at the organization. Majority of the employees were Malay which consist of 172 or 95.6% employee followed by Indian, 5 or 2.8% employees and the last were Chinese, 3 or 1.7% employees at this company.

Service duration and work experience can be seen that many respondents had long working experience of over two years. For the service period of 2 years and below, there were 20 (11.1%) only and the duration of service for 2 years to 5 years were 9 (5.0%). In addition, for the service period of 6 to 10 years, the number of respondents were 111 (61.7%) while for the next period of 11 years to 15 years were 28 (15.6%).

For the next tenure of 16 years to 20 years, there were 10 persons (5.6%) and the period for 21 years and above were 2 (1.1%) respondents having work experience.

Table 4.3 Frequency Of Facility Company Employee

	Description	Frequency	Percentage	Total
Gender	Male	157	87.2	180
	Female	23	12.8	
Marital	Single	11	6.1	180
	Married	163	90.6	
	Others	6	3.3	
Age	Below 25 years	2	1.1	180
	26 to 40 years	165	91.7	
	41 to 50 years	10	5.6	
	Above 51	3	1.7	
Race	Malay	172	95.6	180
	Chinese	3	1.7	
	Indian	5	2.8	
Service	Below 2 Years	20	11.1	180
	2 to 5 years	9	5.0	
	6 to 10 years	111	61.7	
	11 to 15 years	28	15.6	
	16 to 20 years	10	5.6	
	More Than 21 Years	2	1.1	

Table 4.3: Frequency Of Facility Company Employee

4.5. Descriptive Analysis

Base on analysis, the lowest variable of the mean is workload which is only 9.8056. Aside from that, job performance shows a mean value of 19.5722 and supervisor roles indicates 23.0556 value of the mean. Somehow, the higher value of mean is from working condition with a total of 25.1500 means. For this study , the mean and standard deviations of the dependent and independent variables are shown in Table 4.4 in a better form of the results viewer.

Table 4.4 : Descriptive Analysis of the Variables

Variables	Mean	Standard Deviation
Working Condition	25.1500	4.79930
Workload	9.8056	1.57529
Supervisor Role	23.0556	2.68187
Job Performance	19.5722	3.61566

4.6. Person Correlation Analysis

Based on Table 4.4 displayed below, the results revealed connection between variables whether it is strong, moderate or weak. The researcher then determined the strength of the relationship between working condition, workload, supervisor role and job performance at facility company.

Variable	WD	SR	WC	JP
Workload (WD)	1			
Supervisor Roles (SR)	0.809**	1		
Working Condition (WC)	0.021	0.059	1	
Job Performances (JP)	-0.341**	-0.418**	0.119	1

Table 4.5 : Output of Pearson Correlation Analysis

a. *N=180*
b. *** Correlation is significant at the 0.01 level (2-tailed).*
c. *Independent Variables: Workload, Supervisor Roles and Working Condition*
d. *Dependent Variable: Job Performances*

Based on the result produced, it was shown that there was no significant (p) between the working condition and the performance variables where the non-significant, p > 0.05 which is p= 0.113 level of significance. The correlation is r = 0.119 which meant that there was a positive relationship and the relationship was low. From the result in the table 4.5, the working condition and supervisor role has influenced the job performance at facility company because there was significant between variables. From the result, if the working condition is good, job performance will increase.

Based on Table 4.5, it was shown that there was significant (p) between workload and job performance variables, p<0,05 which is p=0.00 of significance. The correlation is r = -0.341, which means that there was a negative relationship and that the relationship was not strong. From the result in the table above, the working condition has not influenced the job performance at facility company because there was no significant between variables. Thus the null hypothesis is rejected because the analysis shows that there is no connection between two variables.

Refer to the table 4.5, it showed that there was a significant (p) between supervisor role and job performance variables where the significant, p < 0.05 which is p= 0.00 level of significance. The correlation is r = -0.418** which meant that there was a negative relationship and the relationship is low. As a result of the above table, the supervisor role did not have an impact on the job performance of the facility company because there was a significant between the variables.

4.7. Hypothesis Testing

Aside from results interpreted from previous analysis done, validation of the proposed hypothesis can be obtained after regression analysis is completed. The conclusion from the multiple regression analysis shown in Table 4.8 are able to reveal either hypothesis proposed for this study were accepted or rejected.

Based on Table 4.8, there is one negative sign under t value, so this means that supervisor role are negative relationship. Variables workload sig value 0.982 is not significant because the result more than 0.05 only supervisor role and working condition are significant because the significant value in Table 4.8 shows value lower than 0.05. Referring to Table 4.6 illustrated below, the R square generated shows the result of 0.195 (19.5%). The results can be interpreted as all variables such as

workload, working condition and supervisor role are factors influencing employee engagement in the facility company, while another 80.5% come from another factor influenced by facility company employee engagement that is not included in this study. The researcher of this study used multiple regression analysis to oversee the significant connection between workload, supervisor role and working condition against job performance.

Table 4.6 : Model Summary

R	R Square (R^2)	Adjusted R Square	Std, Error of the Estimate
0.442a	0.195	0.182	3.27073

a. Predictors: (Constant), WorkingCondition, Workload, SupervisorRole),
b. Dependent Variable: JobPerformance

Table 4.7 : Anova

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	457.271	3	152.424	14.248	.000[b]
Residual	1882.791	176	10.698		
Total	2340.061	179			

a. Dependent Variable: JobPerformance
b. Predictors: (Constant), WorkingCondition, Workload, SupervisorRole

Table 4.8 Coefficients

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	30.113	2.426		12.414	0.000
Working Condition	0.108	0.051	0.144	2.121	0.035
Workload	0.006	0.264	0.003	0.022	0.982
Supervisor Role	-0.578	0.156	-0.429	-3.715	0.000

a. Dependent Variable: JobPerformance

Table 4.7 shows the ANOVA or an analysis of variance that helps to observe the significant mean differences among more than two groups on an independent

variable (Sekaran & Bougie, 2013). Based on Table 4.7, the F value is 14.248. The Significant Value is 0.000. Thus, this means that the F value is significant at 0.001 level. For conclusion based on result if supervisor role decrease job performance increase, other variable if working condition increase job performance also increase. Last variable if workload increase job performance decrease.

H1: the working condition positive significant relate with employee job performance.

As for the first hypothesis, result from Table 4.8 explained that there is positive significant relation between working conditions and job performance. This is because it has a significant value of β=-0.144, p=0.035 ($p<0.05$) and the t-value=2.121. Thus, the hypothesis formulated for this relationship is accepted.

H2: Workload is Positive significant relation with employee job performance

As for the second and last hypothesis proposed, Table 4.8 shows that there is positive relationship significant between workload and job performance. This is because the significant value of β=0.003, p=0.982 ($p>0.05$) and the t-value=0.022. Therefore, the result shows the hypothesis is rejected for this independent variable.

H3: Supervisor role positively significant relate the employee job performance

As for the third and last hypothesis, Table 4.8 shows that there is a significant relate between the role of supervisor and the performance of the job. This is because the significant value is β=-0.429, t = -3.715 ($p<0.05$). Thus, the hypothesis formulated for this relationship is rejected.

After declaration of hypothesis has been explored, Table 4.9 below indicates the summary results of hypothesis testing for this research:

Table 4.9 : Summary of Hypothesis Results

Hypothesis	Description	Result
H1	There is positive significant relationship between working condition and job performance.	Accepted
H2	There is positive significant relationship between workload and job performance.	Rejected
H3	There is positive significant relationship between supervisor role and job performance.	Rejected

4.9. Summary

In summarization of results of analysis conducted, there is two hypothesis that has been rejected which is H2 workload connection with job performance and H3 supervisor role connection with job performance. However, hypothesis of working condition variables has been accepted because of it positive relation with dependent variable. Hence, only one out of three proposed hypotheses were accepted.

CHAPTER 5

Discussion, Suggestion, and Conclusion

5.1 Introduction

This section discussed the summary of the study, the findings of study, and recommendations of the study. At the end of this section, there will be several suggestions for further research that researchers can study in the future.

5.2 Discussion

For the purpose of this research, the objective was to determine the relationship between working condition, workload and supervisor role on job performance through implied employees at facility company. In answering the relationship pertaining to three variables, the research objectives and research questions are formulated as well, and later three hypotheses were formed based on literature reviews and research questions.

As mentioned briefly in chapter three, the population of the study is the employees working at facility company. The sample for this study which is 180 employees that have been chosen. Based on table 4.8, only working condition and workload that positively related to job performance at facility company and only working condition impact is good, job performance on employee also be good or increase. Based on last research by Abdul Raziq and Raheela Maulabakhsh (2014), also stated working environment have positive impact to job satisfaction on employee. Based on table 4.8 also one variable, supervisor role have negative result $\beta = -0.429$, $t = -3.715 (p<0.05)$. this mean supervisor role do not have impact to this study.

5.2.1 Positive Relationship between Working Conditions with Job Performance

The first research objective was to examine the relationship between working condition with job performance. The finding of this research provide not significant relationship in the company. The significant result is $p = 0.113$, $p > 0.05$, and correlation result is $r = 0.119$ and the relationship is low because of it below 0.5 with the value r. the relationship at regression result is significant with value $p = 0.035$, $p < 0.05$ for working condition.

The result of this research is also supported by previous study conducted by Abdul Raziq and Raheela Maulabakhsh (2014), also stated working environment have positive impact to job satisfaction or performance on employee.

This study made because of in the organization not all person have same working condition or working environment, for example clerk normally work at the office with air conditioner with comfortable chair and table also space, maintenance team for repairing facility at site mostly work at site with team and lorry, if we switch them job performance will decrease.

At this facility company, all staff were provided sufficiently with tools and working environment was very good for all the employees of the company in Langkawi. The employees can also chose the staff quarters as their accommodation if they wanted it without any rental fee or deduction from their salary; it is free. Some of the employees were given free vehicle and free fuel to do their job; employer provided about 45 vehicles at this company or organization.

5.2.2 Positive Relationship between Workload and Job Performance

The second research objective was to examine the relationship between workload with performance of work. The finding of this research provide is significant relationship in the facility company. The significant result is $p = 0.00$, $p < 0.05$, and correlation result is $r = -0.341$ and the relationship is low because of it below 0.5 with the value r. the relationship at regression result is not significant with value $p = 0.982$, $p > 0.05$ for workload.

This study supported by Sharmilee Bala Murali(2017) workload might not adversely impact employee performance. Many may have the sense that there is nothing much employee can do to avoid workload, employee don't have choice they have to take-on the workload regardless. The result also significant and negative relationship and low strength.

This study made because of to study impact of workload gave by organization or facility company to the employee to do their task or work, we can know if have relationship or don't have any impact to employee, or can make employee stress or not.

At this facility company, some of the employees worked under pressure and stress due to the nature of the business for this organization was to provide essential service for the consumers and to make sure all water supplies were under control and in good condition. Based on researcher's data and analysis, workload had negative impacts on job performance; if more workload given to the individual, their performance will be decreased, the employee will be stressed out, unable to solve a problem and others.

5.2.3 Positive Relationship between Supervisor Roles with Job Performance

The Third research objective was to examine the connection between Supervisor Role with job performance. The finding of this research provide is significant relationship in the facility company. The significant result is $p = 0.00$, $p < 0.05$, and correlation result is $r = -0.418$ and the relationship is low because of it below 0.5 with the value r. the relationship at regression result is also significant with value $p = 0.00$, $p < 0.05$ for supervisor role.

Based on last research by Muhammad Asif Qureshi et al.(2018) supervisor support and fairness perceptions can be strategically used as an important work factor to positively enhance employee behaviors and outcomes. The result also significant but positive relationship.

At this facility company, there were 5 departments; HR&Admin, Distribution & Consumer, Operation, QA and QC. All departments had the head of section and supervisor. The supervisor's role was very important to determine employee's job performance. If an employee had a good and supportive supervisor, employee's job performance will increases. In contrast, if an employee gets bad supervisor, employee's job performance will decreases because if an employee was not supported enough, they will lose their chance to move forward in their career.

5.3 Limitation of the study

Based on this study, there were a few of limitations that can be drawn throughout the research to ensure better future study. The first limitation was the respondents who participated in the data collection period have taken up too much time to answer the questionnaire and this issue leads to the pending progress of the study due to the need of having to wait for their complete response. Undoubtedly, this issue may arise as the respondents themselves have higher workload and limited time to respond questionnaire provided.

Second limitation for researcher is some respondent not answer with correct answer, this happens because they don't have responsibility and only want to complete questionnaire fast and go to work.

Lastly, the researcher encountered a struggle to collect the finished questionnaire form due to pandemic outbreaks of coronavirus that has been alarming across Malaysia especially in the Kuala Lumpur area. It was tougher for a researcher to visit the respondent's office freely due to strict rules of social distancing being implemented to prevent the spreading of the virus.

5.4 Suggestion

As a guide or recommendation, the researcher recommended that the questionnaires were circulated early to the subjects. It is vital because the process of distributing and re-collecting questionnaires need a long time to complete. The researcher also advised future researchers to make documentation processes including to running and distributing questionnaires early enough, so that any problems can be deal early on. Furthermore, continuous follow-up actions like contacting the place of research are important to get feedback as soon as possible.

Additionally, researchers also suggested that the next researcher increase the number of subjects and choose a larger area of research to represent the population in the conduct of research. Besides that, this might reduce the bias in the research as more subjects represent a study, the higher the degree of reliability gained. Therefore, the results of the study can be generalized to all the population of the surveyed respondents.

Other than that, researcher suggested that more studies from the local and overseas be used as references. This can help to give new ideas efficiently in such studies. The findings of this study can also be used as reference material for individuals interested in working at the public and private sector, Work in the field of management and counseling to be better prepared in all aspects, particularly in the field of mental and physical endurance. This is especially important for those who are willing and responsible in a challenging job situation.

Finally, the researcher expected this study to give the next researcher an idea. Particularly for those who are interested in doing work-related research. The use of OSI study tools is also expected to be extended once this type of research has been

disclosed. This is because the test tool is still in use in Malaysia compared with other countries.

5.4 Future Researcher

The future researcher may gain benefit from this research by using this study as guideline for the future research because it can help future researchers to achieve better research than previous studies, since this research study can help them to obtain data. since researcher believe this research will be used as a valuable guideline in order to assist future researcher in their research especially in employee's job performance topic.

5.5 Conclusion.

Overall, from this study, we can see the effect of working conditions, workload and supervisor role on job performance to individuals and organizations. Therefore, the information obtained through this research can be used by all parties to improving performance and workmanship as well as reducing and overcoming the causes of stress in the workplace. However, the presence of workload, working condition and supervisor role did not all lead to negative implications to the employee but there was also a positive implication if it acts as a motivation for someone to work harder and this study can help employers to do something to improve their employees performance and to increase productivity of the company.

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APPENDIX A: QUESTIONAIRE

Universiti Utara Malaysia

College of Business

Questionnaire

RELATIONSHIP BETWEEN WORKING CONDITION, WORKLOAD, SUPERVISOR ROLE ON EMPLOYEE JOB PERFORMANCE, AT FACILITY COMPANY BASE AT LANGKAWI.

Dear Sir/Madam,

I am inviting you to participate in my research project entitled "relationship between working condition, workload, supervisor role on employee job perfromance. The study aims to identify the factor that influence on job performance.

I hope you will be able to assist by answering all the enclosed questionnaire. This research shall be completed through your cooperation by providing your valuable time and honest reply. This questionnaire is divided into five (5) sections: Section A (Demographic Information of the respondent), Section B (Working Condition), Section C (Workload), Section D (Supervisor role) and Section E (job performance).

Your answers will be treated strictly confidential and will be used for academic purposes and it will be used only for my project paper only.

Please answer ALL questions by fulfilling the appropriate boxes. Your cooperation and contribution for this survey is highly appreciated. Please do not hesitate to contact me at +60129146241 if you need further clarification. Please return the completed questionnaire at your earliest convenience.

Thank you for spending your time and cooperation.

Yours sincerely,

NOOR FAIZAL BIN NAYAN

Master of Human Resource Management

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Matric No.: 822042

SECTION A : DEMOGRAPHIC DATA

BAHAGIAN A : DATA DEMOGRAFI

This section is aimed to briefly identify the details of each worker in Taliworks (Langkawi) Sdn Bhd

INSTRUCTIONS: Please Cycle your answer in one of the indicators in scale

Bahagian ini bertujuan untuk mengetahui butir-butir diri secara ringkas setiap warga yang bertugas di Taliworks (Langkawi) Sdn Bhd

ARAHAN : Sila **BULATKAN** jawapan anda dalam salah satu petunjuk dalam skala

1)	Gender/Jantina: [1] Male/Lelaki [2] Female/Perempuan
2)	Maritial Status / Status Perkahwinan: [1] Single/Bujang [2] Maried/Berkahwin [3] Others.Lain-lain
3)	Age/Umur: [1] Below/Kurang 25 years/tahun [2] 26 – 40 [3] 41 - 50 [4] above/Melebihi 51 tahun
4)	Race/Bangsa: [1] Malay/Melayu [2] Chiniese / Cina [3] indians/India [4] Others/Lain-lain
5)	Lange Of Service / Tempoh Perkhidmatan: [1] Below/Kurang 2 tahun [2] 2 – 5 tahun [3] 6 – 10 tahun [4] 11 – 15 tahun [5] 16 – 20 tahun [6] > 21 tahun

SECTION B : WORKING CONDITION

BAHAGIAN B : KEADAAN KERJA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer	Strongly	Disagree	Unsure	Agree	Strongly

Option	disagree Sangat tidak bersetuju	Tidak bersetuju	Tidak pasti	Bersetuju	agree Sangat bersetuju

Bil	**Kenyataan**	**Tahap Persetujuan**				
		1	**2**	**3**	**4**	**5**
1	I have the tools and resources I need to do my job Saya mempunyai alat dan sumber yang perlu untuk saya lakukan kerja					
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties Tempat kerja saya menyediakan persekitaran yang tidak terganggu tanpa sebarang bunyi yang memberi saya masa sahaja untuk melaksanakan tugas saya					
3	The amount of work expected of me is reasonable Jumlah kerja yang diharapkan dari saya adalah munasabah					
4	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job Persekitaran kerja yang lebih baik (pejabat luas, pencahayaan yang mencukupi dan lain-lain) akan membuat saya lebih baik dalam kerja saya					
5	The morale in my department is high Semangat dalam jabatan saya tinggi					

SECTION C : WORKLOAD

BAHAGIAN C : BEBANAN KERJA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Strongly disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Unsure Tidak pasti	Agree Bersetuju	Strongly agree Sangat bersetuju

No	**Question**	**Satisfying Level**				
		1	**2**	**3**	**4**	**5**
1	I am given enough time to do what is expected of me at my job (Saya diberi masa secukupnya dalam kerja saya)					
2	It seems that I have more work at my job that I can handle (Saya mempunyai lebih kerja dari saya mampu menanggung)					
3	My job requires that me work very hard (Kerja ini memerlukan saya berkerja keras)					
4	There isn't enough time during my regular workdays to do everything that is expected of me (Saya tidak mempunyai cukup masa semasa waktu berkerja untuk melakukan semua yang diharapkan pada saya)					

5	I am rushed in doing my job (Saya tergesa-gesa melakukan kerja saya)					
6	There has been an increase in my workload in the past year (Terdapat peningkatan dalam beban kerja saya)					
7	The increased workload has negatively affected my family, religious and/or cultural responsibilities (Beban kerja yang meningkat telah memberi kesan negatif terhadap tanggungjawab keluarga, agama dan / atau budaya saya)					

SECTION D : SUPERVISOR ROLE

BAHAGIAN D : PERANAN PENYELIA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Strongly disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Unsure Tidak pasti	Agree Bersetuju	Strongly agree Sangat bersetuju

No	**Question**	**Satisfying Level**				
		1	**2**	**3**	**4**	**5**
1	Made performance expectations and priorities clear to his/her subordinates. Membuat harapan dan keutamaan prestasi jelas					

	kepada bawahannya.					
2	Listened actively to his/her subordinates' concerns. Mendengar secara aktif terhadap kebimbangan bawahannya.					
3	Told his/her subordinates when they performed well. Memberitahu bawahannya apabila mereka berkerja dengan baik.					
4	Tried to build rapport with his/her subordinates. Cuba untuk membina hubungan dengan bawahannya.					
5	Given his/her subordinates the freedom to develop and work independently. Memberi bawahannya kebebasan untuk membangun dan bekerja secara bebas.					
6	Provided both positive and constructive feedback to his/her subordinates about their job performance. Memberi maklumbalas positif dan konstruktif kepada bawahannya mengenai prestasi kerja mereka.					
7	Assisted his/her subordinates in meeting their goals. Membantu bawahannya dalam memenuhi matlamat mereka.					

SECTION E : JOB PERFORMANCE

BAHAGIAN E : PRESTASI KERJA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Extremely Poor Sangat Teruk	Below Average Bawah purata	Average Sama rata	Above Average Melebihi purata	Excellent Sangat baik

Bil	**Kenyataan**	**Tahap Persetujuan**				
		1	**2**	**3**	**4**	**5**
1	How do you rate yourself in terms of the quantity of work you have achieved? Bagaimanakah anda menilai diri anda dari segi kuantiti kerja yang telah anda capai?					
2	How do you evaluate yourself in terms of your ability to achieve a goal? Bagaimanakah anda menilai diri sendiri dari segi keupayaan anda dalam mencapai sesuatu matlamat?					
3	How do you assess among colleagues in terms of job performance in the department? Bagaimanakah anda menilai diri dalam kalangan rakan sekerja dari segi prestasi kerja dalam jabatan?					
4	How do you evaluate quality in terms of performance involving customer relationships? Bagaimanakah anda menilai kualiti diri dari segi					

	prestasi yang melibatkan perhubungan pelanggan?					
5	How do you evaluate your self-esteem in terms of time management, capacity planning and spending management? Bagaimanakah anda menilai prestasi diri dari segi pengurusan masa, perancangan keupayaan dan pengurusan perbelanjaan?					
6	How do you evaluate your performance on your product / service, department, rivals and customer needs? Bagaimanakah anda menilai kualiti prestasi anda berkenaan perkhidmatan/produk, jabatan, pesaing dan keperluan pelanggan anda?					

APPENDIX C: SPSS OUTPUT

DEMOGRAPHIC INFORMATION

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	157	87.2	87.2	87.2
	Female	23	12.8	12.8	100.0
	Total	180	100.0	100.0	

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	11	6.1	6.1	6.1
	Married	163	90.6	90.6	96.7
	Others	6	3.3	3.3	100.0
	Total	180	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	2	1.1	1.1	1.1
	26 to 40 years	165	91.7	91.7	92.8
	41 to 50 years	10	5.6	5.6	98.3
	Above 51	3	1.7	1.7	100.0
	Total	180	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	172	95.6	95.6	95.6
	chinese	3	1.7	1.7	97.2
	Indian	5	2.8	2.8	100.0

	Total	180	100.0	100.0	

Service

Valid	Below 2 years	20	11.1	11.1	11.1
	2 to 5 years	9	5.0	5.0	16.1
	6 to 10 years	111	61.7	61.7	77.8
	11 to 15 years	28	15.6	15.6	93.3
	16 to 20 years	10	5.6	5.6	98.9
	More Than 21 years	2	1.1	1.1	100.0
	Total	180	100.0	100.0	

Scale: Workload

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.439	.497	5

Item Statistics

	Mean	Std. Deviation	N

B1	3.1444	.62644	180
B2	3.4444	.89831	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180
B5	3.6500	.80136	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.380	3.144	3.650	.506	1.161	.052	5
Item Variances	.524	.385	.807	.422	2.095	.037	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	13.7556	3.024	.284	.	.351
B2	13.4556	3.277	-.015	.	.596
B3	13.7556	3.024	.284	.	.351
B4	13.3833	2.886	.362	.	.301
B5	13.2500	2.513	.346	.	.284

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.9000	4.035	2.00864	5

Scale: Workload(del B2)

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.596	.637	4

Item Statistics

	Mean	Std. Deviation	N
B1	3.1444	.62644	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180
B5	3.6500	.80136	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.364	3.144	3.650	.506	1.161	.067	4
Item Variances	.453	.385	.642	.257	1.667	.016	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	10.3111	1.869	.593	.	.361
B3	10.3111	1.869	.593	.	.361
B4	9.9389	2.147	.410	.	.503
B5	9.8056	2.482	.061	.	.793

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.4556	3.277	1.81034	4

Reliability

Scale: Workload(del B2 & B5)

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.792	3

Item Statistics

	Mean	Std. Deviation	N
B1	3.1444	.62644	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.269	3.144	3.517	.372	1.118	.046	3
Item Variances	.390	.385	.392	.007	1.019	.000	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	6.6611	1.041	.820	.	.506
B3	6.6611	1.041	.820	.	.506
B4	6.2889	1.570	.339	.	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.8056	2.482	1.57529	3

Reliability

Scale: Supervisor Roles

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.683	.702	7

Item Statistics

	Mean	Std. Deviation	N
C1	3.4556	.71942	180
C2	3.3444	.60095	180
C3	3.1000	.75561	180
C4	3.1444	.62644	180
C5	3.3444	.60095	180
C6	3.1444	.62644	180
C7	3.5222	.62047	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.294	3.100	3.522	.422	1.136	.028	7
Item Variances	.426	.361	.571	.210	1.581	.007	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	19.6000	6.018	.186	.	.709
C2	19.7111	5.693	.397	.	.648
C3	19.9556	6.087	.143	.	.725
C4	19.9111	4.729	.760	.	.543
C5	19.7111	5.257	.571	.	.602
C6	19.9111	4.729	.760	.	.543
C7	19.5333	6.429	.120	.	.716

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.0556	7.192	2.68187	7

Reliability

Scale: Working Condition

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.946	.955	7

Item Statistics

	Mean	Std. Deviation	N
D1	3.3778	.71813	180
D2	3.4444	.89831	180
D3	3.5111	.97160	180
D4	3.6500	.80136	180
D5	3.7222	.69359	180
D6	3.7222	.69359	180
D7	3.7222	.69359	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.593	3.378	3.722	.344	1.102	.021	7
Item Variances	.622	.481	.944	.463	1.962	.035	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D1	21.7722	17.205	.892	.	.932
D2	21.7056	17.527	.625	.	.957
D3	21.6389	16.455	.715	.	.951
D4	21.5000	16.475	.909	.	.930
D5	21.4278	17.285	.913	.	.931
D6	21.4278	17.285	.913	.	.931
D7	21.4278	17.285	.913	.	.931

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.1500	23.033	4.79930	7

Reliability

Scale: Job Performance

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.681	.743	6

Item Statistics

	Mean	Std. Deviation	N
E1	2.9611	.96511	180
E2	3.4389	1.28230	180
E3	3.4500	1.22486	180
E4	3.1056	.71299	180
E5	3.1722	.74617	180
E6	3.4444	.71864	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.262	2.961	3.450	.489	1.165	.045	6
Item Variances	.943	.508	1.644	1.136	3.235	.265	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E1	16.6111	9.233	.496	.679	.610
E2	16.1333	7.893	.491	.719	.614
E3	16.1222	10.477	.138	.850	.754
E4	16.4667	10.250	.507	.974	.622
E5	16.4000	9.973	.540	.989	.611
E6	16.1278	10.123	.532	.900	.615

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.5722	13.073	3.61566	6

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
JobPerformance	19.5722	3.61566	180
Workload	9.8056	1.57529	180
SupervisorRole	23.0556	2.68187	180
WorkingCondition	25.1500	4.79930	180

Correlations

		JobPerformance	Workload	SupervisorRole	WorkingCondition
Pearson Correlation	JobPerformance	1.000	-.341	-.418	.119
	Workload	-.341	1.000	.809	.021
	SupervisorRole	-.418	.809	1.000	.059
	WorkingCondition	.119	.021	.059	1.000
Sig. (1-tailed)	JobPerformance	.	.000	.000	.056
	Workload	.000	.	.000	.390
	SupervisorRole	.000	.000	.	.216
	WorkingCondition	.056	.390	.216	.
N	JobPerformance	180	180	180	180
	Workload	180	180	180	180
	SupervisorRole	180	180	180	180
	WorkingCondition	180	180	180	180

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	WorkingCondition, Workload, SupervisorRole[b]	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	457.271	3	152.424	14.248	.000[b]
	Residual	1882.791	176	10.698		
	Total	2340.061	179			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), WorkingCondition, Workload, SupervisorRole

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.113	2.426		12.414	.000
	Workload	.006	.264	.003	.022	.982
	SupervisorRole	-.578	.156	-.429	-3.715	.000
	WorkingCondition	.108	.051	.144	2.121	.035

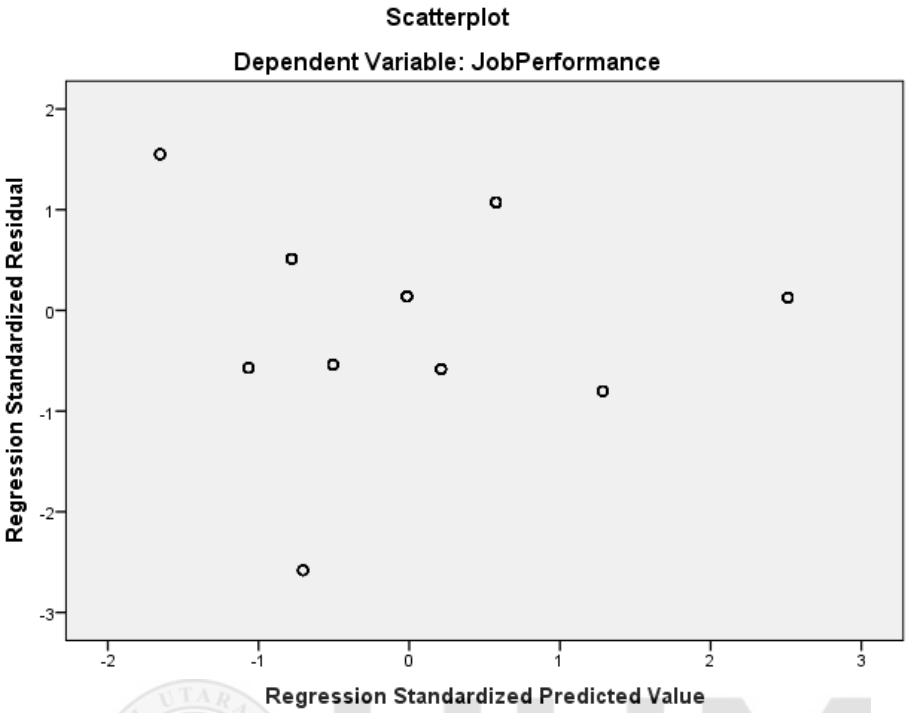
a. Dependent Variable: JobPerformance

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.9282	23.5864	19.5722	1.59831	180
Residual	-8.44513	5.07178	.00000	3.24321	180
Std. Predicted Value	-1.654	2.512	.000	1.000	180
Std. Residual	-2.582	1.551	.000	.992	180

a. Dependent Variable: JobPerformance

Charts



Correlations

		Workload	SupervisorRole	WorkingCondition	JobPerformance
Workload	Pearson Correlation	1	.809**	.021	-.341**
	Sig. (2-tailed)		.000	.781	.000
	N	180	180	180	180
SupervisorRole	Pearson Correlation	.809**	1	.059	-.418**
	Sig. (2-tailed)	.000		.433	.000
	N	180	180	180	180
WorkingCondition	Pearson Correlation	.021	.059	1	.119
	Sig. (2-tailed)	.781	.433		.113
	N	180	180	180	180
JobPerformance	Pearson Correlation	-.341**	-.418**	.119	1
	Sig. (2-tailed)	.000	.000	.113	
	N	180	180	180	180

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