



Faculty of Cognitive Sciences and Human Development

**THE STUDY OF THE RELATIONSHIP BETWEEN WORKPLACE
ENVIRONMENT AND EMPLOYEE JOB PERFORMANCE IN ONE
OF THE MANUFACTURING COMPANY IN IPOH, PERAK**

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Bachelor of Science with Honours

(Human Resource Development)

2019/2020

UNIVERSITI MALAYSIA SAWARAK

Grade: A

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Final Year Project Report

Masters

PhD

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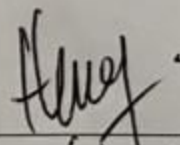
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ENVIRONMENT AND EMPLOYEE JOB PERFORMANCE IN ONE OF
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CHUNG LI MEN 60562

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

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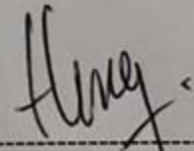
Faculty of Cognitive Sciences and Human Development

UNIVERSITI MALAYSIA SARAWAK

(2020)

The project entitled 'The study of the relationship between workplace environment and employee job performance in one of the manufacturing company in Ipoh, Perak' was prepared by Chung Li Men and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ACKNOWLEDGEMENT

First and foremost, I would like to thank to my supervisor of this final year project, Mr Heng Chin Siong for the valuable guidance and advice. His willingness to assist me and spend time to my final year project. His supervision and encouragement are useful and helpful for me in completing the project. Besides, I would like to thank the authority of University Malaysia of Sarawak (UNIMAS) especially the administrative staffs and other lecturers that help me a lot in completing my final year project.

Furthermore, I convey special acknowledgement to organizations that offer opportunities for me to conduct my data analysis. I appreciate that all the respondents who had given full commitment and patient to answer the questionnaires of this research. With their cooperation, I am able to complete my research.

In addition, I would like to thank to my family for their support and motivation. I also have to thank to my course mates and friends that willing to share knowledge to me.

Finally, I am grateful for everyone that I mentioned. With their help, my final year project is successfully completed.

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ABSTRACT

The purpose of this study is to identify the relationship between the workplace environment and the employee job performance based on the four factors of workplace environment. The respondents used in this study are 58 employees from one of the manufacturing company in Ipoh, Perak. Quantitative method was used and 4 points Likert-scale questionnaires were distributed to the respondents. The data were analysed by using descriptive and inferential statistics. Pearson's Correlation Analysis was used to measure the relationship between the variables while multiple linear regression analysis was used to determine the most dominant factor that affecting the employee job performance. From the research findings, there are significant relationships between supervisor support, work incentives, physical work environment and training with employee job performance. Training is the most dominant factor among the factors that affecting the employee job performance. Based on the findings, implication of study was presented, followed by recommendations for organization and future researchers. The organizations can utilise the findings to create a conducive workplace environment for improving employee job performance.

Keywords: Workplace environment; Supervisor support; Work incentives; Physical work environment; Training; Employee job performance

ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti hubungan antara persekitaran tempat kerja dengan prestasi kerja pekerja berdasarkan empat factor persekitaran tempat kerja. Jumlah responden yang digunakan dalam kajian ini seramai 58 pekerja dari salah satu syarikat pembuatan di Ipoh, Perak. Kaedah kuantitatif telah digunakan dan borang soal selidik dengan Skala Likert berskala 4 mata telah diedarkan kepada responden-responden. Data-data dianalisis dengan menggunakan statistik deskriptif dan inferensi. Analisis Kolerasi Pearson telah digunakan untuk menguji hubungan anatra faktor-faktor dengan prestasi kerja pekerja, manakala Analisis Multiple Regrasi digunakan untuk mengenal pasti faktor yang lebih dominan yang mempengaruhi prestasi kerja pekerja. Dari hasil kajian, terdapat hubungan signifikan antara sokongan penyelia, insentif kerja, persekitaran kerja fizikal dan latihan dengan prestasi kerja. Latihan merupakan faktor yang lebih dominan antara faktor-faktor lain yang mempengaruhi prestasi kerja. Berdasarkan hasil kajian, implikasi kajian telah dikemukakan mengikut cadangan-cadangan kepada organisasi dan penyelidik masa depan. Organisasi boleh berdasarkan hasil kajian ini dengan membina persekitaran tempat kerja yang kondusif untuk meningkatkan prestasi kerja perkerja.

Kata Kunci: *Persekitaran tempat kerja; Sokongan penyelia; Insentif kerja; Persekitaran kerja fizikal; Latihan; Prestasi kerja pekerja*

CHAPTER 1

INTRODUCTION

1.0 Introduction

1.1 Background of study

The Department of Human Resources plays a crucial role in maintaining the organization's qualified employees to meet the organization's objectives. Human resource department has to create a positive workplace environment for employees to improve their work performance. However, there are many organizations do not know the influence of workplace environment for the employee performance. Therefore, employees have the difficulties to perform well with the poor workplace environment. An organization's success depends primarily on the output of the employee (Abdul Hameed & Aamer Waheed, 2011).

According to Boles et al. (2004), there will be a positive performance outcome when the employees are emotionally and physically have the desire to work. Workplace environment becomes the first consideration for the employees to decide whether to stay in or leave the organization. Employees' abilities to share information among each other is depends on how the environment is used (Akinyele, 2010). The profit and competitiveness will be improved that makes the organizational performance more effective. According to Naharuddin and Sadegi (2013), working environment and the performance are interrelated and both of them play important role in the success of workforce. They also stated that employee attendance can influence the performance level. The decrease of absenteeism will increase the employee performance.

Tripathi (2014) claimed that work environment is a place where people work, which consists of physical setting, job profile, community, and market situation. All the aspects are connected that can influence the performance and productivity of employees. According to the condition of the workplace environment, it influences level of employees' performance

and impacts on the competitiveness of organization. According to Kohun (2002), workplace environment is the total of the interrelationships between the workers and working environment. An excellent workplace is characterized by qualities such as competitive wages, employees-management satisfaction, everyone's equity and a responsive workload with demanding yet achievable goals. With these criteria, the workplace will become more suitable for employees to work. Hence, employees can perform satisfactorily (Agbozo et al., 2017). Besides that, employees will have the fulfilment and aim in working when an effective management of workplace environment makes the work environment attractive, relaxing, fulfilling and inspiring for the employees (Humphries, 2005)

Furthermore, Chandrasekar (2011) stated that the determination of whether or not organizations will prosper, it depends on the condition of workplace environment that operated by employees. The workplace environment consists different types of factors such as physical factors and psychosocial factors. Physical factors consist the office design and layout in the workplace. Meanwhile, working condition, congruity of role and social support are the examples of psychosocial factors. Policy that involves condition of employment are also one of the aspects. Employee job performance can be boosted when there are good physical aspects at workplace.

Work environment can describe as a situation of workplace and a workplace that provides facilities and infrastructures to employees. A higher employee job performance is contributed when there is a good workplace environment. The reason is only health employees can achieve their desired outcome and at the same time increase their overall job performance (Madjar, Oldham, & Pratt, 2002).

1.2 Problem statement

1.2.1 Practical gap

Nowadays, the employee turnover rate in Malaysia increases rapidly in manufacturing industry. According to Mysterjob (2015), the issue of high staff turnover was faced by manufacturing business group in Malaysia. This is because the turnover rate raised from 1.1% to 13.2% in 2014 and increased to 14.3% in 2015. The high turnover rate can affect the productivity and increase the organizational expenses (Butali, Mamuli & Wesang'ula, 2014). Based on the Manufacturers Alliance for Productivity and Innovation (MAPI) Foundation, after 3.5% growth in the year of 2014, Malaysia's manufacturing industrial productivity fell at 1.0% annual rate in the year of 2015 (Material Handling & Logistics, 2015).

1.2.2 Empirical gap

According to Hammed and Amjed (2009), the importance and related issues of workplace environment were mostly ignored from organization. The relationship between the workplace environment and employee performance is lack of concern and the understanding of the needs of employee to improve their performance is insufficient. Therefore, the study of the impact of workplace environment on employee performance can help the organization to identify how workplace environment affect the employee performance and what the strategy is in term of workplace environment to improve performance of employee. There are previous empirical findings related to this research in Malaysia and foreign country. According to Ajala (2012), the research found that there is strong relationship between workplace environment and employee job performance. The present proper and suitable workplace environment can aid to decrease the absenteeism and turnover, which enhance the performance of employees. Furthermore, referring to a research of Miyazu Malaysia, did by Naharuddin and Sadegi (2013), the findings showed that there is no significant relationship

for supervisor support towards the employees' performance while job aid and physical workplace environment had a significant relationship towards employees' performance.

1.2.3 Theoretical gap

A poor workplace environment can affect the job performance of the employees as well as the health of the employees. The morale of the employees can be eroded when the work environment that involves bullying, backstabbing and belittling. This toxic work atmosphere can also lead to decline health of the employees. According to Jong and Postolache (2008), a hostile work environment can increase the stress level of the employee and it leads to mood disorder and suicide cases.

1.3 Research Objective

1.3.1 General objective

To identify the relationship between the workplace environment and the employee job performance in one of the manufacturing company in Ipoh, Perak.

1.3.2 Specific objective

1. To identify the relationship between supervisor support and employee job performance.
2. To identify the relationship between work incentives and employee job performance.
3. To identify the relationship between physical work environment and employee job performance.
4. To identify the relationship between training and employee job performance.
5. To identify the most dominant workplace environment factor affecting employee job performance.

1.4 Research Hypothesis

H₀1: There is no significant relationship between supervisor support and employee job performance.

H₀2: There is no significant relationship between work incentives and employee job performance.

H₀3: There is no significant relationship between physical work environment and employee job performance.

H₀4: There is no significant relationship between training and employee job performance.

H₀5: There is no dominant workplace environment factor affecting employee job performance.

1.5 Conceptual Framework

Based on the research objective above, the conceptual framework for this study is shown below:

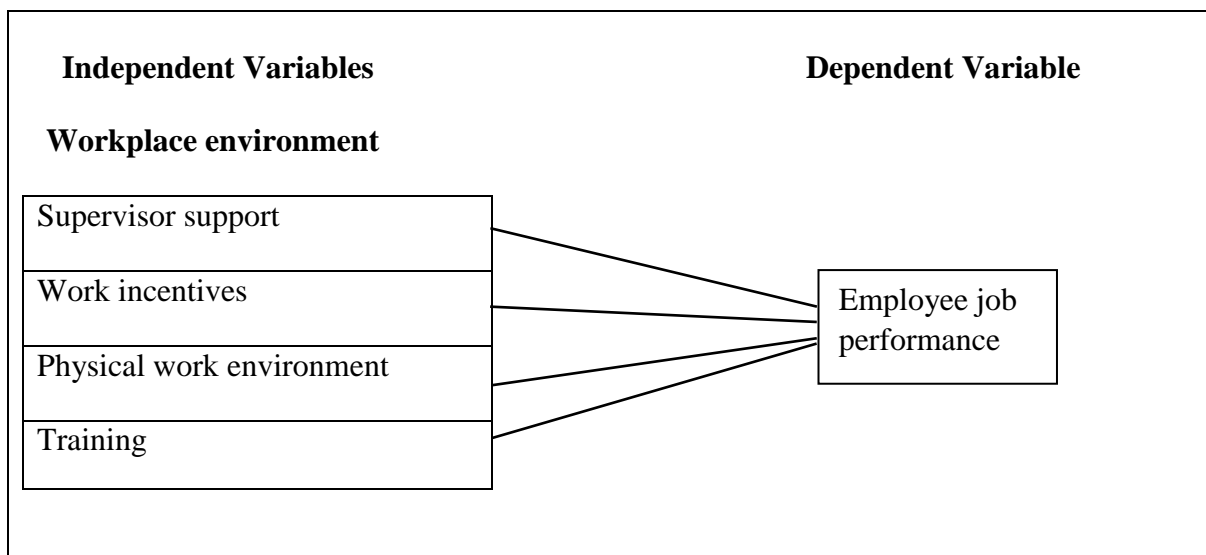


Figure 1.1 *The relationship between workplace environment and employee job performance*

Source: Hazucha, Hezlett, and Schneider, R. (1993) and Bushiri (2014)

1.6 Significance of the study

The significance of study is to broaden the knowledge of how the work environment effect employee job performance by study the relationship between independent variables and dependent variable. This study will enable the employer to improve their work environment for enhancing the performance of employee. It is believed that the findings of this study can contribute to the future research.

1.7 Limitation of study

This research study is only focus on work environment factors and employee job performance in one of the manufacturing company in Ipoh, Perak. The limitation is it cannot represent all of the work environment factors in other manufacturing company. Besides, the sample size of respondents is small, which is from one of the manufacturing company. It is limiting generalizability to other employees in other manufacturing company.

1.8 Definition of terms

1.8.1 Workplace Environment

Conceptual definition: Workplace environment is a holistic environment, consisting the physical, psychological and social dimensions that define the working condition (Jain & Kaur, 2014).

Operational definition: Workplace environment means the surrounding conditions that the employees perform their task at work.

1.8.2 Supervisor Support

Conceptual definition: Supervisors are the first line managers that lead subordinates in their company activities and the department groups (Elangovan & Karakowsky, 1999; Goldstein & Ford, 2002; Noe, 2008).

Operational definition: Supervisor support means the leader values the contribution of the employee and cares about the employees' well-being

1.8.3 Work Incentives

Conceptual definition: Incentives define as the external temptations and motivators that lead the individual to work harder (Palmer, 2012).

Operational definition: An encouragement or reward system carried out by employer that motivates the employees for enhancing their performance in the workplace. For instances, promotion of position, gift, bonus and so on.

1.8.4 Physical Work Environment

Conceptual definition: A space that being organized in an organization, which helps to achieve the goal of the organization (Amir, 2010).

Operational definition: Physical work environment includes components of the tangible workplace environment that consist of employee's working conditions such as construction and design of the workplace, available technologies, workplace policies and procedures.

1.8.5 Training

Conceptual definition: Training is identified as the systematic acquisition of skills, rules, concepts or attitudes that produced an improved performance in different environment (Goldstein & Ford, 2002).

Operational definition: Training is a process by which someone learns skills and knowledge for a particular job.

1.8.6 Employee Job Performance

Conceptual definition: Employee job performance is defined as the degree to which an employee executes the duties and responsibilities (Shields, 2016).

Operational definition: The work effectiveness, quality and efficiency that the employees produce in the workplace.

1.9 Summary

In conclusion, this chapter outlined on studying the relationship between workplace environment factors and employee job performance at one of the manufacturing company in Ipoh, Perak. This chapter will explained about the background of study and problem statement that consists of practical gap, theoretical gap and empirical gap. Then the discussion follow by research objectives and hypothesis, conceptual framework, limitation and significance of study, and definition of terms. Literature review will be on next chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The review of literature will be covered the relationship between the variables of workplace environment and employee job performance. Literature review consists of several aspects such as the discussion of issues related to theory and model, topic, and past findings.

2.1 Discussion of Issues Related to Theory/Model

2.1.1 Herzberg's Two Factor Theory

Based on the Two Factor Theory, which proposed by Frederick Herzberg at the year 1959, this theory is defined as two set of factors that determine employee's working attitude and level of performance which are motivation and hygiene factors (Robbins & Judge 2009). Motivation factors are intrinsic factor that motivate employee, which include responsibility, achievement, recognition, job satisfaction, advancement and opportunity for growth. Meanwhile, hygiene factors are also known as extrinsic factor, including company policies, management, supervisory relationship, working conditions, peers relationships, wages, personal lives, status, subordinates relationship and job security (Ruthankoon & Ogunlana, 2003). The theory emphasis that improvement of workplace environment can encourage the employees to perform better. Dawson (2005) stressed that the employees who are contented and happy at the workplace, tend to loyal to organization. Herzberg theory stated that employees who are satisfied with both hygiene and motivation factors, is likely to produce good performance, unless to those who shows resentment between both factors.

2.1.2 AMO Model

AMO Model is known as Ability-Motivation-Opportunity Model, which proposed by Bailey (1993). There are three components such as individual ability (A), motivation (M), and the opportunity to participate (O) (Bayo-Moriones & Galdon-Sanchez, 2010). Based on this model, the employee job performance can be improved when the employees have the capabilities, adequate motivation, and their workplace environment that provides opportunities for them to participate (Boselie, 2010).

According to Appelbaum et al (2000), the abilities of the employees can be improved throughout the hiring and training process in order to enhance their performances. Employees also need motivation which influenced by extrinsic and intrinsic rewards. Extrinsic can be financial such as performance pay or incentive pay. Intrinsic may come from job satisfaction. An organization needs to create an encouraging workplace environment that enables the employees to feel valued and wanted. Meanwhile, the opportunity (supportive supervision) is necessary to be involved in decision-making process of an organization, which provides the employees to have the sense of involvement and engagement (Appelbaum et al, 2000). Therefore, the employees are given opportunity to perform better and enhance their well-being.

2.2 Discussion of Issues Related to Past Similar Findings

2.2.1 Workplace Environment

According to Bokhori Md Amin and Abdul Halim Abdul Majid (2017), they conducted a study relationship work environment and employee performance on manufacturing sector in Penang, Malaysia. They concluded that work environment produced positive impact towards employee job performance in their study. They found that there were

significance relationships between all the factors of work environment and employee job performance. The factors of work environment were selected in their study such as teamwork, relationship among employees, safe working condition, and flexible working hours. Based on their findings, they found that the achievement and performance of employee can be enhanced when there is a productive workplace environment, which correlated to a research of William and Naumann (2011). Besides, the employees will work happily under a good condition of workplace while unhealthy workplace condition will affect the health of employees. Bokhori Md Amin and Abdul Halim Abdul Majid (2017) also stated when employees are working in a workplace with poor physical facilities, the employees will be demotivated and their performances and capabilities will be affected negatively.

Besides, from the study conducted by Fatihudin and Firmansyah (2018), they found out that the workplace environment had a significant relationship with employee job performance. Based on their findings, they stressed the more comfortable of workplace environment could result in increasing of employee job performance. The employees were more satisfied to have a good workplace environment, which can help them to work effectively and efficiently.

2.2.2 Supervisor Support

Based on a study conducted by Lankeshwara (2016), she found that supervisor support showed significance relationship towards the employee job performance. According to her findings, supervisor support was being concerned under all the demographic and socio-economic factors and attitude of the respondents, which had risen as significant factor in the success of employee's job. Lankeshwara (2016) stressed that supervisor support was important for employees in completing their tasks. The interpersonal roles of supervisor can encourage positive relationship with employee and enhance the self-confidence of

employees. Moreover, she highlighted the supervision towards the subordinates should be continued and improved, which can create significance relationship between supervisor and employees. Hence, the performance of the employees can be increased.

According to a study conducted by Naharuddin and Sadegi (2013), they stated there is no significant relationship between supervisor support and employee job performance. Their findings showed negative result on the relationship between both variables. They concluded that the company has to improve the supervision, which provide support to the employees in order to enhance the employee job performance. At the same time, it will create significant relationship between supervisor support and employee job performance.

2.2.3 Work Incentives

In the study of Al-Fares (2011), he found that there was a strong relationship between the incentives and loyalty towards the organization, which result in influencing the employee job performance. Based on his findings, he emphasized that incentives given to the employees can encourage the employees to be more active and energetic in the organization.

A study conducted by Ong et al. (2012), the study revealed that employee job performance will be decreased when a company neglects to give rewards. There was a significant difference between reward system and employee performance. They stressed that a good motivator was an efficient reward system. In opposite, inefficient reward system could demotivate the employees to succeed in the workplace. Low performance, absenteeism, turnover, lateness, and lack of commitment became the consequence of inefficient reward system. Therefore, the study concluded that the organization should provide efficient reward system, which increase the employee performance for achieving the organizational target.

Nanzushi (2015) conducted a study of the effect of workplace environment on employee performance. Based on her findings, the study found that employee efficiency can

be improved by fair compensation and benefits. The respondents were satisfied to have sufficient incentives, wages paid and other rewards given by the organization, which motivated them to work effectively. Nanzushi (2015) also found that financial support for learning programs showed the highest percentage strongly agreed by the respondents. The result correlated to the findings by Ajila and Abiola (2004), which stated the reward system can influence the employee performance by developing their knowledge, skills and abilities.

2.2.4 Physical Work Environment

Ajala (2012) conducted a study of the influence of workplace environment on workers' welfare, performance and productivity. In this study, the researcher found that physical work environment had significant relationship with the employee performance. The findings showed that the quality of lighting system was the most affective factor that will influence the performance of the employee. Ajala (2012) stated that good lighting system in the workplace can reduce fatigue and eyestrain, which it can promote the health of the employees and reduce the accidents happens in the workplace. Thereby, good lighting system can boost the performance and productivity of employees. The finding was correlated to a study from Hameed and Amjeed (2009), which mentioned that working under dim light can cause discomfort of employees in reducing the level of performance. Furthermore, the second influence factor in the findings was the absence of noise. Ajala (2012) stressed the absence of noise can reduce the distraction and stress of the employees. It can help the employees to stay focus in working, which enhanced their productivities and performances. Besides, the findings in this study also showed that adequate ventilation system in the workplace was essential for the increase of employee performance. An efficient ventilation system can prevent work-related illness, absenteeism, and turnover because it can reduce the employees' exposure to airborne hazardous substances. Similarly, suitable room temperature can make

the employees to feel comfortable in working and increased their work performance and productivity.

2.2.5 Training

According to a study conducted by Guest (1997), he mentioned that training programs had positive impact on the quality of workers knowledge, skills and capability, which produced higher job performance of employees. Besides, in a study from Swart et al. (2005) stated that implementation of training programs enables the employees to develop skills and abilities, which can enhance their performance. They stressed that employees would have poor performance due to lack of confidence on their capabilities, demotivate to use their competencies or work-life conflict. Therefore, appropriate of training intervention should be carried out based on the personal needs of employee. Based on their findings, when good quality of training program was provided, excellent employee job performance can be occurred. Good quality of training program can motivate employees and fulfil their needs to achieve goals.

In a study from Wright and Geroy (2001), they stated that effective training programs can change the competencies of the employees. Through training, the knowledge, skills and abilities of the employees can be enhance. It can help the employees to perform effectively in current job and improve their overall performance. They highlighted the enhancement of knowledge, skills and abilities of the employees is crucial and necessary for the future in order to come up with higher organizational performance. Meanwhile, employees' competencies can be developed through training. Hence, the employees will be able to perform better and attain the objectives of the organization in a competitive manner.

2.3 Discussion of Issues Related to Topic

2.3.1 Workplace Environment

In 21st century, environmental management approach is being important by managing and enhancing the performance level of employees (Govindarajulu, 2004). Based on the business perspectives view by Awan and Tahir (2015), they stated that work environment is a place where the employees work collectively to accomplish the goals. Therefore, a better workplace environment should provide the basic requirements and facilities, which can assist the employees to perform effectively (Nakpodia, 2011). Leshabari et al. (2008) stated that a supportive workplace environment can aid the employees to utilize their knowledge, skills, and competences. Therefore, the employees can perform more effectively and produce high quality of output.

According to Opperman (2002), work environment consists of three main sub-environments such as human environment, organizational environment, and technical environment. He described human environment is designed for informal communication at the workplace which people can exchange ideas and share knowledge. Human environment is related with peers, co-workers, interactional issues, leadership style, and management of an organization. Furthermore, organizational environment includes the rules, values, system, and management control while operational environment includes instruments, facilities, technological infrastructure, and other technical elements (Opperman, 2002).

Taiwo (2010) stated that one of the key factors that affect the employee performance is workplace environment. He highlighted that organization should provide appropriate workplace environment to increase performance of employee because of high competition and growth in market environment. Besides, Akinyele (2007) stated the well-being of employees will be reinforced when there is a conducive workplace environment. This enables

them to put on more efforts in performing their tasks with higher motivation, which produce higher level of productivity and performance.

2.3.2 Supervisor Support

Oswald (2012) stated that employees can accomplish their work effectively as supervisor support is being provided. To improve employee job performance, supervisors should play an interpersonal role. It is essential to motivate relations positively and enhance the employee's confidence level (Latham & Yukl, 1975). They also stated that skilled and respected supervisors may support the employees to work effectively in their current position. Supervisors can also help to develop them for further position. Moreover, supervisor support can enhance the behaviour of employees by giving feedback, sharing information and knowledge, promotion, recognition and rewards, and providing training (Gerstner & Day, 1997; Venkataramani et al., 2013).

Adair (1988) as cited in Nijman (2004) stated that a supervisor acts as a role model of upper management and also known as a leader who is having experiences in solving several of problems. The research also stated that an experienced supervisor involves in running a training program. The supervisors need to establish the objectives, select trainer, develop lessons plans and conduct a training needs analysis for improving the employee performance (Adair, 1988; Elangovan & Karakowsky, 1999). A supervisor can act as a trainer, which assists the employees in completing their work efficiency (Rabey, 2007). When there is a new operational procedure, the supervisor can guide the employees on the operational process in order to enhance their performance level.

Furthermore, immediate supervisors acts as direct supporters for employees that can help the employees in gathering and delivering the information that employees need. This enables the employees to perform well and they may have the encouragement to finish their

work well (Chandrasekar, 2011). Besides that, both employees and supervisor are necessary to play their own parts respectively by committing with the relationship. With the full commitment among each other, it will produce good job performance of the employees (Blau, 1964).

2.3.3 Work Incentives

Luthans (2000) stated that work incentives act as rewards, which can be separated into financial incentives and non-financial incentives. He stated that both of these incentives can be used to increase employee job performance positively. He defined financial reward as the pay-for-performance, which includes performance bonus, promotion of job, commission, tips, and gifts. On the other hand, non-financial reward is non-monetary or non-cash such as social recognition, praise, and genuine appreciation. Meanwhile, Kepner (2003) stated that financial incentive is aimed to compensate employees for excellent job presentation through money such as profit sharing, bonuses, and additional paid. In opposite, the objective of non-financial incentive is to compensate the employees through opportunities, which consist of training, flexible working hours and pleasant working environment.

Reward system is crucial in enhancing the employee job performance that enables to accomplish the goals of organization (Allen & Kilmann, 2001). Yavas et al. (2003) stated that reward system plays as an attraction mechanism for employees to receive incentives from the organization. Therefore, the employees are motivated to perform better in order to get the incentives. Besides, Lawler and Cohen (1992) stressed that rewards act as management tools, which can contribute to the organizational performance by affecting employee's behaviour and motivate them to perform their jobs. Sajuyigbe et al. (2013) found that best reward and incentives can be in formal and informal way to motivate the employees, which it can create a positive workplace environment to enhance their performance. Furthermore, a study

conducted by Mohamed (2005) found that the employees become satisfied and their productivity can be increased when compensation, promotions and benefits have improved. Moreover, the improvement of reward system will affect the employees to be more motivated, which leads to better performance. (Hafiza, Shah, Jamsheed, & Zaman, 2011).

2.3.4 Physical Work Environment

McCoy and Evans (2005) explained physical workplace environment acts as a function to develop the network and relationship at the working place. They also mentioned that when the elements of physical workplace environment are being properly, the employees will not get stress and they can produce their work efficiency. Furthermore, the task given and the environment where the employee works can affect the employee in working. Accordind to Vischer (2007), the employees can perform their work with full attention and energy if there is a good physical workplace environment.

Amir (2010) mentioned that physical workplace is a place of an organization, which is being organized in order to accomplish the organizational goals. He also said that the comfortable of a person to fit in the workplace is based on the physical workplace environment. It can influence the operation of the employee at workplace. According to Rorong (2016), the physical workplace environment conditions can affect the operation of employees and it can influence the organizations' well-being. Some factors of physical workplace environments such as lighting, temperature, noise, office layout and fresh air, which can affect the employee job performance. For example, the disturbance such as noise can cause the employees to feel discomfort and it directly affects the performance of employee. Furthermore, temperature at working place can influence the comfort level of employees in performing their tasks. Niemela et al. (2002) found that the level of job

performance will be decreased when the temperature of workplace is high. They stated that the low temperature of workplace may affect the performance of manual tasks.

Apart from that, Vischer (2008) highlighted work environment should be conducive enough and prioritized because it gives support to employees and enables them to perform their tasks. The spatial layouts is one of contribution that affects the employee in performing their jobs (Al-Anzi, 2009). According to Mubex (2010), closed office floor plan is better than open plan office layout because closed office floor plan provides greater amount of privacy to employees. Therefore, the employees can work in peace and quiet, which keeps them to have full concentration in working. It enables the employees to have a thinking frame that leads them to perform well without any distraction.

According to a study conducted by Barry (2008), he found that the productivity through the performance of employee can be increased by about five to ten percent when there is an improvement in physical design of office building. Meanwhile, another study from Chandrasekar (2011) stated the system of lighting is important to the workplace that can enhance the working experience of employees. At the same, it can also enhance performance and productivity of employees.

2.3.5 Training

Effective training should be given for the improvement of employee job performance (Elnaga and Imran (2013). They stated that training can be conducted through coaching, mentoring, peer support and employee engagement. Tzafir (2005) stated that training is essential in building human capital. The knowledge, skills, and abilities have to be provided according to the position of employees. He also stated that the behaviour of employee can be changed through training, which leads to better performance. The acquisition of new

manipulative skills, technical knowledge and skills are required by the employees to support the achievement of the organizational goals.

Besides, Chiaburu and Tekleab (2005) mentioned training can be refer to a planned intervention, which emphasized in increasing individual job performance. They stressed that skills of the employees are necessary to be improved through training, which it helps to meet the objectives of organization. Furthermore, Rowden (2002) highlighted that training acts as a efficient tool, which can enhance the satisfaction and performance of employees. Training enables the employees become capable and flexible in performing their jobs. In addition, training is able to improve the thinking ability and creativity of employees (Baharim, 2015). Hence, the employees can make better decision in more productive manner. A well-trained employee is able to show higher level of job satisfaction and produces superior performance at work (Tsai et al., 2007).

Chen and Chen (2008) mentioned that employees with anxiety or frustration can be reduced through training program. This is because employees with anxiety or frustration are mostly feel that they are not capable to work with the expected performance and cause them in turnover cases. Therefore, training is needed to boost their productivity and makes the employees to be confident in using their competencies to perform well.

2.3.6 Employee Job Performance

Employee job performance is defined based on the behaviour of employees, which the outcome is essential for the success of organization (Motowidlo, 2003). Meanwhile, Muchinsky (2003) clarified job performance as a combination of employee's behaviours. The researcher also explained that job performance can be monitored, measured, evaluated as employee outcomes are related to organizational objectives. Hence, performance of employee is essential in leading the organization to be successful.

Sinha (2001) highlighted the performance of employee is linked to the employees' willingness and openness, which affects them to perform the tasks. The researcher also stressed productivity and performance can be enhanced if the employees have the willingness and openness to perform their tasks. Moreover, Eysenck (1998) mentioned that when an employee has the willingness to perform, he or she will put as much as the effort towards their job. Apart from that, the success of employee job performance can be obtained by various factors. Stup (2003) had listed the factors, which include physical work environment, purposeful of work, expectation of performance, feedback on performance, reward system, knowledge, skills and abilities and standard operational procedures. Stup (2003) also mentioned that employers should always hold the task of their employees to be completed on time in order to reach a standard performance and accomplish the organizational goals. He stressed that employer not only monitor the employees but also motivate them by providing rewards, which can make their performances become better.

Based on Elnaga and Imran (2013), the employee job performance is essential for company to put on effort in assisting the low performance of employees. They stated that performance can classified into five components such as planning, monitoring, developing, rating, and rewarding. Planning is to set goals, develop strategies, and organize task and plans in order to achieve the goals. Monitoring aims in measuring the performance, provide feedback, and check how the employees meet the predetermined standards. Developing stage is to improve any poor performance during working. The rating is to summarise the performance of employee, which the organization can see the outcome that performed by the employees. The last stage of rewarding is to reward and recognise those who achieved the expected results.

2.4 Summary

This chapter focused about the related theory and model, which linked to the research objectives and hypothesis of this study. Past findings related to research objectives and hypothesis also being discussed as well as the literature regarding the independent variables and dependent variable. The next chapter will explain about the methodology.

CHAPTER 3

METHODOLOGY

3.0 Introduction

In this chapter, it includes research methods of conducting this academic research. The important methodology aspects will be discussed, which consist of research design, population, sample and sampling procedure, instrument, pilot study, validity and reliability, ethics of the study, data collection procedure, and data analysis procedure.

3.1 Research Design

Research design defined as a plan that shows the research strategy that is appropriate (Kothari, 2004). The research of this study is the descriptive research. Descriptive research is the process of transforming raw data into clear information, which can be explained easily (Zikmund, 2003). The research of this study also utilized the quantitative approach, which was an appropriate method. A quantitative research design was used to test the relationship between variable by using numbers and statistics to explain and analyse its findings. Questionnaires were distributed and collected after 10 days. The data was analysed through SPSS by using statistical tools such as descriptive statistical, Pearson correlation and multiple linear regression.

3.2 Population, Sample and Sampling Procedure

Population is the whole group of people, incidents or items of concern to be studied by the researcher (Sekaran & Bougie, 2010). The target population of this research consisted the employees from one of the manufacturing company in Ipoh, Perak. These respondents were chosen because this study is about the relationship between workplace environment and employee job performance.

Sample is a subset of a population that involves selected members from population (Sekaran & Bougie, 2010). Based on Tejada and Punzalan (2012), Slovin's formula was used to calculate the minimum sample size of the population sample. The formula is shown below:

$$n = \frac{N}{1+Ne^2}$$

where n is the number of samples, N is the total population and e is the margin of error. As the population of sample will be approximately 150 employees working in the manufacturing company. Therefore, the sample size was calculated as below:

$$\begin{aligned} n &= \frac{150}{1+150(0.05)^2} \\ &= 109 \end{aligned}$$

The minimum sample size of 109 employees will be involved in order to carry out the study.

The sampling procedure in this study will be the probability sampling. From probability sampling, simple random sampling technique was used to select the respondents. The respondents were randomly selected from a targeted population. This method was used because the respondents that selected are giving equal chance for this research and it reduces the probability of personal bias.

3.3 Instrument

In this research, the closed-ended questionnaire was prepared to collect the data and information from respondents. The questionnaire consisted of three (3) sections, which were A, B, and C. Section A consisted of the demographic background questions that contain the information of the respondent. Section B consisted of four independent variables, namely supervisor support, work incentives, physical work environment, and training. The questions of this section were extracted from the sources such as Samson, Waiganjo and Koima (2015), Soulen (2003), Nanzushi (2015), Khan, Azhar, Parveen, Naeem, and Sohail (2011), and Alshuwairekh (2016). Apart from that, Section C discussed on the dependent variable, which

was the employee job performance. The sources of the questions were extracted from Ashraf Mohammad Alfandi and Mohammad Shabieb Alkawsawneh (2014) and Koopmans (2014).

Likert scale was used for data collection, which consisted of 4 points in each question. The 4 points where it means 1 is “Strongly disagree”, 2 is “Disagree”, 3 is “Agree”, and 4 is “Strongly agree”.

Table 3.1. *Likert Scale*

Strongly Disagree	Disagree	Agree	Strong Agree
1	2	3	4

3.4 Pilot Study

Before conducting the research, the pilot study was conducted to test the reliability and validity of the questionnaire. According to Hill (1998), he stated that sample size of 30 is sufficient to conduct the pilot study. Therefore, daft questionnaires were distributed to 30 respondents who are working in one of the manufacturing factory. The respondents were randomly chosen to answer the questionnaire and the respondents were allowed to give any feedback regarding any improvement of the questionnaire. The data collection was tested by using Cronbach’s Alpha test in order to enhance the reliability of pilot test.

A pilot test was conducted in one of the manufacturing company in Ipoh, Perak. 30 questionnaires were distributed, but only 29 questionnaires were received. There was only one missing sheet during the collection of questionnaire. Table 3.2 shows the pilot test results for each variables. All the variables obtained the Cronbach’s alpha value with more than 0.9, which indicates excellent results in reliability. Therefore, the questionnaire can be used to conduct real study for other manufacturing company.

Table 3.2 *Pilot test results*

Section	Variables	Cronbach's Alpha Value	No. of Items
B	Supervisor	0.971	10
	Support		
	Work Incentives	0.969	10
	Physical Work	0.947	9
	Environment		
	Training	0.979	10
C	Employee Job	0.907	10
	Performance		

3.5 Validity and Reliability

Validity is the quality of a data gathering instrument that produce reasonable data (Best & Kahn, 2006). To make the study become validity, the random sample must be taken to provide information that able to generalize finding to wider population. The content validity of the questionnaire will be determined and checked by the expert in the relevant field. The questionnaire will be made improvement based on the feedback provided in order to enhance the validity of the research. Besides, reliability refers to a measure without bias and towards consistency found in repeated measurement (Sekaran and Bougie, 2010). The reliability level will be determined using Cronbach's Alpha. The alpha value for each variable equal or exceeded 0.7 (value ≥ 0.7) consider as acceptable for further analysis. The value close to 1.0 will consider the questionnaire is excellent.

Table 3.3 *Cronbach's Alpha reliability scale*

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: George & Mallery (2003)

3.6 Ethics of Study

The information collected from the respondents are kept as confidential and the information collected is only for research purpose. The respondents have the right to participate or withdraw from this research. The questionnaire designed should be in a clear way and prevent from including sensitive issue in the questionnaire. Any research project involving human participants should have an informed consent form that read and signed by the respondents.

3.7 Data Collection Procedure

Primary and secondary data will be used to conduct in this study. Primary data will be collected through the distribution of closed-ended questionnaire to the respondents. Before the pilot test is carried out, acknowledgement letter from Faculty of Cognitive Sciences and Human Development (FCSHD) will be needed for distributing the questionnaire to the targeted organization. The distribution of questionnaire to the respondents will be conducted during their break time. This is to avoid the disturbance during their working hours and

ensure the respondents are free to answer without rushing of time, which reduce the collection of irrelevant data. Secondary data will be collected from journal and past research. The secondary data is needed to understand more detail about research topic.

3.8 Data Analysis Procedure

The data will be collected through questionnaire, analysis and computed statistically by using SPSS (Statistical Package for Social Scientists) version 23. The data was analysed and categorized into two types of statistics, which were descriptive statistics and inferential statistics. The descriptive data was analysed to provide descriptive information through interpreting, rearranging, manipulating, and presenting the data collected. Mean, frequency, variance, standard deviation will be used to interpreting this type of data. Inferential statistics was used to measure the relationship between the independent variables and dependent variable. In this research, Pearson Correlation Test and Multiple Linear Regression were used to measure the proposed hypothesis.

3.8.1 Pearson Correlation Coefficient

In this study, Pearson correlation test will be used to measure the direction and degree of linear relationship between independent variable and dependent variable. The size of the correlation is ranged from -1 to +1. A correlation coefficient of zero (0) shows there is no linear relationship exists between two variables. The value of coefficient of -1 or +1 shows very high correlation. Hinkle et al. (2003) stated that the stronger the correlation, the closer the correlation coefficient comes to ± 1 . When the value of coefficient is positive, the variables are directly related, which means one of the variables increases, the other variable increases too. On the hand, the negative value shows the variables are inversely related, which means one of the variable increases, the other variable decreases (Hinkle et al., 2003).

Table 3.4 *Rule of Thumb for Interpreting the Size of a Correlation Coefficient*

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

Source: Hinkle, Wiersma, and Jurs (2003)

3.8.2 Multiple Linear Regression

Multiple regression analysis allows researcher to test more than one independent variable to explain variance in the dependent variable (Sekaran & Bougie, 2010). In this study, multiple regression analysis was used to test the relationship between all the workplace environment factors and employee job performance. The formula of multiple regression model in this research is shown as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Explanation:

- Y= Dependent variable
- X= Selected independent variables
- a= Constant
- b1, b2, b3, b4= the regression coefficient
- e= error of each variable

Source: Sekaran and Bougie (2010)

3.9 Summary

As general, this chapter explained about the research design, population, sample and sampling procedure to conduct this study. The instrument was explained by using questionnaire to collect the data. The reliability of the questionnaire was tested by using Pilot test. Besides, other elements such as ethics of study, data collection, and data analysis procedure were also being discussed in this chapter. The data analysis techniques were measured by two types of statistical analysis which were descriptive statistics and inferential statistics. Pearson correlation test and multiple regression test were used to analyse the data collection in this study.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter discusses on the research findings based on the data collection via questionnaire of the survey. Descriptive statistics are discussed according to the respondents' demographic characteristics in this study. It is followed by the reliability test in determining the value of Cronbach alpha for the study. Besides that, inferential statistics are discussed by using Pearson Correlation for hypothesis testing. The results of multiple regression is also being discussed.

4.1 Descriptive Statistics

4.1.1 Demographic Profile of Respondents

The findings are discussed on the demographic information of respondents in this study. There are total 58 respondents involved in this study by answering the questions such as gender, race, age, marital status, and length of service.

Table 4.1 *Summary statistics of respondents*

No	Demographic Variables	Frequency	Percentage (%)
1	Gender:		
	Male	27	46.6
	Female	31	53.4
2	Race:		
	Malay	8	13.8
	Indian	10	17.2
	Chinese	39	67.2
	Others	1	1.7
3	Age:		
	30 years old and below	16	27.6
	31-40 years old	22	37.9
	41-50 years old	16	27.6
	51-60 years old	4	6.9
	60 years old above	0	0
4	Marital Status:		
	Single	27	46.6
	Married	31	53.4
5	Length of Service:		
	Less than 2 years	17	29.3
	2-5 years	16	27.6
	6-10 years	10	17.2
	10 years above	15	25.9

Table 4.1 shows a summary demographic profile of the respondents in this study.

From the Table 4.1, most of the respondents are female that consists of 31 respondents and its percentage is 53.4%. On the other hand, the number of respondents for male is 27 respondents and its percentage is 46.6%.

For the race of respondents, Chinese employees consist of 39 respondents (67.2%), which is the highest number. For Malay employees consist of 8 respondents (13.8%), follow by Indian is 10 respondents (17.2%) and other races is 1 respondent (1.7%).

For the age of respondents, there are many respondents are at the age between 31 and 40 years old that consists of 22 respondents (37.9%). On the other hand, for the age 30 years

old and below and age between 41 and 50 years old, these age groups consist of same amount, which are 16 respondents (27.6%) respectively. 4 respondents (6.9%) are at the age between 51 and 60 years old. Lastly, none of the respondent who above 60 years old.

For marital status, majority of the respondents are married, which consist of 31 respondents (53.4%) while 27 respondents (46.6%) are single in this survey. Respondents who married are only 6.8% more than the respondents who single.

For the length of service of respondents in the company, there are many respondents work less than two (2) years, which consist of 17 respondents with 29.3%. Respondents who work for 2 to 5 years and 6 to 10 years, which consist of 16 respondents (27.6%) and 10 respondents (17.2%) respectively. Lastly, there are 15 respondents (25.9%) work for 10 years above.

4.2 Reliability Test

Reliability test is to make sure all items and variables used acquired acceptable stability by using Cronbach's alpha value. Reliability test is crucial as it refers to the internal consistency across the part of measuring instrument. (Huck, 2007).

There are 58 respondents (N= 58) involved in this study. Through the analysis, all variables including independent variables and dependent variable, the Cronbach's alpha values are above 0.7, which are acceptable and reliable.

Table 4.2 *Reliability analysis for actual study*

Section	Variables	Cronbach's Alpha Value	No. of Items	No. of Respondents Involved
B	Supervisor Support	0.930	10	58
	Work Incentives	0.883	10	58
	Physical Work Environment	0.836	9	58
	Training	0.905	10	58
C	Employee Job Performance	0.851	10	58

Based on Table 4.2, all the Cronbach's alpha values for each variables fall under the category of good reliability as the values above 0.80. The variables of supervisor support obtained the highest Cronbach's alpha value with 0.930, followed by variable training that obtained Cronbach's alpha value 0.905. For variables work incentives and employee job performance, the Cronbach's alpha values are 0.883 and 0.851 respectively. The lowest Cronbach's alpha is 0.836, which obtained from variable physical work environment. In summary, each of the variables shows good reliability, which considers reliable for measuring the data in this study.

4.3 Inferential Analysis

4.3.1 Pearson Correlation

4.3.1.1 Relationship between Supervisor Support and Employee Job Performance

RO1: To identify the relationship between supervisor support and employee job performance.

H₀1: There is no significant relationship between supervisor support and employee job performance.

Table 4.3 *Correlation between supervisor support and employee job performance*

		Mean_Supervisor_Support	Mean_Employee_Job_Performance
Mean_Supervisor_Support	Pearson Correlation	1	.604**
	Sig. (2-tailed)		.000
	N	58	58
Mean_Employee_Job_Performance	Pearson Correlation	.604**	1
	Sig. (2-tailed)	.000	
	N	58	58

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

Referring to Table 4.3, the variable of supervisor support shows $r = 0.604$ correlation to employee job performance. It shows a positive relationship between supervisor support and employee job performance. Therefore, it can be said that when the supervisor support increases, employee job performance will also increase. Meanwhile, the coefficient correlation value, $r=0.604$ falls under the range ± 0.50 to ± 0.70 . Hence, there is a moderate positive correlation between supervisor support and employee job performance. From Table 4.12, the p-value shows 0.000, which less than alpha value 0.01. Therefore, the null

hypothesis (H_01) is rejected. There is a significant relationship between supervisor support and employees' performance.

The research finding is supported by the research from Leblebici (2012). The researcher claimed that supervisor support is helpful that it can enhance the level of productivity of employees. It is also corresponded to the research from Awan and Tahir (2015) who stressed that the increase of supervisor support can actually help the employees to perform effectively. According to Hall (2007), the researcher mentioned that employees with supervisor support could produce positive job outcomes. Besides, the finding is correlated to the research from Bushiri (2014), who stated that the support from supervisor can contribute on job performance as the supervisor helps employees in gathering and distributing resources that needed by employees. It indicated that supervisor support can provide positive motivation for employees to perform well in their jobs.

4.3.1.2 Relationship between Work Incentives and Employee Job Performance

RO2: To identify the relationship between work incentives and employee job performance.

H₀2: There is no significant relationship between work incentives and employee job performance.

Table 4.4 *Correlation between work incentives and employee job performance*

		Mean_Work_Incentives	Mean_Employee_Job_Performance
Mean_Work_Incentives	Pearson Correlation	1	.673**
	Sig. (2-tailed)		.000
	N	58	58
Mean_Employee_Job_Performance	Pearson Correlation	.673**	1
	Sig. (2-tailed)	.000	
	N	58	58

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

Referring to Table 4.4, the variable of work incentives shows $r = 0.673$ correlation to employee job performance. It shows a positive relationship between work incentives and employee job performance. Therefore, it can be said that when the work incentives increase, employee job performance will also increase. The coefficient correlation value, $r=0.673$ falls under the range ± 0.50 to ± 0.70 . Hence, there is a moderate positive correlation between work incentives and employee job performance. From Table 4.13, the p-value shows 0.000, which less than alpha value 0.01. Therefore, the null hypothesis (H₀2) is rejected. There is a significant relationship between work incentives and employees' performance.

The research finding is supported by the study from Condly, Clark, and Stolovitch (2003). The researchers found that there is a significant relationship between incentives and performance of employee. As incentives provided, it can improve the employee performance. Besides, the finding also is supported by the study from Bushiri (2014). The researcher revealed that work incentives have positive impact on employee performance. The researcher stated work incentives act as a motivator, which can encourage the employees to perform effectively and keep job done on track.

4.3.1.3 Relationship between Physical Work Environment and Employee Job

Performance

RO3: To identify the relationship between physical work environment and employee job performance.

H₀₃: There is no significant relationship between physical work environment and employee job performance.

Table 4.5 *Correlation between physical work environment and employee job performance*

Correlations			
		Mean_Physical_ Work_Environm ent	Mean_Employee _Job_Performan ce
Mean_Physical_Work_Envir onment	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	58	58
Mean_Employee_Job_Perfor mance	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	
	N	58	58

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

Referring to Table 4.5, the variable of physical work environment shows $r = 0.662$ correlation to employee job performance. It shows a positive relationship between physical work environment and employee job performance. Therefore, it can be said that when the physical work environment increases, employee job performance will also increase. The coefficient correlation value, $r=0.662$ falls under the range ± 0.50 to ± 0.70 . Hence, there is a moderate positive correlation between physical work environment and employee job

performance. From Table 4.14, the p-value shows 0.000, which less than alpha value 0.01. Therefore, the null hypothesis (H_03) is rejected. There is a significant relationship between physical work environment and employees' performance.

The research finding is support by the past research from Malik et al. (2011). The researchers had analysed that there was a strong relationship between physical working condition and employee performance. The result reflected that the variable had strong positive impact on employee performance. On the other hand, Naharuddin and Sadegi (2013) also found that employee performance could be negatively affected when there are disturbances such as noise and improper office layouts. It indicated that physical working environment had significant relationship with employee performance. Moreover, Fatihudin and Firmansyah (2018) conducted a research that found out physical workplace environment had significant relationship with employee performance. The researchers stated that the more comfortable of working environment, the increase of employee performance in the workplace.

4.3.1.4 Relationship between Training and Employee Job Performance

RO4: To identify the relationship between training and employee job performance.

H₀₄: There is no significant relationship between training and employee job performance.

Table 4.6 *Correlation between Training and employee job performance*

		Mean_Training	Mean_Employee _Job_Performance
Mean_Training	Pearson Correlation	1	.712**
	Sig. (2-tailed)		.000
	N	58	58
Mean_Employee_Job_Performance	Pearson Correlation	.712**	1
	Sig. (2-tailed)	.000	
	N	58	58

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

Referring to Table 4.6, the variable of training shows $r = 0.712$ correlation to employee job performance. It shows a positive relationship between training and employee job performance. Therefore, it can be said that when the training increases, employee job performance will also increase. The coefficient correlation value, $r=0.712$ falls under the range ± 0.70 to ± 0.90 . Hence, there is a high positive correlation between training and employee job performance. From Table 4.15, the p-value shows 0.000, which less than alpha value 0.01. Therefore, the null hypothesis (H₀₄) is rejected. There is a significant relationship between training and employees' performance.

The research finding is supported by the past research from Ollukkaran and Gunaseelan (2012). The researchers proved that training and development is functional in enhancing the employee job performance. Besides, a research done by Malik et al. (2011), their findings indicated there is strong relationship between training and development and employee performance. It reflected a strong positive impact on employee performance. Meanwhile, the research finding corresponded with the past research that conducted by Awan and Tahir (2015). The researcher had analysed that the training programs showed significant relationship with employee performance, which the training can enhance level of productivity of employees.

4.3.2 Multiple Linear Regression

RO5: To identify the most dominant workplace environment factor affecting employee job performance.

H₀₅: There is no dominant workplace environment factors affecting employee job performance.

Table 4.7 *Model summary of regression*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.628	.599	.31058

a. Predictors: (Constant), Mean_Training, Mean_Physical_Work_Environment, Mean_Supervisor_Support, Mean_Work_Incentives

Based on Table 4.7, the correlation coefficient between the independent variables (supervisor support, work incentives, physical work environment, training) and dependent variable (employee job performance) is $R=0.792$. It indicates that independent variables have high correlation with the dependent variable. From Table 4.16, the value of R square is 0.628. It indicates that 62.8% of independent variables can be attributed to the dependent variable. However, 37.2% (100% - 62.8%) of variance is left unexplained, which indicates that some variables were not covered but still significant in explaining employee job performance.

Table 4.8 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.615	4	2.154	22.330	.000 ^b
	Residual	5.112	53	.096		
	Total	13.728	57			

a. Dependent Variable: Mean_Employee_Job_Performance

b. Predictors: (Constant), Mean_Training, Mean_Physical_Work_Environment, Mean_Supervisor_Support, Mean_Work_Incentives

Based on Table 4.8, it shows $F(4, 53) = 2.154$ and the p-value, 0.00 is less than alpha value 0.05. Therefore, there is a relation between the predictors and dependent variable. It can be concluded that the null hypothesis (H_0) is rejected. Among all of the independent variables (supervisor support, work incentives, physical work environment, training), at least one is the most significant in explaining the variance in employee job performance.

Table 4.9 *Coefficients*

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.560	.274		2.042	.046
	Mean_Supervisor_Support	.036	.114	.049	.316	.753
	Mean_Work_Incentives	.124	.149	.145	.833	.408
	Mean_Physical_Work_Environment	.331	.122	.312	2.710	.009
	Mean_Training	.338	.096	.413	3.510	.001

a. Dependent Variable: Mean_Employee_Job_Performance

Table 4.9 shows the independent variables, supervisor support, work incentives, physical work environment and training in relation to the dependent variable, employee job performance. The formula of the linear regression is as follows:

$$Y = 0.560 + 0.036(X1) + 0.124(X2) + 0.331(X3) + 0.338(X4)$$

Where:

- Y = Dependent variable (employee job performance)
- X1 = Supervisor Support
- X2 = Work Incentives
- X3 = Physical Work Environment
- X4 = Training

To identify the work environment factors that contribute to employee job performance, unstandardized coefficients were used. Nevertheless, due to its natural in measurement, it cannot be used in comparing which variable is the most influential.

Based on Table 4.9, the variable supervisor support has the values $t= 0.316$, $p= 0.753$, and $b_1= 0.036$. Supervisor support is not statistically significant to employee job performance as the p-value higher than 0.05. Therefore, the employee job performance will only increase by 0.036 for every increase unit in supervisor support. Next, variable work incentives has the values $t= 0.833$, $p= 0.408$, and $b_1= 0.124$. Variable work incentives is also not statistically significant to employee job performance as the p-value higher than 0.05. Thus, the employee job performance will increase by 0.124 for every increase unit in work incentives. For variable physical work environment, the values show $t= 2.710$, $p= 0.009$, and $b_1= 0.331$. Variable physical work environment is statistically significant to employee job performance as the p-value lower than 0.05. Hence, the employee job performance will increase by 0.331 for every increase unit in physical work environment. For variable training, the values show $t= 3.510$, $p= 0.001$, and $b_1= 0.338$. It can be said that training is statistically significant to employee job performance as the p-value lower than 0.05. Therefore, the employee job performance will increase by 0.338 for every increase unit in training.

In order to identify the independent variable that is most influential towards the dependent variable, beta of standardized coefficient is used. According to Table 4.9, variables of supervisor support, work incentives, physical work environment, and training obtained the beta values of 0.036, 0.124, 0.331, and 0.338 respectively. The highest beta value is 0.338, which can be said that the most dominant variable is the variable training. Variable training has a p-value 0.001 that lower than 0.05, which indicate that it is statistically significant to employee job performance. Every unit increase in variable training will result in 0.338 increase in employee job performance. The sequence from highest to the lowest beta value is

training (0.338), physical work environment (0.331), work incentives (0.124), and supervisor support (0.036). All of the variables have positive relationships with employee job performance. Both of the variables such as physical work environment and training that are statistically significant towards employee job performance as their p-value lower than 0.05. In contrast, variables such as supervisor support and work incentives that are not statistically significant as their p-value higher than 0.05.

Finally, among all the independent variables, the most dominant variable of workplace environment is the training. According to Guest (1997), training is positively affect the employees' knowledge, skill, and abilities, which directly improve the performance of employee. Training also produce positive impact on behaviour of employees that lead them to perform great job. Based on the research from Abd Awang Hair et al. (2010), they stressed that training programs help the employees to upgrade their skills. Hence, with these skills, the employees can produce better outcomes and performances. Referring to Tahir et al. (2014), they highlighted training program is the backbone of human resource practices, which enhance the performance and productivity of employees. They also found out that the independent variable of training had a strong relationship with the performance of employees.

4.4 Results of Null Hypotheses (H₀) Testing

Table 4.10 *Results of null hypotheses (H₀) testing*

	Null Hypotheses	Results
H ₀₁	There is no significant relationship between supervisor support and employee job performance.	Reject H ₀₁
H ₀₂	There is no significant relationship between work incentives and employee job performance.	Reject H ₀₂
H ₀₃	There is no significant relationship between physical work environment and employee job performance.	Reject H ₀₃
H ₀₄	There is no significant relationship between training and employee job performance.	Reject H ₀₄
H ₀₅	There is no dominant workplace environment factors affecting employee job performance.	Reject H ₀₅

4.5 Summary

This chapter discussed the research findings in this study. Sets of questionnaires were given to the respondents and the data was collected and analysed regarding the employee job performance in one of the manufacturing company in Ipoh, Perak. From the results of study, there are positive relationships between the supervisor support, work incentives, physical work environment, and training with employee job performance. It also shown that training is the most dominant workplace environment factor that affecting the employee job performance.

CHAPTER 5

IMPLICATION, RECOMMENDATION AND CONCLUSION

5.0 Introduction

This chapter discussed about the implication of study based on the findings. It also covered recommendations for organization and future researchers. Then, it is followed by conclusion.

5.1 Implication of study

Based on the results and findings, all the independent variables (supervisor support, work incentives, physical work environments, training) are significant to the employee job performance. The importance of workplace environment for improving the employee job performance, which cannot be underestimated by the organization. The findings of study can help HR practitioners to build a conducive working environment for employees. For instance, training programs have to be conducted more in organization for enhancing productivity of employees. As the knowledge, skills, abilities of employees that can be developed through the training programs. The organization has to concern every employees are knowledgeable and skilful in order to performing effectively in the workplace.

Apart from that, this research is helpful in determining the success of organization, which acts as a guideline for employers to improve performance of employee. Through this research, employers can enhance their knowledge on workplace environment factors that affecting the employee job performance. As employee job performance is one of the key factors to make an organization success. Besides, the research findings are able contribute to the future researches. Future researchers can utilise the findings as references for future research. Future researchers can also refer the findings to produce a more valid and reliable research in future.

5.2 Recommendations

5.2.1 Recommendation for Organizations

From this research, there are several recommendations that organization should consider in order to conduct a conducive environment for good employee job performances. The organization should focus more on the training and development of employees. From the findings, training and development programs are more concerned by employees nowadays. The employers must initiate continuous training programs for employees in promoting learning culture in the organization. Hence, employees can improve their performance with a learning environment. Besides, the employers should upskilling the workforce, which help the employees to learn new skills. The employers also need to identify what training needs of employees within the organization, which can meet the objectives of the organization.

Apart from that, the organization should put on effort in keeping employees always motivated. The offer of good incentives and recognition plans are necessary as the employees can have the sense of feelings that they are being valued based on their efforts and good performances. Meanwhile, the organization should always improve the physical workplace environment for employees. For instances, the employers have to make sure air temperature, lightning are maintained in a well condition, which are suitable for working. Ventilation system is recommended to be installed to reduce heat stress. Organizations have to provide furniture that is sustainable and user friendly for employees. Therefore, employees can work at a comfortable surrounding that can enhance their performances.

In addition, the employers should be able to give more praises to the employees and always support them when they face difficulties. Hence, the employees can gain more confidences and motivation when working in the organization. Moreover, supervisor in the organization should approachable to the employees, which can give opinions and advises to the employees. Thus, the employees can gain trust from the supervisor and likely to perform

better with the guidance of supervisor. Supervisors should always communicate with their employees and understand situation of employees. It is to make sure their employees are keeping on a right track. A supportive environment is important as it can ensure the employees feel connected to the organization, which brings them to share new ideas that beneficial to the organization.

5.2.2 Recommendation for Future Researchers

For future research, the research can be done through qualitative method by conducting in-depth interview. As qualitative method is more flexible by adding context and explanation when the responses do not fit the expectation of researchers, while quantitative method only numbers that are unable to reveal. In-depth interviewing is recommended as it can capture the changing attitudes within a target group. It also explores further information that useful in understanding the situation. Hence, the researchers can indicate which workplace environment factors that can improve the employee job performance.

Furthermore, the sample size in this research considers small. The size of sample is recommended to be increased as it can provide more accurate mean values, which helps the researchers in determining the most dominant factors that affecting the employee job performance. Meanwhile, the scope of study can be wider as this research only focuses on one of the manufacturing company in Ipoh, Perak. Future researchers can expand their area not only conducts at one company, but they can involve more company in Perak and even in Malaysia. Meanwhile, future researchers can conduct different independent variables, which are possible to affect the employee job performance. Besides of the independent variables (Supervisor support, Work incentives, Physical work environment, Training) that examined in this research, different independent variables can be conducted, which include job security, adequate workload, and so on.

5.3 Conclusion

In organization, workplace environment is vital for improving employee job performance. Referring the findings, there are significant relationship between supervisor support, work incentives, physical work environment, and training with employee job performance. Training is one of the workplace environment factors, which has the highest impact on employee job performance. All these workplace environment factors have to take into accounts by organization. Therefore, organizations can develop strategies in conducting conducive workplace environment, which can enhance the performance of employee. A good employee job performance may help organizations in achieving organizational goals. Hopefully, this research is helpful for expanding the future research in human resource field.

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APPENDIX A

RESEARCH INSTRUMENT



Faculty of Cognitive Sciences and Human Development

Research Title

The Study of the Relationship Between Workplace Environment and Employee Job Performance in One of the Manufacturing Company in Ipoh, Perak

Dear Respondents,

I am a final year student of Bachelor of Science with Honours (Human Resource Development) from Faculty of Cognitive Sciences and Human Development UNIMAS. I am requested to complete KMS 3104 Final Year Project II as a partial requirement for my bachelor's degree. The purpose of this study is to identify the relationship between the workplace environment and the employee job performance in one of the factory in Ipoh, Perak.

This questionnaire consists of three sections. Section A consists of demographic background. Section B consists of four independent variables, namely supervisor support, work incentives, physical work environment, and training. Section C consists of dependent variable, employee performance. Please take note that all responses are confidentially and only for the academic purpose. If you have any query regarding the questionnaire, you may contact the undersigned.

Thank you for your cooperation.

Yours faithfully:

Chung Li Men (60562)
Email address: chungray86@gmail.com
Phone number: 016-4737362

QUESTIONNAIRE

Section A: Demographic Background

This section is intended to obtain general information pertaining to your background. Please tick (✓) for your answers in the box provided.

1. Gender

Male

Female

2. Race

Malay

Chinese

Indian

Others

3. Age

Below 30 years old

51-60 years old

31-40 years old

60 years old and above

41-50 years old

4. Marital Status

Single

Married

5. Length of Service

Less than 2 years

6-10 years

2-5 years

10 years and above

Section B: Workplace Environment Factors

To what extent do you agree or disagree with each of the statement below. Please indicate your response in the appropriate space.

1	2	3	4
Strong Disagree (SD)	Disagree (D)	Agree (A)	Strongly Agree (SA)

You may tick (✓) or circle for your answers in the appropriate box.

Supervisor Support	SD	D	A	SA
1. I frequently meet my supervisor on my work related matter.	1	2	3	4
2. I can rely on my supervisor to help me with a work problem	1	2	3	4
3. My supervisor updates me on the important decision.	1	2	3	4
4. My supervisor respects the co-workers' opinions.	1	2	3	4
5. My supervisor effectively communicates with co-workers.	1	2	3	4
6. My supervisor strongly considers my values.	1	2	3	4
7. My supervisor strongly considers my goals.	1	2	3	4
8. My supervisor really cares about my well-being.	1	2	3	4
9. My supervisor appreciates my efforts for doing a good job.	1	2	3	4
10. My supervisor gives me constructive feedback on my performance.	1	2	3	4

Work Incentives	SD	D	A	SA
1. My company provides promotion opportunity for high performing employees.	1	2	3	4
2. Financial support motivates me to perform better at the workplace.	1	2	3	4
3. I am compensated fairly for the work I do.	1	2	3	4
4. My company provides incentives based on staff performance.	1	2	3	4

5. My company provides incentives based on nature of the work.	1	2	3	4
6. I received recognition for my job accomplishment.	1	2	3	4
7. My company provides bonus.	1	2	3	4
8. My company gives bonus based on staff performance.	1	2	3	4
9. I think that bonuses can increase my performances.	1	2	3	4
10. My company provides opportunities for my career advancement.	1	2	3	4

Physical Work Environment	SD	D	A	SA
1. My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	1	2	3	4
2. I am happy with my office space.	1	2	3	4
3. I am satisfy with my work arrangement.	1	2	3	4
4. The temperatures at my work structure is appropriate.	1	2	3	4
5. My work structure is well illuminated.	1	2	3	4
6. My working space area is sufficient.	1	2	3	4
7. I am aware of the hazards of my work environment.	1	2	3	4
8. My company has a policy to govern safe working environment.	1	2	3	4
9. All the employees are guided on the safe working policy.	1	2	3	4

Training	SD	D	A	SA
1. My company has annual training plan.	1	2	3	4
2. All the employees have the opportunity to attend training.	1	2	3	4
3. Training programs improve my skills.	1	2	3	4
4. Training programs improve my knowledge.	1	2	3	4

5. My performance had increased after finishing training programs.	1	2	3	4
6. The training that I attended contribute to my current job.	1	2	3	4
7. There are many opportunities for career development after completing training programs.	1	2	3	4
8. My organization helps me identify my training needs.	1	2	3	4
9. I get the training that I need for my job.	1	2	3	4
10. All the training that I attended will be evaluated.	1	2	3	4

Section C: Employee Performance

Employee Performance	SD	D	A	SA
1. I do my job according to the require quality standards.	1	2	3	4
2. I am willing to work harder.	1	2	3	4
3. I have the ability to deal with challenges at work.	1	2	3	4
4. I did more than was expected.	1	2	3	4
5. I make less mistake in my tasks.	1	2	3	4
6. I manage to plan my work so that it can finish on time.	1	2	3	4
7. I am able to perform my work well with minimum time.	1	2	3	4
8. I am able to perform my work well with minimum supervision.	1	2	3	4
9. I took on challenging work tasks when available.	1	2	3	4
10. My supervisor always praise my job performance.	1	2	3	4

End of Questionnaire

Thank you for answering this questionnaire

APPENDIX B
CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



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Norma Products Malaysia SDN.BHD
4 & 6 Persiaran Perusahaan Kledang (U) 1/3
Taman Perindustrian Chandan Raya
31450 Menglembu, Ipoh
Perak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Chung Li Men (60562)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian/Tesis : *"The relationship between work environment and employee performance in one of the manufacturing company in Ipoh, Perak"*
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Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Encik Heng Chin Siong
Pensyarah

s.k – Penolong Pendaftar Kanan, FSKPM



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