

**THE IMPACT OF MOTIVATION ON EMPLOYEES' JOB
PERFORMANCE AT PRUDENTIAL ASSURANCE MALAYSIA
BERHAD IN SEBERANG JAYA, PENANG**

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**A research project submitted in partial fulfillment of the requirement
for the degree of**

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

**FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS**

AUGUST 2016

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DECLARATION

We hereby declare that:

- 1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- 2) No portion of this research project has been submitted in support of any application for any other degree of qualification of this or any other university, or other institutes of learning.
- 3) Equal contribution has been made by each group member in completing the research project.
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Date: 15 August 2016

ACKNOWLEDGEMENT

First and foremost, we would like to thank University Tunku Abdul Rahman (UTAR) for giving us this opportunity to conduct this research project. We had learned a lot through this assignment, especially on teamwork, cooperation and time management. We also have a better understanding on job satisfaction. This experience enables us to cope with issues related to job satisfaction in a better way in future.

Besides, we want to present out sincere gratitude to our supervisor, **Puan Che Natheera** for her continuous guidance, support, encouragement and valuable advice throughout the whole process of completing this research project. We thank you for his assistance and time spent during and outside consultation hours. She had been very helpful in guiding us to complete this research project.

In addition, we want to say a big thank you to all our respondents. They had been very supportive and cooperative. We would like to thank them for their valuable time spent on completing our survey. Throughout this research project, our friends and family have played very important roles too. They are always ready to lend us a helping hand and provide us with moral support throughout this research. Therefore, we would like to express our gratitude to them as the proect might not be completed without their support.

Last but not least, we would like to show our highest appreciation to each member of the group. Thank you for the cooperation, patience and support on each other throughout the process of completing the research. We had learned a lot from each other. All efforts and scarification by all members will not be forgotten.

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PREFACE

The research study is one of the important components which must be conducted in our course, Bachelor of Business Administration (Hons). In the other words, the research study is essential for us to conduct in order to complete our degree course at University Tunku Abdul Rahman (UTAR). The research topic is “The Impact of Motivation on Employee’s Job Performance In Prudential Assurance Company”.

In the research study, 5 important independent variables are selected that have influences towards the job performance of the employees in Prudential Assurance Company. These independent variables are reward, promotion, flexible scheduling, training and working environment. These selected independent variables are the possible factors that might influence the employees’ job performance in Prudential Assurance Company.

ABSTRACT

Employees' job performance has been found decreasing and fluctuation changes from time to time. Therefore, awareness on issues related to employees' job performance is getting concern from other researchers due to lack of previous studies done for it. The main objective of this research is to study the relationship between reward, promotion, flexible scheduling, training and working environment toward job performance in the selected Prudential Assurance Company.

In this research study, 300sets of questionnaires were prepared and distributed to the targeted respondents who are working in Prudential Assurance Company, Seberang Jaya, Penang. After the data were collected, SAS software Version 9.4 was used to testing the data in order to generate the final result. In the end, the final result shows that there is significant relationship between reward, promotion, flexible scheduling, training and working environment towards job performance.

Chapter 1: Introduction

1.0 Introduction

Every organization required human resources to manage the organization's operations in every levels and departments. The performance of employees is always the primary factor in affecting the organization success in every industry. Therefore, this research is conducted in the purpose of explore and understanding the factors what affect the employee job performance in Prudential Assurance Malaysia Berhad, Seberang Jaya, Penang.

The first chapter is an introduction part related to the general view of the research project. In Chapter 1 of this research, the researchers will describe the research background, and identify problem statement that consist of situation of problems that related to the research topic and discover the possible factors that impact on employees' job performance. Furthermore, the chapter is covered the research objectives and questions, level of significance, hypotheses setting and the overall research structure and chapter's conclusions.

1.1 Research Background

In a same industry context, a company is able to differentiate themselves by improve on their material, needs, goods and services compare to other countries and to other competitors. However, human resource was the assets that cannot be easily replace and change as employee would only be more capability and perform well only when they are placed in a right position (William, 2010). Apart from that, employees are considered as a very important 'tools' to help the company and organization to achieve more in their business.

Many researches have been done to analyze the relationship between motivation and job performance. In deep, motivation is the best tool for job performance. Motivation will lead to the fact that workers and employees of an organization that done his or her duties in a responsible and serious way (Azar and Shafiqhi, 2013). In addition, employees that work in service industry such as insurance agents are in charge of interaction with potential clients. Besides, they are also responsible in carry on the sales of company's product and services. In this sector, the employees' performances generally interdependent with service quality. Therefore, the employees are one of the factors which are able to affect the company's image into customer mindset through their behavior, attitudes and experience.

According to the population statistics in Malaysia, there are 31.2million of population in 2015 ("Current Population Estimates", 2016). In Life insurance industry, there had provided life protection to nearly 12.5million of lives and still increasing moderately (Leong, 2016). Based on the records, the life insurance industry is serving almost half of the Malaysia's population in today. Thus, we can say that insurance industry is a huge industry that contributes most of the growth in Malaysia.

Besides, there are a lot of big players in Insurance industry Malaysia. For examples Great Eastern, ING, AIA, Allianz and others along with 17 life insurance companies and 36 general insurance company registered under Life Insurance Association of Malaysia (LIAM) and Persatuan Insurance Am Malaysia (PIAM), showed an intense competitive environment in Malaysia ("Members Companies", 2014) and ("Persatuan

Insurance Am", 2016). In term of offering similar products and services to the market, consumer would be more likely to purchase the products and services with agents that have more motivated instead of negligent.

In this research, the researchers had chosen Prudential Assurance Malaysia Berhad in Seberang Jaya, Penang as the targeted research company. Prudential Assurance Malaysia Berhad is one of the top insurance companies that are more emphasize on life assurance industry. The reason behind of the researchers chosen this company as the company has the intention to expand their workforces. The company might try to improve their service quality that employees carry out by increasing the workforces. The activity of Prudential in expanding workforce is related to the research topic which is measuring the employees' job performance. Besides, the location of the company is very favorable to the researchers. It is because most of the researchers are from Penang. In addition, the selected company consists of most of the departments especially agency department which is the targeted respondents of this research. It is very convenience for the researchers to collect information and data.

In shorts, the employees' behavior and attitude on works are critically important factors that influence the job performance on their given tasks. Besides, their passionate on their job would be one of the determinations that affect the sales of the company and customers perception towards the company image. Therefore, the researchers are interested in figure out the impact of motivation on employees' job performance in Prudential Assurance Malaysia Berhad.

1.2 Problem Statement

Many researches have been done regarding the impact of motivation on job performance in particular industry in other countries. However, research regarding the impact of motivation on job performance in insurance industry had never been done. Therefore, we would like to investigate how motivational factors influence on employees' job performance in Prudential Assurance Company.

The main problem that most organizations face is whether the organization staffs are motivated to perform at their jobs and whether employees find their work interesting and meaningful (Lawler and Worley, 2006). Organization performance is led by employees that have motivation in doing things right and doing the right things. Therefore, motivation is a driven force that helps a person in achieving targeted goals. High productivity is a long-term benefit from motivated employees. Motivated employees are valuable assets that provide significant value to the organization to maintain and strengthen the business and earnings growth. This paper attached to the impact of study on employee motivation. This research is designed to help Prudential Assurance Malaysia Berhad to aware on motivation that bring impact to employees' job performance.

Malaysia service industries are having a strong growth especially for insurance industry. According to the Life Insurance Association of Malaysia, the industry had contributed of 2.8% with totaling RM 26 Billion to Malaysia's Gross national income in 2013. Generally, the industry had provided the life safeguard to 12.5 million of living in year 2015 with an increase of 129,015 compare to preceding year (Leong, 2016). The rise of life insurance protection to lives is reflecting the self-awareness of Malaysians on the significance of life insurance protection. In the other hands, according to statistic Malaysia and the news from The Star Online in 2016, the life insurance only cover the 40% of Malaysia population, which means that less than half of the Malaysia lives applied life insurance. To keep step with the strong growth in the industry, the employee's performance in serving the huge consumer market is seems to be significant to satisfy the major customer needs (Leong, 2016).

In order to fulfill the huge market needs, there a lot of insurance companies had incorporated in Malaysia. This indirectly formed a competitive environment for insurance companies as they are offering the same products and services. In Malaysia, there are consists of 17 Life Insurance companies that register under LIAM ("Members Companies", 2014) and 36 general insurance companies that registered under PIAM ("Persatuan Insurance Am", 2016). The life insurance workforces had grown up to 80,000 people in Malaysia. In seeking differentiation of the insurance companies, the quality of human resource management had become valuable revenue generate assets in playing a major role on increasing the company's sales and income.

Like any other business, high quality business is heavily rely on how well of their employee's performs. The employee's motivation level is able to determine their performances on tasks given, in terms of speed, task performance and choice (Tour éTilleryand Fishbach, 2014). In 2014, The Prudential Assurance company had 17,500 employees and tends to expand their workforce to 27,000 employees by 2018 (Tan, 2014). Unfortunately, Prudential Assurance Company is losing 300 employees in every month and has to recruit the similar amount of people to maintain its strength (Saraswathy and Chakraborty, 2012). Employees leaving from company might result from various factors including motivation. Furthermore, according to the survey by Towers Watson and Willis (2013) had state that turnover rate in financial industry has been increased significantly from 7.4 percent in year 2012 become 13.3 percent in year 2013. It results from the negative grow of insurance's industry salary increment rate from 5.5% to 5.2% in year 2014. Therefore, one of the reasons regarding to high turnover rates might because of motivation that company provides to their employees, thus this research would like to study the motivation that bring any impact to employee's job performance in Prudential Assurance Malaysia Berhad.

Besides, there is no limit of an insurance agent can earn. An insurance agent's salary might heavily depend on commission. In the other words, agents with higher productivity are able to produce higher salary or income and vice versa. This form of commission based income is needed high motivated insurance agents to employ (Harold and Heinz,1990.).

To build up the competitiveness in the insurance industry, future planning had to be made in order to improve their human capital. A quality of workforce is correlated with the high performance of the company. According to Deloitte Financial Report, Insurance industry would be having human resources shortage crisis at all level of employees. Based on the report, the average age of an insurance agent is 47 with around 60% of insurance agents are above than 45 years old. It reflects the industry is currently or might facing employee's shortage due to looming in retirements. Furthermore, the replacement of new workforce into insurance industry is seems to be difficult as insurance agents are required a period of training and sit for the exam before they are qualified to become an insurance agents and build their income (Deloitte, 2006). In addition, workforces might attract by other industry with more attractive and convenience in entering the industry. Therefore, retention and improving job performance of currently owned employees would be crucial to the company for sustainability and survival.

All of that reason will lead to low productivity in sales and decrease the employee's motivation. Hence, the research is identify the influence of motivation to the employee's job performance in Prudential Assurance Malaysia Berhad and what should be company done to get the employee motivated and retained so the productivity of company can be attained.

1.3 Research Objective

1.3.1 General Objective

This research intention is to examine the relationship between motivational factor which are include rewards system, promotion, flexible scheduling, job training and work environment that affecting the employee's job performance in Prudential Assurance Malaysia Berhad.

1.3.2 Specific Objective

- 1) To determine whether the significant relationship between rewards system and job performance exists in Prudential Assurance Malaysia Berhad.
- 2) To determine whether the significant relationship between promotion and job performance exists in Prudential Assurance Malaysia Berhad.
- 3) To determine whether the significant relationship between flexible scheduling and job performance exists in Prudential Assurance Malaysia Berhad.
- 4) To determine whether the significant relationship between job training and job performance exists in Prudential Assurance Malaysia Berhad.
- 5) To determine whether the significant relationship between working environment and job performance exists in Prudential Assurance Malaysia Berhad.

1.4 Research Questions

Below shown the question of the research:

1. How does rewards system affect employee's job performance in Prudential Assurance Malaysia Berhad?
2. How does promotion affect employee's job performance in Prudential Assurance Malaysia Berhad?
3. How does flexible scheduling affect employee's job performance in Prudential Assurance Malaysia Berhad?
4. How does job training affect employee's job performance in Prudential Assurance Malaysia Berhad?
5. How does working environment affect employee's job performance in Prudential Assurance Malaysia Berhad?

1.5 Hypotheses of the Study

Hypotheses 1:

H0: There is no significant relationship between rewards system and job performance.

H1: There is a significant relationship between rewards system and job performance.

Hypotheses 2:

H0: There is no significant relationship between promotion and job performance.

H1: There is a significant relationship between promotion and job performance.

Hypotheses 3:

H0: There is no significant relationship between flexible scheduling and job performance.

H1: There is a significant relationship between flexible scheduling and job performance.

Hypotheses 4:

H0: There is no significant relationship between job training and job performance.

H1: There is a significant relationship between job training and job performance.

Hypotheses 5:

H0: There is no significant relationship between working environment and job performance.

H1: There is a significant relationship between working environment and job performance.

1.6 Significance of the study

This research is important for providing a better view of factors which affect employees' job performance in Prudential Assurance Malaysia Berhad. It contributes insight on how proper motivation can enhance the job performance in Prudential Assurance Malaysia Berhad. Furthermore, this research is not only beneficial to the workers of insurance industry and also can apply in any other industries in the world. This study will give a brief description on different significance of study in related to five independent variables which are include reward system, promotion, flexible scheduling, job training and working environment.

Due to this research, it is useful for the improvement of insurance industry as it can help the organization to deal with better rewards systems. Thus, employees would more motivate to contribute in their performance by providing better services to increase the organization profits. Besides, motivation also can assist the organization more understanding and structuring the work environment to set up the productive behavior and exclude the unproductive behavior and performance within the employees and managers. This research might assist managers and workers to realize their obligations towards the performance of organization. This study would assists to restore the organization in better functional status and ensure the effective and smoothing existence in the purpose of increasing the performance and reputation of organization.

In a nutshell, this study is useful for Prudential Assurance Malaysia Berhad to determine the suitable motivation in improve and maintain their employee's job performance.

1.7 Chapter Layout

The research paper comprises 5 main chapters:

Introduction

This part is mainly outlines and provides an overview of the study context as well as explaining the research problem. Besides, the independent and dependent variables are proposed in this chapter. In short, chapter one is made up by chapter structure, research introduction, background, objectives of research, problem statements of research, hypothesis of research, questions set in the research, significant of research, and the chapter conclusion.

Literature Review

The literature reviews include comprehensive assessment and examination of the published and unpublished information related to the subject matter which is obtained from someone else's primary result which also known as secondary data sources such as network, journal articles and periodicals. In short, Chapter 2 includes the introduction of the part, review of the article, journal and literature, review the relevant theoretical framework and model, the proposed research conceptual framework, hypotheses development and the chapter conclusion.

Research Methodology

This part explains the ways research is conduct in terms of operational definitions, research design, sampling design, data collection methods, measurement scales and methods of data analysis. In this chapter, the relevancy of data obtained will be analyze and test by make use of the SAS software.

Research Results

In data analysis this chapter would deliberate on the results acquire in the questionnaire. The hypotheses, research objectives, and problem established in chapters three will further in more details in chapter four. Statistical Analysis System (SAS) Enterprise Guide 7.1 is used to check and inspect the findings and overall results from chapter three. Figures and tables are used to depict the results analyze.

Conclusion and Discussion

Lastly, the discussions and conclusions chapter composes implementation, limitation recommendations and suggestions. It basically reflects the overall conclusion for the research. The limitations of this research study are considered and able to provide better suggestion and platforms for future researches.

1.8 Conclusion

In a nutshell, this chapter had presented summary structure and background of our research including the important motivation toward employees and growth of insurance industry in Malaysia. Besides, the chapter was also noted down the problem statement of our research. In addition, the hypothesis of our research had been formed in this chapter based on the research's independent variables (IV) and dependent variables (DV) for identification of the significant relationship between both of them.

Next chapter will discuss more on the research topic by reviewing researches done in the past which are related to our research topic, independent variables and dependent variables where provide more better understanding and insights on this subject will be developed.

Chapter 2: Literature Review

Chapter 2: Literature Review

2.0 Introduction

Chapter 2 is reviewing and examining literature review of relevant model for this study. First part of the chapter begins with a literature review on employee motivation. The second part is about the factors that affect employee work performance. This chapter concludes by presenting a theoretical framework for factors influencing employee motivation toward employee work performance in insurance industry.

2.1 Literature Review

Independent Variable: Motivation

Motivation is refer to proceed and relate with individual and its organization position. (Wade and Tavis, 2008). Motivation also defines as attribute that influence an individual behavior (Paraphrasing Gredler, Broussard and Garrison, 2004) and is characterized by willingness and volition (Guay et al., 2010, p. 712). The potential of individual can be exploiting and having performance that is above the expected level of their ability along with motivation. (Snell, 1999)

Motivation is also involving the processes of individual perseverance which means the level of individual can contribution and continue maintain its effort toward the goals (Brehm, 1989). Motivation is also related to cognitive engagement, which mean the voluntary of individual in self-regulated learning such as focus, communication, planning, and monitoring” (Turner, 1995).

In order to motivate an individual in work situation, their need must be exist and identify (Ajila, 1997). The need theories are:

A. Maslow's hierarchy of needs

Maslow's hierarchy of needs is the common theory to identify with. Maslow had provided five differences levels of individual's needs. Once each stage or level of need had been satisfied of the hierarchy, it will influence individual behavior. Individual behavior tends to move forward for the need to proceed to next level up the hierarchy.

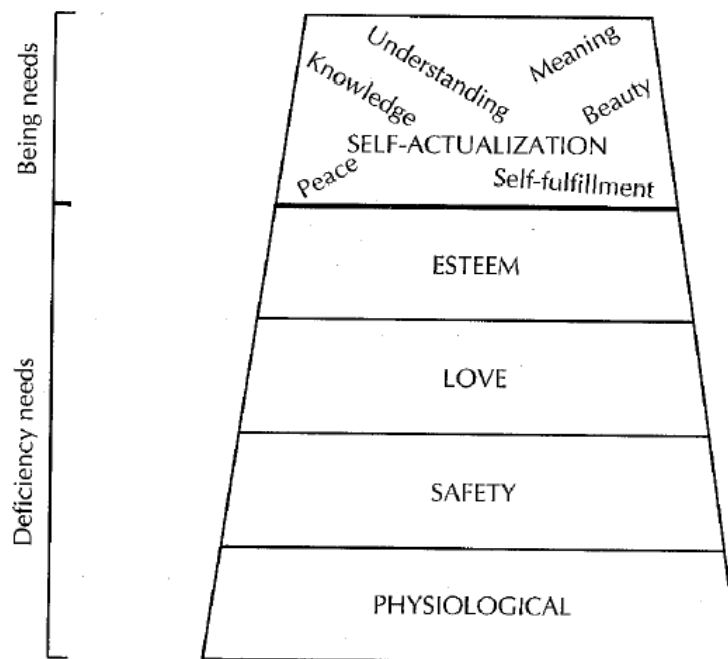


Figure 2.1 Maslow Hierarchy of Needs. Adapted from Goble, The Third Force
According to Maslow's theory, there are four types of deficiency needs that must be satisfied in order for growth to occur.

Psychological needs. This is the first level of needs. It refers to basic needs such as food, warmth, clothing and shelter. Maslow stated that there are no different in this level of needs. To fulfill physical needs, organization must provide employee sufficient salary for living condition. After physical needs are met, individual will tend to have safety needs (Kaur, 2013).

Security needs is second level of needs. Security needs is refers to individual that seek for the stability and consistency after reached certain psychological comfort (Griffin, 2003). Besides, it also refers to the secure and safe in working ambience.

Next, Social needs is the following level of needs. Employees tend to proceed to this level once they can secure themselves. It refers to relationship with the people surround is tend to build up such as love and intimacy. Organization can help fulfill social needs by organize event and encourage them to participate event from the society.

Self-esteem needs are the needs that rank at four. It refers to the desire of love and the recognition to be accepted and valued by people surround such as achievement, reputation or respect. Organization can help employee fulfill self-esteem needs by giving annual reward or recognition in front of others employee.

Individual tend to maximize their potential only after they had satisfied their basic deficiency needs. Finally the ultimate goal and the last level of need will be self-actualization. It refers to the desire to become the final and fullest form that one is capable of becoming (Griffin,2003). Besides, it also concern regarding personal growth meaning in life and self-fulfillment.

B. McClelland's learned needs theory

Besides, McClelland's theory is focus on the unusual needs of individual in the organization (Beach, 1980). This theory is used for the higher status and oriented individual. There are several needs had been concluded and acquired through learning and experience (McClelland, 1987).

The first needs are needs for power can divide into two types. Individual needs for power refer to an individual having the desire for power to control and direct the behavior of others. Besides, institutional need for power is exist in the organization, it means individual needs empowerment in order to direct others employee towards the organization goal.

The second needs are needs for affiliation that refer to desire to develop and improve the relationship with people surround. Individual with this need will prefer works that faced with external people than the employee in the organization.

The third needs are needs for achievement that refers to behavior toward the standards of excellence. Individual with this need will require feedbacks in order to improve their achievement and will choose low risk in order to stable and make them reached the achievement.

C. Type of Motivation

According to McCornick and Tiffelin (2007), motivation of individual can be divided to extrinsic and intrinsic motivation.

Extrinsic motivation is refer to jobs that are governed and influence by reward and reinforcement contingency such as remuneration, work condition and promotion.

Intrinsic motivation is also called as psychological motivation such as personal interest, enjoyment because work is challenging and interesting, and pleasure such as appreciation, recognition, feeling treat and caring

D. Herzberg's two-factor theory

Based on motivation that retrieved from Herzberg's two-factor theory, first factor is motivators factor that can create job satisfaction by include achievement, recognition autonomy and others intrinsic aspects.

Another factor will be hygiene factors that can reduce job dissatisfaction by creates a suitable work environment and it will be required more for lower level in Maslow hierarchy. Typical example of hygiene factors are salary, company policies and administration, and working condition (Saiyadain, 2009).

Two theories should work together in order for employee to motivate toward organization goals. For example, employee with high salaries and great working conditions still lack of motivation. Herzberg's two-factor theory is successful in paying attention and focusing on matching the job task with employees interest (Spector, 2003).

E. Fifty-fifty theory

This theory is similar with Herzberg's two-factor theory. According to **fifty-fifty theory** that develops by John Adair, company performance would be influence by motivational factor. It also stated that the first fifty percent of motivation is come from an individual and the second of fifty percent will be affected by the ambience. Within this theory, it stated that leadership is essential and having a key role in motivate employee.

F. Process Theory of Motivation

Extrinsic Factor Affecting Process of Motivation

Reinforcement Theory

Reinforcement theory is also known as behaviorism. It stated that all behavior and achievement was believed to be governed by reinforcement and stimuli are used to control behaviors.

Reinforcement can be dividing into:

i) **Positive reinforcement**

Consequences that improve response and encourage the repetition of desired behaviour that wanted by organization. Organization usually promotes the reinforcement such as promotion to increase the probability of a given behaviour.

ii) **Avoidance learning**

It is also known as negative reinforcement. It refer the uses of negative reinforce to increase the repetition of certain desired behaviour of respondent. For example an electric current set within a box which brings uncomfortable stimulus for the rat. The rat unintentional contact with the lever and learned that this could switch off the electric current. The rat learned and it went straight to the lever and turn off the current after few trials. (McLeod, 2007).

iii) **Punishment**

Actions or ways by creating negative consequences that designed to reduce undesirable behaviors of a particular individual behavior.

iv) **Extinction**

It refers to the removal of positive reinforcement or rewards for undesirable behaviours. For example a supervisor instructs other employees to ignore disruptive employee non work-related comments. The response from his co-workers is the uncomfortable stimulus to maintain his behaviour and he becomes more productive as a result.

G. The Model of Job Characteristics

Hackman and Oldham developed Job Characteristics Model. It stated that job enrichment are closely associated to improved job satisfaction, motivation, and work performance. This model are listed out five main factors of job dimensions that influence three critical psychological states, which will then affect an individual and job performance.

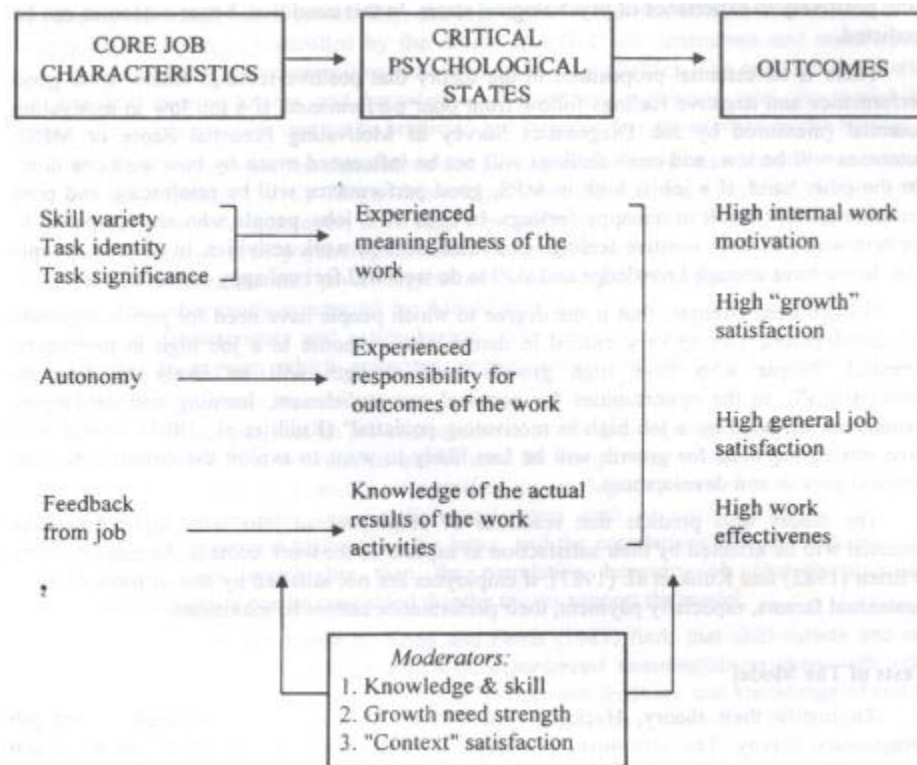


Figure 2.2: The connection between main factors of job dimensions, critical psychological states and individual and job performance. Adopted from Hackman and Oldham (1974) Job Characteristics Model

The five main factors of job dimensions are:

Skill variety refers to the degree of worker's skills and abilities required when performing job that contains a variety of different activities.

Task identity refers to the involvement of employee in the whole process of tasks from initial stage to final stage of the production process.

Task significance refers to the result of the job are having a significant impact and meaningful to the organization.

Autonomy refers to freedom and independence that given to a worker when scheduling tasks and establishing procedures to carry out their work. The employees will be more responsible and put extra effort to make his work performance and result become excellent.

Feedback issued when employees want to investigate or rate the work performance after a job is done. The feedback should be direct and clear.

H. Intrinsic Factor That Affecting Process of Motivation

Equity theory is emphasis on fairness that exists in organization (Adams, 2003). If the employee considers his contribution and reward is equal to with other colleague, a state of equity exists. Besides, the equity theory also shows that attitudes, beliefs, and perceptions can affect motivation.

Expectancy theory is surrounded by concept of valence, expectancy and instrumentality. From the view of Victor Vroom, motivation is a product that anticipated value for a person action. (Vroom, 1964)

Expectancy is the chance a specific action that essential for required result. Valence is the strength an individual preference for an outcome and it had been dividing into positive strength that intent for promotion and negative strength such as fear of demotion. Employees who have the expectancy will estimate the chances of success and able to lead several of results.

Goal setting theory is refers to the process of individual attempt to accomplish certain object or aim of certain action (Locke, 1968).

Goals can be subdivided into mastery goals that aim for the sake of learning and intrinsic value improvement.

Performance goals are objective set for specific duties tasks which can be related to extrinsic motivation (Broussard and Garrison, 2004).

2.1.1 Reward

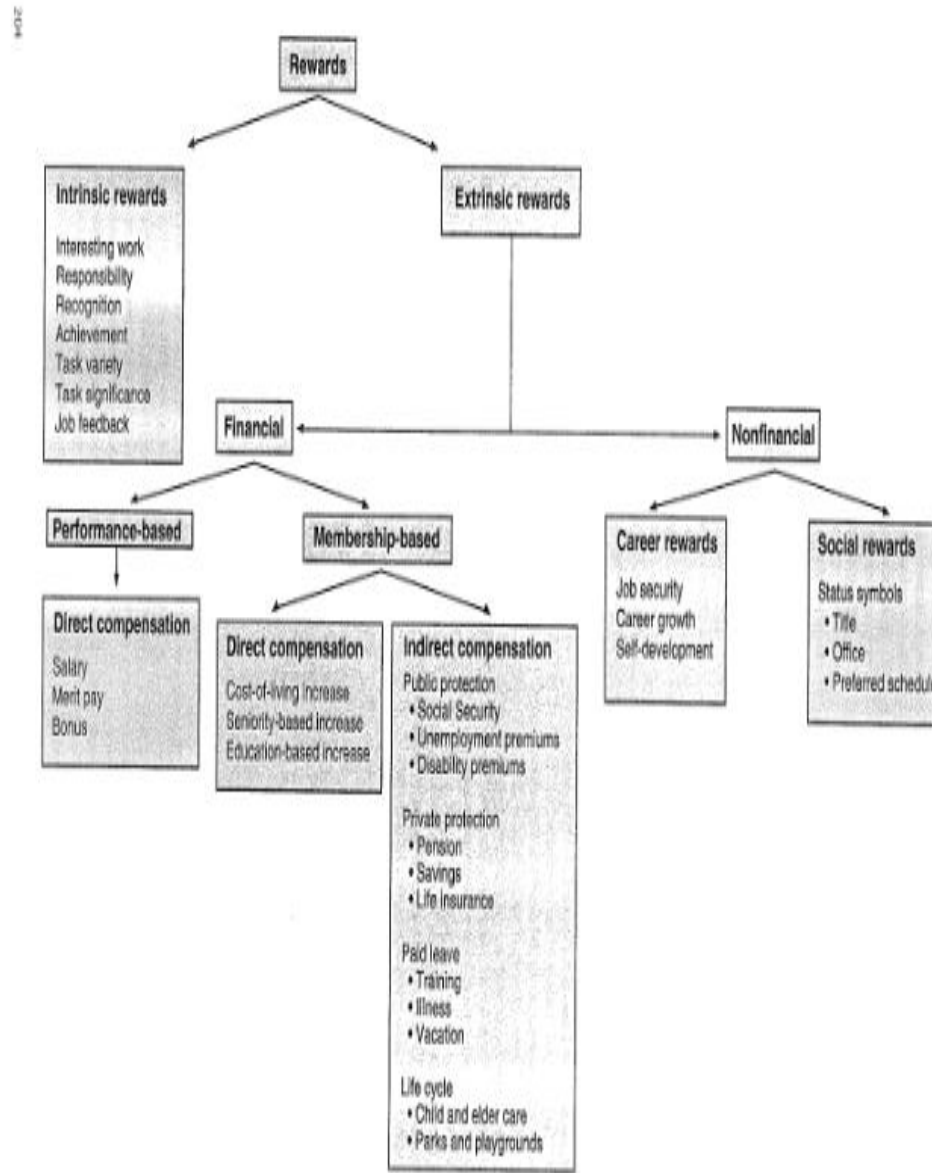


Figure 12.1 Classes of organizational rewards.

Figure 2.3: Classes of organization reward system. Adopted from: P. Chelladurai (2016) *Human resource management in sport and recreation*, pg.204

Reward is offers for the exchange of employee contributions (Chiang and Birtch, 2008). Organizations regularly provided financial rewards to reduce and avoid dissatisfaction from employees. However, it could motivate for employees in the short term period only. (Mossbarger and Eddington, 2003).

Rewards can be dividing into extrinsic reward and intrinsic reward. Extrinsic are tangible and connected to the tasks that completed by employee for example salary pay or promotion. Intrinsic rewards are intangible and able to fulfill employee psychological needs such as appreciation, job enrichment and job rotation.

Extrinsic reward can be divided into financial reward and non-financial reward. Both of them could bring positively impact to improve the job performance of employees (Luthans, 2000). Financial reward is the reward that evaluate by performance such as salary, gratuity and allowance. Non-financial rewards are non-monetary based and acceptance by organization such as job security, career growth and status symbol.

An individual to be motivated in workplace must first have needs, therefore different employees have their own need of rewards (Ajila,1997). Employees possess with physiological, safety and social needs are sufficient to fulfill with external financial reward such as cash. La Belle (2005) .While employees that have possess esteem needs and self-actualization will be motivated by external non-financial and intrinsic reward such as recognition, career advancement or personal growth.

Besides, external financial rewards and can be divides into performance and membership based compensation. Performance-based compensation such as salary and incentive is linked directly to performance after evaluation. Membership-based compensation also called fringe benefits is an indirect method of compensation that allocating reward based on the increase of employee seniority or education. It is also employee benefits in various form of cash pay (Armstrong 2009).

Non-financial rewards are tangible but might not in monetary form, it is provided and controlled by management (Chiang and Birtch, 2008). Non-financial rewards are important because employee nowadays will seek for other return that meaningful for their effort rather than monetary value (Millmore, 2007).

2.1.2 Promotion

Promotion is about employee shifting to a higher significance position and higher compensation. When the employee moving upward in the hierarchy of the organization, the task of becomes variety and significant, it will leads to responsibility enhance. (Edward P, 2000). Internal promotion in organization is an important motivator and can be used as incentive tools for job performance (Herzberg, 1986).

Promotions able to provide a positive economic and psychological reinforcement for employee and job performance will be one of the key factor and criteria for promotion. (Sheridan, 1997).

Motivation is the combination of various processes which affect and guide employee toward specific goal (Baron, 1983). Financial reward are not only an exchange value between employee and, but it also represent the recognizing an individual's worth, it able to improve employee self-esteem, and symbolizing status in the organization (Armstrong, 1996).

Intrinsic rewards such as recognition should provide to employee for their quality contribution. Promotion also represents the recognition of employee performance. It consists of personal attention, expressing interest, appreciation and approval to employee (Robbins, 2003). However, promotion on the job is more important than fixed income (Clark and Oswald 1996). When the promotion chances are getting higher, it will lead the higher job performance and job satisfaction of employees (Pergamit and Veum, 1989).

The promotion system can be divided into four types (Burton and Obel, 1995). Merit-based system is refers to common system that employee must reach the target performance for job promotion or highest rank of employee performance will be promotes, it can help improve job performance by create fair competition among employee (Lazear and Rosen, 1981). Up or out system often found in military, it involves loss of job and for poor performance. Therefore, when the number of candidate increased, the probability of having a superior performer will be available for promotion. Seniority based system is refer to promotion that based on work experience in the organization. Random promotion system that are free from others three method and means for the choosing of candidate through randomly.

2.1.3 Flexible Scheduling

Employees are able to focus on at the number of roles in competitive working environments nowadays in order to create a healthy work life balance. The definition of flexibility has been researched from different standpoint. Flexibility is able to improve adaptability, this function is suitable for changing user by simply changing its property and able to have reorganization because of the technology (Arge, 2005).

Technology, economy and social lifestyle in environments have brought the trend of flexible working time in the organization. Past research had stated that increased workload by company had caused employee personal and family issue (Mary and Chris, 1998). Especially for office ladies, they should have balance in their life between work and responsibility to the family (Smith, 1993). After the adaption of flexible working hour schedule, children will be more the secure on security and education (Cook, 1992). Currently, woman employee pregnant leave in the public sector had been extended from ninety days to maximum five years by Malaysian Government (Utusan Malaysia, 2007).

Starting from 1st May 1998, Federal Territory of Kuala Lumpur has carry out working schedule with flexible and named by Staggered Working Hours (SWH). Reason

behind of this move is to enhance quality of service and spread the duration of the service to public. This is a valid method to expand the productivity without hiring a huge amount of labor force to complete the tasks. (Cushway, 1994).

Researcher has discussed three broad categories of flexible work arrangement that are flexi-time that bring facilitate in scheduling, tele-homeworking that facilitate in location and part time that facilitate in length of the work. These arrangements able to adopt individually and/or combined (D. Posseried and J. Plantenga, 2011).

2.1.4 Training

Training is defined as the designed program to modify employee behavior for the improvement of employee abilities, skills and knowledge relevant to work effectively (Gordon, 1992). Training is described as the learning process which able to temporary change employee ability for the efficiency and effectiveness on job performance (DeCenzo and Robbins, 2000). However, training must be design properly in order to effective improve or enhance employee attitudes, knowledge, skills and social behavior. According to Dessler (2008), training is providing employees enhance their ability in order to perform at their jobs and can build a good reputation of the management team.

In short, training is tried to improve employee present or future performance. It is essential for both strange and present employees (Ivancevich, 2010). Besides, training is can provide guideline for the desired behavior of employee toward the organization goals. Training is relevant with current job skills and abilities as well as having a current orientation to help employees master their abilities and skills.

Training is important potential motivators which can provide short-term and long-term benefits for employee and organizations. It is because training is designed and intends to help employee acquire and enhances their job knowledge, skills and attitudes towards the goal setting of organization. It is useful to improve employee

morale and quality, thus it can reduce cost of production, turnover rate, and improve employee responsibility that linked to the chance for extra reward and promotion

Two type of training method can be used for training and developing skills for employees which are job training during work time and job training during off time. Job training during work time may be conducted during the normal working hour and venue. It involves the teaching, mentoring and coaching by experienced trainers or employee in the organization (Armstrong, 1995). job training during off time is conducted by sending employees away from their formal job scope and working environments such as conferences and role playing. Therefore, employee can put full concentration in the training and bring better effect on employee job performance.

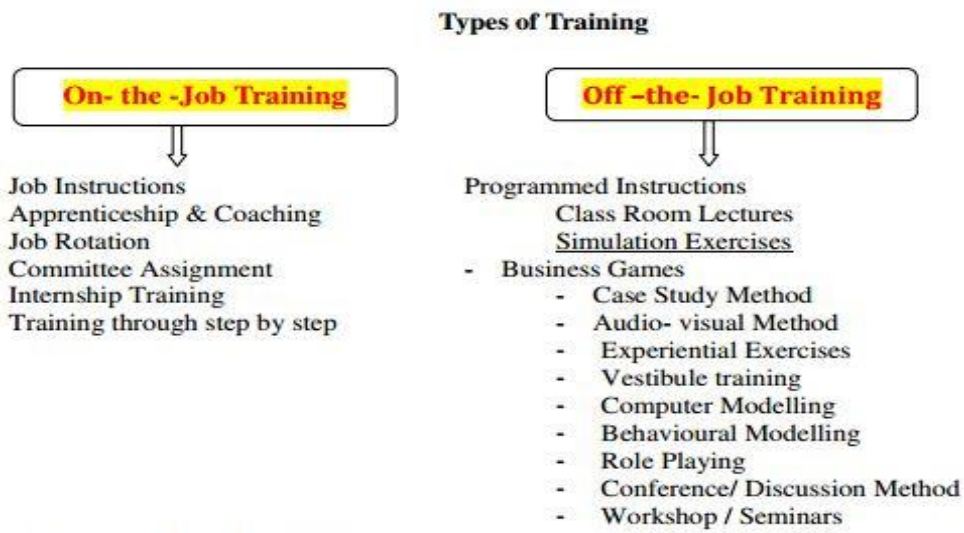


Figure 2.4: Types of training. Adopted from Researcher's Contribution

2.1.5 Working Environment

A Superior, supportive, attractive and safety working environment could bring lots of benefit to the organization. Those benefits are organization could attract lots of skillful and knowledge employees, increase the retention or even minimize the turnover rate in the organization, and maintain the healthy workforce of employees. Moreover, a superior, supportive, attractive and safety working environment could enable healthy employees to perform effective and efficiency, making a great use of their skills and knowledge with other resources to increase the job performance.

Working environment can be separate into two components which are physical and behavioral. Physical components consist that the employees have the ability to connect with their office environment physically. According to McCoy and Evans (2005), physical working environment is playing an important role to the organization and employees. McCoy and Evans (2005) also stated that organization should prepare a proper physical working environment in order employees could perform effective and efficiency without getting stress by getting their job done. McCoy and Evans (2005) stated about employees that stress in the workplace will high potentially get their job done slowly and it will affect the performance of the employees. Furthermore, McCoy and Evans (2005) also mention that a good organization that strong physical working environment could help employees to increase their relationship and network inside the workplace.

According to Visser (2007), the employees could perform with their full energy and attention by having a good working environment. Besides, the behavioral environment consist component that how of the employees could communicate with each other well and the result of how the environment of office could affect the employee's behavior. Stall also stated that employees will work more efficiently where the office design meet employees need. Besides, Haynes (2008) stated that physical working environment could fall into two classifications which are office layout and office comfort. The main function of office layout is smooth the uses of the office work while office comfort is matching environment of office to work

process. Although that, Haynes (2008) also stated that behavioral environment classify into two main components which are interaction and distraction.

Regarding the survey conducted by Brill, he stated that the physical design of office building could bring 5 to 10 percent of the improvement in productivity and lastly increase in employee's job performance. According to Scott, the conditions of the working are link with the employees' job involvement and the satisfaction of their job. Furthermore, many researches also agree that the safety and healthy working conditions would affect the job performance of employees. Apart from that, there are many studies are found that the motivation, job satisfaction, job involvement, job performance and lastly health have been connected with the working environment of the organization. Therefore, employers should provide proper working conditions to employees in order to reduce stress and increase productivity.

Moreover, research has proven that environment of the working has a direct impact on the employee's job performance.

1. Goal-Setting

Employees get themselves involve in goal setting and performance measurement for their job. This can be happen between employee and managers or supervisors informally. Although that, (Erez et al, 1985) stated that the goal must be more specific than generalized because specific goals are more effective compare to generalized goals. Besides, difficulty of the goals will lead to a greater performance compare to an easy goals. Moreover, Latham's report also stated that employees should provide relevant feedback for effectiveness of goal settings. Moreover, Kiesler, (1978) also stated that employees in groups that clear with goals are more likely communicate with each other compare with employees that are not clear with their goals.

2. Performance Feedback

Performance feedback is an exchange of the information and the process of solving conflict within in the organization. Feedback consists of both positive and negative. The feedback is consisting of what employee is doing right or wrong in order to improve performance. The feedback must be as objective as possible while delivery to employees by appropriates interpersonal and some conflict solving skills. However, while manager or supervisor is giving his / her feedback or any requirement, the employee should give back on what his/her expectation or feedback on the task

3. Role Congruity

Employees have their own role or task in the organization. The role or task of the employee should be given by the manger or supervisor (Chandrasekar, 2011). Besides, they are requiring that their performance in the organization must be consistency with their expectations. Employee's performance should be consistent and reach the expectation of the employee's immediate supervisor.

4. Defined Processes

According to Chandrasekar (2011), defined processes are the responsibility of the organization to explain the workflow by documenting and communicating. Lots of customer complains, errors and defects show the result of poor process management. Managers or supervisor should communicate with employees about the expectation toward their works. Along with goal setting, employees could able to define and improve processes and it is a grateful opportunity for engagement.

5. Workplace Incentives

The organization should determine which ways would motivate employees to performance better for example rewards. Organization should provide reward by set up two types which are formal and informal structures to those

employees who hit the target of the performance. Some of Malaysia report said that organization should provide some motivate for example gets a job promotion, compensation, and other benefits in order to increase employee's satisfaction of their job. According to Chandrasekar (2011), rewards such as assignment that challenging and others must be attractive in order to attract employees to achieve their goals.

6. Supervisor Support

Sometimes employees couldn't finish their job without a support from the manger or supervisor. Manager or supervisor should act as mentor so employees are manage to collect the required data or resources in order they could perform well with full information. Immediate manager or supervisor should show their interpersonal skills to employees in order to have some engagement with them. Interpersonal skills are verbal and non verbal communication, listening, negotiation, problem solving, decision making and lastly is assertiveness.

7. Mentoring/ Coaching

According to Chandrasekar (2011), Manager or Supervisor should provide recourses such as material, time and other information that employees required in order to enable them to perform in a greater way. Manager or supervisors is also need to act as a mentoring or coaching for employees in the organization. Manger or supervisor should motivate and provide guidance to employee for further improvement.

8. Opportunity to Apply

Each of employees has their right or chances to provide an opportunity to apply any positions in the organizations. Employers shouldn't look down instead of giving motivation on the employees from applying the different job position or from learning a newly skills.

9. Job Aids

Employers should come out job aids like provide a templates, guidance, models or lastly checklists to the employees for example Standard Operation Procedure (SOP) to employees. This is because templates, guidance, models or checklists could made employees job became easier. Besides, it also could help the employees to minimize error rate and reduce customer dissatisfaction.

2.1.6 Dependent Variable: Job Performance

First, there are several ways to separate performance which are employee performance and organizational performance (Otley, 1999). Employee performance is also categorizes by job performance. Otley is also stated that the organizational performance is not only based on the employee performance (job performance), but it is also based on the other factor such as working environment in organization. Furthermore, a great employee is needed as well in order to make the organization success. According to Ramlall (2008), employee's creativity, innovation and commitment are needed in order to make the organization success. According to Griffin et al. (1981), great employee's performance and the growth of the productivity from the employee are also important as well. It could bring some of the benefit like steady the economy which means increase the standards of living, increase in salaries, increase the demand of the goods available for consumption and etc.

Besides, job performance of higher level in the organization is a conclusive to the employees himself or herself (Hunter and hunter, 1984). However, the organization could recruit those employees that fulfill the requirement or abilities in order to obtain a better result of the organization. Besides, Vroom (1964) also stated that the performance of the employees is based on five factors which are knowledge, experience, abilities, personality and skills. Five factors that propose by Vroom (1964) had been agreed by many researchers including Hunter and Hunter (1984) as well. Although that, according to (Barrick and Mount, 1991), some researchers are argued

and emphasize on the personality. The researchers believe that employee's personality is more important than others that linked with the job performances. Moreover, according to (Furnham, Forde and Ferrari, 1998; Barrick and Mount, 1991) stated that it is important how to composed and measured on the employee's job performance.

Furthermore, job performance can be divided into process aspect and outcome aspect of performance. Hence, it is a multi-dimensional concept (Borman and Motowidlo, 1993; Roe, 1999). Process aspect refers to the action of employee in their job task and process of accomplish their target (Campbell, 1990). Performance is considering the specific behavior or action of employee in performing their job scope toward the goal set by organization. Outcome aspect refers to the result of employee behavior.

However, the outcome aspect is affected by external factor compare with behavioral aspect. For example, a salesman introduces his product excellently is behavioral aspect, but it still having a low sales amount because of the reducing demand of the product.

Besides, performance can be measure by from effectiveness that refers to the outcome of performance or efficiency that refer as the cost used to reached the outcome (Pritchard et al., 1992; Campbell et al., 1993). To improve organization effectiveness, there are two types of behavior that must be considered. Thus, Borman and Motowidlo, (1993) cited that performance of the tasks and contextual performance

Task performance is refers as employee's direct or indirect involvement in the process of manufacture goods from raw material to finished goods, providing service and supporting organization important function (Borman and Motowidlo, 1997; Werner, 2000). To encourage employee involvement, it should be linked to formal organization reward system. Therefore, employee needs to fulfill the requirement of organization in order to obtain the reward.

A proposed hierarchy of eight model of performance factor had been suggested by Campbell (1990) and five models is relevant to task performance that contains

specific job tasks proficiency, non-job task specific proficiency, oral and written proficiency, supervision of leadership position and management support.

Contextual performance is refers to the employee indirect effort and effect to organization functions. It is important in shaping organization culture, (Werner, 2000). Contextual performance can be divided into interpersonal facilitation that able to support colleague such as cooperation and job dedication that refer to employee self-motivation such as self-discipline or follow the instruction of organization or leader.

Relevant elements of contextual performance that able to bring effectiveness are organizational citizenship behavior (Smith et al., 1983) and extra-role performance (Van Dyne et al., 1995).

The differences between task and contextual performance are:

- (i) Task performance are refer more specific job scope and contextual performance activities are refer more general job scope;
- (ii) Task performance is can be predict based on the ability of employee, contextual performance can be predict by employee self-motivation and employee trait, characteristic, personality;
- (iii) Task performance is a formal job description, contextual performance is informal job description, not enforceable and normally not be rewarded by organization.

2.1.6.1 Measuring Job Performance

Nowadays, employee's job performance is vital to the organization. The data that collect from the employees could lead to the organization to understand well how the employee's job performance was. However, it is very difficult for the organization to measure it. According to Kostiuk and Follmann (1989), the data of the job performance that collect from the employees is highly subjective. One of the reasons that cause highly subjective is consistency of the employee's job performance in the organization is different and unstable (Bishop, 1989). Although most of the employers are believe that they could rate the employee's job performance of their employees, but it will be done in an inefficient and ineffective way. However, according to Bishop (1989) stated, it is possible to measure the job performance of the employees, but end up with a costly way. Although that, it seems that there are other alternative to evaluate employee's job performances.

According to Breugh (1981) stated that there are four different dimensions of performance to measure on the employees. The four dimensions of the performance are quality, quantity, dependability and lastly job knowledge. Hunter (1986) had combined the four dimensions of the performance theory by Breugh and five factors which are knowledge, experience, abilities, personality and skills from Vroom's (1964) theory. At last, Hunter (1986) came out with job performance scheme which able most of the employers to rate on their employee's productivity. The job performance scheme is shown below.

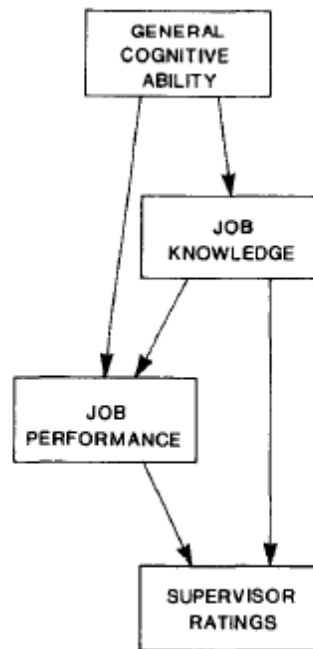


Figure 2.5 Job Performance scheme. Adopted from Hunter (1986)

Learning is important to have good job performance as well as general cognitive ability able to predict employee performance. (Hunter, 1986). General cognitive ability allows employers to rate on job performance of the employees. Hunter (1986) also stated that this is easier, effective and efficient way to measure job performance from the employees. However, Kostiuk and Follmann (1989) are arguing that those employees with a great abilities and working experience would increase the production rate twice than learning the job. Although that, Griffin et al. (1981) also proposed few alternatives to measures job performance as well. First alternative is using the method or formula of Bell. Mitchell and Umstot in 1976. Another alternative is measure job performance using the mean or average completed unit per hours for a day. However, it still has other alternative for the measurements on employee's job performance argue by Griffin et al (1981).

2.2 Relevant theoretical models

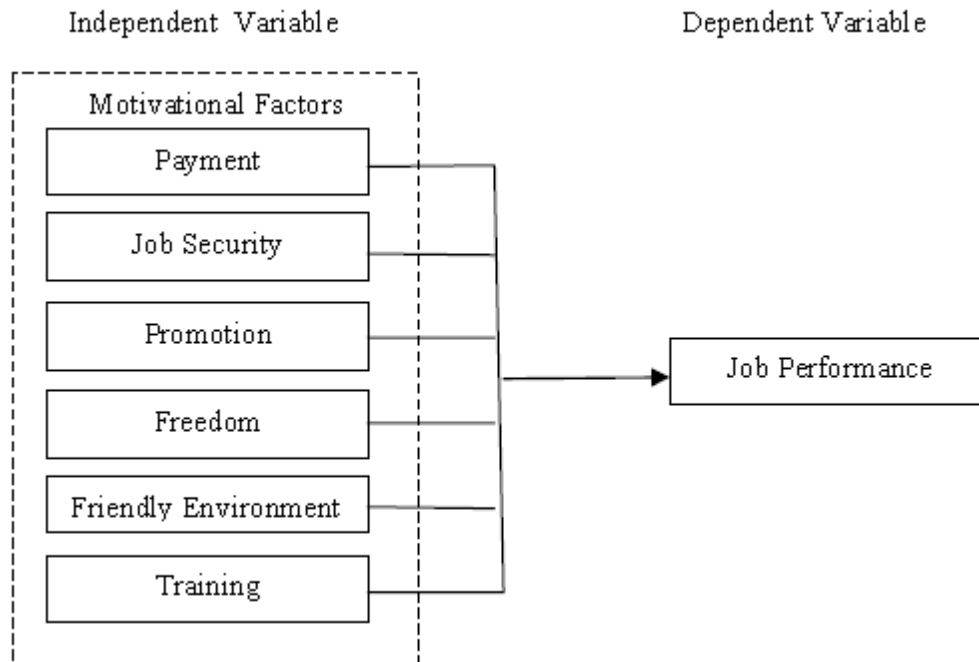


Figure 2.6: Conceptual Model on the research of the relationship of motivational performance on employee job performance.

Adopted from: The Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. Published by Canadian Center of Science and Education Asian Social Science; Vol. 9, No. 9; 2013

From the study of Aarabi, M. S., Subramaniam, I. D., and Almintisir, A. B. (2013) motivation factor is affecting employee job performance in service industry at Malaysia. The independent variables are payment, promotion, training, freedom, friendly environment and job security. However, job performance is the only one dependent variable for this study.

Payment is one kind of the reward that organization used to motivate and increase the productivity of the employees. Payment system is very effective and efficiency for employees to maintain their performance. Organization could motivate and enhance

the productivity from employees by providing a higher payment. According to Mohammad et al. (2013), payment based on performance could ensure employees to increase their productivity.

Second, job security will influence employee's performance. According to Mohammad et al. (2013), job security and morale would affect employee's performance if both of them are low.

Although that, employees who have high loyalty toward organization will enhance their performance. Besides, employees who have high loyalty will reduce organization's turnover rate

Third, promotion is another motivational factor which provides the opportunity for employees to a higher position. In other words, promotion is one of the conditions for employees to be motivated and eventually increase their performance. Thus, turnover rate will be reduced in the organizations. According to Mohammad et al. (2013), promotion is best way for employees to enhance their performance and job satisfaction.

Next, employee's performance could be influence by freedom as well. Mohammad et al. (2013) cited that organizations should offer freedom and flexibility to employees for their task. In other words, employers should provide liberty in organization for employees to complete their tasks efficiency and effectiveness.

Furthermore, friendly environment would affect employee's performance. Organization should ensure working environment is friendly so that employees will be calm and relax while doing on their tasks. Employees with calm and relax could manage to complete their job in time and eventually increase the performance.

Lastly, training has the positive impact toward employee job performance. According to Mohammad et al. (2013), organization should prepare training session to

employees in order employees could pursue to a higher position. Besides, training will reduce human error made by employees.

In short, Aarabi, M. S., Subramaniam, I. D., and Almintisir, A. B. (2013) stated that motivation is absolute important to change employee behavior in order to improvement their performance. In this study, three variables that was promotion, training and environment have been adopted for our research.

Relevant Theoretical Framework

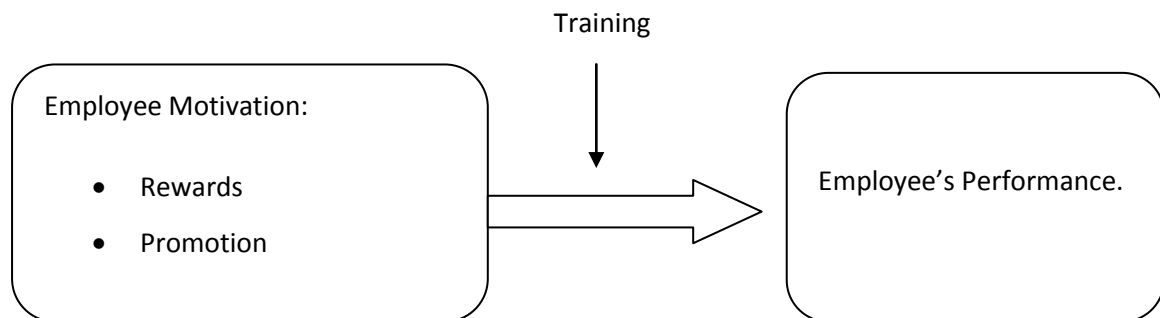


Figure 2.7: Model regarding Reward and Promotion with Employee's Performance

Adopted From:Asim, M. (2013). Impact of Motivation on Employee Performance with effect of training: Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publications*, 3(9), 1-9

According to Asim, M. (2013), employee motivation has positive connection with employee motivation and employee job performance. Employee motivation factors included rewards and motivation and training which could provide a significant relationship to employee's performance.

Reward could provide the strength and motivation to employee's job performance. Two types of rewards are found which contain of primary rewards and secondary rewards. Primary reward is a reward that the organization provides food or necessary items and yet secondary reward is a reward that organization paid the employees in

term of monetary. Asim, M. (2013) also cited that intrinsic and extrinsic are types of rewards. Intrinsic is an intangible and it is able to fulfill psychological need of employee. Besides, extrinsic reward is a tangible reward which connected to the employee's job task performance.

Next, promotion is about shifting employees into a higher position and higher compensation and it could affect employee's performance. According to Asim, M. (2013), promotion is a reward to employee for compliment past performance. Besides, both incentive reward and promotion are the best methods to maximum the productivity and increase the job performance. Asim, M. (2013)

Relevant Theoretical Framework

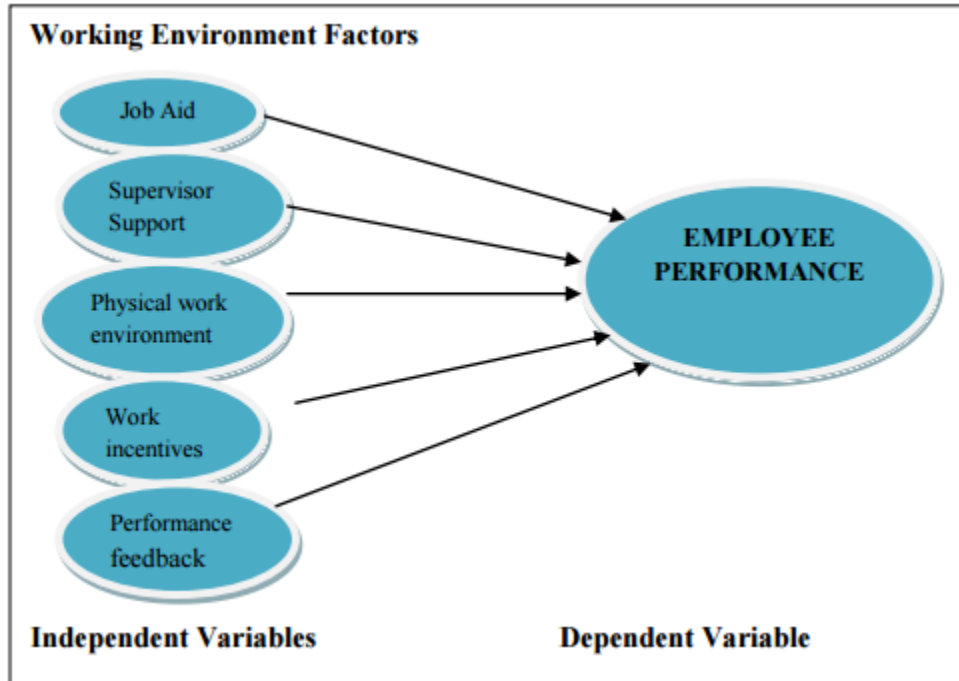


Figure 2.8: Model of Job Aid, Supervisor Support, Physical Work Environment, Work Incentives and Performance Feedback on Employee Performance

Source: BUSHIRI, C. P. (2014). The impact of working environment on employee's performance: The case of institute of finance management in Dar Es Salaam Region. (Doctoral dissertation, THE OPEN UNIVERSITY).

According to Rossett and Gauier- Downes, 1991, job aid is to assist employees during the work activities. The main purpose of job aid is to provide assist and guidance for employees to complete their tasks. Besides, job aids also help to reduce the rate of task error and made the task became easier. Therefore, employees are manage to increase their productivity.

Second, supervisor support will affect employee's performance. Blau (1964) stated that supervisors should maintain employees with a positive minded and increase their confident level in order to improve employee's performance. Besides, supervisor

should provide information or resources employees needed in order to complete their tasks.

Physical working environment could influence the performance of employees. Poor working environment for example noises, poor layout and overcrowding will cause employee's performance drop. Employees will feel discomfort and thus increase the stress simultaneously. However, Vischer (2007) stated that employees manage to perform well by having a good condition of working environment. Therefore, employees are manage to work well under a good working environment.

Work incentives are aimed to increase employee's performance. In addition, employers should provide a good condition of working environment to employees. Besides, employers should appreciate employee's effort to complete the tasks. Furthermore, employers should determine which are the best methods to motivate employee in order to enhance the performance.

Performance feedback is important for employers to understand how well employees completed their tasks. Employers should feedback to employees regarding their performance and provide some guidance to employees for improvement. The feedback must be clear and without any conflict with employees.

Relevant Theoretical Framework

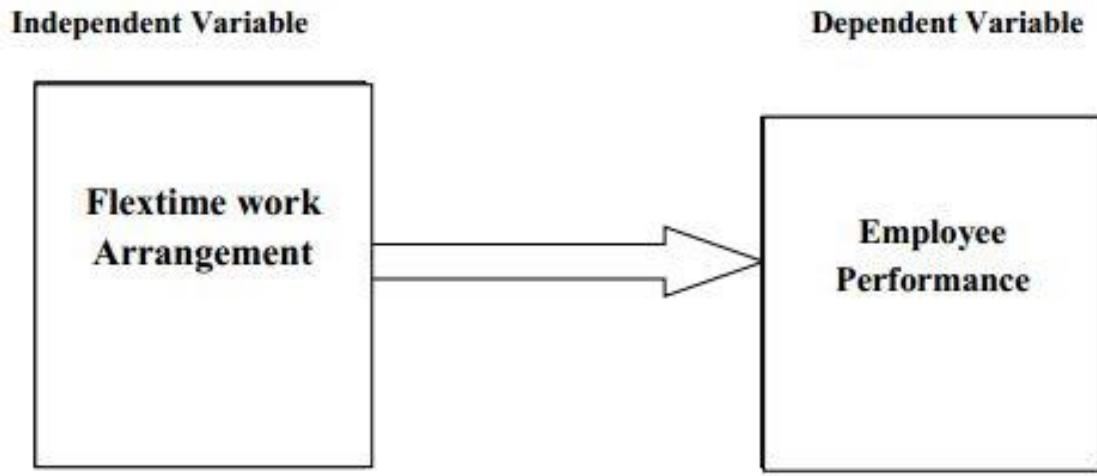


Figure 2.9 Model of Flexible work Arrangement on Employee's Performance

Source: International Journal of Novel Research in Marketing Management and Economics Vol. 2, Issue 3, pp: (111-121), Month: September-December 2015, Available at: www.noveltyjournals.com

There are many kinds of benefits that employees and employers will obtain if the company comes out with flexible working arrangements. According to Duncan and Pettigrew (2012), without spending extra expenditure on salary costs, organizations are able to prolong their operating hours at workplace. This idea was agreed and further supported by Russell, O'Connell, and McGinn (2001) that FWAs can benefit both of the employees and employers. Flexible scheduling assist employee to save their time and resulting in less time is wasted due to the disruptions that are caused by the arrival as well as settling down of workers at the same time early in the day. According to Pérez, et al. (2012), the settling in might actually be less disruptive if workers arrive at different times. In addition, flexible work arrangement enables employees to hit personal responsibilities. The responsibilities consist of taking their

children to school or for some employees who enroll in night school to improve their knowledge in many aspects (Acas, 2013). Besides that, Al-Rajudi (2012) opine that flexible scheduling be able to enhance employee retention at the same time reducing the absenteeism rate and slowness in an organization.

2.3 Proposed Conceptual Framework

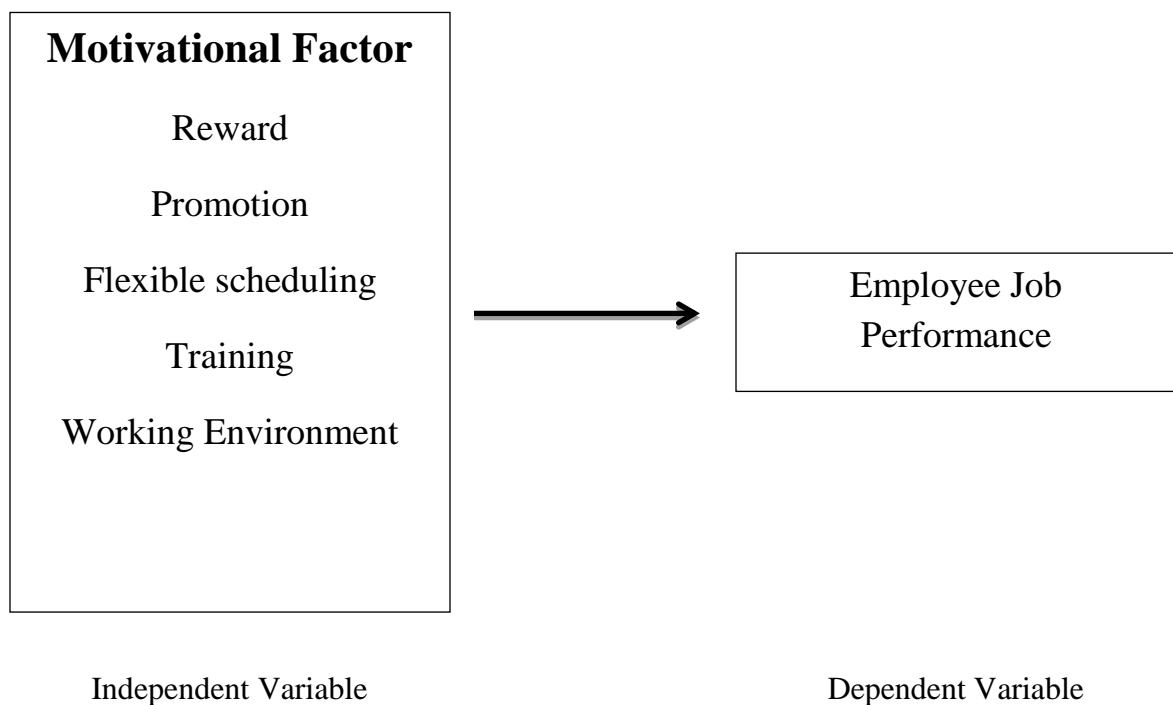


Figure 2.10: Proposed conceptual framework

Researches proposed that independent variable as reward, promotion flexible scheduling, training and working environment have positive and strong effect on dependent variable which is employee job performance (Ronen, 1978, Siassi et al, 1975, Ahmadloo, A.Boroujeni, M. B, and Hosseinipour, S. J. 2013).

Figure 2.10 indicate overall framework that based on finding. There are one independent variable which contains reward, promotion, flexible scheduling, training

and working environment whereas dependent variable is employee job performance. According to Petty et al, (1984), there is a positive connection between motivation factors on employee and performance of the tasks.

2.4 Hypothesis Development

Regarding proposed framework provided in preceding section, employee's job performance will acts as dependent variable which might be affected by independent variables. Independent variable is motivation factor which are reward, promotion, flexible scheduling, training and working environment. All the variables presented in the conceptual framework are identified based on the review of past researches. Therefore the five hypotheses developed listed as below:

2.4.1 Reward

H1: There is a positive relationship between reward and employee's job performance.

Reward system is a tool for organization to monitor and motivate employee's job performance. Ajila (1997) stated that reward has the relationship with employee job performance. Ajila (1997) also mention about reward is one of policies from organization which could lead to improvement of the employee's job performance and eventually the productivity or output in the organization. Organization should prepare a fair and effective reward system for maintenance of employee good performance. (Carragher et al, 2006). Furthermore, reward programs should be designed carefully in organization in order to strengthen employee positive behavior which results to performance. (Torrington and Hall, 2006).

Besides, reward system is designed to fascinate and maintain employee which have a higher productive as well as to motivate them to heighten their performance in order to hit the organizational's goal. (Phillips and Fox 2003; Bergmann and Scarpello, 2001). On the other hands, Taylor (1911) stated that

those employees who get paid by employers after task is completed will be completely motivated. Thus, those employees who are completely motivated will lead to increase their productivity or output. Therefore, rewards have the positive impact toward employee's job performance.

2.4.2 Promotion

H1: There is a positive relationship between promotion and employee's job performance.

Promotion is a major feature of life style and occupation of the employees. Besides, promotion will affect job performance, job attachment and responsibilities of employees. (Viscusi, 1996; McCue, 1996; Pergamit and Veum, 1999; Cobb-Clark, 2001; Francesconi, 2001; Hersch and Blau and DeVaro, 2007; Kostea, 2009).

Besides, according to Sheridan (1997), Promotions are able to provide a positive economic and psychological reinforcement for employees and there is only a key factor job performance will be one of the key factor and criteria for promotion. According to Herzberg (1986), employers should provide internal promotions to employees in organization. According to Simon and Enz (1995) and Wiley (1997), Promotion for the job is the best method to motivate employees. Therefore, promotions have the positive impact toward employee's job performance.

2.4.3 Flexible Scheduling

H1: There is a positive relationship between flexible scheduling and employee's job performance.

Kelly et al., (2008) stated that flexible scheduling or flexing working time arrangement could influence productivity or performance of the employees. Furthermore, flexible working hours often found to carry a positive job performance from employees. (Gariety and Shaffer, 2011); Weeden, 2005; Winder, 2009).

Besides, Yang and Zheng, 2011 stated that there was no research point out flexible scheduling has the lower productivity than traditional fixed work schedules. Flexible scheduling is able employees to work according to time arrangement. Therefore, flexible scheduling has the positive impact.

2.4.4 Training

H1: There is a positive relationship between training and employee's job performance.

Training helps to build employee's foundation for career advancement. The purpose of training is to assist employees to gain knowledge and skills in order being able to perform effectively. Fitzgerald (1992) stated that training could provide knowledge and skills to employees in order to improve the performance. According to Cascio (1992), training should comprise of planned programs that are prepared to improve performance of all level employee in organization.

Furthermore, Ivancevich (2010) also stated that training should be provided to enhance employee current or future performance and it is essential for both every employees. Besides, training will also improve the performance effectively and help employees to achieve goals of the organizations. (Lane and Robinson, 2009). Armstrong (2006) stated that training is very vital to employees through formal instructions. Thus, training brings positive impact to employee's job performance.

2.4.5 Working Environment

H1: There is a positive relationship between working environment and employee's job performance.

Chandrasekar (2011) cited that the quality of the working environment could bring a huge impact to employee job performance in the organization. Stup (2003) cited that performance of employees will be affected by working environment. Leaman (1995) also stated that those employees who are complaining dissatisfaction or discomfort towards the working environment are likely to be

low in production. According to Visher (2007), the employees could perform with their full energy and attention by having a good working environment. Besides, Stall stated that employees will work more efficiently when their needs of work is office layout or design. In other words, employees will become more productivity if the office layout or design is match with their office needs.

According to McCoy and Evans (2005), physical working environment is playing a vital role to organizations and employees. Furthermore, McCoy and Evans (2005) also mention that a strong physical working environment could assist employees to increase their relationship and network in the workplace. Thus, organizations should prepare a proper physical working environment to employees in order they could perform effective and efficiency without getting any stress by getting their job done. (McCoy and Evans, 2005) Therefore, working environment brings positive impact to employee's job performance.

2.5 Conclusion

Dependent variables and independent variables have been stated clearly in chapter 2. The theoretical framework has been developed by retrieving through several of journal articles and literature reviews. Next, the following chapter which is Chapter 3: Research Methodology will have some test on the hypothesis. Besides, Chapter 3 will describe few procedures and methods of this research study as well.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research design, data collection methods, sampling design, research instruments, construct measurement, data processing and data analysis. Research methodology is a process that used to analyse the data with the purpose of generating the required information. The purpose of this chapter is to state out the background of the research methodology. This chapter describes how the research is carried out in terms of research design, data collection methods, sampling design, operational definitions of constructs, measurement scales, and methods of data analysis will be included in this study. In the end, we will provide a conclusion as a summary of this chapter.

3.1 Research Design

After researchers had identified the problem statement that related to the title and theoretical frameworks have been done, the following step will be designing the research. Research design is referring the procedures and methods that are suitable to use in collecting and analysing data to accomplish the research objective. Selecting appropriate research design is important in obtaining useful and accurate research result.

Exploratory research is a research designed to unclear situations as the study doesn't have any earlier related research. Basically, this type of research is useful new product development as it requires a lot of conclusive evidence and wide range of data to support its hypotheses. Therefore it is unsuitable to be used in our study.

Next research is descriptive research. This research is conducted in the purpose of describe and explain the characteristics of people, objects, groups, organizations, or environments. Descriptive research is different to exploratory research as descriptive research is used when there are studies done by other researcher that related to the present study. (Zikmund, 2012). The last type of business research is causal research which look for determine the relationship of cause-and-effect between independent and dependent variables. (Zikmund, 2012).

In sum, the research had used descriptive research and causal research. It is because the descriptive research able to describe the respondent's data and information such as year of employment, educational level, gender and age; and the causal research able to use in evaluate the cause and effect relationship between the research's IV (Reward, Promotion, Flexible Scheduling, Training, Working Environment) and research's DV (Job Performance) and link both of them together.

Last but not least, there are 2 approaches can be use in investigating data: Quantitative Method that used in this study and another method - Qualitative Method. Qualitative method is an approach that help to define the research problem with more further insight and crystalize by allow the researcher provide more detailed interpretation without refer to mathematical measurement whereas the Quantitative approach is developed to obtain quantitative data for statistical testing of each of the hypothesis (Creswell, 2014). The reason we use quantitative instead of qualitative as our research method is because we are testing the hypothesis and having grounded theory to support and our questionnaire is fixed alternative questions based but not open ended questions based.

3.2 Data Collection Method

Data collection comprise of two types which are primary data and secondary data. In our research, we are using both type of method to collect our data. In primary data collection we use questionnaire and distribute to our respondents to collect what is their respond about our research. On the other hand, secondary data collection we used online database to obtain our information in different area.

3.2.1 Primary Data

There are few type of primary data collection methods which are focus group, video conferencing, panels, delphi technique, telephone interview, personal interview, self-administered surveys and etc.

In this research, primary data collection method that we had use is questionnaire because it can help us to get initial data from selected respondents. The reason we choose questionnaire survey as it is more economically and more much easier way to collect data from large number of sample size. Besides, we designed the questionnaire by referring other related journal and modify it to become standardized. Thus, the questionnaire survey doesn't need much effort for questioner in the survey as they as just needed to answer the questionnaire questions.

3.2.2 Secondary Data

In this research, secondary data was collected in the past or by others researchers and has been published before this study. (Sekaran and Bougie, 2011). Secondary data can be obtained through internet, published information and etc. Indeed, the information from secondary data is more much easier to find compare to primary data in term of price and time consumption.

In this research, the secondary data that we found are detailed explained and reviewed in chapter two which is the literature review. In this research, we

had seek for the information related to our topic from secondary data source such as researchers journal, textbooks, websites and article as well. Most of our secondary data is obtained from journals and articles that get from search engines such as Yahoo and Google.

3.3 Sampling Design

Sampling design is a procedure of formulate before the data are collected to gain the sample from the population. The reason of using sample size rather than using population for collecting primary data is because of the study might involve of hundreds or even thousand elements that would cause extremely difficult for researchers to collect and examine all of them. In addition, using population size rather than sample size are more costly, more time consumption and manpower are required. Furthermore, using sample size are more likely to produce a more reliable result compare to using population as fatigue reduced and fewer errors. (Sekaran and Bougie, 2011). The steps involving in sampling design are, define population, sampling frame, sampling technique selection, determine sample size and sampling process.

3.3.1 Target Population

In connection with our research title, we had decided to focus on Prudential Assurance Malaysia Berhad's employees. According to the senior supervisor in the selected company's branch, the populations that the researchers targeted are 500 respondents. In the purpose of reduce lost and saving time in collecting data, we are encouraged to fix our sample size by using sample size table that simplified by Krejcie and Morgan, 1970. The recommended sample size for this research is around 260 respondents. There are around 300 set questionnaires will be distributed to the respondents.

3.3.2 Sampling Frame and Sampling Location

Sampling frame is representation that would be selected from all the elements in the population (Bryman and Bell, 2007). However, there were possible problem that would encounter when selecting sample size from population such as not up-to-date, or current documents. Therefore, the sampling frame might not be fully accurate. However, researchers don't too focus on this issue as there are only tiny differences between the target population and sampling frame.

In our research, we would like to distribute the designed questionnaire to Prudential Assurance Malaysia Berhad at Seberang Jaya, Penang branch employees. Based on our research, our questionnaire are not just strictly distribute to particular employees but distributed for all employees from different department in the company as we believe employee's from different department able to provide different viewpoint although they stay at same company.

3.3.3 Sampling Element

In this research, the respondents who participate in this questionnaire are employees of Prudential Assurance Malaysia Berhad. The scope of employees is not restricted to certain level of employees and also all department employees are welcome as our research's respondent. Furthermore, the questionnaire also distributed according their gender, age, ethnic group, educational level and also year of employment.

3.3.4 Sampling Technique

Sampling technique allocated into two major components which are probability sampling and non-probability sampling. Probability sampling can be explained as where every component in the population has the balance

chances to be selected with consequences that population have a known. In the other hands, non-probability sampling is defined as the elements in the population are absence of probabilities attached to their being chosen as sample subjects. (Sekaran and Bougie, 2011).

After the discussion, we had decided to use convenience sampling as our research's sampling technique where this technique is fall under non-probability sampling technique. The sampling its name had actually described the method. Convenience sampling refer to selecting sampling by determine which sampling group is conveniently available. (Zikmund, Babin, Carr and Griffin, 2013). Furthermore, convenience sampling is used most often for research because it was the best way of getting some basic information quickly and efficiently.

3.3.5 Sample Size

According the senior supervisor of Prudential Assurance Malaysia Berhad in Seberang Jaya, Penang, there are total of 500 employees who work in the branch. From the Sekaran and Bougie (2009), there is a table shows the suggested sample size according to the population size. Therefore, we are required to distribute 260 sets of questionnaire. In case of any failure on collect back questionnaire, the researchers had decided to distribute 300 sets of questionnaire.

3.4 Research Instrument

These sections clarify the detail of instrument used in this research. There are necessary to conduct as it helps to gather information and data. Researchers are using the survey method to carry on the research; the surveys were conducted via self-administered questionnaire. The reason we intend to use this method as the cost of processing is inexpensive and efficiency.

3.4.1 Questionnaire Survey

The data collect back from questionnaire survey is important to represent the validity of our hypotheses. Moreover, researchers decided to use questionnaire survey because the data collected from respondents is much easier to analyse and interpret. A misunderstanding the questions would lead to inaccurate of data analysis. Therefore, the questionnaires have to in proper way of setting and avoid too complicated and ambiguous questions. Simple and direct questions are strongly recommended to ensure the entire questionnaire survey able to conduct smoothly.

3.4.2 Questionnaire Design

To ensure understanding the respondents toward survey of questionnaire in a short period, the questionnaire setting will be straightforward and concise. The questionnaire consists of three major sections which are Section A, Section B and Section C and those are demographic profiles, assessment of independent variables and assessment of dependent variables respectively.

In Section A, researchers use the demographic questions to understand the respondent personal information. The information included gender, age group, ethnic, education level and years of employment. Total 5 questions provided in this section. In Section B and Section C, we are using 5 points Likert Scale to measure the respondent answers which ranging from “strongly agree, agree, neutral, disagree and strongly disagree”. For Section B, there are five independent variables to determine the factors affect the employee job

performance in Prudential Assurance Malaysia Berhad, Seberang Jaya, Penang. The factors included rewards, promotion, training, flexible scheduling and working environment. For Section C, it contains five questions to identify the relationship between dependent variable and independent variables.

3.4.3 Pilot Studies

There are total of 30 sets questionnaire are being distributed to respondents to make sure the questionnaire designed is reliable. There are 30 sets of questionnaires distributed and randomly to the Prudential Assurance Malaysia Berhad's employees in Seberang Jaya, Penang area. Data would be tested with SAS software after collected back the 30 sets of data. The result of reliability test on pilot test is more than 0.6 which show good reliability in all variables. The result is show as below:

Table 3.1 Reliability Analysis Results (Pilot Test)

Variables	Dimensions	Cronbach's Alpha
Independent Variable	Reward	0.7578
Independent Variable	Promotion	0.7812
Independent Variable	Training	0.7817
Independent Variable	Flexible Scheduling	0.8114
Dependent Variable	Working Environment	0.6030

Source: Developed for the research

3.5 Construct Measurement

The questionnaires are divided into 3 parts which are Section A, B and C. Section A has 5 questions which are regarding to the general information of respondents. In Part A, nominal and ordinal scales of measurement under non-metric scale was used.

Firstly, nominal scale allows the researcher to assign the answer with certain categories or groups (Stevens, 1946). These answers serve as simple and convenient category labels with no intrinsic value. Those values does not have number to represent it but can be classified into different groups. Nominal scaling is arbitrary (Sekaran and Bougie, 2010). The questions prepared in questionnaire that consider to be using nominal scale of measurement are question 1 and 3.

Ordinal scale involves the ranking scale measurement and it considered as a qualitative measurement (Stevens, 1946). For example, ordinal scale questions like age, educational level. Ordinal scales in Part A of the questionnaire are question 2, 4 and 5.

In Section B, respondents are required to rate the degree on those independent variables is motivation which consists of five dimensions, which are reward system, promotion, flexible scheduling, training, working environment and total 25 questions.

In Section C, 5 questions will be answer by respondent and it related to the dependent variable which is employee job performance. Questions in both Section B and C are designed in interval scale under metric scale of measurement.

Interval scale has both nominal and ordinal scales. Interval scale is a way that measurement quantitative value used to measure qualitative data and does not exactly represent some phenomenon. It has an arbitrary origin (Sekaran and Bougie, 2010).

Interval scale also represent as Likert scale. Likert scale is constructed in the answer of the questions in Section B and C that to determine the independent and dependent variable of our research. In addition, researcher applies Likert scale in this research because it is simple to construct and produce high reliable scale and respondent may

easy to read and complete the questionnaire. Likert Scaling is a bipolar scaling method which given free response alternative, the range of descriptions is from strongly disagree (SD), disagree (D), neutral (N), agree (A) and strongly agree (SA) (Sekaran and Bougie, 2010). Other than this, researcher also used SAS software to carry out our research. SAS is software that helps us to analyse the research reliability of the questionnaire.

For example:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.6 Data Processing

According Sekaran and Bougie (2010), analyze the data to test the research hypotheses after data from a representative sample of population is collected. Before analyzing the data to test hypotheses, some preliminary steps are necessary to be done. All the collected data will be analyzed using research tools such as computer software, Statistical Analysis System (SAS).

3.6.1 Data Checking

Data checking is the first step of data processing. In this step, it help to check whether is there a missing answer in the questionnaire or not because omission of answer in the questionnaire will make our reliability test result not reliable. However, 30 set of questionnaire were distributed and all the data that collected from the questionnaire will be the input for reliability test. Hence, reliability test will be conducted to ensure the measurements are reliable and consistent.

3.6.2 Data Editing

In this part, all the questionnaire will be review to see whether there is an incomplete, inconsistent, and ambiguous answer or not. The purpose of data editing is to make adjustment to those data with missing answer and has more than one answer in one question. This step will help the data become more accurate and complete. However, the researcher can ignore the particular questionnaires that are too many incomplete questions.

3.6.3 Data Coding

Data coding is a process that assigning code to represent an answer in the questionnaire. Commonly numerical symbol will be used to code those specific answers. Once the responses has been coded and entered into the database, the SAS Enterprise Guide software will be conducted.

Section A of questionnaire about participant's information of demographic. For example, male is coded as "1" and female is coded as "2" in question 1. Section B of this questionnaire about measurement independent variables – reward, promotion, flexible scheduling, training and working environment. Therefore section C about dependent variables – job performance. According to participant's level of agreement, it will be coded from 1 until 5. For example, "strongly disagree" is coded as "1" and "strongly agree" is coded as "5".

3.6.4 Data Transcribing

In this step, it will be the last step in data processing. This process will transform all the data that collected into computer software data. Researchers will transcribe all the coded collected data from our respondent into Statistical Analysis System (SAS) Enterprise Guide. Before running the reliability test, reverse scoring for negative question in the questionnaires is performed to maintain the consistency in the meaning of a response.

Besides that, we have to edit and amend the data of inconsistent response. However, even though this is an expensive and time consuming solution but it is desirable for us to follow up with the respondent to get the correct data.

3.6.5 Data Cleaning

Data cleaning is the process that checking and identifying the missing data. Consistency is checked by using the SAS program to find out which data is out of the research objectives or useless in the study. Missing data is stated as unknown value because of the respondent did not provide clearly answer. Although the data had been checked at the first stage, this stage help to ensure that the data have completed preview before prepared the final analysis. This step is extensive as it can be done by the computer.

3.7 Data Analysis

In data analysis, it can explain as the processes of evaluate the data which are using analytical and logical reasoning to examine each of the components data gave. After all the data preparation is completed, SAS Enterprise Guide is to analyse the data collected. The major statistical technique applied will be further on the following part. This research is consisting of descriptive analysis, scale measurement and inferential analysis.

3.7.1 Descriptive Analysis

Descriptive statistics are the numbers that able to summarize the data with the purpose of describing what occurred in the sample. This method can assist us to understand the characteristic of the adopters and non-adopter, different independent variable in this study. Besides that, the descriptive analysis is used to measure the population characteristic according to the sample data collected (Zikmund, Babin, Caerr and Griffin, 2010).

3.7.2 Scale Measurement - Reliability Test

Reliability test is the scale measurement when running for this research. Reliable data is a prior vital data for answering research questions. It is important to determine whether data sets that are collected by different observers or times, it show the degrees of consistent values. Thus, in order to determine the consistency of the survey values, Cronbach alpha test is used to assess the reliability for each dimension. The higher the internal consistency reliability, Cronbach's alpha would be closer to 1 (Sekaran and Bougie, 2010).

Table 3.2 Coefficient Alpha Ranges

Coefficient alpha value	Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
< 0.60	Poor reliability

Source: Zikmund, W.G., Babin, B.J., Carr, J.C., and Griffin, M.(2013).
 Business Research Methods.(9th edition)

As illustrated in table above, the level of reliability is determined by the coefficient alpha ranges where alpha range from 0.80 to 0.95 shows very good reliability, ranges from 0.70 to 0.80 shows good reliability; ranges from 0.60 to 0.70 shows fair reliability and coefficient alpha less than 0.60 shows poor reliability.

3.7.3 Inferential Analysis

This type of the statistics can make a result about an entire group from one sample from that group. So there have two vital concepts. Besides that, the sample is a subset of the population. Based on the research, studying an entire population is probably out of the question. These tests are including Pearson's Correlation Coefficient and Multiple Linear Regression. According to the (Saunders et al., 2007) if the value is lower than 0.5, there is a significant difference between the independent variable and dependent variable.

3.7.3.1 Pearson Correlation Coefficient

The Pearson's correlation coefficient can be defined as one of the methods to calculate the association between two continuous variables. The Pearson correlation coefficient has a function of indicating significant, direction, strength and significance of the bivariate relationship among the variables. The variables are measured at an interval or ratio level (Sekaran, 2003). According to (Ahlgren, Jarneving and Rousseau, 2003) stated that the use of this method as a similar measure in Author Cocitation Analysis (ACA) which this measurement is sensitive to zeros. Based on the research, the correlation coefficient is measured by the range from -1.0 and +1.0. There is a perfect negative linear relationship if the value of r is below -1.0, in opposite the linear relationship is perfect positive if the value of r is +1.0. There is no correlation among the variables while the value of r is equal to 0 (Wang, n.d.).

Table 3.3 Rules of Thumb about Correlation Coefficient Size

Pearson Coefficient range	Strength of Association
$\pm 0.91 - \pm 1.00$	Very Strong
$\pm 0.71 - \pm 0.90$	High
$\pm 0.41 - \pm 0.70$	Moderate
$\pm 0.21 - \pm 0.40$	Small but definite relationship
$\pm 0.00 - \pm 0.20$	Slight, almost negligible

Source : Hair et al. (2007). Research methods for business. West Sussex: John Wiley and Son, Inc

3.7.3.2 Multiple Regression Analysis

Multiple regression analysis can be defined as an analysis which about the effect of two independent variables on a single, interval-scaled dependent variable are investigated in a simultaneous way (G. Zikmund, J. Babin, C. Carr and Griffin, 2010). Furthermore, this analysis is one of the statistical tools that can help to examine the relationship between multiple independent and dependent variables. Besides that, collect the information about all independent variables is needed. In 2002, an article entitled "four assumptions of the multiple regression that researchers should always test" by (Osborne and Waters) was published in PARE.

Moreover, researchers are using the method of multiple regressions when there is more than one independent variable. This analysis can assist for explaining the variance in the dependent variable. For example, job performance (dependent variable) can be explained by one independent variable which is reward. This analysis enables the independents to be examined with one dependent variable at the same period.

In general, multiple regression models could be expressed as:

$$Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 \dots + \beta X_n$$

Where

Y = Dependent variable

C = Constant value

β = Unstandardized coefficient

X = independent variable

3.8 Conclusion

In this chapter, researchers used research methodology to conduct this study. For example, research design, data collection methods, sampling designs, research instrument, construct measurement, data processing and data analysis has been explained throughout this chapter. In addition, our research group will be disclosing the findings from our questionnaires results in the following chapter.

Chapter 4: RESEARCH RESULT

4.0 Introduction

In chapter 3, we have determined the methods to design and conduct for our research. We have distributed total up 30 sets of questionnaires to random employees who currently working in the insurance industry. The data we gathered has been used to run the pilot test. Thus, when come to chapter 4, we will briefly discuss about the results collected of our target respondents. The research data were obtained from the Prudential Assurance Malaysia Berhad in Seberang Jaya, Penang. We used the Statistical Analysis System (SAS) software as our analytical tool to examine and give a brief statement for our collected survey result. This chapter is made up of three analyses which are descriptive analysis, scale measurement and inferential analyses. The descriptive analysis is used to explain the respondents' demographic and overall information based on the frequency analysis. Following behind is the scale measurement. It is used for analyze the reliability of each constructs determined in the study and continue with the last part of this chapter will be inferential analysis. We use the Pearson's Correlation Analysis and Multiple Linear Regression to examine the relationship between dependent variable and the independent variables. To draw a clearer picture and understanding, all the results will be included at the end of data analysis.

4.1 Descriptive Analysis

The target respondents' personal information is going to be discussed in this part. Out of total 300 sets survey questionnaire distributed, we are able to gather back 270 sets of completed questionnaires. All the data gathered are being analyzed and interpreted in the following parts.

4.1.1 Respondent Demographic Profile

Table 4.1 : Summarized Demographic Profile of Respondents

Demographic Factors	Categories	Frequency	Percentage(%)
Gender	Male	126	46.67
	Female	144	53.33
	Total	270	
Age	25 years old and below	37	13.70
	26 - 35 years old	147	54.44
	36 - 45 years old	69	25.56
	46 – 55 years old	13	4.82
	55 years old and above	4	1.48
	Total	270	
Ethnic Group	Chinese	210	77.78
	Malay	17	6.30
	Indian	43	15.92
	Others	0	0
	Total	270	

Educational Level	Certificate	79	29.26
	Diploma	114	42.22
	Degree	76	28.15
	Master	1	0.37
	Others	0	0
	Total	270	
Years of Employment	Below 2 years	54	20.00
	2- 5 years	59	21.85
	5 – 10 years	87	32.22
	10 years and above	70	25.93
	Total	270	

Source: Developed for the research

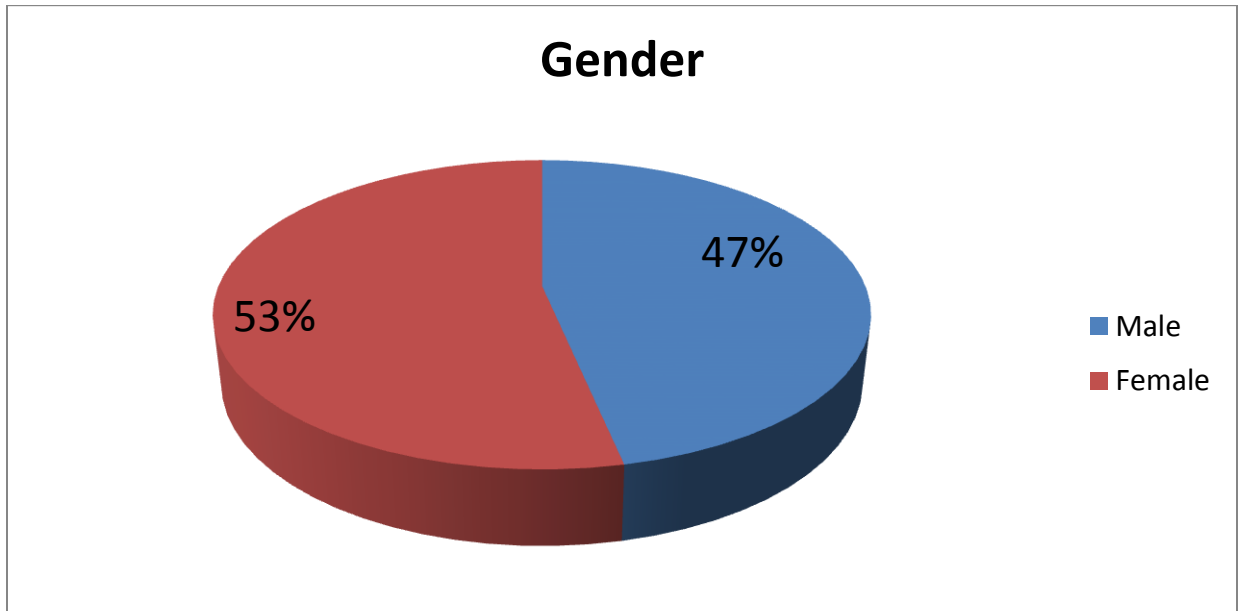
4.1.1.1 Gender

Table 4.2 : Frequency Table for Respondents' Gender

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Male	126	46.67	46.67	46.67
Female	144	53.33	53.33	100.00
Total	270	100.00	100.00	

Source: Developed for the research

Figure 4.2.1 : The Pie Chart Showing Respondents' Gender



Source: Developed for the research

Table 4.2 and Figure 4.2.1 shows the frequency of gender of the research respondents. According to the figure, there are 126 or 46.67% respondents are male, and 44 or 53.33% respondents are female. The result indicated that the majority respondents in the survey were female.

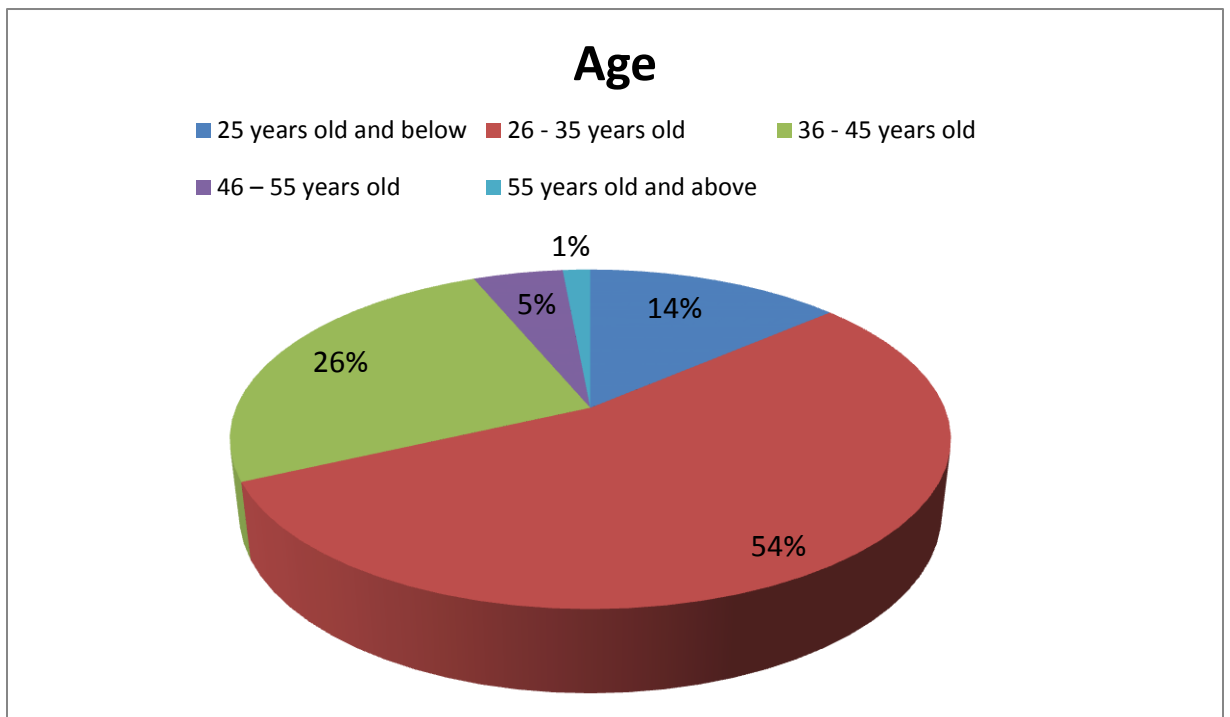
4.1.1.2 Age

Table 4.3 : Frequency Table for Respondents' Age

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid 25 years old and below	37	13.70	13.70	13.70
26 - 35 years old	147	54.44	54.44	68.14
36 - 45 years old	69	25.56	25.56	93.70
46 – 55 years old	13	4.82	4.82	98.52
55 years old and above	4	1.48	1.48	100.00
Total	270	100.00	100.00	

Source: Developed for the research

Figure 4.3.1 : Pie Chart of Respondents' Age



Source: Developed for the research

Table 4.3 and Figure 4.3.1 reveals the frequency of age group of the research respondents. Referring to table above, most of the respondents were in the range of 26-35 years old which represent 54.44% or the frequency of 147. The second highest group is formed by the respondents who are between 36 and 45 years old respondents which represent 25.56% or the frequency of 69. There were 37 respondents who are fall into the range of 25 years old and below and the percent occupied is 13.70%. The respondents whom are 46 – 55 years old have 13 with 4.82% while 55 years old and above consist of 4 respondents with 1.48%.

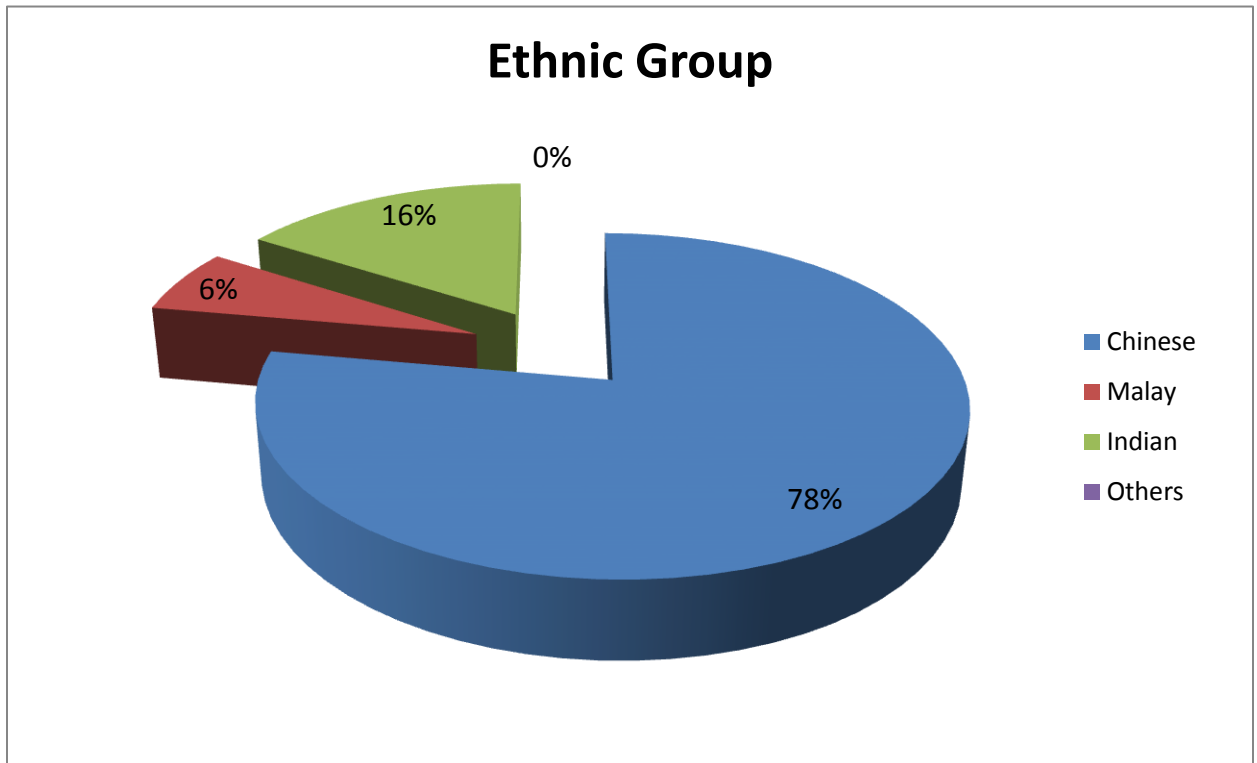
4.1.1.3 Ethnic Group

Table 4.4: Frequency Table for Respondents' Ethnic Group

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	210	77.78	77.78	77.78
Chinese	17	6.30	6.30	84.08
Malay	43	15.92	15.92	100
Indian	0	0	0	
Others	270	100	100	
Total				

Source: Developed for the research

Figure 4.4.1: The Pie Chart Showing Respondents' Ethnic Group



Source: Developed for the research

Table 4.4 and Figure 4.4.1 shows the frequency of ethnic group of the research respondents. As shown by table, majority of the respondents are come from Chinese which occupied 77.78% or the frequency of 210. Followed by 17 respondents (6.30%) who are Malay and Indian respondents have frequency of 43 with 15.92%. There are no other religions respondent participated in this research.

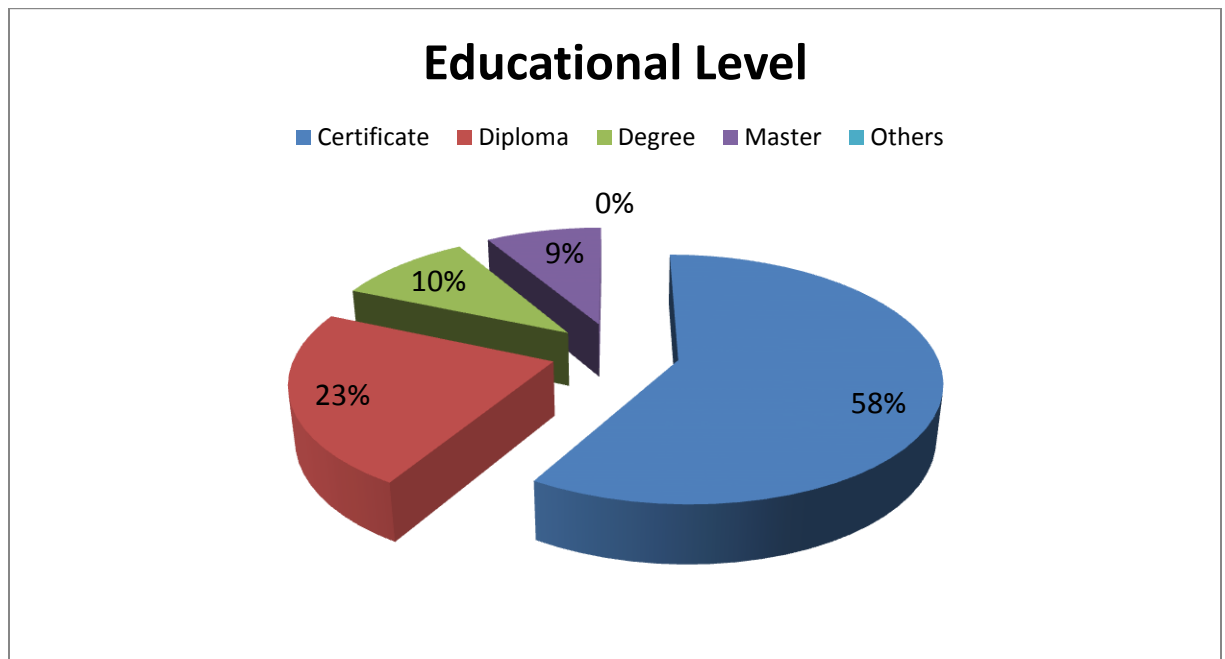
4.1.1.4 Educational Level

Table 4.5 : Frequency Table for Respondents' Educational Level

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	79	29.26	29.26	29.26
Certificate	114	42.22	42.22	71.48
Diploma	76	28.15	28.15	99.63
Degree	1	0.37	0.37	100
Master	0	0	0	
Others	270	100	100	
Total				

Source: Developed for the research

Figure 4.5.1 : Pie Chart of Respondents' Educational Level



Source: Developed for the research

Table 4.5 and Figure 4.5.1 reveals the frequency of education level of the research respondents. Throughout the above, there are 114 respondents, which accounted 42.22% of the total respondents have completed their studies in college. Followed by second highest portion is certificate. Respondents who earned certificate for their education occupied 29.26% or frequency of 79. Up to 28.15% or 76 of the respondents are Bachelor Degree holder, followed by 0.37% or 1 respondent are Master's Degree holder. Based on the table, no other educational level was taken by the respondent who participated in this research. Thus, we can draw a conclusion that most of the employees who work in the Prudential Assurance Company have achieved certain level of education.

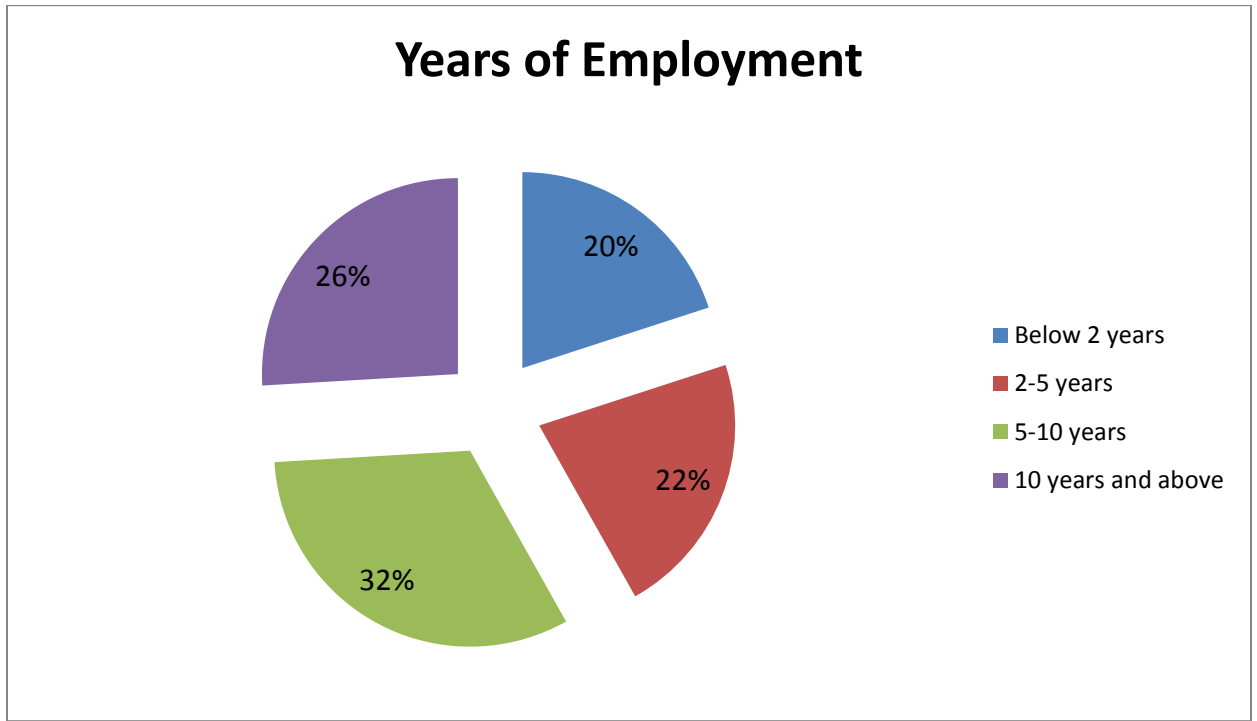
4.1.1.5 Years of Employment

Table 4.6: Frequency Table for Respondents' Years of Employment

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Below 2 years	54	20.00	20.00	20.00
2-5 years	59	21.85	21.85	41.85
5-10 years	87	32.22	32.22	74.07
10 years and above	70	25.93	25.93	100
Total	270	100.00	100.00	

Source: Developed for the research

Figure 4.6.1 : Pie Chart of Respondents' Years Of Employment



Source: Developed for the research

Table 4.6 and Figure 4.6.1 shows that there are 59 respondents have at least 2 to 5 years of working experience in Prudential Seberang Jaya, Penang, which makes up 21.85% of the total respondents. 20.00% or 54 of the respondent have worked in the company below 2 years in the company. Besides that, up to 32.22% or 87 respondents are involved in the insurance company for 5 to 10 years whereas 70 or 25.93% of the respondents have been worked for 10 years and above.

4.1.2 Central Tendencies Measurement of Constructs

The central tendencies measurement of construct in this part was to illustrate the value of mean and standard deviation for the dependent variable and the independent variables. In section B, there is total 25 questions contained in our questionnaire were introduced. All the questions will be examined by using the SAS software and also measured by using the Likert Scale. For example, 1 indicated “Strongly Disagree”, 2 indicated “Disagree”, 3 indicated “Neutral”, 4 indicated “Agree”, and lastly 5 indicated “Strongly Agree”.

4.1.2.1 Reward

Table 4.7 : The Central Tendencies Measurement Result of Reward

No.	Statement	Mean	Standard Deviation	Ranking
R1	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place.	4.56667	0.62606	5
R2	I am satisfied with the company pay structure.	4.73333	0.52083	2
R3	I believe rewards should be based on performance.	4.70000	0.53498	3
R4	My superior recognizes the extra effort that I put at workplace.	4.86667	0.43417	1
R5	Performance appraisal influence pay raise.	4.63333	0.49013	4

Source: Developed for the research

Table 4.7 shows the central tendencies measurement of reward. The table above shows that R4 has the highest mean value of 4.86667 which means that most of the respondents agree to the statement of “My superior recognizes the extra effort that I put at workplace”. Secondly was R2, with a mean value of 4.73333. R3 and R5 were placed at the third and fourth place which has a mean value of 4.70000 and 4.63333. R1 was the lowest ranking with a mean value of 4.56667.

According to the table above, R1 has the highest value of standard deviation with 0.62606. R3 has second highest of standard deviation value with 0.53498. R2 was the third ranking and R5 was the fourth ranking with a respectively standard deviation value of 0.52083 and 0.49013. R4 only achieved standard deviation value of 0.43417 thus is considered as the lowest ranking.

4.1.2.2 Promotion

Table 4.8 : The Central Tendencies Measurement Result of Promotion

No.	Statement	Mean	Standard Deviation	Ranking
P1	Promotion should be based on job performance at the workplace.	4.36667	0.61495	1
P2	My supervisor always encourage me to perform well so to achieve promotion opportunities.	4.23333	0.56832	2
P3	My company provides fair promotion opportunities to the employees.	4.13333	0.62881	5
P4	I am satisfied with my chances for promotion.	4.16667	0.64772	4
P5	I have equal opportunities of getting promotion with other colleagues with similar qualification.	4.20000	0.71438	3

Source: Developed for the research

Table 4.8 reveals the central tendencies measurement of promotion. From the results above we noticed that that P1 has the highest mean value of 4.36667. The following was P2, which placed at second ranking with a mean value of 4.23333. P5 was third highest with 4.20000 mean values. The following is P4, with a mean value of 4.16667. P3 was the last place with a mean value of 4.13333.

According to the table above, P5 has the highest value of standard deviation with 0.71438. P4 has second highest of standard deviation value with 0.64772. P3 was the third ranking and P1 was the fourth ranking with a respectively standard deviation value of 0.62881 and 0.61495. Lastly, P2 has the lowest standard deviation value which is only 0.56832.

4.1.2.3 Flexible Scheduling

Table 4.9 : The Central Tendencies Measurement Result of Flexible Scheduling

No.	Statement	Mean	Standard Deviation	Ranking
F1	I prefer flexible working hours rather than fixed working hours.	4.26667	0.52083	1
F2	Flexible working hours motivate me to be more efficient.	4.20000	0.66436	3
F3	I believe flexible working hours could provide a relaxing/adaptable working environment.	4.23333	0.50401	2
F4	Flexible working hours allow me to have autonomy over my work.	4.16667	0.74664	4
F5	I desire to have flexibility in work so that I can have work-life balance.	4.16667	0.59209	4

Source: Developed for the research

Table 4.9 shows the central tendencies measurement of flexible scheduling. Based on the results displayed above, F1 has the highest mean value of 4.26667. F3 was the second highest ranking with a mean value of 4.23333, followed by F2 which has a mean value of 4.20000. F4 and F5 have the same mean value of 4.16667 and both of them were ranked in the fourth place.

Referring to the table above, F4 has the highest value of standard deviation with 0.74664. F2 has second highest of standard deviation value with 0.66436. F5 was the third ranking and F1 was the fourth ranking with a respectively standard deviation value of 0.59209 and 0.52083. The lowest ranking was F3 with a standard deviation value of 0.50401.

4.1.2.4 Training

Table 4.10: The Central Tendencies Measurement Result of Training

No	Statement	Mean	Standard Deviation	Ranking
T1	I have training opportunities to learn and enhance my knowledge.	4.30000	0.59596	1
T2	My company has variety of training programs to improve employee's ability.	4.20000	0.55086	4
T3	The training programmes have improved my decision-making skills.	4.23333	0.62606	2
T4	I have been trained with all skills that are needed to perform my job.	4.23333	0.56832	2
T5	Overall, the training I receive meets the needs of my job.	4.16667	0.59209	5

Source: Developed for the research

Table 4.10 shows the central tendencies measurement of training. From the result shown above we noticed that T1 has the highest mean value with 4.30000. T3 and T4 were the second highest with same mean value of 4.23333. Besides that, T2 was placed at ranking number four with a mean value of 4.2000. Lastly was T5, with a mean value of 4.16667.

Referring to the table above, T3 has the highest standard deviation value which was 0.62606. The second highest ranking was T1, with standard deviation value

of 0.59596. T5 was the third and T4 was the fourth with a respectively standard deviation value of 0.59209 and 0.56832. The lowest one was T2 with a standard deviation value of 0.55086.

4.1.2.5 Working Environment

Table 4.11: The Central Tendencies Measurement Result of Working Environment

No	Statement	Mean	Standard Deviation	Ranking
W1	I like challenging tasks as it enhance my knowledge and creativity.	4.06667	0.58329	2
W2	I am satisfied with the working condition at my work place.	4.03333	0.71840	3
W3	I understand the importance to value and respect my colleague.	4.00000	0.58722	4
W4	My job brings positive changes to me.	4.23333	0.56832	1
W5	My superiors always encourage and guide me in the performance of my work.	3.93333	0.58329	5

Source: Developed for the research

Table 4.11 shows the central tendencies measurement of working environment. From the result shown above we noticed that W4 has the highest mean value with 4.23333. Followed by W1 was the second highest ranking with a mean value of 4.06667. W2 was the third highest with 4.03333 mean values and W3 with a mean value of 4.00000 which has been placed at ranking number four. W5 was the lowest ranking with a mean value of 3.93333.

Referring to the table above, W2 has the highest value of standard deviation with 0.71840. W3 was second highest of standard deviation with 0.58722. W1 and W5 were the third and they have same standard deviation value of 0.58329. The lowest one was W4 with a standard deviation value of 0.56832.

4.2 Scale Measurement

The usages of scale measurements are used to identify the reliability from the research result in the survey. The reason of having reliability analysis was to understand how well is the items in a set are positively connection with other variables. Thus, SAS software was used to examine those variables and Cronbach's Alpha is used to examine the reliability.

Table 4.12: Cronbach's Alpha

Level of Reliability	Alpha Ranges
Very Good Reliability	0.80 to 0.95
Good Reliability	0.70 to 0.80
Fair Reliability	0.60 to 0.70
Poor Reliability	Less than 0.60

Source: Total of 270 sets of questionnaire were tested for this survey and the results of reliability analysis shown as below:

Table 4.13: Reliability Analysis

No.	Variables	Cronbach's Alpha	Number of items
1.	Flexible Scheduling	0.811465	5
2.	Promotion	0.781217	5
3.	Reward	0.757800	5
4.	Training	0.781718	5
5.	Working Environment	0.773614	5

Source: Developed from Research

Based on the table 1 above, Flexible Scheduling variable has the highest Cronbach's Alpha value among all which standing at 0.811465 at the range of 0.80 – 0.95. It is consider as a very good reliability. The second highest was training variable which fall at 0.781718 at the range of 0.70- 0.80. The third highest was promotion variable which is 0.781217 at the range of 0.70- 0.80. Furthermore, working environment variable as the fourth highest is fall at 0.773614. Lastly, the reward variable has the lowest reliability among all which is 0.757800. Since overall of Cronbach's Alpha value were more than 0.70, thus, the questionnaire in this research was count as good and reliable.

4.3 Inferential Analysis

According to Burns and Bush (2000), inferential analysis is used to measure the generation of result from the respondents of the population based on the sample data. The purpose of inferential analysis is to evaluate the relationship between independent variable and dependent variable. We use Pearson's Correlation Coefficient and Linear Regression Analysis to test all the hypotheses in our research. Pearson's Correlation Coefficient presents the result of correlation and Linear Regression Analysis presents the results of model summary and coefficient.

4.3.1 Pearson Correlation Coefficient

A Pearson Correlation Coefficient is used to measure the direction, strength and significance of the relationship among the variables that measured in the form of ratio level and interval level. In addition, Hair et al. (2007) put forward the rules of thumb about the coefficient range and the strength of association.

Table 4.1.4: Rules of Thumb Pearson Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

Source: Hair, J.F, Jr., Money, A.h., Samouel, P. & Page, M. (2007). Research methods for business Chichester. West Sussex: John Wiley & Sons, Inc.

4.3.1.1 Reward

Hypotheses 1

H0: There is no significant relationship between rewards system and job performance.

H1: There is a significant relationship between rewards system and job performance.

Table 4.15: Correlation between Reward and Job Performance

		Reward	Job Performance
Reward	Pearson Correlation	1.00000	0.47435
	P-value		<0.0001
	N	270	270
Job Performance	Pearson Correlation	0.47435	1.00000
	P-value	<0.0001	
	N	270	270

Source: Developed for the research

Direction

Table 4.15 shows the positive relationship between reward and job performance because positive value of correlation coefficient. The reward variable has a 0.47435 correlation with the job performance variable. Thus, when reward is high, job performance is high.

Strength

The value of this correlation coefficient 0.47435 is fall under the coefficient range from ± 0.41 to ± 0.70 . Therefore, the relationship between reward and job performance is moderate.

Significance

The relationship between reward and job performance is significant. It is because the p-value <0.0001 is less than alpha value 0.05.

4.3.1.2 Promotion

Hypotheses 2

H0: There is no significant relationship between promotion and job performance.

H1: There is a significant relationship between promotion and job performance.

Table 4.16: Correlation between Promotion and Job Performance

		Promotion	Job Performance
Promotion	Pearson Correlation	1.00000	0.51685
	P-value		<0.0001
	N	270	270
Job Performance	Pearson Correlation	0.51685	1.00000
	P-value	<0.0001	
	N	270	270

Source: Developed for the research

Direction

Table 4.16 shows the positive relationship between promotion and job performance because positive value of correlation coefficient. The promotion variable has a 0.51685 correlation with the job performance variable. Thus, when promotion is high, job performance is high.

Strength

The value of this correlation coefficient 0.51685 is fall under the coefficient range from ± 0.41 to ± 0.70 . Therefore, the relationship between promotion and job performance is moderate.

Significance

The relationship between promotion and job performance is significant. It is because the p-value < 0.0001 is less than alpha value 0.05.

4.3.1.3 Flexible Scheduling

Hypotheses 3

H0: There is no significant relationship between flexible scheduling and job performance.

H1: There is a significant relationship between flexible scheduling and job performance.

Table 4.17: Correlation between Flexible Scheduling and Job Performance

		Flexible Scheduling	Job Performance
Flexible Scheduling	Pearson Correlation	1.00000	0.52347
	P-value		< 0.0001
	N	270	270
Job Performance	Pearson Correlation	0.52347	1.00000
	P-value	< 0.0001	
	N	270	270

Source: Developed for the research

Direction

Table 4.17 shows the positive relationship between flexible scheduling and job performance because positive value of correlation coefficient. The flexible scheduling variable has a 0.52347 correlation with the job performance variable. Thus, when flexible scheduling is high, job performance is high.

Strength

The value of this correlation coefficient 0.52347 is fall under the coefficient range from ± 0.41 to ± 0.70 . Therefore, the relationship between flexible scheduling and job performance is moderate.

Significance

The relationship between flexible scheduling and job performance is significant. It is because the p-value < 0.0001 is less than alpha value 0.05.

4.3.1.4 Training

Hypotheses 4

H0: There is no significant relationship between training and job performance.

H1: There is a significant relationship between training and job performance.

Table 4.18: Correlation between Training and Job Performance.

		Training	Job Performance
Training	Pearson Correlation	1.00000	0.43014
	P-Value		<0.0001
	N	270	270
Job Performance	Person Correlation	0.43014	1.00000
	P-Value	<0.0001	
	N	270	270

Source: Developed from research

Direction

Table 4.18 shows the positive relationship between training and job performance because of the positive value for correlation coefficient. Training variable has a 0.43014 correlation with the job performance variable. Therefore, when training is frequently, job performance is high.

Strength

The value of correlation coefficient 0.43014 is fall under coefficient range from ± 0.41 to ± 0.70 . According to Rules of Thumb Person Correlation Coefficient; ± 0.41 to ± 0.70 has a moderate strength of association. Thus, the relationship between training and job performance is moderate.

Significant

The connection between training and job performance is significant. It is because P-Value <0.0001 is less than alpha value 0.05.

4.3.1.5 Working Environment

Hypotheses 5

H0: There is no significant relationship between Working Environment and job performance.

H1: There is a significant relationship Working Environment and job performance.

Table 4.19: Correlation between Working Environment and Job Performance.

		Working Environment	Job Performance
Working Environment	Pearson Correlation	1.00000	0.38673
	P-Value	270	<0.0001
	N		270
Job Performance	Person Correlation	0.38673	1.00000
	P-Value	<0.0001	
	N	270	270

Source: Developed from research

Direction

From table 4.19, there is a positive relationship between working environment and job performance. It is because working environment and job performance have a positive value of correlation coefficient. Variable of Working Environment has a 0.38673 correlation with job performance variable. Therefore, when working environment is comfortable, job performance of employees are high.

Strength

The value of correlation coefficient 0.38673 is fall under coefficient range from ± 0.21 to ± 0.40 . According to Rules of Thumb Person Correlation Coefficient; ± 0.21 to ± 0.40 has a small but definite relationship. Thus, the relationship between training and job performance is small but definite relationship.

Significant

The connection between working environment and job performance is significant. It is because P-Value < 0.0001 is less than alpha value 0.05.

4.3.2 Multiple Regression Analysis

Multiple regression analysis is the skills that used to measure one or more than one independent variables to explain variance in dependent variable.

Hypothesis 5

H0: Five independent variables (Flexible Scheduling, Promotion, Reward, Training and Working Environment) are no significantly relationship with job performance.

H1: Five independent variables (Flexible Scheduling, Promotion, Reward, Training and Working Environment) are significantly relationship with job performance.

Table 4.20: Multiple Regression Analysis

Model	DF	Sum of Squares	Mean Square	F Value	Pr > F
Regression	3	23.73742	4.74748	53.33	<0.0001
Error	264	23.41354	0.08869		
Corrected Total	269	47.15096			

- a. Predictors Variables: Flexible Scheduling, Promotion, Reward, Training and Working Environment
- b. Dependent Variable: Job Performance

Source: Developed from research

Based on the table 4.20 above, P value <0.0001 is less than alpha value 0.05. Besides, F-statistic (53.33) is significant. The model from the research is a good explanation of the relationship between independent variables and dependent variable. Independent Variables are Flexible Scheduling, Promotion, Reward, Training and Working Environment and Dependent Variable is Job Performance. Therefore, independent variables are significant explain the relationship with job performance. So, Hypothesis 5 is supported by the data.

Table 4.21: Model Summary of Multiple Regressions

Model	R	R Square	Dependent Mean	Adjusted R Square	Coefficient Variance
1	0.29780	0.5034	4.08963	0.4940	7.28195

- a. Predictors Variables: Flexible Scheduling, Promotion, Reward, Training and Working Environment
- b. Dependent Variable: Job Performance.

Source: Developed from research

The R square shows the percentage of independent variables that could be explained by the variation in the dependent variable. Regarding the study, independent variables (Flexible Scheduling, Promotion, Reward, Training and Working Environment) can be explained by 50.34% of the variations in dependent variable (job performance). However, it still left 49.66% (100% - 50.33%) that couldn't explain in this study. Put differently, there are still left others important variables to determine employees job performances that have not been considered in this study.

Table 4.22: Parameter Estimates

Parameter Estimates

Variable	DF	Parameter Estimates	Standard Error	t Value	Pr > [t]
Intercept	1	0.40177	0.22706	1.77	0.0780
Working Environment	1	0.17144	0.04867	3.52	0.0005
Training	1	0.11913	0.04473	2.66	0.0082
Reward	1	0.21718	0.03756	5.76	< 0.001
Promotion	1	0.10918	0.05360	2.04	0.0427
Flexible Scheduling	1	0.27209	0.04482	6.07	< 0.001

Source: Developed from research

Based on results that shows at table 6 (Parameter Estimates), working environment is significant to prediction of dependent variable (job performance) for this research due to the p-value for working environment which amount to 0.0005 is less than alpha value 0.05. Second, training is significant to prediction of dependent variable (job performance) for this research as well. The p-value of training is lower (0.0082) compare to alpha value which is 0.05.

Third, reward has a high significant to prediction of dependent variable (job performance) for this research. This is because reward has the lowest p-value <0.0001 compare to alpha value 0.05. Fourth, Promotion has the significant to prediction of dependent variable (job performance). Promotion has the lower p-value which is 0.0427 compare to alpha value which is 0.05. Lastly, Flexible Scheduling has a high

significant to prediction of dependent variable. This is because p value of flexible scheduling has the lowest (<0.0001) compare to alpha value which is 0.05.

The five independent variables are the factors that determine job performance of employees. These can be expressed by the regression equation stated below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

The Unknown as below,

Y= Job Performance

a = Intercept

X1= Working Environment

X2= Training

X3= Reward

X4= Promotion

X5= Flexible Scheduling

Therefore,

Job Performance = 0.40177 (a) + 0.17144 (Working Environment) + 0.11913 (training) + 0.21718 (reward) + 0.10918 (promotion) + 0.27209 (flexible scheduling)

Table 4.23: The Ranking for the Beta Value of Independent Variables

Independent Variables	Standardized Coefficients, Beta	Ranking
Working Environment	0.17144	3
Training	0.11913	4
Reward	0.21718	2
Promotion	0.10918	5
Flexible Scheduling	0.27209	1

Source: Develop from research

Table 4.23 shows the ranking for the Beta Value of Independent Variables. The ranking indicate from high to low which is start from flexible scheduling, reward, working environment, training, and lastly is promotion. The higher the ranking for beta value of independent variables, the higher the contribution toward the dependent variable (job performance).

Contribution

Flexible scheduling is the predictor variables that carry the highest contribution to variation of dependent variable (employee performance). This is because Flexible scheduling has a highest contribution compare to others (working environment, training, reward, and promotion) which is 0.27209. In other words, flexible scheduling has the strongest relationship with the variation of dependent variable (job performance).

Second, reward is the second predictor variables that rank at second in Beta Value of Independent Variables compare to others variables (Training, Working Environment, and Promotion). The beta value under standardized coefficient for reward is

0.21718. Therefore, reward make the second strongest contribution and relationship with the variation in dependent variable (job performance).

Third, working environment is placing at third in beta value of independent variables compare to others variables (training and promotion). Working environment has a 0.17144 of beta value that under Standardized Coefficients. Thus, working environment has made the third strongest contribution and relationship with the variation in dependent variable (job performance).

Next, Training is rank at fourth in overall ranking. Training has a 0.11913 of beta value that under Standardized Coefficients compare to last independent variables which is promotion. Promotion has 0.10918 of beta value that under standardized coefficients. Training has the lower contribution and relationship with the variation in dependent variable (job performance). Lastly, Promotion has a least contribution and relationship with the variation in dependent variable (job performance).

4.4 Conclusion

The data that collected from the research have been exposition and summarized by using SAS software. According to the results from SAS software, the independent variables (Flexible scheduling, promotion, rewards, training and working environment) have the significant relationship with dependent variable (job performance). The data that analysed in this chapter will have a further discussion in chapter 5.

Chapter 5: Discussion and Conclusion

5.0 Introduction

Regarding this chapter, an abstract of the descriptive analysis would be further in after obtain the result for analysis in previous chapter. Next, a more details discussion about major finding that is the way independent variables that ways factor of motivation affects the dependent variable job satisfaction.

Besides, this final chapter would also consist of the shortcomings that limit current research and recommendations for research in the future. A final conclusion had been done to summarize the current research project.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

The research has 270 people target respondents. The number of male have 126 people which 46.67% of targeted respondents and the number of female are 144 which having 53.33% in the targeted respondent.

In the research, the age groups divide into five groups which was twenty five years old and below, twenty six to thirty five years old, thirty six to forty five years old, forty six to fifty five years old, fifty five years old and above. The largest age group is between of twenty six to thirty five years old that having 54.44% in total respondents and consist of 147 respondents. The second largest group is the age group between thirty six to forty give years old and having 25.56% of total respondent that consist of 69 respondents. The third largest age groups are between the age of twenty five years

old and below and having 13.70% of total respondent which consist of 37 respondents. The age group between of forty six to fifty five years old was having 4.82% which consist of 13 respondents.

The age groups between fifty five years and above is having the lowest rate which is 1.48% of total respondent and have only 4 respondents. In the ethnic group, the largest respondents are Chinese races that are having 77.78% of total respondent and consists 210 people. Indian races are the second largest ethnic groups were 15.92 % of total respondent that consist 43 people. Malay races are having 6.30% of total respondents that consists 43 people. Besides these three races, there are no others races respondent.

The education level in the research had been divided into five levels that are Certificate, Bachelor of Diplomas, Bachelor of Degree, Bachelor of Master and others. The largest respondents is Bachelor of Diplomas holders that having 42.22% of the total respondent that consist of 114 people. Second largest respondent is Certificate holder that having 29.26% of total respondents which consist 79 people. The third largest respondent is Bachelor of degree holder that having 28.15% of total respondents which consist 76 people. The least respondent is Bachelor of Master holder that having 0.37% of total respondents which consist 1 people. Besides these four education level, there is no others respondent.

The years of employment in the research had been divided into four groups that are year of employment below 2 years, year of employment between 2 to 4 years, year of employment between 5 to 10 years, year of employment at 10 years and above. The largest respondent have year of employment of 5 to 10 years which have 32.22% of total respondents that consist 87 people. The second largest respondent have year of employment of 10 years and above which have 25.93% of total respondents which consist of 70 people. The third largest respondents have year of employment of 2 to 5 years which are 21.85% which consist 59 people. The least respondents have year of employment below 2 years that have 20% of total respondents which consist 54 people.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Test

The reliability test show that all variable are consider as reliable since all variable coefficient alpha values is between 0.70 to 0.80 and 0.80 to 0.90. It consider as good and very good reliability. The result show the reward value is 0.758, promotion value is 0.781, flexible scheduling variable is 0.811, training variable value is 0.782, and working environment variable values is 0.774.

5.1.2.2 Pearson Correlation Coefficient

The result from Pearson Correlation Coefficient test show that all independent variable have significant relationship with employee job performance. The value of five variables is within the range of coefficient range of ± 0.41 to ± 0.70 which consider the relationship of independent variable and dependent variable is moderate. The result show that reward value is 0.409, promotion value is 0.487, flexible scheduling variable is 0.367, training variable value is 0.430, and working environment variable value is 0.386.

5.1.2.3 Multiple Regression Analyses

The result of multiple regression analyses shows that promotion are having highest contribution to employee job performance because its coefficient beta value is 0.056 which is highest among other four variables. Flexible scheduling, working environment and training contribute second highest contribution with coefficient beta value 0.465. The lowest contribution is reward variable with coefficient beta value of 0.0389.

5.2 Discussion of Major Findings

5.2.1 Reward

H1: There is significant relationship between reward and job performance.

For the test result in hypothesis 1, p value is <0.0001 which less than 0.05. This means that there is a significant relationship between reward and job performance. The R value is 0.7578. It shows there is good reliability between reward and job performance.

This further support the research of Luthans that reward can positively to improve the performance of employees. However, reward should able to fulfill employee needs and wants. If rewards unable to fulfill employee physiological needs, then employees unable to contribute further to the organization Besides, an appropriate and fair reward system is needed to motivate employee for better job performance in the organization.

The results also support Lemiex research that there is evidence shows that reward able to improve employee productivity and bring competitive advantages to the organization.

5.2.2 Promotion

H2: There is significant relationship between promotion and job performance.

For the test result in hypothesis 2, p value is 0.0427 which less than 0.05. This means that there is a significant relationship between promotion and job performance. The R value is 0.781217. It shows there is good reliability between promotion and job performance. The result supports the research of Herberg that internal promotions have positive significant relationship with job performance. It is because it able to provide recognition to employee. Organization that without promotion system will hard to retained employee and might increase employee turnover. However, an appropriate, fair and transparency promotion system is important because employee will tend to improve their job performance for promotion to better position. Besides,

the result also support the research of Simon, Enz and Wiley that promotion opportunity a useful tools to motivate employee performance.

5.2.3 Flexible scheduling

H3: There is significant relationship between flexible scheduling and job performance.

For the test result in hypothesis 3, p value is <0.0001 which less than 0.05. This means that there is a significant relationship between flexible scheduling and job performance. The R value is 0.811465. It shows there is good reliability between flexible scheduling and job performance. The result supports the research of Fynes of significant relationship between flexible scheduling and job performance. The research stated that flexible scheduling able to improve employee morale by allow employee to focus on multiple roles and let them able to balanced work life and family. Therefore, employee will not affect by others factors that will bring negative effect to employee job performance. Besides, flexible scheduling able to train employee independent, it is important for organization that operate in global, it facilitate organization able to send their worker oversea. This can be job enrichment and able to motivate employees.

5.2.4 Training

H4: There is significant relationship between training and job performance.

For the test result in hypothesis 4, p value is 0.0082 which less than 0.05. This means that the significant relationship between training and job performance. The R value is 0.781718. It shows there is good reliability between training and job performance. The result supports the research of Roca and Kress that training has positive significant relationship with job performance. It is because training can provide learning opportunities and prepared them for more challenging task. Without training, employee will only stay on their comfort zone and unable to handle more challenging task. Thus, employee will boring with their job scope and become unmotivated. Therefore, training is essential in every organization to improve their reputation, morale, and attitude and improve productivity in the competitive environment.

5.2.5 Working environment

H5: There is significant relationship between working environment and job performance.

For the test result in hypothesis 5, p value is 0.0005 which less than 0.05. This means that there is a significant relationship between working environment and job performance. The R value is 0.773614. It shows good reliability between working environment and job performance. The results support the research of McCoy and Evans the positive and significant relationship between working environment and job performance. It shows that the physical environment is playing an important role to the organization because a proper physical working environment able to motivate employee to perform effectiveness by reducing their stress. Without a good working environment, employees tend to become unmotivated because they will feel not safety, comfortable and unwilling to stay at the workplace. Thus this will affect the employee productivity and job performance.

5.3 Managerial Implication

5.3.1 Implication for reward

For the practical ways, the companies in the insurance industry will have more understanding about the motivation factors which will affect the job performance.

In the research, motivation factors which are reward, promotion, flexible scheduling, training and working environment have significant relationship with employee job performance.

Reward can be in financial and non-financial form had paid to employee for his or her contribution toward the organization. The research had analysis the significant relationship between reward and job performance. Hence, the organization should

ensure that they are providing sufficient reward to motivate and fulfill their employees' physiological needs.

When reward unable to fulfill or satisfied employees physiological need, this will leads to job abandonment and cause problem for the organization.

5.3.2 Implication for promotion

Promotion is about employee shifting to a higher significance position and higher compensation. The analysis shows the significant relationship between promotion and job performance. Hence, the organization should have a fair promotion system and provide promotion opportunities to all employees that have quality contribution. Promotion able to motivate employees because promotion able to improving self-esteem, symbolic status and it is means for the recognition of employees.

5.3.3 Implication for flexible scheduling

The implementation of flexible scheduling enables employees to balance on different roles. Employees should balance their heavy workload with their lifestyle. The analysis shows the significant relationship between flexible scheduling and job performance. Hence, organization should provide appropriate flexible scheduling to employees so that they able to balance their lifestyle and motivated to focus on their work performance.

5.3.4 Implication for training

Training has been defined as the designed program to improve employee ability and work performance. In this research, the analysis shows the significant relationship between training and job performance. Therefore, organization should appropriate training system or method for their employees. The function is to let them able to perform their job scope, reach short-term and long-term benefits, and improving organization overall performance.

5.3.5 Implication for working environment

A Superior, supportive, attractive and safety working environment could bring lots of benefit to the organization. In this research, the analysis shows the significant relationship between working environment and job performance. Therefore, working environment should be safety, supportive and attractive employees. Employee will be motivated when the environment is comfortable so that they able to perform their job well and lead to the improved of job performance.

5.4 Limitation of Study

The study has found that reward, promotion, flexible scheduling, training and working environment have significant relationship on employee job performance. However, some limitations encounter when doing the research.

Since the population in insurance industry is too large. Therefore, the researcher unable to target all the population and brunch in Malaysia due to inadequate cost and time, the research only able to target population in the brunch in Butterworth, Penang.

In the research, the target company is only Prudential Assurance Sdn Bhd. The research is only target this company because of the time problem, the research unable to target others companies in insurance industry. However, there are still many other types and a number of companies in insurance industry and one company unable to truly represent whole industry.

In the research, the variable reward, promotion, flexible scheduling, training and working environment had shown significant relationship with employee job performance. However, others variable may also affect the employee job performance such as personality, background and culture.

5.5 Recommendation for future study

Even though there is some challenge and limitation had been faced, but the research still can be completed. However, recommendation had been given for future research based on the research limitation encounter on the progress of getting the result.

The future researcher can try to target broader population in different brunch in Malaysia if the future researcher have more budget to travelling to others place or researcher can try to have online survey in order to get more target population for the research.

Future researcher can try to aim for industry that has lesser companies in an industry such as government institution. Therefore, the researcher will reduce the time consumption to find several companies and avoid to have more cost to travelling around the brunch around Malaysia.

For future research, researcher can try others variable besides that our research. Researcher can find more to others variable so that employee able to be motivated to improve their job performance.

5.6 Conclusion

After complete this research, the understanding for factor motivation toward employee performance in insurance industry had been improved. Factor of motivation that be research are reward, promotion, flexible scheduling, training and working environment. The outcome of the research shows that all motivation factors have positive and significant impact on job performance. The research able to provide company in insurance industry realizes the importance and ways of employee job motivation.

Insurance company can take the five factors in consideration for improvement of employee job performance by motivate employee to attain goal and objective of the company.

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Appendix

Appendix 1.0: Summarized Demographic Profile of Respondents

Demographic Factors	Categories	Frequency	Percentage (%)
Gender	Male	126	46.67
	Female	144	53.33
	Total	270	
Age	25 years old and below	37	13.70
	26 - 35 years old	147	54.44
	36 - 45 years old	69	25.56
	46 – 55 years old	13	4.82
	55 years old and above	4	1.48
	Total	270	
Ethnic Group	Chinese	210	77.78
	Malay	17	6.30
	Indian	43	15.92
	Others	0	0
	Total	270	
Educational Level	Certificate	79	29.26
	Diploma	114	42.22
	Degree	76	28.15
	Master	1	0.37

	Others	0	0
	Total	270	
Years of Employment	Below 2 years	54	20.00
	2- 5 years	59	21.85
	5 – 10 years	87	32.22
	10 years and above	70	25.93
	Total	270	

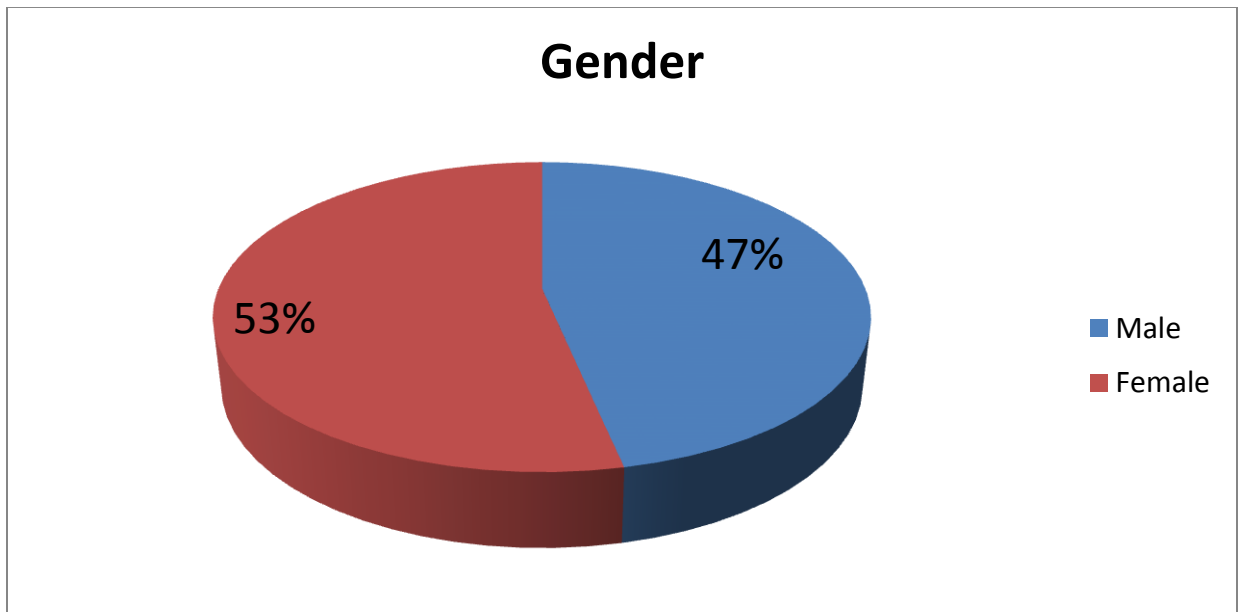
Source: Developed for the research

Appendix 2.0 Table of Demographic Profile

Gender

Gender

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Male	126	46.67	46.67	46.67
Female	144	53.33	53.33	100.00
Total	270	100.00	100.00	

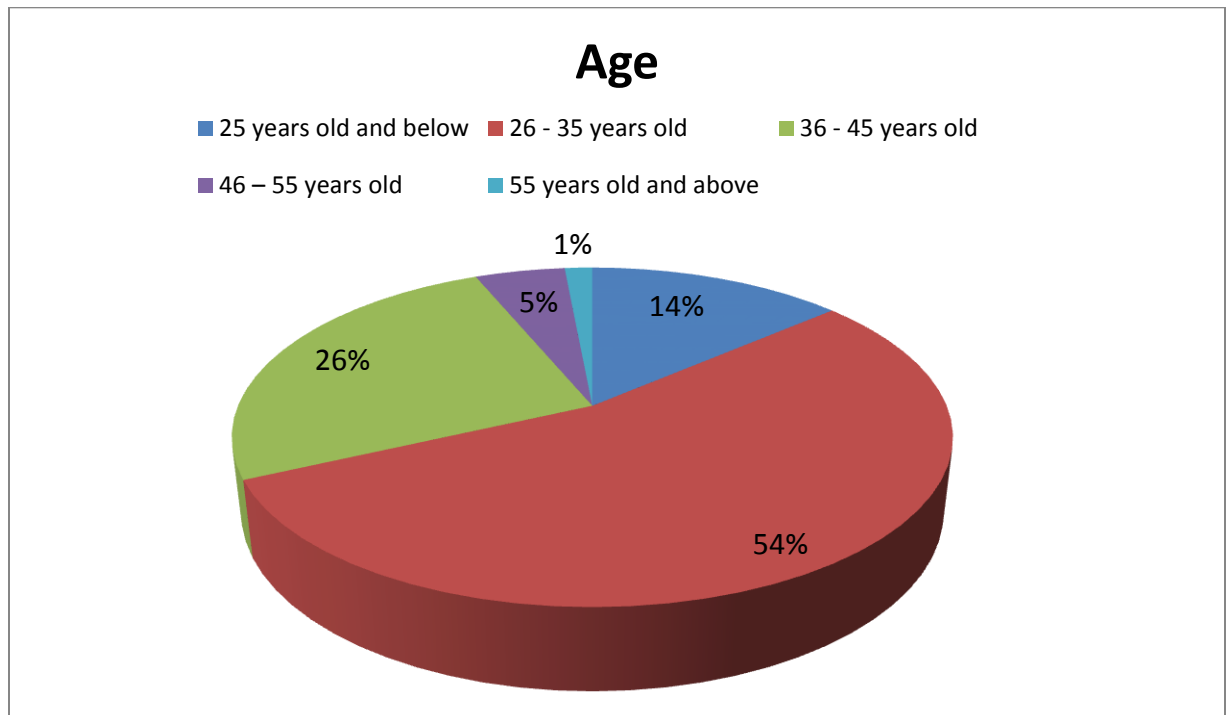


Source: Developed for the research

Age

Age

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid 25 years old and below	37	13.70	13.70	13.70
26 - 35 years old	147	54.44	54.44	68.14
36 - 45 years old	69	25.56	25.56	93.70
46 – 55 years old	13	4.82	4.82	98.52
55 years old and above	4	1.48	1.48	100.00
Total	270	100.00	100.00	

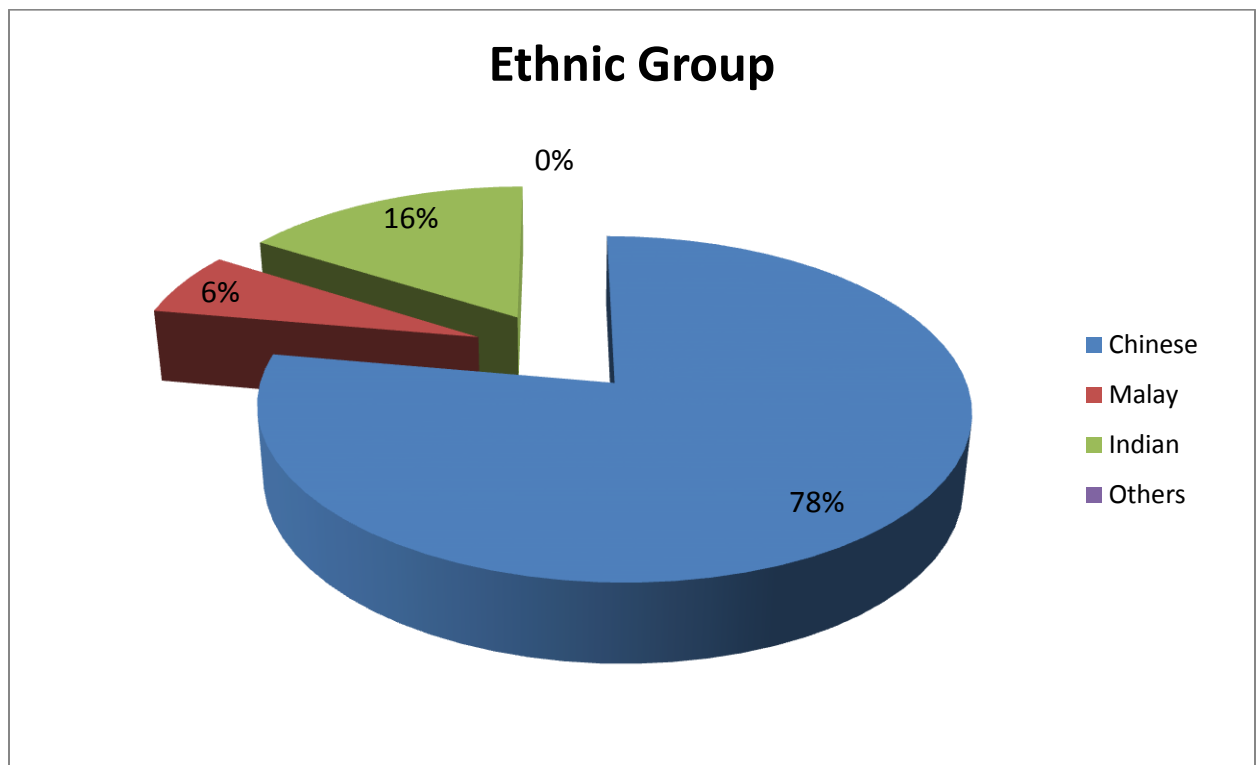


Source: Developed for the research

Ethnic Group

Ethnic Group

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	210	77.78	77.78	77.78
Chinese	17	6.30	6.30	84.08
Malay	43	15.92	15.92	100
Indian	0	0	0	
Others	270	100	100	
Total				

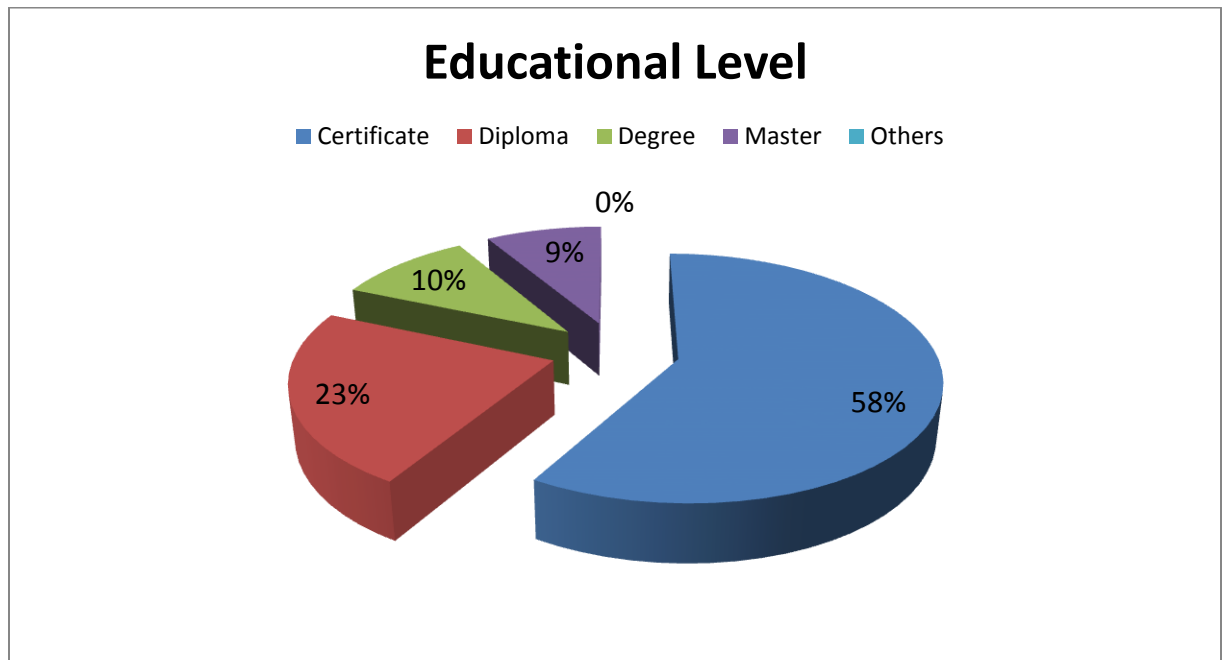


Source: Developed for the research

Education Level

Educational Level

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	79	29.26	29.26	29.26
Certificate	114	42.22	42.22	71.48
Diploma	76	28.15	28.15	99.63
Degree	1	0.37	0.37	100
Master	0	0	0	
Others	270	100	100	
Total				

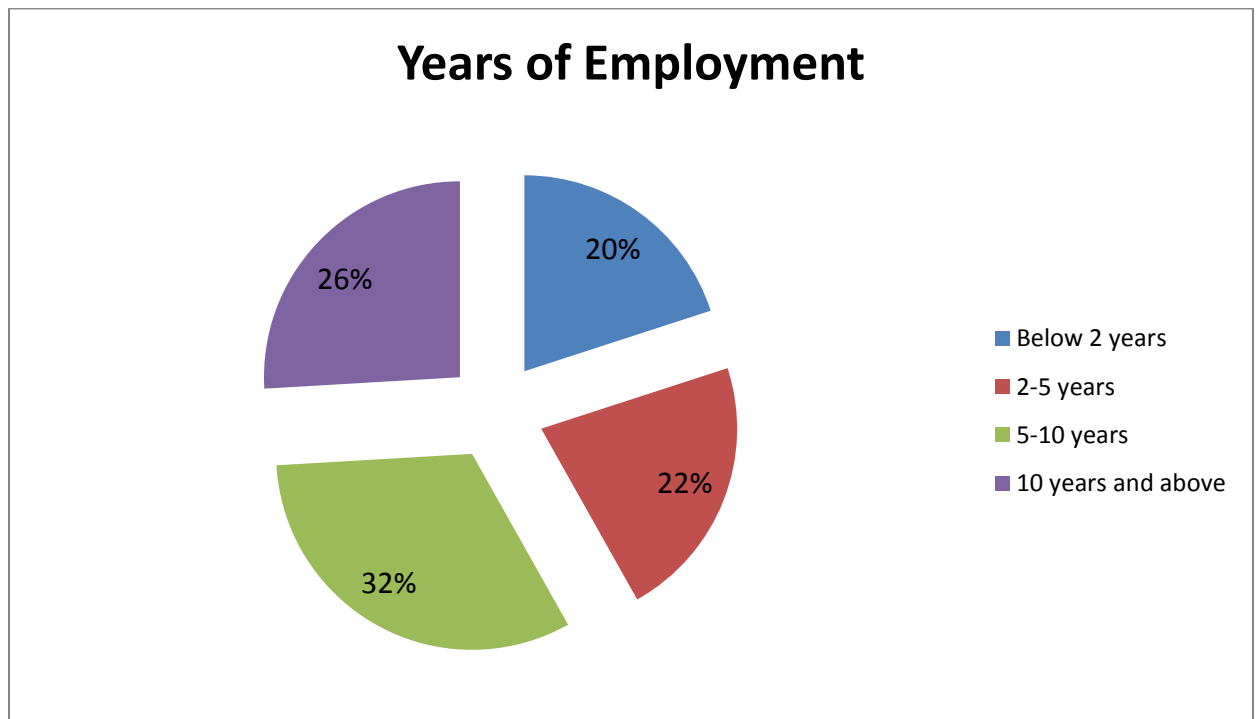


Source: Developed for the research

Year of Employment

Years of Employment

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Below 2 years	54	20.00	20.00	20.00
2-5 years	59	21.85	21.85	41.85
5-10 years	87	32.22	32.22	74.07
10 years and above	70	25.93	25.93	100
Total	270	100.00	100.00	



Source: Developed for the research

Appendix 3.0: Central Tendencies Measurement Result of Construct

Reward

No.	Statement	Mean	Standard Deviation	Ranking
R1	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place.	4.56667	0.62606	5
R2	I am satisfied with the company pay structure.	4.73333	0.52083	2
R3	I believe rewards should be based on performance.	4.70000	0.53498	3
R4	My superior recognizes the extra effort that I put at workplace.	4.86667	0.43417	1
R5	Performance appraisal influence pay raise.	4.63333	0.49013	4

Source: Developed for the research

Promotion

No.	Statement	Mean	Standard Deviation	Ranking
P1	Promotion should be based on job performance at the workplace.	4.36667	0.61495	1
P2	My supervisor always encourage me to perform well so to achieve promotion opportunities.	4.23333	0.56832	2
P3	My company provides fair promotion opportunities to the employees.	4.13333	0.62881	5
P4	I am satisfied with my chances for promotion.	4.16667	0.64772	4
P5	I have equal opportunities of getting promotion with other colleagues with similar qualification.	4.20000	0.71438	3

Source: Developed for the research

Flexible Scheduling

No.	Statement	Mean	Standard Deviation	Ranking
F1	I prefer flexible working hours rather than fixed working hours.	4.26667	0.52083	1
F2	Flexible working hours motivate me to be more efficient.	4.20000	0.66436	3
F3	I believe flexible working hours could provide a relaxing/adaptable working environment.	4.23333	0.50401	2
F4	Flexible working hours allow me to have autonomy over my work.	4.16667	0.74664	4
F5	I desire to have flexibility in work so that I can have work-life balance.	4.16667	0.59209	4

Source: Developed for the research

Training

No	Statement	Mean	Standard Deviation	Ranking
T1	I have training opportunities to learn and enhance my knowledge.	4.30000	0.59596	1
T2	My company has variety of training programs to improve employee's ability.	4.20000	0.55086	4
T3	The training programmes have improved my decision-making skills.	4.23333	0.62606	2
T4	I have been trained with all skills that are needed to perform my job.	4.23333	0.56832	2
T5	Overall, the training I receive meets the needs of my job.	4.16667	0.59209	5

Source: Developed for the research

Working Environment

No	Statement	Mean	Standard Deviation	Ranking
W1	I like challenging tasks as it enhance my knowledge and creativity.	4.06667	0.58329	2
W2	I am satisfied with the working condition at my work place.	4.03333	0.71840	3
W3	I understand the importance to value and respect my colleague.	4.00000	0.58722	4
W4	My job brings positive changes to me.	4.23333	0.56832	1
W5	My superiors always encourage and guide me in the performance of my work.	3.93333	0.58329	5

Source: Developed for the research

Appendix 4.0 Reliability Analysis

No.	Variables	Cronbach's Alpha	Number of items
1.	Flexible Scheduling	0.811465	5
2.	Promotion	0.781217	5
3.	Reward	0.757800	5
4.	Training	0.781718	5
5.	Working Environment	0.773614	5

Source: Developed from Research

Appendix 5.0 Pearson's Correlation Analysis

Reward

		Reward	Job Performance
Reward	Pearson Correlation	1.00000	0.47435
	P-value		<0.0001
	N	270	270
Job Performance	Pearson Correlation	0.47435	1.00000
	P-value	<0.0001	
	N	270	270

Source: Developed for the research

Promotion

		Promotion	Job Performance
Promotion	Pearson Correlation	1.00000	0.51685
	P-value		<0.0001
	N	270	270
Job Performance	Pearson Correlation	0.51685	1.00000
	P-value	<0.0001	
	N	270	270

Source: Developed for the research

Flexible Scheduling

		Flexible Scheduling	Job Performance
Flexible Scheduling	Pearson Correlation	1.00000	0.52347
	P-value		<0.0001
	N	270	270
Job Performance	Pearson Correlation	0.52347	1.00000
	P-value	<0.0001	
	N	270	270

Source: Developed for the research

Training

		Training	Job Performance
Training	Pearson Correlation	1.00000	0.43014
	P-Value		<0.0001
	N	270	270
Job Performance	Person Correlation	0.43014	1.00000
	P-Value	<0.0001	
	N	270	270

Source: Developed from research

Working Environment

		Working Environment	Job Performance
Working Environment	Pearson Correlation	1.00000	0.38673
	P-Value		<0.0001
	N	270	270
Job Performance	Person Correlation	0.38673	1.00000
	P-Value	<0.0001	
	N	270	270

Source: Developed from research

Appendix 5.1 Multiple Regression Analysis

Model	R	R Square	Dependent Mean	Adjusted R Square	Coefficient Variance
1	0.29780	0.5034	4.08963	0.4940	7.28195

- a. Predictors Variables: Flexible Scheduling, Promotion, Reward, Training and Working Environment
- b. Dependent Variable: Job Performance.

Source: Developed from research

Parameter Estimates

Variable	DF	Parameter Estimates	Standard Error	t Value	Pr > [t]
Intercept	1	0.40177	0.22706	1.77	0.0780
Working Environment	1	0.17144	0.04867	3.52	0.0005
Training	1	0.11913	0.04473	2.66	0.0082
Reward	1	0.21718	0.03756	5.76	< 0.001
Promotion	1	0.10918	0.05360	2.04	0.0427
Flexible Scheduling	1	0.27209	0.04482	6.07	< 0.001

Source: Developed from research

Appendix 6.0: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

20th June 2016

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Chin Mei Ching	13ABB08389
Chua Wei Shian	13ABB07532
Ong Kang Nien	13ABB07475
Tan Sin Hui	12ABB01447
Wong Schi Loon	13ABB07310

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

Puan Che Natheera Banu Binti Syed Abdul Aziz
Supervisor,
Faculty of Business and Finance
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UNIVERSITI TUNKU ABDUL RAHMAN (UTAR KAMPAR)

FACULTY OF BUSINESS AND FINANCE (FBF)

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

Dear respondent,

We are final year students of Bachelor of Business Administration (HONS) from Universiti Tunku Abdul Rahman (UTAR). We are currently conducting our final year project with the title "The Impact of Motivation on Employee's Job Performance In Prudential Insurance Company".

Your willingness in participating in this questionnaire survey will be greatly appreciated. Any information collected through this survey only will be used for academic purposes. We will ensure you that all information and personal data will be kept private and confidential. We thank you for the time and effort that used to complete this questionnaire. Thank you very much for your participation.

Research Project Team Members' Detail:

Name	Student ID No.
CHIN MEI CHING	13ABB08389
CHUA WEI SHIAN	13ABB07532
ONG KANG NIAN	13ABB07475
TAN SIN HUI	12ABB01447
WONG SCHI LOON	13ABB07310

SECTION A : Demographic Profile

Please place a tick “√” or fill in the blank for each of the following:

1. Gender :

- Male Female

2. Age :

- 25 years old and below 26 - 35 years old
 36 - 45 years old 46 – 55 years old
 55 years old and above

3. Ethnic group:

- Chinese
 Malay
 Indian
 Others, Please specify _____

4. Educational level :

- Certificate Diploma
 Degree Master
 Others, Please specify _____

5. Years of employment :

- Below 2 years
 2- 5 years
 5 – 10 years
 10 years and above

Part B

The Likert scale of measurement is being used. The number 1 to 5 represents a continuum with 1 being strong disagreement and 5 being strong agreement. Based on your experience as an employee, please circle the number that best reflects your opinion about the statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Part 1 Reward	SD	D	N	A	SA
1. I believe financial rewards (salary, bonus and other perks) could increase motivation at work place.	1	2	3	4	5
2. I am satisfied with the company pay structure.	1	2	3	4	5
3. I believe rewards should be based on performance.	1	2	3	4	5
4. My superior recognizes the extra effort that I put at workplace.	1	2	3	4	5
5. Performance appraisal influence pay raise.	1	2	3	4	5
Part 2 Promotion					
6. Promotion should be based on job performance at the workplace.	1	2	3	4	5
7. My supervisor always encourage me to perform well so to achieve promotion opportunities.	1	2	3	4	5
8. My company provides fair promotion opportunities to the employees.	1	2	3	4	5
9. I am satisfied with my chances for promotion.	1	2	3	4	5

10. I have equal opportunities of getting promotion with other colleagues with similar qualification.	1	2	3	4	5
Part 3 Flexible scheduling					
11. I prefer flexible working hours rather than fixed working hours.	1	2	3	4	5
12. Flexible working hours motivate me to be more efficient.	1	2	3	4	5
13. I believe flexible working hours could provide a relaxing/adaptable working environment.	1	2	3	4	5
14. Flexible working hours allow me to have autonomy over my work.	1	2	3	4	5
15. I desire to have flexibility in work so that I can have work-life balance.	1	2	3	4	5
Part 4 Training					
16. I have training opportunities to learn and enhance my knowledge.	1	2	3	4	5
17. My company has variety of training programs to improve employee's ability.	1	2	3	4	5
18. The training programmes have improved my decision-making skills.	1	2	3	4	5
19. I have been trained with all skills that are needed to perform my job.	1	2	3	4	5
20. Overall, the training I receive meets the needs of my job.	1	2	3	4	5
Part 5 Working Environment					
21. I like challenging tasks as it enhance my knowledge and creativity.	1	2	3	4	5
22. I am satisfied with the working condition at my work place.	1	2	3	4	5

23. I understand the importance to value and respect my colleague.	1	2	3	4	5
24. My job brings positive changes to me.	1	2	3	4	5
25. My superiors always encourage and guide me in the performance of my work.	1	2	3	4	5

Part C

Please circle the number that best reflects your opinions about the statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Job Performance	SD	D	N	A	SA
1. My performance is better than that of my colleagues with similar qualifications.	1	2	3	4	5
2. I am satisfied with my performance at work place.	1	2	3	4	5
3. I am committed to have continuous quality improvement in my work.	1	2	3	4	5
4. I have good support from my supervisor in handling my tasks.	1	2	3	4	5
5. I have good knowledge of my company's products, services and insurance policy.	1	2	3	4	5

Appendix 7.0: Reliability Analysis Results for Pilot Test

Independent Variable: Reward

Reliability Analysis Results for Reward
The CORR Procedure

5 Variables: R1 R2 R3 R4 R5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
R1	30	4.56667	0.62606	137.00000	3.00000	5.00000	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R2	30	4.73333	0.52083	142.00000	3.00000	5.00000	I am satisfied with the company pay structure. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R3	30	4.70000	0.53498	141.00000	3.00000	5.00000	I believe rewards should be based on performance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R4	30	4.86667	0.43417	146.00000	3.00000	5.00000	My superior recognizes the extra effort that I put at workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R5	30	4.63333	0.49013	139.00000	4.00000	5.00000	Performance appraisal influence pay raise. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.757800
Standardized	0.745483

Independent Variable: Promotion

Reliability Analysis Results for Promotion
The CORR Procedure

5 Variables: P1 P2 P3 P4 P5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
P1	30	4.36667	0.61495	131.00000	3.00000	5.00000	Promotion should be based on job performance at the workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P2	30	4.23333	0.56832	127.00000	3.00000	5.00000	My supervisor always encourage me to perform well so to achieve promotion opportunities. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P3	30	4.13333	0.62881	124.00000	3.00000	5.00000	My company provides fair promotion opportunities to the employees. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P4	30	4.16667	0.64772	125.00000	3.00000	5.00000	I am satisfied with my chances for promotion. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P5	30	4.20000	0.71438	126.00000	3.00000	5.00000	I have equal opportunities of getting promotion with other colleagues with similar qualification. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.781217
Standardized	0.777435

Independent Variable: Flexible Scheduling

Reliability Analysis Results for Flexible Scheduling
The CORR Procedure

5 Variables: F1 F2 F3 F4 F5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
F1	30	4.26667	0.52083	128.00000	3.00000	5.00000	I prefer flexible working hours rather than fixed working hours. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F2	30	4.20000	0.66436	126.00000	2.00000	5.00000	Flexible working hours motivate me to be more efficient. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F3	30	4.23333	0.50401	127.00000	3.00000	5.00000	I believe flexible working hours could provide a relaxing/adaptable working environment. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F4	30	4.16667	0.74664	125.00000	2.00000	5.00000	Flexible working hours allow me to have autonomy over my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F5	30	4.16667	0.59209	125.00000	3.00000	5.00000	I desire to have flexibility in work so that I can have work-life balance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.811465
Standardized	0.818094

Independent Variable: Training

Reliability Analysis Results for Training
The CORR Procedure

5 Variables: T1 T2 T3 T4 T5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
T1	30	4.30000	0.59596	129.00000	3.00000	5.00000	I have training opportunities to learn and enhance my knowledge. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T2	30	4.20000	0.55086	126.00000	3.00000	5.00000	My company has variety of training programs to improve employee's ability. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T3	30	4.23333	0.62606	127.00000	3.00000	5.00000	The training programmes have improved my decision-making skills. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T4	30	4.23333	0.56832	127.00000	3.00000	5.00000	I have been trained with all skills that are needed to perform my job. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T5	30	4.16667	0.59209	125.00000	3.00000	5.00000	Overall, the training I receive meets the needs of my job. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.781718
Standardized	0.775570

Independent Variable: Working Environment

Reliability Analysis Results for Working Environment

The CORR Procedure

5 Variables: W1 W2 W3 W4 W5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
W1	30	4.06667	0.58329	122.00000	3.00000	5.00000	I like challenging tasks as it enhance my knowledge and creativity. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W2	30	4.03333	0.71840	121.00000	3.00000	5.00000	I am satisfied with the working condition at my work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W3	30	4.00000	0.58722	120.00000	3.00000	5.00000	I understand the importance to value and respect my colleague. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W4	30	4.23333	0.56832	127.00000	3.00000	5.00000	My job brings positive changes to me. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W5	30	3.93333	0.58329	118.00000	3.00000	5.00000	My superiors always encourage and guide me in the performance of my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.773614
Standardized	0.774409

Dependent Variable: Job Performance

Reliability Analysis Results for Job Performance

The CORR Procedure

5 Variables: C1 C2 C3 C4 C5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
C1	30	4.26667	0.44978	128.00000	4.00000	5.00000	My performance is better than that of my colleagues with similar qualifications. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C2	30	4.10000	0.71197	123.00000	3.00000	5.00000	I am satisfied with my performance at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C3	30	4.23333	0.50401	127.00000	3.00000	5.00000	I am committed to have continuous quality improvement in my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C4	30	4.16667	0.64772	125.00000	3.00000	5.00000	I have good support from my supervisor in handling my tasks. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C5	30	4.03333	0.55605	121.00000	3.00000	5.00000	I have good knowledge of my company's products, services and insurance policy. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.603024
Standardized	0.573592

All Independent Variables and Dependent Variable

Reliability Analysis Results for All IV and DV																										
The CORR Procedure																										
30 Variables: W5 C3 W4 C2 W3 C1 W2 W1 T5 T4 T3 T2 T1 R5 R4 R3 R2 R1 P5 P4 P3 P2 P1 F5 F4 F3 F2 F1 C5 C4																										
Simple Statistics																										
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label																			
W5	30	3.93333	0.58329	118.00000	3.00000	5.00000	My superiors always encourage and guide me in the performance of my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
W4	30	4.23333	0.56832	127.00000	3.00000	5.00000	My job brings positive changes to me. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
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T5	30	4.16667	0.59209	125.00000	3.00000	5.00000	Overall, the training I receive meets the needs of my job. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
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T2	30	4.20000	0.55086	126.00000	3.00000	5.00000	My company has variety of training programs to improve employee's ability. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
T1	30	4.30000	0.59596	129.00000	3.00000	5.00000	I have training opportunities to learn and enhance my knowledge. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
R5	30	4.63333	0.49013	139.00000	4.00000	5.00000	Performance appraisal influence pay raise. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
R4	30	4.86667	0.43417	146.00000	3.00000	5.00000	My superior recognizes the extra effort that I put at workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
R3	30	4.70000	0.53498	141.00000	3.00000	5.00000	I believe rewards should be based on performance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
R2	30	4.73333	0.52083	142.00000	3.00000	5.00000	I am satisfied with the company pay structure. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
R1	30	4.56667	0.62606	137.00000	3.00000	5.00000	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
P5	30	4.20000	0.71438	126.00000	3.00000	5.00000	I have equal opportunities of getting promotion with other colleagues with similar qualification. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
P4	30	4.16667	0.64772	125.00000	3.00000	5.00000	I am satisfied with my chances for promotion. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
P3	30	4.13333	0.62881	124.00000	3.00000	5.00000	My company provides fair promotion opportunities to the employees. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
P2	30	4.23333	0.56832	127.00000	3.00000	5.00000	My supervisor always encourage me to perform well so to achieve promotion opportunities. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
P1	30	4.36667	0.61495	131.00000	3.00000	5.00000	Promotion should be based on job performance at the workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
F5	30	4.16667	0.59209	125.00000	3.00000	5.00000	I desire to have flexibility in work so that I can have work-life balance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
F4	30	4.16667	0.74664	125.00000	2.00000	5.00000	Flexible working hours allow me to have autonomy over my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
F3	30	4.23333	0.50401	127.00000	3.00000	5.00000	I believe flexible working hours could provide a relaxing/adaptable working environment. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
F2	30	4.20000	0.66436	126.00000	2.00000	5.00000	Flexible working hours motivate me to be more efficient. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
F1	30	4.26667	0.52083	128.00000	3.00000	5.00000	I prefer flexible working hours rather than fixed working hours. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
C5	30	4.03333	0.55605	121.00000	3.00000	5.00000	I have good knowledge of my company's products, services and insurance policy. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
C4	30	4.16667	0.64772	125.00000	3.00000	5.00000	I have good support from my supervisor in handling my tasks. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
C3	30	4.23333	0.50401	127.00000	3.00000	5.00000	I am committed to have continuous quality improvement in my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
C2	30	4.10000	0.71197	123.00000	3.00000	5.00000	I am satisfied with my performance at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			
C1	30	4.26667	0.44978	128.00000	4.00000	5.00000	My performance is better than that of my colleagues with similar qualifications. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree																			

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.920453
Standardized	0.917222

Appendix 8.0: Reliability Analysis Results for Real Test

Reliability Test

Independent Variable: Reward

Correlation Analysis
The CORR Procedure

5 Variables: R1 R2 R3 R4 R5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
R1	270	4.40741	0.81159	1190	2.00000	5.00000	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R2	270	4.34444	0.75409	1173	1.00000	5.00000	I am satisfied with the company pay structure. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R3	270	4.37407	0.73978	1181	1.00000	5.00000	I believe rewards should be based on performance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R4	270	4.51481	0.73530	1219	1.00000	5.00000	My superior recognizes the extra effort that I put at workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
R5	270	4.46296	0.65987	1205	3.00000	5.00000	Performance appraisal influence pay raise. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.768041
Standardized	0.764077

Independent Variable: Promotion

Correlation Analysis
The CORR Procedure

5 Variables: P1 P2 P3 P4 P5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
P1	270	4.16296	0.65336	1124	2.00000	5.00000	Promotion should be based on job performance at the workplace. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P2	270	4.06296	0.66212	1097	2.00000	5.00000	My supervisor always encourage me to perform well so to achieve promotion opportunities. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P3	270	3.97407	0.68118	1073	3.00000	5.00000	My company provides fair promotion opportunities to the employees. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P4	270	4.01111	0.69241	1083	2.00000	5.00000	I am satisfied with my chances for promotion. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
P5	270	3.92963	0.78948	1061	2.00000	5.00000	I have equal opportunities of getting promotion with other colleagues with similar qualification. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.653379
Standardized	0.653968

Independent Variable: Flexible Scheduling

Correlation Analysis
The CORR Procedure

5 Variables: F1 F2 F3 F4 F5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
F1	270	4.12593	0.66712	1114	3.00000	5.00000	I prefer flexible working hours rather than fixed working hours. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F2	270	4.19259	0.68436	1132	2.00000	5.00000	Flexible working hours motivate me to be more efficient. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F3	270	4.11111	0.69160	1110	1.00000	5.00000	I believe flexible working hours could provide a relaxing/adaptable working environment. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F4	270	3.96296	0.77993	1070	1.00000	5.00000	Flexible working hours allow me to have autonomy over my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
F5	270	4.07778	0.70938	1101	2.00000	5.00000	I desire to have flexibility in work so that I can have work-life balance. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.672405
Standardized	0.669844

Independent Variable: Training

Correlation Analysis
The CORR Procedure

5 Variables: T1 T2 T3 T4 T5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
T1	270	4.18148	0.69010	1129	2.00000	5.00000	I have training opportunities to learn and enhance my knowledge. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T2	270	4.04444	0.72004	1092	2.00000	5.00000	My company has variety of training programs to improve employee's ability. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T3	270	4.01852	0.74402	1085	2.00000	5.00000	The training programmes have improved my decision-making skills. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T4	270	3.98519	0.70564	1076	1.00000	5.00000	I have been trained with all skills that are needed to perform my job. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
T5	270	3.99259	0.68436	1078	2.00000	5.00000	Overall, the training I receive meets the needs of my job. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.722436
Standardized	0.723007

Independent Variable: Working Environment

Correlation Analysis
The CORR Procedure

5 Variables: W1 W2 W3 W4 W5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
W1	270	4.16296	0.65336	1124	2.00000	5.00000	I like challenging tasks as it enhance my knowledge and creativity. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W2	270	3.98889	0.72391	1077	2.00000	5.00000	I am satisfied with the working condition at my work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W3	270	4.02593	0.66461	1087	2.00000	5.00000	I understand the importance to value and respect my colleague. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W4	270	4.03704	0.70482	1090	2.00000	5.00000	My job brings positive changes to me. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
W5	270	3.97407	0.68662	1073	2.00000	5.00000	My superiors always encourage and guide me in the performance of my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.667744
Standardized	0.669401

Dependent Variable: Job Performance

Correlation Analysis
The CORR Procedure

5 Variables: C5 C4 C3 C2 C1

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
C5	270	4.02593	0.63015	1087	2.00000	5.00000	I have good knowledge of my company's products, services and insurance policy. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C4	270	3.99259	0.70575	1078	1.00000	5.00000	I have good support from my supervisor in handling my tasks. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C3	270	4.17407	0.68662	1127	2.00000	5.00000	I am committed to have continuous quality improvement in my work. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C2	270	4.10370	0.69276	1108	2.00000	5.00000	I am satisfied with my performance at work place. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
C1	270	4.15185	0.61811	1121	3.00000	5.00000	My performance is better than that of my colleagues with similar qualifications. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.614284
Standardized	0.611618

Appendix 9.0 Pearson Correlation Coefficient

Reward and Job Performance

Correlation Analysis
The CORR Procedure

2 Variables: Reward Job Performance

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
Reward	270	4.42074	0.53420	1194	1.80000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
Job Performance	270	4.08963	0.41867	1104	2.40000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Pearson Correlation Coefficients, N = 270		
Prob > r under H0: Rho=0		
	Reward	Job Performance
Reward	1.00000	0.47435
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001
Job Performance	0.47435	1.00000
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001

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Promotion and Job Performance

Correlation Analysis
The CORR Procedure

2 Variables: Promotion Job Performance

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
Promotion	270	4.02815	0.45146	1088	2.80000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
Job Performance	270	4.08963	0.41867	1104	2.40000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Pearson Correlation Coefficients, N = 270		
Prob > r under H0: Rho=0		
	Promotion	Job Performance
Promotion	1.00000	0.51685
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001
Job Performance	0.51685	1.00000
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001

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Flexible Scheduling and Job Performance

Correlation Analysis
The CORR Procedure

2 Variables: Flexible Scheduling Job Performance

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
Flexible Scheduling	270	4.09407	0.46550	1105	1.80000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
Job Performance	270	4.08963	0.41867	1104	2.40000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Pearson Correlation Coefficients, N = 270 Prob > r under H0: Rho=0		
	Flexible Scheduling	Job Performance
Flexible Scheduling	1.00000	0.52347
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001
Job Performance	0.52347	1.00000
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001

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Training and Job Performance

Correlation Analysis
The CORR Procedure

2 Variables: Training Job Performance

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
Training	270	4.04444	0.48817	1092	2.40000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
Job Performance	270	4.08963	0.41867	1104	2.40000	5.00000 . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Pearson Correlation Coefficients, N = 270 Prob > r under H0: Rho=0		
	Training	Job Performance
Training	1.00000	0.47881
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001
Job Performance	0.47881	1.00000
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001

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Working Environment and Job Performance

Correlation Analysis
The CORR Procedure

2 Variables: Working Environment Job Performance

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Working Environment	270	4.03778	0.45026	1090	2.40000	5.00000	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree
Job Performance	270	4.08963	0.41867	1104	2.40000	5.00000	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Pearson Correlation Coefficients, N = 270		
Prob > r under H0: Rho=0		
	Working Environment	Job Performance
Working Environment	1.00000	0.46788
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001
Job Performance	0.46788	1.00000
. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		< .0001

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Appendix 10.0 Multiple Regression Analysis

Linear Regression Results
The REG Procedure
Model: Linear Regression Model
Dependent Variable: Job Performance . 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Number of Observations Read	270
Number of Observations Used	270

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	23.73742	4.74748	53.53	< .0001
Error	264	23.41354	0.08869		
Corrected Total	269	47.15096			

Root MSE	0.29780	R-Square	0.5034
Dependent Mean	4.08963	Adj R-Sq	0.4940
Coeff Var	7.28195		

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	0.40177	0.22706	1.77	0.0780
Reward	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.21718	0.03756	5.78	< .0001
Promotion	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.10918	0.05360	2.04	0.0427
Flexible Scheduling	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.27209	0.04482	6.07	< .0001
Training	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.11913	0.04473	2.66	0.0082
Working Environment	. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.17144	0.04867	3.52	0.0005

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