THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE

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The Impact of Human Resource Management
Practices on Employee Performance

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DECLARATION

I hereby declare that

(1) This Research Project is the end result of my 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 or qualification of this or any other university, or other institutes of learning.

(3) The word count of this research report is 18596 words.

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LIST OF ABBREVIATION

HRM   Human Resource Management

MBO   Management by Objectives

PREFACE

I've worked in a variety of positions, both part-time and full-time. I am aware that there is an occurrence of human resource function in every positions. While I am involved in the position, I am concerned about the concerns due to it reflecting my future. Human resource management at work often begins with little concerns and snowballs. In my first employment, I worked as a part-time waitress at a karaoke bar. There is a diverse workforce, which includes both domestic and international workers. The supervisor and management will give apply human resource management function in managing the to assist them perform better. It is important for selecting correct individual on right position, giving adequate training and appraisal to motivate employee to perform well. This gave me the idea to undertake research on the impact of human resource management factors in order to ascertain the experiences, perspectives, and perceptions of the Malaysian community on employee performance. Thus, after talking with supervisors, I settled on the subject of my study, which is "The impact of Human Resources Management Practices on Employee Performance".

ABSTRACT

This article is divided into five chapters that cover various parts of the subject, including a research overview, a literature review, a methodology section, data analysis, a discussion section, and the conclusion and implications of the research study. This study will examine the link between training and development, performance appraisal, leadership styles, and the reward system as they relate to employee performance. There are several previous studies and fresh data that are obtained from different researchers and respondents. It will demonstrate to the researcher the effect of each independent variable on the dependent variable in this investigation. The findings of this research were obtained via a series of analyses. These statistics were acquired from respondents using survey questionnaires sent to over 207 people. At the conclusion of this report, various recommendations for future research were made, as well as limitations that were encountered throughout this research study. At the conclusion of the study, an example of the survey questionnaire that was used to gather data for this research is included.

Chapter 1: Research Overview

1.0 Introduction

The purpose of this study is to determine the effect of human resource management variables on employee performance. The following is Chapter 1 of this study, which is primarily concerned with presenting the research's significance and providing an overview of the research. This chapter discussed the research context of the study, the research issue, the research aims, which included both general and particular objectives, the research question, the relevance of this research, and the chapter structure of this research.

1.1 Research Background

In the complex and emerging environment, the emerging industries and companies underlies one common characteristic that indicating humans' capital is one of the most essential resources that directing company to the survival and success (Aslam et al., 2013). The managers or leaders that could better utilize the resources is one of the key elements to accomplish organizational goals. For instance, putting the correct people at a correct position, setting rules and regulations, standard of procedures related to employee's management could influence on employee performance and company performance. Within the effort investing in human resource management (HRM), company could cope with their long-term objectives that could obviously observe in developed countries such as United States and China. Yet, developing countries should concern on HRM especially countries that locate in the strategic place such as Asia or Africa.

There are many HRM function that company would study and each of the components are essential for company to adapt and follow. Employee performance is critically effect by HRM function because assigning good and correct task to an employees may be difficult due to employees' differential (Lokman and Atikah,

2018). In different situation, HRM function take different weightage that will impact critically on the performance of the employee and company. Thus, there are reasons for the researchers to investigate how each HRM function could impact on the employee performance in this study.

Besides, HRM could help in unemployment prevention (Borghouts–van de Pas et al., 2021). This is because HRM could provide job-to-job support, helping employee to develop, enable company to utilize the resources to make the maximum revenues. According to the data retrieved from World Bank, the global unemployment reaches the highest in year 2020 compared to the past 20 years. The highest unemployment rate country is South Africa which achieve 28.7% in year 2020. Thus, this research providing an empirical knowledge in applying HRM to prevent unemployment. Figure 1.1 below show the trend of global unemployment rate from year 2000 to 2020.

Figure 1.1 Global Unemployment Rate
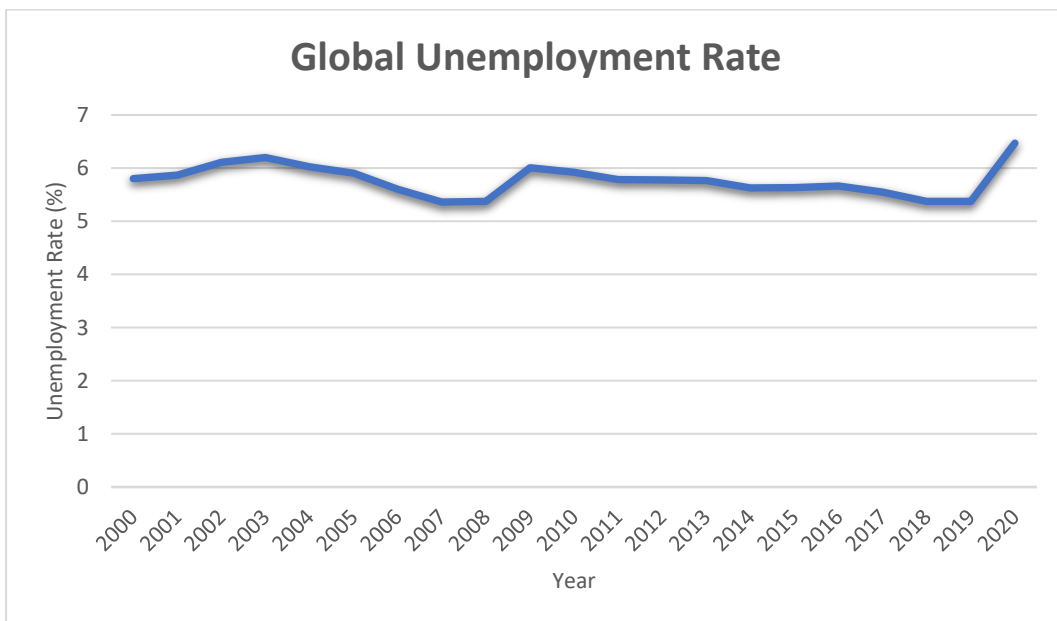
Source: The World Bank (2021). Unemployment, total (% of total labor force) (modeled ILO estimate). *International Labour Organization, ILOSTAT database.* Data retrieved on June 15, 2021.

According to Wang and Noe (2010), HRM could provide a sustainable competitive advantage if company and employee comply with it. To gain competitive advantage

against others, few HRM factors had been discussed in this research including performance appraisal, training and development, leadership style, and reward system. In this research study, it will analysis on how the variables that identifies by the researcher in influencing employee performance. Each area of the study will discuss with theoretical and support with research results.

1.2 Problem of the research

Human resource management could bring an impact on employee performance that will directly affect company performance and productivity. Each profit organization long-term objective is to create more profit and achieving their organizational goals. However, without HRM, company could not observe the value of employees and assigning correct task to them. This will bring a burden towards the company and becoming an obstacle that prevent company to work more effective and efficient since employee could not perform in their best and using their pieces of knowledge for their company.

In these circumstances, many companies are concerning on the results but omitted the process in increasing employee performance. To improve employee performance, company should have a deep knowledge such as understanding HRM function which company performance and employee performance will automatically improve (Ying, 2012). Besides, according to Tabouli et al. (2016), developing country often omit the impact of HRM in a company and employee personal growth. Few studies show that developing country doesn't have any commitment in implementing a comprehensive HRM such as Libya that located in Africa in comparison to United States, and different parts of Asian regions. This explain the high unemployment rate in Africa and other region due to HRM are not concern by the local.

A company's purpose is to optimize its potential. Employees represent at the larger asset and capital in the company should receive an adequate training, paid, and treat in satisfying them to work for company. However, if a company could not retain those experience workers, well perform workers, a company performance as well

as corporate image will drop due to high turnover rate, poor human resource management, weak company policy and others (Ozolina-Ozola, 2014). This is because employee found difficulty in perform and work in a company that does not concern on employee needs and wants. In addition, it is important for company to treat employee's fair which employee will feel they are value by the company.

Thus, to tackle the situation above, each and every company should manage their employee by applying HRM in the way of fair and equal treatment. This is because each employee should be given the same opportunity and resources when performing certain task which will help company to evaluate each employee potential and appraisal will be given to each of them that help in performance improvement (Stoilkovska, Ilieva and Gjakovski, 2015). For instance, equality and fair practices should start from recruiting and selection of employee towards other HRM activities as well. In the long run, it results in the company's enhancement well-being and performance.

1.3 Objectives of the Research

The primary goal of this study is to determine the effect of various human resource management (HRM) parameters on employee performance. To accomplish this goal, the following goals are articulated in further detail:

1. To investigate how performance appraisal as a HRM factor effect on employee performance such as better and poor performance of an employee.
2. 2. To examine the link between staff development and performance in HRM. Besides, to understand what is considered as an effective training and development program.
3. To investigate the importance of leadership style under HRM in employee performance and understanding different leadership style in a company.
4. To investigate the impact of reward system as a HRM factor in employee performance such as intrinsic rewards and extrinsic rewards. For instance, each employee may demand for different needs and wants instead of just monetary rewards.

1.4 Study Research Question

In this research, few question will be discussed throughout the study on how each HRM factors impact on employee performance. Below is the research question developed for the research study:

1. Is there any significant relationship between performance appraisal and employee performance?
2. Does training and development is a good HRM practices that affect employee performance critically?
3. Is leadership style representing as one of the important HRM factor that influencing employee performance?
4. What is the importance and role of reward system plays in employee performance?

1.5 Significance of the Study

In this research, it will provide a clear view and help the company, employees to identify the impact of each HRM factors on employee performance. This first research significance in this study is understanding how performance appraisal work in a company could helps significantly in improving employee productivity and employee morale. The results of this study could benefit scholars, organizations, employees, and the public in the understanding of performance appraisal concept and how it could well be applicate in diversity workplace.

Training and development are about directing and inspiring people which represent as the essential assets of any company. In this study, each party could understand this HRM practices and started to focus on strengthening employee and company performance which could create a competitive edge for both parties. This study becomes important when it help to identify where this training and development practices can be applied in various area of a company. For instance, it will help in effective and efficient planning because assigning correct people to correct position is one of the key elements for company to success.

The main weapon of a company could be a leadership style of a company which will lead the company to achieve their goals and motivation. A positive leadership style could bring a big impact on employee turnover problems, employee loyalty and productivity. Throughout this study, it will be suggesting how a leadership style could be useful in each sector and industries, what is the employee thought when working under the leadership style. Thus, a clear sight will be suggested for company and employee on a better leadership style.

Complexity, frequency, and the fairness of reward system could possibly impact on employee performance, satisfaction on needs and wants which could influence company overall performance. In this study, it concluded that how internal and external environment could affect reward system and helping company to develop a better reward system. In consequences, researcher believe that improvement in reward system could increase the performance of employee too. Thus, few practical

perspectives and ideas will be developed in this study that bring benefit to the public and who may concern.

Finally, performance appraisal, training and development, leadership style, and reward system that act as the major HRM facts that will impact on employee performance will be discussed in the following chapter. A better understanding of the correlation between independent variables which is HRM factors and dependent variable which is employee performance will be developed. Hence, this study will prove how critical HRM factors is in affecting employee performance in different managerial level, industries, and circumstance.

1.6 Chapter Layout

The structure of this chapter begins with Chapter 1, which will provide an overview of this research study, including the context, issue, aims, question, and relevance of this research. Chapter 2 will inform the reader about the literature review conducted for this study. It featured a discussion of the underlying theory that would be explored in relation to the research study, a review of variables, and the formation of hypotheses. Chapter 3 discusses study technique, including the research design, data gathering method, pilot test, and suggested data analysis tool. Chapter 4 will undertake numerous analyses to determine the importance of the variables, including a reliability test, an inferential analysis, and a test of significance. The last chapter will address the study's key results, their implications and limitations, as well as provide recommendations for future research.

1.7 Definition of terms

There is a strong emphasis on human resource management (HRM) variables such as performance evaluation, training and development, leadership style, and incentive system in this study. Performance appraisal is described as a method of recording and assessing an employee's work performance. It is also referred to as performance evaluation, development discussion, performance assessment, or employee assessment, depending on the organisation. Training and development, often known as organisational effectiveness, is used to increase the effectiveness of organisations, as well as the effectiveness of people and teams within them. Furthermore, leadership style determined the manner in which managers gave commands, implemented programmes, and motivated others. Finally, the reward system is a collection of brain regions that regulate associative learning, incentive salience, and positively valanced emotions, particularly those that include pleasure as a major component, among other things.

Chapter 2: Literature Review

2.0 Introduction

In chapter 2, it consists of the underlying theories that apply in this research, the literature review of research variables, proposed conceptual framework following by hypothesis development in this research will be discussed to identify the relationships and to show whether there is a strong linkage and relationship between the research variables. The structure of the study is focusing on the dependent variable which is employee performance and independent variables which is performance appraisal, training and development, leadership style and also reward system in this research.

2.1 Underlying Theories

There are few proposed theories for this research that developed by Frederick Herzberg, Abraham Maslow and also David McClelland. It could provide a clear brief sight of view towards the research by explaining each variable in theoretical ways.

2.1.1 Herzberg: Two factor theory

According to Herzberg, it describes human motivation factors can be divided into hygiene factors and motivation factors. It stated that employees will not be dissatisfied when the lower level of needs is fulfilled although they are not motivated to exert effort under hygiene factors such as good or bad experiences of company policy and interpersonal relations in the company. For example, employees feel comfort to work in a company, having their deserve wages and salaries will not motivate them but prevent them from dissatisfaction (Fauziah et al., 2013). In motivation factors, positive outcomes and achievement of a works,

positive recognition demue to good performance will increase employees work productivity and efficiency.

In a company, when hygiene factors of employees couldn't fulfil by company, it will lead to dissatisfaction such as basic salaries, equal pay; when motivation factors of employees are fulfilled, it will lead to higher performance and productivity such as promotion and recognition. Thus, human resource management (HRM) become essential when dealing with performance appraisal, reward system and other variable as well (Ruthankoon et al., 2003).

2.1.2 Maslow's hierarchy of needs

According to Abraham Maslow, it explains individuals will always looking for more demands, and their demands have a dependent relationship with what individuals already have (McLeod, 2007). There is a positive relationship between the theory with human resource management (HRM) because working is one part of life. This is because to satisfy each level of needs, it required financial support which link with reward systems of a company. Besides, leadership style and training and development of a company will affect employee belongingness needs and esteem needs in terms of positive relationship with supervisors, subordinates, and peers, and also employees' ideas are accepted and praised by its' team. There are 5 level of hierarchy from the lowest need being is the basic needs of an individual, follow by safety needs, social needs and ego needs to the highest level of needs being self-actualization.

To further illustrate it, when employee satisfy their basic needs such as hunger, physical drive through earning from works, they will demand for safety needs such as good and safety working environment. Moreover, they will demand for social activities, friendship, team spirts under social needs. Ego needs also known as esteem needs such as recognition from the employer, growth in their career. At the final stage which all wants had been satisfied, employee start to demand self-actualization which realisation of individuals full potential such as work harmony

drive to achieve work life balance and others most desired wants. Figure 2.1 below shown an example of Maslow's hierarchy of needs.

Figure 2.1: Maslow's hierarchy of needs
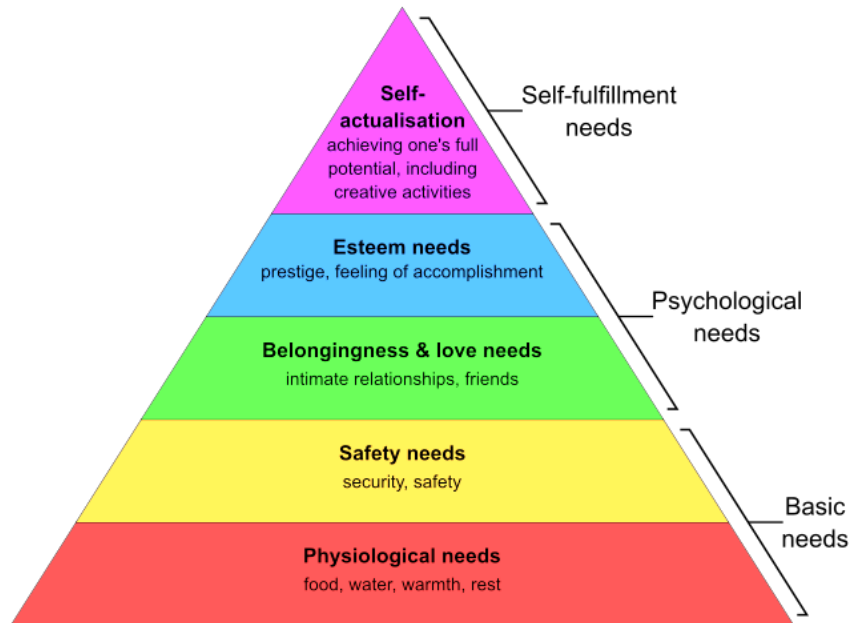
2.1.3 McClelland's Achievement Motivation Theory

In the earlier stage, McClelland described human motivation into 4 stages which is achievement, sexual, affiliation and power motive. In year 1961, McClelland switching his focus and attention towards achievement, affiliation, and power as he perceives those needs should acquire during an individual's and employee's lifetime (Oliver et al., 2010).

The first needs for achievement describe that employee's success in battle with some standard of distinction. For example, achievement can be described as the desire to accomplish difficult and complex task, attain, and surpass more higher standard of success. The second needs are power. It referring to an individual or employee's ability to influence others by using his positions authority to bring an impact towards the company that well defined leadership style could be significant to affect employee performance. The third needs stated by McClelland which is

affiliation can be defined as warm friendship that having a positive affective personal relationship. Employees and individual who have need for affiliation will try to seek more interactions with other personnel. Thus, Achievement Motivation Theory could better explain certain research variables in this study such as employee motivation, leadership style, and training and development.

2.1.4 Great Man Theory

According to Madachian (2016), the earliest theory that described leadership is Great Man theory which stated that leaders are not made and innate in early 20th centuries. It describes leaders as someone who is heroic, mythic, and usually is male that come forth when they are needed. This concept stated that a strong and power leader will accelerate a successful age, regardless of the fact that a weedy leader would be cause for certain point of time less comfortable. To deliberates a sufficient number of leaders, Wiggam (1931) suggested that it should be dependent on the high birth rate among those individuals with physically higher titled classes in order to retain sufficient quantity of great leaders. Leaders with special endowment will set them apart from their followers and there are many traits stated that effective leader are usually masculine traits but having a significant shift into mentality in contemporary research.

To further illustrate it, there are many great women leaders too and it is recognized under great person theory. Both leaders having the same purpose which is leading their followers to achieve their goals by influencing them with its special endowment. Hence, having a good leadership could influence its followers in accomplishing certain task regardless it is in workforce, war, or any industries.

2.2 Review of Variables

In this section, there will be few literatures review on the variables that applied in this research including performance appraisal, training and development, leadership style, reward system, and employee performance.

2.2.1 Performance Appraisal

Performance assessment, according to Chuluunkhuu (2011), is defined as the process through which an individual's performance is examined and appraised on an ongoing basis. The goals of performance appraisal in human resource management (HRM) are to improve the performance of the company by focusing on the development of employees, particularly line managers. Employees, on the other hand, may attempt to downplay their weaknesses and be ready to show off their bright side when they recognise the possibilities, especially if their compensation is contingent on the outcome of the assessment process. As a result, it may be more difficult to determine an employee's training and development requirements.

Competent evaluation of individual performance inside an organisation or business contributes to the entity's overall effectiveness (Mwema and Gachunga, 2014). Performance assessment systems have three primary functional areas: administrative, informational, and motivating. Appraisals impact the administrative function in that they provide an orderly process for calculating pay increments and other awards, as well as the delegation of responsibility and power to the most competent personnel.

Performance evaluation activity can be used to analyse how worth is an employee towards the organization (Idowu, 2017). In the study of Idowu (2017), he categorized 3 types of performance appraisal. The first types are 360 Degree Performance Appraisal. It evaluates employees based on the review from individuals who socialise with the company employees such as customers, peers, and supervisors. The second types are Management by Objectives (MBO). It is a

result-based evaluative system that defined by a group of stakeholders that consists of several steps such as establishment of clear-cut objectives for employee. The third types are Graphical Rating Scales which is the most popular method to evaluate employee performance. A rating checklist that ranges from poor to excellent is used to examine the employee performance, quality, and productivity. However, Karak et al. (2019) having a different opinion over the authors above which performance appraisal is one of the least trendy field under HRM. This is because performance appraisal will dissatisfy the whole human resource system as it does not help employees to meet their life goals. Hence, Karak also refers performance appraisal as a "sterile paper chases" in this scenario due to the reason stated above.

2.2.2 Training and Development

According to Kadiresan (2015), training and development can be defined as a systematic and planned effort of employee to accomplish effective goals in a project or variety of events. The purpose of these function is to get employees ready for each challenge such as increase their capacity in work that allow them to move into different positions and unfamiliar jobs in the future. Besides, training and development could enhance employee's self-fulfilment where allow them to cope with any obstacles and improving time to time.

Moreover, Kulkarni (2013) stated that training and development is systematic that provide skills, attitudes, and knowledge that allow candidates to perform effectively and efficiently of the given job or task. There are several objectives to ensure the availability of skills and knowledge of an employee towards the organization including individual, organizational, social, and functional. Table 2.1 below shown different types of training and development objectives
.

Table 2.1: Types of training and development objectives

Type of Objectives	Definition
Individual Objectives	Assist employees in accomplishing their personal goals that in return with increasing employees' contribution towards company.
Organizational Objectives	Carrying individual effectiveness to assist company in achieving primary objective of the company.
Functional Objectives	It is maintaining the division's contribution that suit with the company's needs.
Social Objectives	To ensure the ethical and socially responsible towards the society is concern by the company.

However, the training and development objectives may be varied according to the stakeholder perspectives such as trainer, evaluator, trainee and so on (Karthik,

2012). This is because Karthik perceived training employees represent as an expectation towards the trainee after a series of training and development program.

2.2.3 Leadership Style

Leadership in an organization or in other field of study represent as a social influence procedure that leading subordinates to accomplish organization goals in voluntarily based (Nanjundeswaraswamy et al., 2014). In different organization structure, different types of leadership style should apply because it effects on company overall performance, efficiency, and effectiveness. Sub-section below will be discussed on different types of leadership styles that are mostly used and focused on this research (Nanjundeswaraswamy et al., 2012).

2.2.3.1 Autocratic Leadership

According to Chukwusa (2018), autocratic leadership define leader as a coercive individual that making final decisions by restricting any staff decisions. In most situation, staff opinions and perspectives are not taking into consideration due to benevolent autocratic leader. In an organization, autocratic leaders usually do not consult any staffs or members of the organization and comes up with the final solutions as well as decisions (Rosenblatt, 2001). Thus, there are only few possibilities leaders will having a joint decision which leaders discussed problems with subordinates or peers.

2.2.3.2 Democratic Leadership

Moving in democratic leadership, the difference between democratic leadership and autocratic leadership is democratic leadership is more decentralized in its decision-making process (Kumar, 2018). Member's opinions and ideas is essential for leaders in maintaining decision effectiveness and execution of good ideas. However, this type of leadership style will slower down the decision-making process when comparing to others. In democratic leadership, although the leader will make the

ultimate decision, but it could maintain employee satisfaction on work as employees feel valued when involving in decision making (Bhatti et al., 2012).

2.2.3.3 Laissez-Faire Leadership

Chaudhry and Javed (2012) describe that these leaders are delegating the authorities and powers towards their followers due to abdicating responsibilities towards the decisions made. Similar with Kumar (2018), defined Laissez-Faire leaders let its member make the whole decisions and do not interference themselves in the process. In certain circumstances, leaders will only provide the necessary component and material to followers and play a role as questioning and answering without direct feedback.

2.2.3.4 Transactional Leadership

In the study of Nawaz et al. (2016), transactional leadership is defined as one of the contingent-reward leadership. This is because this type of leadership is more like a transaction and agreement between leaders and followers in accomplishing certain goals or targets. For good results obtain, positive return such as increasing of merit, increment, and promotion will be given to the well perform employee. In short, transactional leaders will monitoring employee performance and productivity time to time with proactively.

2.2.3.5 Transformational Leadership

According to Paracha et al. (2012), these leaders are creating positive change that is valuable towards its followers by "transforming" them to help them evolve, encouraging them, and focusing organization as a whole. For example, transformational leader could accelerate their followers to innovative ways, adding value on the enlargement of a visual sense, encouraging them to pursue the dreams and sense. Thus, it could enhance the ideas sharing process among employees when company adapting transformational leadership.

2.2.4 Reward Systems

In an organisation, a reward or remuneration is anything that is offered in exchange for the services of the workers who work there. According to Arokiasamy, Tat, and Abdullah (2013), there is a favourable association between paying excellent workers or experts at an appropriate level and keeping them. At work, reward refers to the advantages that employees get as a result of their contributions, which are crucial in determining their level of dedication and contentment with the tasks they are assigned (Nazir et al., 2012). Workers' contributions to the organisation may be recognised through financial, non-financial, and psychological awards, which are all offered in exchange for the employees' contribution to the organisation.

Reward system as an open system that comprise in various components such as base pay, recognition program, pensions, health insurance, sick pay, and others. Some employees prefer more on intangible rewards that could enhance their personal growth, need for achievement as well as satisfying the human motivation theory imposed by McClelland's (Taylor and Alla, 2018).

There are two basic types: tangible (extrinsic rewards) and intangible (intrinsic rewards) that widely applied in organization nowadays. Subsection below discussed on the differences between extrinsic rewards and intrinsic rewards.

Figure 2.2: Typical types of reward system
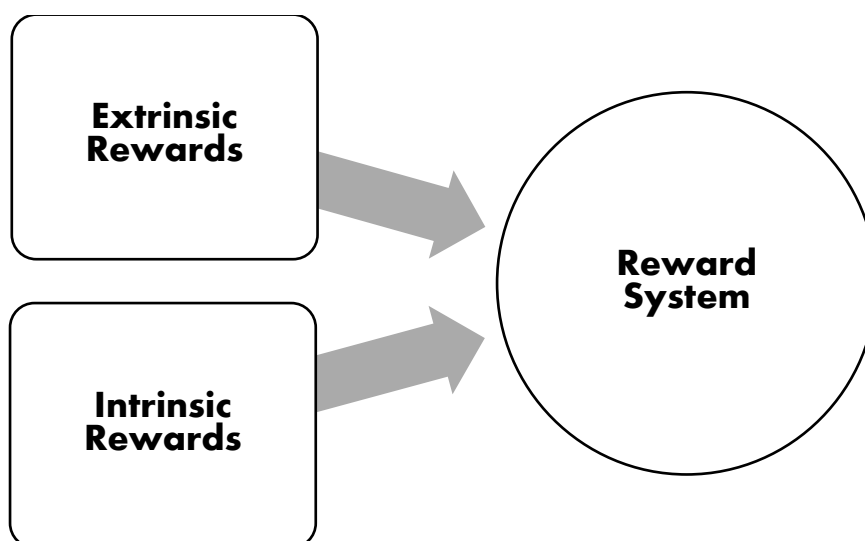
2.2.4.1 Extrinsic Rewards

According to Emelianova (2019), extrinsic rewards is the most direct rewards that can motivate employee and boosting its productivity as well as the whole company performance. Furthermore, the author stated that cash rewards is one of the highly appreciated rewards by all hierarchy of employees because it provides a sense of promotion and recognition to them. Table 2.2 below shown example of extrinsic rewards.

Table 2.2: Example of extrinsic rewards

Extrinsic rewards	Description
Bonus	Supplemental payment that is directly connected with employee performance when employee work hard.
Allowance	Employee will receive on a regular basis or schedule such as transportation allowance.
Allowance, wages and salaries	Money that paid to employee per hour worked at the end of closing account. Usually occur monthly at the beginning or ending of the month.
Pensions	Money that paid to employee when they are retired from the workplace.

Source: Omolawal and Bawalla (2017)

2.2.4.2 Intrinsic Rewards

According to Došenović (2016), intrinsic rewards is based on the motivational factors of an individual such as freedom to act, career advancement, job satisfaction by getting work done, responsibility, and interesting work. Those factors could bring a long-term effect toward employee as those motivators are from employee inner thinking and not from the external environment. Table 2.3 below shown an example of intrinsic rewards.

Table 2.3: Example of intrinsic rewards

Intrinsic rewards	Description
Job security	Temporarily workers will face treat of retrenchment because they are not permanent staff even, they pose a greater contribution and efforts.
Challenging task	Dynamic employee unlike to perform a repetitive job, he/she may demotivate due to routine job.
Recognition	As the leader or employer in a company, they should pose a capability in recognizing employees' contribution because a single word of appreciation on employee contribution may motivate them too.

Source: Omolawal and Bawalla (2017)

2.2.5 Employee Performance

According to Pawirosumarto et al., (2017), employee performance refers to what activity that employee performs and what does not perform. It can be measured by using work quality, productivity, work attitude, and attendance on work. Furthermore, the author stated that employee performance having a significant relationship with job support and individual effort. If one of these factors decrease, it affects employee performance. For example, job support including training program, company equipment to perform a task which is closely link with employee performance.

Employee performances play an important role in determining the successfulness or failure of the company (Kelidbari, 2016). Each employee will get assigned a task that align with company objectives or departments' goals. When each criterion of a task fulfilled or employee is well-perform, it brings a direct impact and influence towards organization mission and vision. Besides, employee performance may be affected by individual characteristics too (Pawirosumarto et al., 2017). Moreover, employee performance is a management system processes and guidelines that taking into consideration when governing the employees in a company (Chacha, 2013). Thus, employee performance can act as a result of employee contribution and efforts that using specific measured model such as cost of labour that calculating employee output and input (Saleem, 2014).

Shaikh et al. (2017) stated that employee performance issues could affect company success critically. This is because employee performance will be greater level on the company achievements. Employee performance is also said about the individuals who could accomplish the organizational mission and vision, targets, and goals that set by top management. On the other side, the author also stated that employee performance could not determine by individual uniqueness in performing a task given.

2.3 Conceptual Framework

Figure 2.3: Conceptual Framework
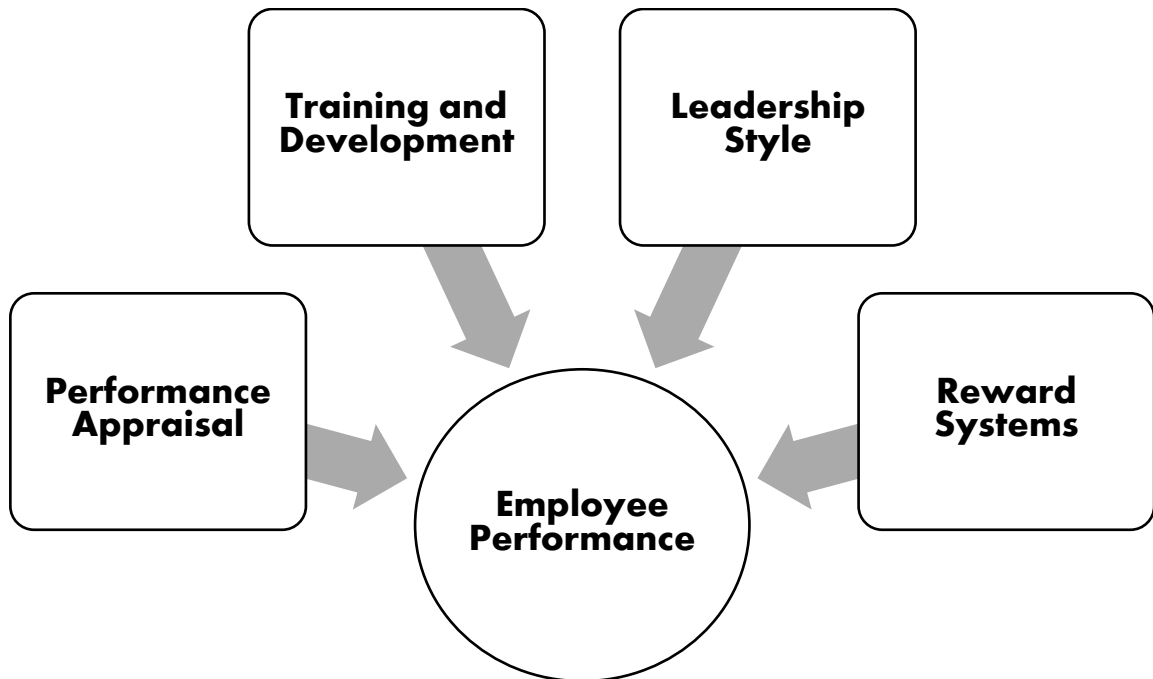
The conceptual framework in this research is show in figure above. The purpose of this framework was designed to examine the impact of Human Resources Management factors on Employee performance. In this research, it consists of four independent variables which is performance appraisal, training and development, leadership style and reward systems that will bring an impact towards the dependent variable in this research which is employee performance.

2.4 Hypothesis Development

2.4.1 Relationship between performance appraisal and employee performance

Performance appraisal is one of the useful tools to assess employee effectiveness and efficiency in performing their duties which feedback towards the management to evaluate employee performance Ugoani (2020). The purposes of these human resource function including motivational, administrative and informative.to help employee understand their strength and weakness in the workplace. Besides, appraisal on employee could also creating a learning environment that encourages employees to enhance their productivity.

Shaharyar et al. (2014) stated that to maintain employee performance, performance appraisal is vital from human resource management (HRM). This is because throughout performance appraisal, employee could understand their performance gap that needs to be filled up, and management could provide a series of activities to improve the particular employee performance (Sajuyigbe, 2017). Moreover, performance appraisal could become detrimental for self-determined and open-minded workers because there are potentially to raise the performance gap that are not fulfilled.   Thus, good or bad employee performance can be identified based on the pre-set standards by the company.

However, Sopiah (2016) stated that performance appraisal and review does not results in employee performance. In Sopiah study, it found out rewards factors will be having more impact in increasing employee performance as well as quantity and quality. Based on this justification, the first research hypothesis is formulated:

H_1: Performance appraisal have a significant impact on employee performance

2.4.2 Relationship between training and development and employee performance

In the study of Al-Qudah et al. (2014), it was discovered that training and development programmes are critical human resource activities for improving employee performance. This is because throughout training and development activity, company could improve and enhance the particular employee skills and knowledges up to date that help them to cope with difficult task. Moreover, Al-Qudah stated that there is a positive effect between training and development with employee performance.

Besides, in the study of Sal and Raja (2016) also showed that training and development could bring an impact on employee productivity and performance. This is because a series of training program and development program provide potential towards employee when dealing in a same task (Tahir et al., 2014). For instance, in a private sector transportation company, trained employees may encourage to provide a new thoughts and ideas to smoothen the current logistic process and production line with better and effective decisions. Thus, several studies had confirmed that there is a relationship between training and development and employee performance.

However, Van Vianee et al. (2011) have a different perception which training and development program will not affect employee performance due to employees may have learning avoidance especially older employee. This is because employee willingness to receive and absorb new knowledges, skills would be affected by other variables such as company compensation and policy. Based on this explanation, the following research hypothesis could be formulated:

H_2: Training and development program have a significant influence on employee performance

2.4.3 Relationship between leadership style and employee performance

Al-Malki and Juan (2018) link leader behaviour with employee performance due to leader's duties and responsibilities considered as an important criterion in human resource management (HRM) and it is heavily influencing on employee productivity. Besides, author also analyse leadership style in different levels including group level, company level and others. This is because different leadership level could affect the communication and group effectiveness between leaders and its followers.

According to the findings of Sougui et al. (2015), transformational leaders could influence employee performance because they are known for heroic and charismatic. Besides, transformational leader not becoming effective and will lowering down employee performance when the employees are not motivated to contribute without swift definite reward. The common leadership style that often applied in an organization is transactional leadership. Transactional leadership could have a direct influence on employee performance because leaders will offering certain incentives or something employee feel valuable in exchange of their efforts in performing a given task.

In addition, Chua et al. (2018) stated autocratic leadership having a significant relationship with employee performance too where autocratic leader has a full authority to control and direct employee work under the rules and the wants of leaders. Employees under this type of leadership will perform according to the requirement of leaders and having a stable work performance compared to others. Besides, democratic leader is commitment with its subordinates and having a good relationship with them that results in group effectiveness and high employee performance. This is because employees are allowed to share their ideas and involve in decision making which employees feel valued by the company.

Lastly, laissez-faire leadership is more on a combination of autocratic and democratic leadership. The author found out that there is weak but vital relationship with employee performance. This is because this type of leadership style having a slow decision-making process that results in low effectiveness and efficiency in

performing a task. Thus, laissez-faire leadership could not enhance employee performance more effectively when comparing with other leadership style. Therefore, a research hypothesis could be formulated:

H_3: There is a close relationship between leadership style and employee performance

2.4.4 Relationship between reward system and employee performance

Ngwa et al. (2019) stated that reward system including intrinsic reward and extrinsic reward could motivate employee to perform more such as surpassing the sales targets determine by the management or leader. Moreover, Ngwa also stated that employee will improve their productivity when they feel being praised for their contribution and effort. For instance, leaders who is often recognizing employee's effort and performance by providing rewards could improve employee performance rather than having rewards once a financial year.

According to Martono et al. (2018), it also stated that remuneration system or reward system could positively influence on employee performance. A fair and proportional reward system could increase the employee's intention to perform more as they realize a fair pay will be given. An effective and timely reward system could also increase employee performance as there is a significant correlation with employee in exchanging their contribution, services, and degree of stress in the workplace (Karami et al., 2013). If company could provide reward precisely and fairly, employee will continuously be thinking to improve the quality and work methods.

Thus, reward system is one of the important functions under the perspective of human resource management (HRM) which affecting employee performance including both monetary and non-monetary rewards. Those rewards should be provided in a flexibility way which could base on individual's needs and wants, objectives of working, backgrounds, and preferences (Emelianova, 2019). Hence, the following research hypothesis are developed in this research:

H_4: Reward system have a significant relationship with employee performance

2.5 Conclusion

Specifically, it evaluated and discussed previous research studies conducted by other writers on the influence of human resource management (HRM) aspects on employee performance, which were reviewed and discussed in this chapter. With reference to previous research projects, the suggested conceptual framework and hypothesis development were discovered and well-evaluated before being implemented. In Chapter 3, there will be more components to discuss relating to the topic, which will include the research methodology of the study, data analysis methods, data collection methods, and the design of a questionnaire to collect data and information, all of which will be discussed critically. Chapter 3 will also include a discussion of the topic in general.

Chapter 3: Research Methodology

3.0 Introduction

The research and sampling, data collecting methods, research analysis tools, construct measurement for questionnaires, data processing, and data analysis are all covered in Chapter 3. In addition, a pilot test was conducted in this study, which is also documented in this chapter.

3.1 Research Design

As described by Akhtar (2016), the research design serves as a "glue" that connects all of the study components and also serves as a blueprint for the planned research activity. It can be described in a variety of ways, but the most commonly used definition is that research design is an arrangement of conditions that combines all relevant facts and information with method and economy by gathering and analysing data in a systematic manner, as defined by the American Psychological Association (Durrheim, 2006). Furthermore, it may refer to a strategy for controlling variance, conducting inquiries, and creating a framework to ensure that questions are addressed.

Descriptive research is used to gather information and data that reveals the characteristics or, depending on the target demographic in this research study, variables linked with induced employee performance in order to conduct the research. It also assists researchers in discovering the elements that have an impact on the situation or characteristics under consideration.

Several researchers, including Geringer et al (2002). Attempting to provide a solution to a question by analysing quantitative data is what quantitative research all about is. For example, consider the information offered in the form of figures and numbers. In general, quantitative research enables researchers to interact with

and gather data from study participants right immediately, allowing them to get a deeper knowledge of a phenomenon from their point of view, as opposed to qualitative research. The purpose of using this strategy in this case is to keep real-life examples and occurrences in mind when discussing the impact of employee training and development on employee performance and productivity, which is what we are trying to achieve. Aside from that, the strategy that was chosen is well-known for being both time and resource efficient.

3.2 Sampling Design of the study

3.2.1 Target respondents and population

According to Saunders et al., the word "population" refers to the whole collection of data collected by the researcher, but the term "target population" referring to specific ethnic group from whom the representative should thereafter be gathered, according to Saunders et al. (2009). Because it is not capable of gathering data for the whole population, where a sample of employees have obtained from similar background was chosen as a representative of the entire population such as individuals with working experience. Consequently, the target demographic in this research is 207 persons, which comprises full-time workers, part-time workers, unemployed person, and retired person. The population category can include persons of various ages, income levels, marital status, and educational levels, all of whom share the trait of having worked experience.

3.2.2 Location

Location of conduction research is one of the criteria in determining the accuracy of the research (Kheybari et al., 2020). Hence, in this research, there is no specified location for this study as long as both the target group has worked before once in their life with working experience. All of the necessary information will be gathered from employees who have previously worked or are now working in an organization. This is because it is essential that researcher could obtain accurate data from the respondents. Major popularity of the respondents obtain in this research is from Malaysia where it is a country with a diverse population of races,

religions, skin colours, and civilizations. Studying different locations would be a competitive advantage in this research since the target population may have various working experience, differences in organizational cultural and employee perspectives. For example, working cultures and environment may be huge differences among each state in Malaysia and the countries in the world. In short, open location in this research may improve the research accuracy by combining data from several groups of people who share the common trait and element in this study: working experience.

3.2.3 Sampling Technique

According to Sharma (2017), sampling is a strategy for selecting a small group of people to serve as a data source for study or testing. There are two distinct sampling techniques, namely probability and non-probability sampling, which each concentrate on a different component of the sample process. As a consequence of using probability sampling, also known as random sampling, the researcher may be certain that the probabilities of picking each person are equal, resulting in more trustworthy results. Among the many sampling techniques are cluster sampling, stratified sampling, simple random sampling, and systematic sampling. The remaining strategy relies on judgement and is based on non-probability sampling. For example, convenience sampling, quota sampling, judgement sampling, snowball sampling, and quota sampling are all types of sampling techniques. Convenience sampling will be used as a non-probability sample approach in this research since the participants are often simple to discover and accessible, which makes it a good choice. For example, engaging family and friends as a sample group is less difficult than recruiting unknown individuals since this sampling technique assists the researcher in overcoming a variety of study barriers such as time constraints (Taherdoost, 2016).

3.2.4 Sample Size

According to Taherdoost (2016), sample size is a crucial factor in forming conclusions about a target population in any empirical investigation. This is because it helps to minimise sampling biases or mistakes in generalising a random sample, a large enough random sample is required. According to Chatterjee and Diaconis (2018), it said that the greater the sample population, the lower the chance that the results will be skewed. Therefore, the sample size for this research project is about 200 people. In addition, over 200 survey questionnaires (Appendix 3.1) were distributed to the respondents which aim to investigate the impact of the Human Resource Management factors towards the performance of employees. This is due to the fact that not all research participants will reply to the questionnaire distributed that has been sent to them. Generally, the questionnaire distributed through multiple platforms including Facebook, WhatsApp, Gmail, WeChat, Microsoft Teams, Instagram, and the sharing between respondents.

3.3 Data Collection Method

The process of acquiring all necessary research information in order to analyse the research question and findings, as well as test the hypothesis, is known as data collection. For a given research study, data gathering methods may be divided into primary and secondary data, and both are employed in this research study.

3.3.1 Primary Data

When we talk about primary data, we're talking about material that has been gathered for a particular study topic and then analysed to fit the research challenge using techniques. Every piece of primary data collected contributes to the present state of social knowledge and has the potential to be utilised by the whole research community in future studies (Ajayi, 2017). A well-structured questionnaire, which contains essential questions on performance evaluation, training and development, leadership styles, incentive systems, and employee performance, is used to collect primary data for this study. The questionnaire was created to enable respondents to

react in a standard, direct, unbiased, and objective way, and it was intended to do this. It is possible to show data numerically when a questionnaire is used to collect the information. Social surveys, experiments, and qualitative research are examples of primary data gathering methods. However, the questionnaire approach has various drawbacks, including respondents' scepticism, non-attendance, and lack of collaboration. In this study, a set of questionnaires (Appendix 3.1) will be disseminated via Google Form to more than 200 people with job experience in Malaysia. This survey questionnaire comprises two sections: part a, which asks about demographic questions, and part b, which asks about the study topic's independent and dependent variables. In short, respondents are guided to offer relevant and exact information for the research by utilising well-structured questionnaires. Among the numerous advantages of utilising the tool, they make data tabulation considerably easier.

3.3.2 Secondary Data

According to Hox and Boeije (2005), secondary data comprises of researched items with a set of possible values that are coded in variables by establishing include quantitative data. Audiocassette, videocassette, and papers are examples. In this form of data collecting, data such as administrative data, official statistics, or other accounts that are routine inside an organisation are commonly shared for secondary data analysis by quantitative researchers. Secondary resources will be obtained in this study through UTAR Library, Google Scholar, Research Gate, Science Direct, and other public sources of information and data, such as journal articles and previous research done by other researchers on the research subject. Those sources are trustworthy and appropriate for our study since they provide adequate data.

3.4 Construct Measurement

3.4.1 Origin of Constructs

The origins of conceptions of questionnaire items were acquired from relevant journals and papers. There are about 9 different journal articles reviewed in constructing informative questionnaire. As indicated in Table 3.1 below, it showed the original questionnaire and adopted questionnaire with references provided.

Table 3.1 Origin of Constructs

Variables		Original Questionnaire	Adopted Questionnaire	References
Performance Appraisal	I	I take greater understanding of the results expected of me.	I take greater understanding of the performance appraisal of me.	Chuluunkhuu (2011)
	II	I receive specific and accurate feedback from my manager on my past performance.	I receive precise and accurate appraisal from my manager on my past performance.	Chuluunkhuu (2011)
	III	Gives me an opportunity to discuss my work problems and opportunity.	Performance appraisal provides me an opportunity to discuss my work problems and opportunity.	Chuluunkhuu (2011)
	IV	It improves the relationship with my manager.	Performance appraisal increase the relationship with my manager.	Chuluunkhuu (2011)

		Do the evaluation results impact on your behavior, attitudes and morale?	Performance appraisal will influence my attitudes, morale, and behavior.	Iqbal., Ahmad, Haider, Batool & Ul-ain (2013)
	V			
	VI	Your manager communicates with you frequently about your performance?	My managers will communicates with me frequently on my performance.	Iqbal., Ahmad, Haider, Batool & Ul-ain (2013)
	VII	Are you satisfied with the current performance appraisal system of your organization?	I am satisfied with the current performance appraisal system in my company.	Iqbal., Ahmad, Haider, Batool & Ul-ain (2013)
Training and Development	I	The ministry trains the human resources in order to increase their knowledge about their jobs.	Training and development program increase my knowledge about my job.	Al-Qudah, Osman, Ab Halim & Al-Shatanawi (2014)
	II	The ministry trains the human resources to develop their professional skills.	Training and development program develop my professional and expertise skills.	Al-Qudah, Osman, Ab Halim & Al-Shatanawi (2014)
	III	Training is linked with the preparedness of staff.	Training and development program is linked with my readiness to work.	Al-Qudah, Osman, Ab Halim & Al-Shatanawi (2014)

		In the ministry, there is an environment that stimulates learning.	There is an environment in my company that will stimulate me to learn.	Al-Qudah, Osman, Ab Halim & Al-Shatanawi (2014)
	IV			
	V	Important for job growth.	Training and development program is important for my job growth and advancement.	Truitt (2011)
	VI	Training at all levels.	Training and development program at all levels is meaningful.	Truitt (2011)
Leadership style	I	Whenever something goes wrong you tell your leader fearlessly.	I will inform my leader fearlessly when something goes wrong.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).
	II	Your leader thinks that you know how to use your creativity and ingenuity to solve organization problems.	My leader thinks that I could use my creativity and ingenuity to resolve company problems.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).
	III	Your leader allows you to determine what needs to be done and how to	My leader allow me to determine what should be done and how to done in my task.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).

		do it in your assignment		
	IV	Leader considers the suggestions of the employees while making a decision.	My leader will consider my decisions, suggestions while deciding on a matter.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).
	V	Your leader likes the power that he/she holds over his/her subordinates.	My leader like to have control to hold over his/her subordinates.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).
	VI	Can you talk freely about any matter to your leader?	I could communicate freely about any matter to my leader.	Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012).
Reward Systems	I	I feel am being paid a fair amount for the work I do.	I feel am being paid for a fair amount for the work I perform.	Chacha (2013)
	II	Employees are satisfied with the recognition they receive for doing good jobs.	I will get rewarded for doing good jobs.	Husin, Chelladurai & Musa (2012)
	III	The majority of rewards at work are given according to seriousness and hard work.	My company provide rewards according to the difficulty of the task and hard work of an employee.	Alfandi & Alkahsawneh (2014)

	IV	The organization I work for offers me a salary that is compatible with my skills, training, and education.	My company offers me a reward that is compatible with my skills, knowledge, and education.	Tabouli, Habtoor & Nashief (2016)
	V	Management provides excellent incentives and rewards to every employee at all levels.	I am satisfied with my company rewards system and incentives.	Husin, Chelladurai & Musa (2012)
Employee Performance	I	I'm willing to work harder.	I am willing to work harder.	Alfandi & Alkahsawneh (2014)
	II	I finish the required work even if it requires extra efforts.	I done the required job even if it requires extra efforts.	Alfandi & Alkahsawneh (2014)
	III	I have no disagreements with my boss.	I have no disagreements with my manager.	Alfandi & Alkahsawneh (2014)
	IV	I care about the results of evaluating my performance because they are a chance to get bonuses.	I care about my work performance.	Alfandi & Alkahsawneh (2014)

3.4.2 Scale of Measurement

3.4.2.1 Nominal Scale

Helwig (2020) states that the nominal scale "represents the most unrestricted assignment of numbers," in which "numerals are solely employed as labels or type numerals, and words or letters would suffice. To put it another way, nominal scales of measuring include assigning numbers that have no quantitative significance. Assume we have a variable called Gender, and we code the replies as 1 = Male, and 2 = Female. Given that the numbers 1 and 2 are merely labels for the degrees of Gender, this will be an example of this measurement. Variables assessed on a nominal data are distinct categorical variables with probability mass functions in statistical terms. Besides, nominal scale refers to the unrestricted assignment of numbers such as label, words, and characters, according to the Stevens (1946). In this study, nominal scales are mostly employed in the demographic part, which includes gender and educational level. For example, gender is divided into male and female categories, while education levels are divided into primary education, secondary education, diploma level, bachelor's degree, master's degree, doctoral degree, and other categories. One of the examples of Nominal measurement use during the survey questionnaire is shown in Table 3.2.

Table 3.2 Example of Nominal scale

6. What is your highest educational qualification?	
	Primary
	Secondary
	Diploma
	Bachelor's Degree
	Master's Degree
	Doctorate's Degree
	Others

3.4.2.2 Likert Scale

There are two dimensions in Likert scale which represent a type of attitude with: positive and negative, indicating how much a person likes or dislikes a product or service (Dalati, 2018). The direction and intensity of this Likert scale are agree and disagree. The respondent attitudes on the variables will be measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The Likert scale is employed in this study to find out the extent of participant agreement or disagreement, with the options of 1 - 5, where indicating the value to be assigned to each answer 1 being strongly disagree and 5 being strongly agree. The score will be completely computed to determine the respondent's attitude. In this study, participants are asked to code their level of agreement with how HRM elements may affect employee performance, as well as whether they believe they, as an employee in a company, are capable of engaging in the behaviours described in the question. One example of using a Likert scale in a survey questionnaire is shown in Table 3.3:

Table 3.3 Example of Likert Scale

9. I receive precise and accurate appraisal from my manager on my past performance.						
		1	2	3	4	5
Strongly Disagree						Strongly Agree

3.5 Pilot Test

According to Yusak et al. (2016), in social science research, a pilot study may be described in two ways: as a small population test or a preliminary test before moving on to genuine data collecting. Before sending the survey to the general public or target respondents, a pilot test is frequently conducted in research. That was because pilot tests allow researchers to check the consistency of each variable and attribute, as well as any faults or conditions that may arise and impact data accuracy. Furthermore, it assists the researcher with conducting the survey more rapidly and successfully by ensuring that the respondents comprehend the terms and phrases mostly in survey without the use of jargon. In this research, 30 responses were collected by distributing to the target respondents as a pilot test before the real survey was distributed. After receiving the survey, a pilot test will be run using IMB SPSS Statistics to adjust each variable's Cronbach's Alpha. The results obtained from 30 responders in the pilot test are shown in Table 3.4.

Table 3.4 Pilot Test

Variable	Cronbach's Alpha	N of Items
Performance Appraisal	.780	7
Training and Development	.872	6
Leadership Style	.892	6
Reward Systems	.846	5
Employee Performance	.673	4

Sources: Developed for research

3.6 Proposed Data Analysis Tool

3.6.1 Data Analysis

Data analysis, according to Carl Huberty (1991), is a sort of study that assists researchers in reducing and organising data acquired in order to achieve research objectives. It takes measurements using either qualitative or quantitative methods. In addition, IBM SPSS Statistics Subscription Software is employed for analysis in this study. It has a number of features for researchers, including a reliability test, descriptive statistics, and more.

3.6.2 Descriptive Analysis

The first type of analysis is descriptive analysis, which consists of measurements of central tendency, variation, and asymmetry and can aid researchers in summarising data and identifying trends. The method of determining the data's mean- numerical mean is the average set of values, median- midpoint of a list of numbers, mode- most shared standard among a set of values, percentage- that used demonstrate how significance or particular group of people within the measure of variability to a larger group of respondents, and frequency- the number of times a value is found is known as central tendency measures. In short, Descriptive statistics are critical at the first data analysis stage because they set the framework for performing inferential statistical tests to evaluate variables. As a consequence, systematic reporting of the most relevant descriptive data is critical as part of good research practise in order to minimise the danger of presenting misleading findings (Huebner, Vach & le Cessie, 2016). Appropriate use of descriptive statistics enables health-care administrators and physicians to balance the repercussions of health policies and programmes more effectively, since statistical analysis results have a significant impact on the future of general populace hospice and palliative care sciences (Peace et al., 2008). By lowering a vast quantity of data in a more effective method and using a numerical approach, descriptive analysis assisted the researcher in simplifying the data collected from 207 respondents in this study.

3.6.3 Inferential Analysis

There are two forms of inferential statistics: parametric and nonparametric. Non-parametric analytics is often employed with nominal and ordinal data that do not have a normal distribution (Allua & Thompson, 2009). Additionally, the majority of inferential statistical analysis is performed using parametric statistics. In parametric statistics, variables must be quantified at the interval level. Among the additional assumptions underpinning parametric statistics is that values for a given variable will be normally distributed across the population (Allua et al., 2009). Estimating sample statistics and statistical hypothesis tests or tests of significance are all part of inferential analysis. Inferential analysis is used to analyse based on a small sample of observations in order to derive conclusions about a broader population. There are two types of analytical methods in inferential analysis: estimation and point estimate. In this study, the researcher used the estimation technique to estimate a population sample using parameter value, whereas the point of estimate method was used to estimate a population parameter using a sample of observations. For example, the years respondents have been working assessed 5 years working experience in 1 - 5 years range the estimation approach assessed the age of a 25-year-old responder in the 21 - 30 years old age range.

3.6.3.1 Pearson Correlation Coefficient

According to Schober, Boer, and Schwarte (2018), correlation is a measure of a link between variables in the broadest sense. A change in the magnitude of one variable is connected to a change in the magnitude of another variable, either in the same (positive correlation) or opposite (negative correlation) direction. The term correlation is most often used to refer to the linear connection between two continuous variables, which is denoted by the Pearson product-moment correlation coefficient. The Pearson correlation coefficient is often used to describe jointly normally distributed data when the data follow a bivariate normal distribution. The Pearson correlation coefficient was used to assess the relationship between the independent and dependent variables in this investigation. According to Lee Rodgers & Nicewander (1988), there was a range from one (+1) to one (-1) that showed both a perfect positive and negative linear connection. In this study, the

Pearson correlation coefficient will look at the link between the independent variables of performance appraisal, training and development, leadership style and reward systems as well as the dependent variable of employee performance. This might aid researchers in determining whether the research variables have a linear connection in order to improve data accuracy. According to Schober, Boer & Schwarte (2018), Correlation is a statistical measure of a monotonic relationship between two variables. A monotonic relationship exists between two variables when the value of one variable increases in lockstep with the value of another variable or when the value of one variable decreases in lockstep with the value of another variable.

3.6.3.2 Multiple Linear Regression

Multiple linear regression is a sort of regression analysis that is used to examine the link between two or more variables that have cause-and-effect connections, as well as to predict subjects based on the relationship (Uyank & Güler, 2013). The multiple regression analysis was utilised to capture comprehensive and exact prediction in this study to see if the independent factors have a stronger influence on the dependent variable. It is a statistical strategy that uses a small number of explanatory factors to determine the outcome or consequence of a response variable. This is due to the fact that multiple regression analysis is a linear regression analytic approach that aids researchers in explaining the linear relationship between employee performance, the dependent variable, and performance appraisal, training and development, leadership style, and reward systems, the independent variables. In multiple regression analysis, the goal is to account for the independent factors' change in the dependent variable synchronously (Uyanık et al., 2013). The following is the formula for a multiple regression analysis model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \ldots + b_nX_n + e$$

Whereas it represents the following meanings:

Y = Dependent variable

X_1, X_2, X_3 = Dimension of HRM factors applied

b_1, b_2, b_3 = Parameter

a = as constant, value of Y when X become 0

e = error

3.7 Conclusion

In conclusion, Chapter 3 covered the research approach that will be used in this study. Cronbach's alpha reliability analysis was utilised to improve the research's reliability outcomes. In addition, the assumptions proposed in this study were tested using Pearson Correlation Coefficient and Multiple Linear Regression Analysis. In Chapter 4, the examined data and outcomes obtained by the SPSS programme will be discussed.

Chapter 4: Data Analysis

4.0 Introduction

The results of the study questionnaire, which was completed by 207 people, are presented in Chapter 4. This chapter is divided into two sections. The descriptive analysis will be the first section of this chapter, with data acquired using IBM SPSS Statistics Subscription Software. The analysis is carried out using tables and pie charts. Reliability tests and inferential analysis are included in the second section, which analyse the study variables using Cronbach's Alpha, Pearson's Correlation Analysis, and Multiple Linear Regression.

4.1 Descriptive Analysis

In this part, the researcher will examine and summarise the demographic profile of respondents, including working experience, gender, age group, employment status, income level, and educational level based on 207 survey questionnaires issued to respondents using Google Form. The diagrams and interpretation results obtained by SPSS Statistics programme are shown accordingly in following parts.

4.1.1 Respondent's Demographic Profile

4.1.1.1 Respondent's Years of Working

To obtain an accurate data from respondents, each questionnaire distributed are aiming respondents who had worked before. In figure 4.1 and table 4.1, it presents the years of working of each respondent in this research with years range from less than 1 year, 1 – 5 years, 6 – 10 years, 11- 15 years, and 15 years above.

Figure 4.1 Respondent's Years of Working
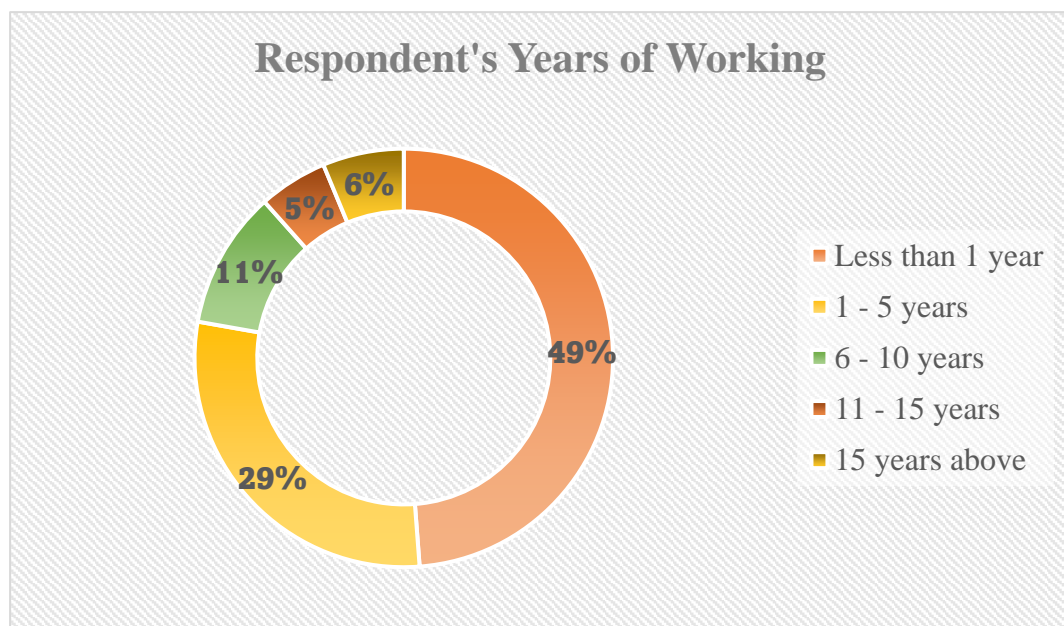
Sources: Developed for research

Table 4.1 Respondent's Years of Working

1. How many years you have been working?		Frequency	Percent
		Frequency	Percent
Valid	Less than 1 year	101	48.8
	1 – 5 years	60	29.0
	6 – 10 years	22	10.6
	11 -15 years	11	5.3
	15 years above	13	6.3
	Total	207	100.0

In figure 4.1 and table 4.1 above, it presents the division of years of working among target respondents in this research. It shown 101 over 207 respondents or 48.8% of total respondents work less than 1 year which assumed as worked part time before or fresh graduates. Besides, there are 60 respondents with 1 – 5 years working experience which occupied total of 29% in this research, 22 respondents between 6 to 10 years working experience which occupied 10.6%, 11 respondents work for 11 - 15 years which occupied 5.3%, and 13 respondents work more than 15 years which occupied 6.3%.

In short, the largest years of working sample group is respondents who work less than 1 year and the smallest years of working sample group is respondents who work between 11 to 15 years.

4.1.1.2 Respondent's Gender

In this research, it is targeting both male and female respondents to obtain a precise data from respondents. In figure 4.2 and table 4.2, it presents the gender division in this research.

Figure 4.2 Respondent's Gender
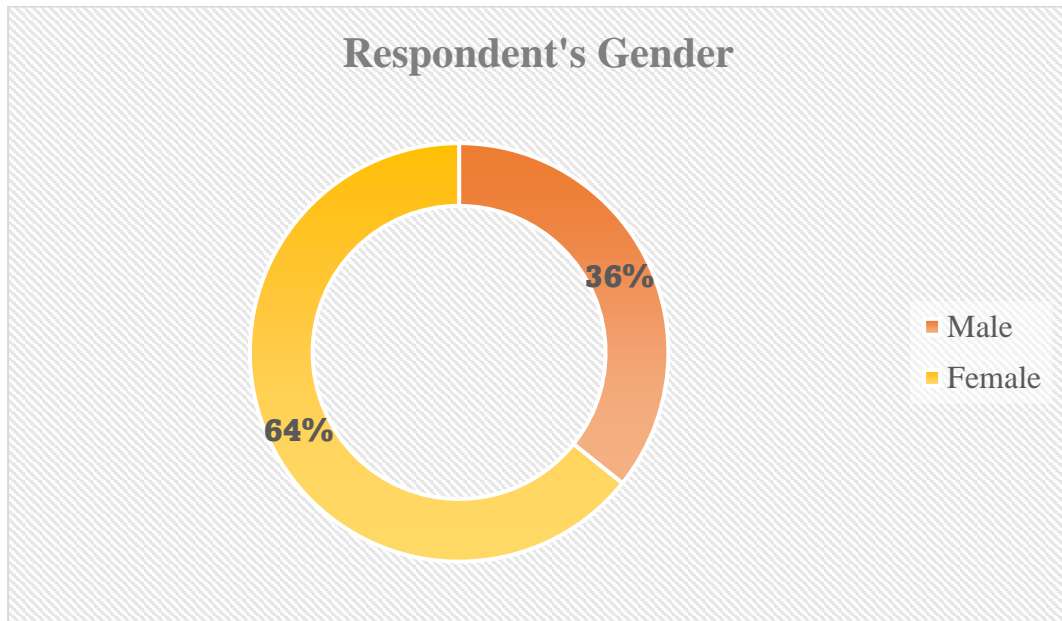
Sources: Developed for research

Table 4.2 Respondent's Gender

2. What is your gender?			
		Frequency	Percent
Valid	Male	74	35.7
	Female	133	64.3
	Total	207	100.0

Sources: Developed for research

In this research, the division of gender in this research had counted and shown in figure 4.2 and table 4.2 above. There are 74 respondents are male and 133 respondents are female which occupied 35.7% and 64.3% respectively. In short,

there are more female respondents obtained in this research but would not cause a significant effect on the analysis results.

4.1.1.3 Respondent's Employment Status

There is different employment status of respondents obtain in this research to obtain a diversity data and information. This is because diversify demographic population may have different perspective under this research topic. Each respondent will be given 4 options for their employment status including employed, unemployed, self-employed, and retired. In figure 4.3 and table 4.3, it presents the employment status of respondents in this research.

Figure 4.3 Respondent's Employment Status
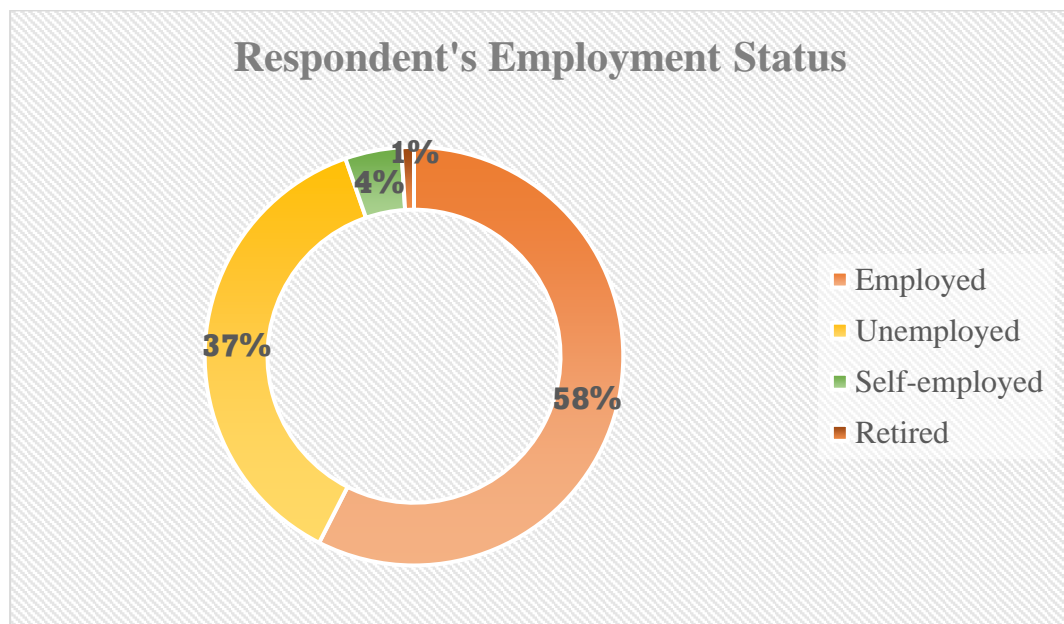
Sources: Developed for research

Table 4.3 Respondent's Employment Status

3. What is your employment status?		Frequency	Percent
Valid	Employed	119	57.5
	Unemployed	77	37.2
	Self-employed	9	4.3
	Retired	2	1.0
	Total	207	100.0

<u>Sources:</u> Developed for research

In figure 4.3 and table 4.3, it shown the respondent's current employment status. In this research, more than half of the respondent's employment status is employed which accumulate of 119 respondents and occupied 57.5% over 100%. Moreover, 77 respondents under unemployed status which occupied 37.2%, 9 respondents are self-employed, and 2 respondents are retired which occupied 4.3% and 1% respectively.

4.1.1.4 Respondent's Age Group

In this research, the questionnaire is distributed to random age group without specifying any age group of respondents. However, before distributing the questionnaire, researcher ensuring the respondent's age achieve minimum working age in Malaysia which is 14 years old. In figure 4.4 and table 4.4, it presents the age group of each respondent in this research with years range from less than 20 years old, 21 – 30 years old, 31 – 40 years old, 41- 50 years old, 51 – 60 years old, and above 60 years old.

Figure 4.4 Respondent's Age Group
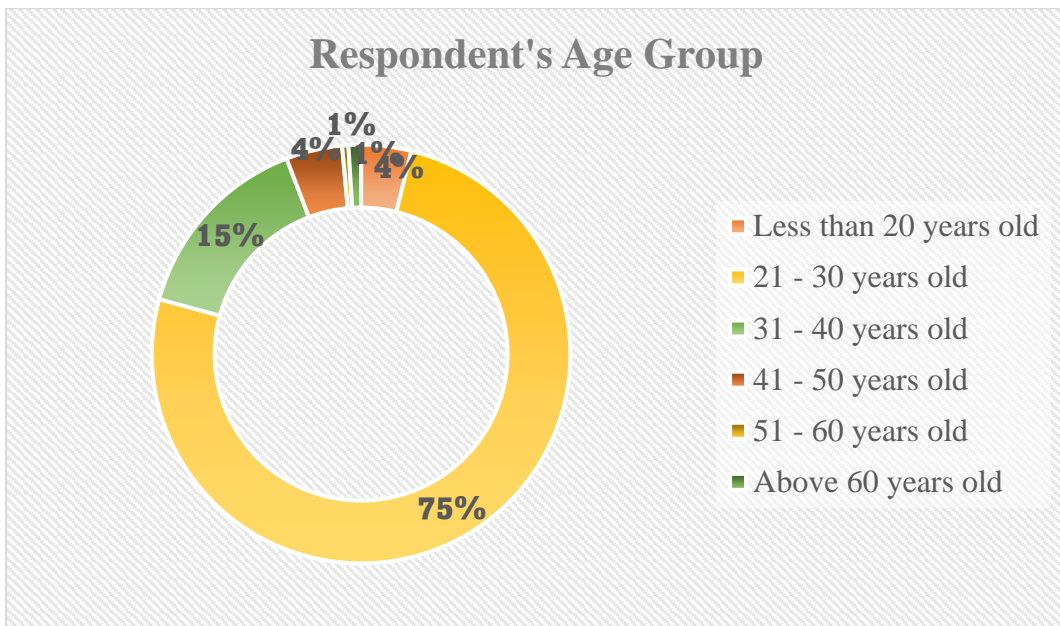
Sources: Developed for research

Table 4.4 Respondent's Age Group

4. What is your age group?		Frequency	Percent
		Frequency	Percent
Valid	Less than 20 years old	8	3.9
	21 - 30 years old	156	75.4
	31 - 40 years old	31	15.0
	41 - 50 years old	9	4.3
	51 - 60 years old	1	0.5
	Above 60 years old	2	1.0
	Total	207	100.0

Sources: Developed for research

In figure 4.4 and table 4.4 above, it presents the division of respondent's age group obtained from the questionnaire distributed for analysis purpose in this research. In this research, there are 8 respondents less than 20 years old which occupied 3.9% from the sample population. Among the six respondent's age group, the majority of respondents is between 21 years old to 30 years old by accumulating of 156 and 75.4% of respondents. In addition, there are 31 respondents is between 31 to 40

years old which occupied 15%, 9 respondents are 41 to 50 years old occupied 4.3%, 1 respondent or 0.5% of the respondents is between 51 to 60 years old which is the minor age group in this research. Lastly, 2 of the respondents or 1% of the respondents is above 60 years old where both of them are retired personnel.

4.1.1.5 Respondent's Marital Status

In section A, it included demographic question on questioning respondent marital status. It helps researcher understand the marital status of respondents such as single, married, divorced, or widowed. In figure 4.5 and table 4.5, it provides the details of respondent's marital status which collected from 207 respondents.

Figure 4.5 Respondent's Marital Status
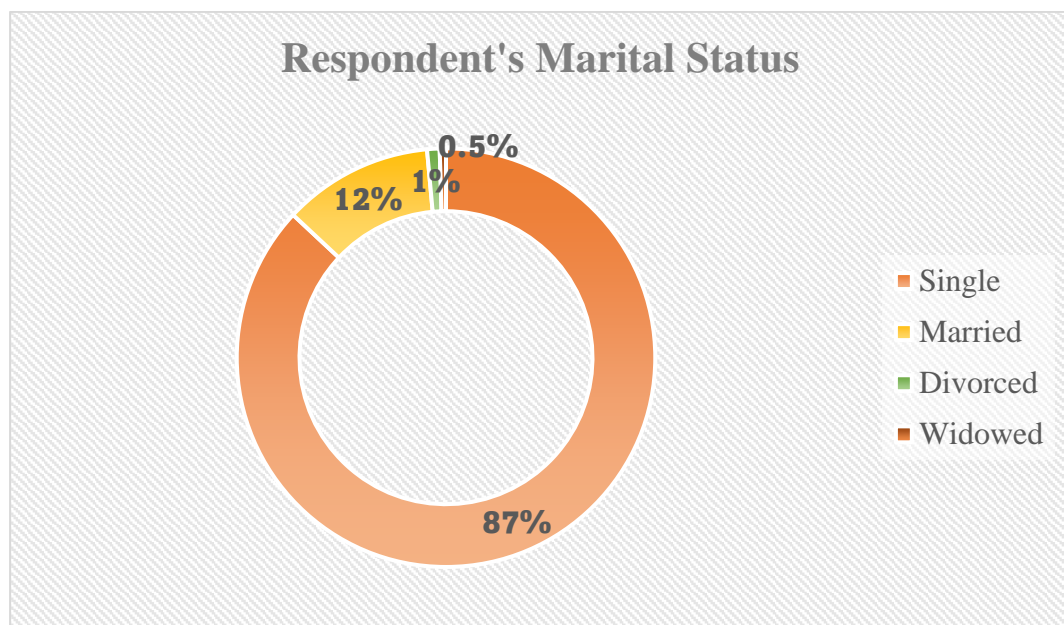
Sources: Developed for research

Table 4.5 Respondent's Marital Status

5. What is your current marital status?			
		Frequency	Percent
Valid	Single	180	87.0
	Married	24	11.6
	Divorced	2	1.0
	Widowed	1	0.5
	Total	207	100.0

Sources: Developed for research

In this research, 180 respondents are single as presented and stated in figure 4.5 and table 4.5 which occupied the majority of percentage of 87%. Besides, 24 respondents are married which occupied 11.6%, 2 respondents are divorced which occupied 1%, and 1 respondent is widowed which occupied the minority of percentage of 0.5%.

4.1.1.6 Respondent's Educational Qualification

Respondent's educational qualification will be assessed in this research. It is important for researcher to understand respondent education background and level. In this research, respondents are given the option of primary school education level, secondary, diploma, bachelor's degree, master's degree, doctorate's degree and others. Figure 4.6 and table 4.6 below show the results collected from 207 respondents.

Figure 4.6 Respondent's Educational Qualification
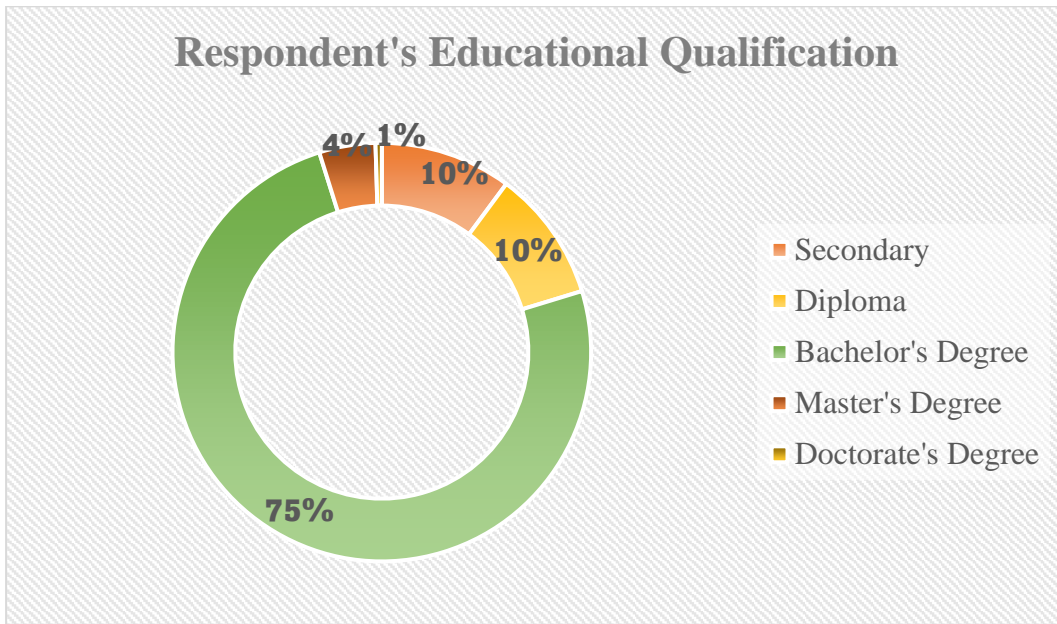
Sources: Developed for research

Table 4.6 Respondent's Educational Qualification

6. What is your highest educational qualification?			
		Frequency	Percent
Valid	Secondary	21	10.1
	Diploma	21	10.1
	Bachelor's Degree	155	74.9
	Master's Degree	9	4.3
	Doctorate's Degree	1	.5
	Total	207	100.0

Sources: Developed for research

In figure 4.6 and table 4.6, it shows respondent's educational qualification collected from 207 respondents. In the beginning, there are no respondents fall under primary school level or selecting "others" in their qualification level. In this research, there are both 21 respondents with secondary and diploma educational qualification where both occupied 10.1% respectively. The majority of respondents in this research is under bachelor's degree level with 155 respondents or equal to total of 74.9% of all respondents. In addition, 9 respondents are master's degree level with

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4.3% of total respondents, and 1 respondent is doctorate's degree level which occupied the minor percentage of 0.5%.

4.1.1.7 Respondent's Income Level

In last part of Section A: Demographic Profile, it analyses on respondents monthly income level by given few income range from below RM1,000, RM1,001 to RM3,000, RM3,001 to RM5,000, RM5,001 to RM7,000, and above RM7,0000. In this research, it is studying respondents' perspective and satisfaction towards company current reward system. Hence, respondent's income level could provide a basic foundation and findings, providing a basic understanding to researcher. In figure 4.7 and table 4.7 below shown the respondent's data and information analyse from the results collected from 207 respondents.

Figure 4.7 Respondent's Monthly Income Level
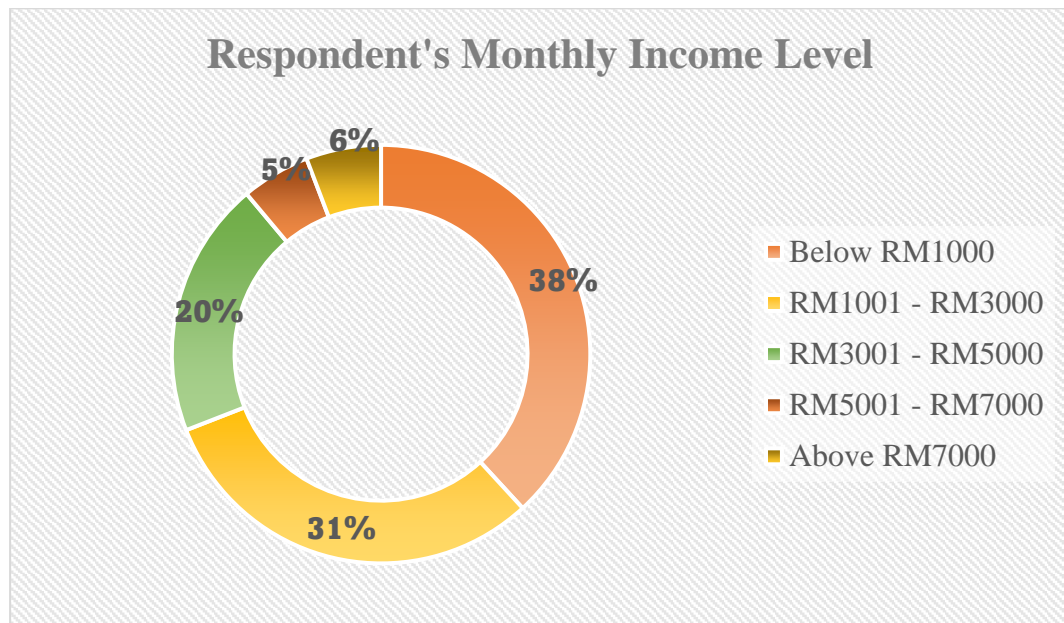
Sources: Developed for research

Table 4.7 Respondent's Monthly Income Level

7. What is your monthly income level?			
		Frequency	Percent
Valid	Below RM1000	79	38.2
	RM1001 - RM3000	64	30.9
	RM3001 - RM5000	41	19.8
	RM5001 - RM7000	11	5.3
	Above RM7000	12	5.8
	Total	207	100.0

Sources: Developed for research

In figure 4.7 and table 4.7, it shown the details of respondent's monthly income level. According to the results obtained from 207 respondents, majority of the respondent's monthly income level is below RM1,000 with 79 selections and occupied total respondents of 38.2%. Moreover, the second and third largest monthly income level group is RM1,001 to RM3,000 and RM3,001 to RM5,000 with 64 respondents and 41 respondents respectively. The percentage occupied for both monthly income level is 30.9% and 19.8% respectively. In addition, there are 11 respondents with RM5,001 to RM7,000 monthly income level which occupied the minority percentage of 5.3% of total respondents. Lastly, there are 12 respondents with monthly income level above RM7,000 which occupied 5.8% of total respondents.

4.1.2 Results of the study

Section B examines respondents' perceptions on how human resource management (HRM) elements influence employee performance. Respondents to the questionnaire were asked to rate their agreement or disagreement on a five-point Likert scale, with 5 representing "strongly agree" and 1 representing "strongly disagree." The findings, including the mean score and standard deviations, obtained from 207 respondents are shown in Table 4.8 below.

Table 4.8 Results of the Study

Performance Appraisal								
No.	Item	SD	D	N	A	SA	Mean score	Standard deviations
8	PA1	3	8	30	111	55	4.00	0.836
9	PA2	1	14	34	110	48	3.92	0.841
10	PA3	1	6	20	109	71	4.17	0.756
11	PA4	2	13	37	98	57	3.94	0.890
12	PA5	1	4	23	99	80	4.22	0.756
13	PA6	3	21	39	86	58	3.85	0.993
14	PA7	2	23	49	83	50	3.75	0.977
Training and Development								
No.	Item	SD	D	N	A	SA	Mean score	Standard deviations
15	TD1	1	5	19	98	84	4.25	0.760
16	TD2	1	4	23	87	92	4.28	0.775
17	TD3	1	1	30	80	95	4.29	0.765
18	TD4	5	8	45	94	55	3.90	0.921
19	TD5	3	4	21	96	83	4.22	0.816
20	TD6	2	4	24	87	90	4.25	0.809
Leadership Styles								
No.	Item	SD	D	N	A	SA	Mean score	Standard deviations
21	LS1	9	19	42	81	56	3.75	1.085
22	LS2	2	10	43	82	70	4.00	0.911
23	LS3	4	8	31	109	55	3.98	0.864
24	LS4	3	9	37	98	60	3.98	0.881
25	LS5	6	16	45	81	59	3.83	1.023
26	LS6	4	11	45	89	58	3.90	0.937

Reward System								
No.	Item	SD	D	N	A	SA	Mean score	Standard deviations
27	RS1	6	13	39	100	49	3.84	0.956
28	RS2	3	17	39	92	56	3.87	0.952
29	RS3	6	25	38	84	54	3.75	1.063
30	RS4	4	21	35	90	57	3.85	1.003
31	RS5	5	18	46	91	47	3.76	0.980
Employee Performance								
No.	Item	SD	D	N	A	SA	Mean score	Standard deviations
32	EP1	4	8	30	94	71	4.06	0.904
33	EP2	1	6	27	97	76	4.16	0.796
34	EP3	9	15	42	87	54	3.78	1.050
35	EP4	3	1	18	76	109	4.39	0.785

Sources: Developed for research

Item PA5 obtained the highest mean score of 4.22 for the first independent variable, performance appraisal. Majority of the respondents agree and strongly agree on the statements with 94 respondents agree and 71 respondents strongly agree. It suggested that the performance appraisal process will influence him/her attitudes, behaviour, and morale. Managers and supervisors who providing an adequate performance appraisal will motivate employees and guiding their ways of doing things.

Besides, in training and development variable, item TD3 obtained the highest mean score of 4.29. 80 respondents out of 207 respondents agree on the statement and 95 respondents strongly agree that training and development linked to their readiness to work. This result implied that training and development could help employees adapt into the workplace, always ready to contribute their physical and mental into the workforce.

Furthermore, the item LS2 in the variable of leadership styles had the highest mean score of 4.00. There are 82 responders who agree with the claims, and 70 who strongly agree with them. The findings indicated that the majority of the respondent's managers believe that their workers' originality and creativity would enable them to address the difficulties they meet. To put it another way, such leaders have faith in their staff' power and capacity to resolve the problems.

In reward system, item RS2 obtained the highest mean score among other items in reward system variable with 3.87. Majority of the respondent agree that they will receive rewards when completing good performance in the workforce with 92 respondents agree and 56 respondents strongly agree. It suggested that a good reward system obtained by the company could influence employees in completing great jobs, motive them and driving them to highest place.

Lastly, item EP4 obtained the highest mean score in generally and under the dependent variable of this research which is employee performance with mean score of 4.39. Above 90% of respondents agree on the statements where they care about their working performance. There are 76 respondents agree and 109 respondents strongly agree on the item. It is indicating that most respondents will concern on their work performance, taking any considerations that help to improve their employee performance such as HRM factors.

4.2 Reliability Test

According to George and Mallery (2016), the dependability of a measurement is defined as the consistency of the measurement through time. If we receive the same result every time, we may consider the measure to be trustworthy. Example: If an assessment is designed to measure a certain feature (such as personality characteristics), the outcomes should be consistent no matter how many times it is administered to a participant. Furthermore, in social and organisational research, Cronbach's alpha reliability is the most often utilised measure of a scale's or test's internal consistency since it is the most accurate.

Cronbach's alpha reliability is expressed as a number between 0 and 1 and is determined by evaluating the same construct or notion that is linked with the inter-relatedness items in the test and calculating the reliability of the test (Tavakol & Dennick, 2011). The value of alpha increases as the elements in a test become more and more connected to one another, but it has no effect on the amount of internal consistency of the test results. Furthermore, Cronbach's alpha is a reliability model that is based on the average inter-item correlation of an instrument. According to the author, the rule of thumb for Cronbach's Alpha is presented in the following table, which is 4.9.

Table 4.9 Cronbach's Alpha: Rule of Thumb

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

Sources: George & Mallery (2016)

In this research, the Cronbach's alpha test on the grouped Likert items was used to evaluate the impact of HRM factors on employee performance, as shown in table 4.10 below. There are five of the groups which evaluating under reliability test.

Table 4.10 Reliability Statistic for Actual Research

Variable	Cronbach's Alpha	N of Items
Performance Appraisal	.828	7
Training and Development	.838	6
Leadership Style	.777	6
Reward Systems	.887	5
Employee Performance	.682	4

Sources: Developed for research

The results of reliability statistic for this research had been constructed and shown in table 4.10. Cronbach's Alpha is a good rule of thumb to follow, it is indicating that performance appraisal, training and development, having a coefficient with 0.828 and 0.838 respectively which are greater than 0.8, considered as "good" under the rule of thumb. Both group of Likert items using 7 items and 6 items respectively. Moreover, leadership style having an "acceptable" Cronbach's Alpha which is 0.777 and 6 items were used to measure it. The last Likert items in independent variables is reward system which is having a "good" Cronbach's Alpha results with 0.887 and 5 items were used to measure it internal consistency. Cronbach's Alpha for dependent variable in this research which is employee performance is "questionable" due to it Cronbach's Alpha value is below 0.7 which resulted in 0.682 and 4 items were used to measure it.

Comparing the results with the pilot test generated early in chapter 3, table 3.4, performance appraisal, training and development, and reward system showing an improving performance. However, leadership style and employee performance had reduced its internal consistency from the pilot test. Although there are slightly change in the results, but the method constructing the Cronbach's Alpha is different in number of respondents. In pilot test, 30 respondents were obtained to construct

pilot test; In reliability test, 207 respondents were obtained to construct the results shown in table 4.10.

To conclude that, all independent variables having an acceptable and above the range with three Likert items in independent variables having a "good" internal consistency which is performance appraisal, training and development, and reward systems. However, employee performance was fall into the range of "questionable" internal consistency.

4.3 Inferential Analysis

Based on 207 survey questions sent to respondents using Google Form, the researcher will investigate and analyse the data in this section utilising Pearson correlation analysis and multiple linear regression analysis. Detailed interpretation findings produced by using the SPSS Statistics software are shown and described in the following sections of this document.

4.3.1 Pearson Correlation Analysis

Correlation is a bivariate study that determines the degree and direction of a relationship between two variables, as well as whether or not the two variables have a statistically significant linear link. Therefore, the Pearson correlation coefficients were used to investigate the relationship between human resource management (HRM) parameters and employee performance. If the correlation coefficient is between +1 and -1, then the result is ambiguous. An inverse correlation coefficient shows that, when one variable increases, the other variable grows as well, showing that they are moving in the same direction. Even a statistically significant association, however, does not necessarily imply causation. It is referred to as a "negative correlation coefficient" due to the fact that the parameters tend to move in the opposite directions: if one increases, the other decreases, and vice versa. When the coefficient of correlation is close to zero, there is no linear connection between the independent factors and the dependent variables. The correlation coefficient rule of thumb is provided in the following table, which is numbered 4.11.

Table 4.11 Pearson Correlation Coefficient: Rules of Thumb

Coefficient Range	Strength of Association
± 0.00 to ± 0.20	Slight, almost negligible correlation
± 0.21 to ± 0.40	Small, weak correlation
± 0.41 to ± 0.70	Moderate correlation
± 0.71 to ± 0.90	High, strong correlation
± 0.91 to ± 1.00	Very strong correlation

Source: Sellar, Arulrajah & Lanka (2019)

In this research, researcher had analysed the association between HRM factors and employee performance. The results obtained by using SPSS as shown in table 4.12 below.

Table 4.12 Correlations

		Mean_ PA	Mean_ TD	Mean_ LS	Mean_ RS	Mean_ EP
Mean _PA	Pearson Correlation	1	.616**	.533**	.514**	.555**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	207	207	207	207	207
Mean _TD	Pearson Correlation	.616**	1	.519**	.427**	.547**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	207	207	207	207	207
Mean _LS	Pearson Correlation	.533**	.519**	1	.666**	.669**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	207	207	207	207	207
Mean _RS	Pearson Correlation	.514**	.427**	.666**	1	.625**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	207	207	207	207	207
Mean _EP	Pearson Correlation	.555**	.547**	.669**	.625**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	207	207	207	207	207
**. Correlation is significant at the 0.01 level (2-tailed).						

Sources: Developed for research

Employee performance has been measured using correlations in this study, which has resulted in a correlation matrix being constructed and displayed in Table 4.12, which includes the relationship between performance appraisal, training and development, leadership styles, and reward systems in relation to employee performance. According to the rule of thumb for the Pearson correlation coefficient,

the coefficient for performance appraisal was r = 0.555, indicating that it had a modest association with employee performance, as shown by the data. Furthermore, the coefficient for training and development was 0.547, indicating that it had a modest link with employee performance as well as other factors. When it comes to leadership styles, the link between them and employee performance is modest, as shown by the value of r = 0.669. Finally, the coefficient for the reward system was r = 0.625, indicating that it had a moderate association with the dependent variable in this study, which was employee performance. This is consistent with previous studies. To summarise, all of the independent factors in this study had a modest correlation with the dependent variable.

4.3.2 Multiple Linear Regression Analysis

In multiple linear regression analysis, the value R in this analysis represented in the "R: column. R may be thought of as a metric for the accuracy of the dependent variable's prediction. Table 4.13, table 4.14 and table 4.15 below shown the analysis results generated from SPSS for research purposes which including model summary, ANOVA, and coefficient.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.746[a]	.557	.548	.42825	.557
a. Predictors: (Constant), Mean_RS, Mean_TD, Mean_PA, Mean_LS					

Sources: Developed for research

Model Summary Table: The Model Summary Table is the first table in multiple linear regression analysis, as seen in table 4.13. It gives the researcher with the R, the R square, the corrected R square, the R square change, and the standard error of the estimate in this investigation. It may be used to determine whether or not a regression model fits the data well. The "R" column represents the ratio of R, which is the sum of the numerous coefficients of correlation in the data set. When it comes

to the accuracy of the dependent variable's prediction, R may be regarded of as a metre to measure it. It has been discovered that the R-value in this study is 0.746, showing a high degree of foresight. As an additional point of interest, the R square value for this study, which is also known as the coefficient of determination, is 0.557. According to the results of the analysis conducted above, 55.7 percent of the dependent variable, which is employee performance, can be explained by the independent variables, which are performance evaluation, training and development, leadership styles, and incentive system.

Table 4.14 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.549	4	11.637	63.454	.000[b]
	Residual	37.046	202	.183		
	Total	83.595	206			
a. Dependent Variable: Mean_EP						
b. Predictors: (Constant), Mean_RS, Mean_TD, Mean_PA, Mean_LS						

Sources: Developed for research

According to table 4.14 above, there are 4 degree of freedom is comparing in this research which is performance appraisal, training and development, leadership styles, and reward system. The F-ratio under the ANOVA table above determines if the overall regression model fits the data well. In this research, the significant level is 0.000 and the F-value is 63.454 which a null hypothesis is rejected while an alternative hypothesis is accepted when p-value ($p < 0.05$) is lower than the level of significance. To conclude that, it shown there are a significant effect on independent variables including performance appraisal, training and development, leadership styles, and reward system towards the dependent variable which is employee performance in this study.

Table 4.15 Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.714	.234		3.054	.003
	Mean_PA	.138	.067	.132	2.057	.041
	Mean_TD	.194	.066	.183	2.952	.004
	Mean_LS	.323	.066	.332	4.902	.000
	Mean_RS	.200	.050	.258	3.978	.000
a. Dependent Variable: Mean_EP						

Sources: Developed for research

According to table 4.15, the first variable which is performance appraisal show a positive correlation towards the dependent variable which is employee performance due to its p-value is lower than the significant level of, resulted in 0.041. Besides, training and development variable show positive correlation at significant value of 0.004 which lower than the significant value of 0.05. There are some highlights in the results conducted in table above where both leadership styles variable and reward system variable show a significant value of 0.000 respectively, having a positive correlation towards employee performance. To determine overall statistical significance of the independent factors on the dependent variable, an equation may be constructed.

The multiple regression equation is construct as the formula below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \ldots + b_nX_n + e$$

Whereas it represents the following meanings:

Y = Employee Performance

X_1, X_2, X_3 = Dimension of HRM factors applied

b_1, b_2, b_3 = Performance appraisal, training and development, leadership styles, and reward system

a = as constant, value of Y when X become 0

e = error (if applicable)

4.4 Test of Significant

According to Mindrila et al. (2013), test of significance is a formal technique for comparing observable facts to a claim which known as a hypothesis too whose veracity is being determined. A significance test's results are given as a probability that indicates how well the evidence and the claim coincide. Table 4.16 below show the result of test of significant obtained for the research.

Table 4.16 Test of Significant

Construct	Significant Value
Performance Appraisal	.041
Training and Development	.004
Leadership Styles	.000
Reward System	.000

Sources: Developed for research

4.4.1 Performance Appraisal

Rejected H_0, if p < 0.05.

H_1: Performance appraisal have a significant impact on employee performance

According to the data gathered from statistical analysis and given in the preceding table 4.16, the p-value of performance assessment is lower than the significant level in which 0.041 < 0.05 is used to define statistical significance. As a result, hypothesis 1 is accepted. Consequently, it is shown that performance appraisals have a considerable influence on employee performance levels.

The findings of Mwema and Gachunga (2014) indicate that there is a substantial relationship between performance evaluation and employee performance, with p-values less than the significance threshold of 0.004 and 0.002, respectively, at the 95 percent confidence level, indicating that the relationship is significant. The

reason for this is because good performance assessments benefit appraisees, appraisers (managers), and organisations. Among the many benefits that appraisers get is the opportunity to understand what is expected of them and to acquire the capacity to set goals.

The study's findings indicate that the company's assessment system need improvement, most notably in terms of execution. Given the importance of human resources to a business's performance, management should use a variety of incentives to motivate people to work in the company's best interests (Daoanis, 2012). Thus, superior performance should be praised, while substandard performance should be discouraged. It is critical to understand that the primary goal of any performance assessment system is to enhance employee performance and service quality. Initially, the performance assessment system placed a premium on goal setting and the evaluation of accomplishments against those objectives. Nowadays, management has recognised that performance assessment must take into account both how and what is accomplished.

4.4.2 Training and Development

Rejected H_0, if p < 0.05.

H_2: Training and development program have a significant influence on employee performance

Based on the data acquired by statistical analysis and displayed in the preceding table 4.16, the p-value for training and development is lower than the significant threshold, which is $0.004 < 0.05$, which indicates that training and development are effective. As a result, H2 is acceptable. So it is shown that an effective training and development programme has a major impact on staff performance.

Al-Qudah et al. (2014) provide a statistical finding that is identical to this one, with a p-value of 0.000. No firm can deny or disregard the reality that training and development are critical human resource duties for increasing employee effectiveness. Furthermore, Sal and Raja (2016) demonstrated that training and

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development may have an influence on employee productivity and performance, with a p-value of 0.000 indicating a significant impact. As a result, training and development make a substantial contribution to improving employee performance.

The training and development department is largely responsible for the overall performance of the workforce (Asim, 2013). It is possible to quantify performance in terms of enhanced productivity, the ease with which new technologies may be implemented, or by being a highly motivated individual (Nassazi, 2013). When attempting to achieve higher levels of employee performance, organisational leaders should establish goals and criteria against which employees' performance may be measured and evaluated. Employees are the company's most valuable asset since they are responsible for increasing client satisfaction while also enhancing the quality of the company's products and services. They would be unable to do their jobs to their full potential without adequate training and development opportunities. Employees who are completely competent of fulfilling their job-related responsibilities are more likely to stay on the job for a longer period of time due to increased job satisfaction, which boosts retention (Rodriguez & Walters, 2017). Employee development and training are critical tools for not only improving employee performance, but also supporting employees in becoming more efficient, productive, fulfilled, motivated, and inventive in their work surroundings as a consequence of their training.

4.4.3 Leadership Styles

Rejected H_0, if p < 0.05.

H_3: There is a close relationship between leadership style and employee performance

According to the data gathered via statistical analysis and summarised in Table 4.16 above, the p-value for leadership styles is less than the $0.000 < 0.05$ threshold of significance. Hence, H_3 is accepted. Thus, it shows that there is a significant close relationship between leadership style and employee performance.

In the past research, Chua et al. (2018) stated that leadership style has a significant relationship with employee performance because the leader has authority to control and direct employee work according to the rules and desires of the leaders in certain circumstances. It shows leadership styles have a significant relationship towards employee performance with a p-value of 0.005 for autocratic leadership, 0.000 for democratic leadership which lower than the significant level of 0.05. also show that leadership positively predict employee performance with a p-value of 0.000 for transformational leadership and 0.009 for transactional leadership (Anyango, 2015). In order to boost organisational performance and survival, the contemporary business climate need this creative leadership style that empowers people and raises employee performance (Anyango, 2015). Organizations should cultivate high-quality leader-follower exchange connections in order to affect followers' performance. In general, human ambitions and human values, which are the unseen foundations of organisational ideals, establish the reason for why organisations exist (Nuhu, 2010). The goal of an organization's leader in this situation will be to nourish the roots of organisational values, which are nothing more than a basic human need.

4.4.4 Reward System

Rejected H_0, if p < 0.05.

H_4: Reward system have a significant relationship with employee performance

Based on the data captured from statistical analysis and shown in table 4.16 above, the p-value of reward system is lower than the significant level in which 0.000 < 0.05. Hence, H_4 is accepted. Thus, it shows that Reward system have a significant relationship with employee performance.

According to Ngwa et al. (2019) and Martono et al. (2018), it shows a same statistical result for reward system where p-value is 0.006 and 0.000 respectively. Hence, employee performance in the workplace is influenced by the reward system. This is because both authors stated a reward system that includes both intrinsic and extrinsic rewards can motivate employees to perform better, such as exceeding sales targets set by management or leaders. Furthermore, when employees feel appreciated for their contribution and effort, they will increase their productivity (Ngwa et al., 2019). They also claimed that a remuneration or reward system could have a positive impact on employee performance. A fair and proportional reward system may encourage employees to perform better because they know they will be fairly compensated (Martono et al., 2018).

Employees throughout the industrial age worked in a centralised atmosphere (Aslam et al., 2013). Top management was in charge of making decisions, and no one else was engaged. Employees were forced to follow supervisors' orders because there was no suitable remuneration system in place. They were paid daily based on the number of units generated by the organisation. Employees are now well compensated, and organisations additionally recognise them for their accomplishments in accomplishing tasks entrusted to them. They are also paid incentives on a monthly basis. Employees work with a keen interest and contribute to the achievement of the organization's goals as a result of the incentive system. Thus, employee would tend to work harder for better rewards and compensation. Generally, table 4.17 below concluded the hypothesis results in this research.

Table 4.17 Hypothesis results

H1 is accepted where performance appraisal having a significant relationship with employee performance, which supported by the data results.
H2 is accepted where training and development having a significant relationship with employee performance, which supported by the data results.
H3 is accepted where leadership styles having a significant relationship with employee performance, which supported by the data results.
H4 is accepted where reward system having a significant relationship with employee performance, which supported by the data results.

4.5 Conclusion

In summary, SPSS software was utilised to summarise the data obtained from 207 respondents in this study. Several sorts of analysis methods are utilised to look for a meaningful association between variables that might influence employee performance. In his research, all the independent variables show a positive influence towards employee performance.

Chapter 5: Conclusion, Implication, Limitation and Recommendation

5.0 Introduction

In chapter 5, it is discussing on the information and data collected from the previous chapters and findings. It is including the conclusion of this research, implication and limitation of this research study, and also recommendation for future study in this chapter. The study's findings demonstrate that employee performance is influenced by both organisational and individual variables.

5.1 Conclusion

The primary goal of this research was to determine the impact of human resource strategies on employee performance and organisational commitment in the Libyan banking sector. The study was conducted in two phases. The study came to a close with a variety of conclusions, one of which is that there is a statistically significant relationship between the function of human resource management (HRM) and employee performance. As a consequence, each hypothesis tested in this study is accepted if the hypothesis value obtained is less than the P-value of 0.05, which is considered significant. The p-value for performance assessment is 0.041, which is comparable to the statistical findings obtained by Mwema and Gachunga in their studies (2014). The p-value for training and development is 0.004, which is a statistically significant finding that is comparable to that of (Asim, 2013). The p-value for leadership styles is 0.000, which indicates that the results of the study are similar to those obtained by Chua et al. (2018) and Anyango et al. (2018). (2015). Because the p-value of the reward system is 0.000, the results are identical to those obtained by Ngwa et al. (2019) and Martono et al. (2018).

The rise of HRM in the twenty-first century has prioritised the development of excellent work relations. It will effectively increase human resource productivity

and performance and will also contribute to the development of successful interpersonal connections (Aslam et al., 2013). Organizations get a competitive edge when they invest significantly in HRM methods. These strategies include recruiting, selecting, and retaining qualified workers, promoting workplace diversity, managing knowledge and creativity, and placing a greater emphasis on employee training and mentoring. By concentrating on the human resource issues that affect human resources in the twenty-first century, solutions may be presented (Aslam et al., 2013). Through an attentive and deliberate approach to HRM, an organizational effectiveness may be achieved, and organisational productivity can be increased as a consequence.

The critical nature of human resources has become all too apparent as a result of the complex and unpredictable environment. As a result of globalisation, technical improvements, and rivalry, firms must invest more on their human resource departments. Now that businesses are functioning and developing globally, they are confronted with varied cultures, attitudes, and behaviours brought into the workplace by employees (Aslam et al., 2013).

Managing varied relationships, behaviours, cultures, and beliefs has become a significant challenge for businesses, and they must make sensible choices to resolve such issues. In the unpredictable corporate world, businesses must prioritise upskilling their staff in order to deal with complexity and remain "IN" the race. According to the adage that workers are a firm's "ASSETS" and that enterprises collapse without a workforce, firms should not depend just on technology but also on a competent staff to operate effectively. Employees will be more productive than ever before and because they grasp the firm's need and the shifting trends in the corporate world (Aslam et al., 2013). Employees realise that they must be sensitive and multi-tasked in order to maintain their positions.

Effective management is essential to manage the multi-talent and core competencies of workers, since organisations want to keep their multi-talented individuals, who are critical to the business's success. Employee dissatisfaction and irritability are prevalent, reducing their overall productivity and causing conflict

among them (Aslam et al., 2013). The human resources department must first ascertain the issues and then devise tactics for resolving them via empathy and reward. The human resources department is obsessively focused on employee performance and ensures that the rewards and recognition system, and punishment is fair. The human resources department has improved its efficiency in decreasing turnover and hence undertakes training and development programmes for workers to ensure that they are efficient and productive for the firm. Another issue that workers face is their level of involvement and dedication to their employment. Human resources department, in obtaining employee engagement.

Additionally, the human resources department assists in identifying leaders in order to foster a positive work environment (Aslam et al., 2013). Finally, but definitely not least, the human resources department undertakes job analysis to ensure that the appropriate individuals are placed in the correct jobs. These convergent difficulties underscore the need of organisations developing competitive human capital in order to thrive in a complex and unpredictable world.

5.2 Implication of Study

In businesses with teams, **performance appraisal** processes should be adjusted to accommodate teamwork knowledge, skill, and ability (KSA). If businesses seek to inspire cooperation, they must evaluate and reward it via the use of performance assessment systems. Even if their assessments previously contained a collaboration component, the creation of organised work teams should elevate teamwork's significance in appraisals. A job analysis tailored to the organization's culture should be done to ascertain the exact nature of the behavioural and performance consequences of the collaboration KSAs should be included in the assessment form (Stevens et al., 1994). This adjustment to performance assessment methods will not only reward effective team members but would also disincentivise ineffective ones. Historically, poor group of members were often tolerated since teamwork efforts were not expressly valued. By modifying the assessment, collaboration will no longer be seen as an extra-role conduct.

When company realizing **training and development program** are critical to employee performance, human resource managers must assess if these abilities can be taught and, if so, how (Stevens et al., 1994). These concerns are addressed by a large body of literature on team development. Numerous teams building interventions place an emphasis on characteristics of team functioning that are connected to training and development which defined in this research. Thus, these treatments may be seen as collaborative of training and development programmes that help employee improve their knowledge, ability and skill. Regarding the manner in which such learning should be performed, the human activities and professional literatures have extensive advice on team training. It has been observed that supervisors of teams, particularly independent work teams, must invest in employee training and development. Thus, mentoring program must help the company manager not just to exhibit collaboration of employee skills and knowledges, but also know how to introduce staff in these executing their capabilities.

In the importance of serving a style of leadership which enables employee skill development. Understanding of **styles of leadership** and their repercussions is critical for effective leadership since a leadership's style may either assist or obstruct skill development. For instance, a style that earns the trust and respect of people it affects tends to provide a leader with substantial flexibility in adapting skills to changing circumstances, but the same adjustments might be seen with scepticism and resistance if the leader's style is hated and distrusted. According to Warrick (1981), any style has the potential to enable change if it earns the confidence and respect of people it affects. However, in the majority of circumstances, an authoritarian style breeds suspicion, a laissez-faire style lacks credibility, and a human relations style breeds contempt, restricting the mobility of managers who use these styles. The democratic method continually generates trust and respect, which raises the possibility of a favourable reaction to contingency management. What a democratic style really represents is a generally healthy individual who respects others and puts a high premium on both accomplishment and relationships. It is the most suitable form for contingency management and therefore should be successful except when individuals impacted by the style reject healthy conduct,

are reluctant to treat others with respect, or are unresponsive to a strong focus on employee performance. Incoherent leadership styles require those impacted to spend significant effort figuring out how to work effectively with a leader, predicting how a leader will behave in certain settings, and comprehending what a leader really intends, wants, or expects (Warrick, 1981). Additionally, it inhibits decision-making and problem-solving procedures and elevates the burden experienced by people who are influenced by the leader.

The implication of these results is that for reward systems reflecting employee to work effectively and accomplish their objectives, wages and salaries must meet the individual's anticipated demands and must be seen as fair or equally fulfilling to the employee. This is consistent with the results of Martono et al. (2018), who discovered that increasing wages and salaries increases worker productivity. Additionally, the results reflect Ngwa et al. (2019) findings that wages, and compensation are a significant factor of employee performance. The majority of compensable criteria in job assessment systems directly or indirectly reflect the mental capacity needs of the employment. Thus, if teams raise the KSA criteria for roles, job assessment systems should reflect this. Several contemporary systems currently include compensable characteristics that seem to represent social aspects of employee working performance (e.g., social ability, aptitude for working along with the others, interaction with others, etc.).

5.3 Limitation of Study

Several limitations in several areas were discovered throughout this research project. The study's first shortcoming is that it did not provide fresh light on real workplace HRM in Malaysia. This is because this study focuses only on known characteristics and their supporting evidence from prior studies. For example, there are several additional elements that contribute to employee performance, including capabilities, recruitment and selection, job analysis, empowerment and career development. To give more accurate conclusions about the HRM elements that contributed to employee performance in the workplace, the researcher could broaden the scope of the study to include additional variables, such as the independent variables analysed

in this research. Besides, researcher may deepen the analysis in particular variables as certain variable can separate in multiple small categories such as leadership styles. The researcher was given an extremely constrained amount of time to perform the investigation on the personnel.

Additionally, the researcher had difficulties obtaining respondents since many of them weren't really present at their place of employment. The researcher believed that obtaining responders took too much time. The expense of doing the study was greater. Another impediment to obtaining responders was their shift schedules. It may be necessary to contact many organisations, which is ultimately time demanding. To provide an accurate representation of the connection between the independent and dependent variables, respondents who have not worked may experience difficulty when filling out the surveys, affecting the accuracy of data. Finally, the research relied entirely on quantitative methods to respond to questions by analysing quantitative data, i.e., data presented in numbers and figures. On the other hand, qualitative research approach enables researchers to embrace research projects without really being restricted by predefined part of the evaluation process. For instance, qualitative research is unique in that it does not provide predetermined conclusions; consequently, qualitative data could be used in foreseeable studies.

Finally, the study may be restricted by the participants' English language skills, since Bahasa Melayu is Malaysia's first native language and national language. It limited the accuracy of the results because respondents may submit an incorrect response when they are unsure of the meaning of a question or statement in the questionnaire. Finally, since the research was done just in Malaysia, it may not be representative of the country as a whole, limiting the study's generalizability of its results. In some other nations, the data may be different since the population is different from Malaysia in terms of ethnicity and religion, as well as working cultures, which may result in the researcher receiving a distinct set of findings.

5.4 Recommendation for Future Research

There are several recommendations made in this research for future research to solve the limitations noted in 5.3 of the study. The first proposal is that the researcher analyse on the capabilities, recruitment and selection, job analysis, empowerment and career development and their influence on the creation of employee performance, as well as individual employee perspectives and organisational dynamics. This is because the HRM function consist of various variables that may work horizontally and vertically in organization. Since a result, this advice will aid future study in obtaining trustworthy and accurate data for examining the elements that contribute to employee performance across several dimensions, as individual perception is very subjective.

Additionally, to strengthen the reliability and correctness of this research study, more respondents should be obtained, and the sample size should not be restricted to 200. Thus, expanding the sample size and research timeframe might result in more accurate study by eliciting diverse thoughts and facts from respondents. Additionally, the study site should not be limited to respondents' nation, job characteristics and job position. It might include a broad range of areas, such as primary sector, secondary and tertiary sector or it could be geographically unrestricted. This is because various locations or industries have varying perceptions of prejudice, since their environments, cultures, and attitudes may vary. However, it is recommending the future research may target specific group of respondents in terms of working experience. This is because in this research, the second large population of respondents are fresh graduates and students. Additionally, the researcher was urged to conduct the survey in a variety of methods, including by phone interview, physical interview, and face-to-face distribution of questionnaire paper. This enables the researcher to prevent inaccuracies such as respondents responding simply when they do not understand the survey question or when jargon is used.

Human resources, on the other hand, are individuals who give their knowledge, skills, and capabilities to the development and delivery of successfully completed

services. Human resources are often recognised as the most precious asset of any firm. When done correctly, human resource planning recruits the right mix of people and enhances workers' knowledge, skills and capabilities while also ensuring that employees remain with the company. Modern technology should be utilised to strategically manage and develop human resources in order to further improve the HRM system. Additionally, a training and development programme should be implemented in each nation in order to increase the skills of both employees and ministry officials. Each firm and its top management may create more productive and effective employees by making investments in the growth of their employees' knowledge and skill sets. Furthermore, a research on the importance of certain leadership styles that have been shown to improve job performance and cooperation is being conducted.

Finally, the survey questionnaire may be conducted in a variety of languages, including Bahasa Melayu, English, and Chinese, which is particularly prevalent in Malaysia. This is because Malaysia is a multi-cultural, multi-racial, multi-religious, and multi-lingual country. When a questionnaire is conducted in various languages, it increases the likelihood of obtaining more respondents, since respondents are more inclined to complete the survey when it is conducted in their native language. The researcher may conduct a future study in which he or she provides multilingual survey questionnaires to target respondents and utilises many platforms to collect the most accurate data. For example, questionnaire distribution is not limited to conventional methods such as E-mail or SMS; it may take place across a variety of channels, including social media platforms, QR codes, and others. This is because advanced technology today enables researchers to collect data more readily than in the past. Additionally, it is advised to do many kinds of research in other businesses utilising the same factors as in this study. For example, the businesses should be in distinct sectors. Further study in the topic of HRM is predicted to be more beneficial to practitioners, academia, and the general public.

Thus, by embracing the advice, increasing the study may result in the development of feasible remedies, growing the academic literature in order to analyse the elements that contributed to workplace prejudice.

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Appendix 3.1

The impact of Human Resources Management factors on Employee performance

Dear respondent,

I am students from Universiti Tunku Abdul Rahman (UTAR) who is currently pursuing Master of Business Administration program. I am conducting a research in title "The Impact of Human Resources Management factors on Employee performance".

The purpose of this research is to examine how human resources management could influence on employee performance. This survey would take approximately of 10 minutes to complete. Please answer all the questions in the best of your knowledge.

The participation of this survey is voluntary and all the responses are collected for academic research purpose and kept PRIVATE and strictly CONFIDENTIAL. If you have any inquiries regarding this research project, please do not hesitate to contact me through 012-2791150 or email at dennis.kueh@1utar.my

Thank you for your participation and cooperation.

* Required

Section A: Demographic Profile	INSTURCTION: Please read the questions carefully and select ONE (1) answer for each question.

1.   1. How many years you have been working? *

   Mark only one oval.

   ◯ Less than 1 year
   ◯ 1 – 5 years
   ◯ 6 – 10 years
   ◯ 11 -15 years
   ◯ 15 years above

2.   2. What is your gender? *

   Mark only one oval.

   ◯ Male
   ◯ Female

3. 3. What is your employment status? *

   Mark only one oval.

   ◯ Employed

   ◯ Unemployed

   ◯ Self-employed

   ◯ Retired

4. 4. What is your age group? *

   Mark only one oval.

   ◯ Less than 20 years old

   ◯ 21 - 30 years old

   ◯ 31 - 40 years old

   ◯ 41 - 50 years old

   ◯ 51 - 60 years old

   ◯ Above 60 years old

5. 5. What is your current marital status? *

   Mark only one oval.

   ◯ Single

   ◯ Married

   ◯ Divorced

   ◯ Widowed

6.   6. What is your highest educational qualification? *

Mark only one oval.

    ◯ Primary

    ◯ Secondary

    ◯ Diploma

    ◯ Bachelor's Degree

    ◯ Master's Degree

    ◯ Doctorate's Degree

    ◯ Others

7.   7. What is your monthly income level? *

Mark only one oval.

    ◯ Below RM1000

    ◯ RM1001 - RM3000

    ◯ RM3001 - RM5000

    ◯ RM5001 - RM7000

    ◯ Above RM7000

Section B: The impact of Human Resources Management factors on Employee performance	This section is looking for your opinion regarding how human resources management factors affect employee performance. The respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5-point Likert scale response framework. Please SELECT ONE (1) number per line to indicate the extent to which you agree or disagree with the following statements.
	The indicators are as below:- 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

8. 8. I take greater understanding of the performance appraisal of me. *

Mark only one oval.

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

9. 9. I receive precise and accurate appraisal from my manager on my past performance. *

Mark only one oval.

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

10. 10. Performance appraisal provides me an opportunity to discuss my work problems and opportunity. *

Mark only one oval.

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

11. 11. Performance appraisal increase the relationship with my manager. *

Mark only one oval.

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

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12.	12. Performance appraisal will influence my attitudes, morale, and behavior. *

Mark only one oval.

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

13.	13. My managers will communicates with me frequently on my performance. *

Mark only one oval.

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

14.	14. I am satisfied with the current performance appraisal system in my company. *

Mark only one oval.

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

15.	15. Training and development program increase my knowledge about my job. *

Mark only one oval.

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

16. 16. Training and development program develop my professional and expertise skills. *

Mark only one oval.

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

17. 17. Training and development program is linked with my readiness to work. *

Mark only one oval.

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

18. 18. There is an environment in my company that will stimulate me to learn. *

Mark only one oval.

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

19. 19. Training and development program is important for my job growth and advancement. *

Mark only one oval.

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

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20. 20. Training and development program at all level is meaningful. *

Mark only one oval.

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

21. 21. I will inform my leader fearlessly when something goes wrong. *

Mark only one oval.

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

22. 22. My leader thinks that I could use my creativity and ingenuity to resolve company problems. *

Mark only one oval.

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

23. 23. My leader allow me to determine what should be done and how to done in my task. *

Mark only one oval.

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

24. 24. My leader will consider my decisions, suggestions while deciding on a matter. *

Mark only one oval.

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

25. 25. My leader like to have control to hold over his/her subordinates. *

Mark only one oval.

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

26. 26. I could communicate freely about any matter to my leader. *

Mark only one oval.

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

27. 27. I feel am being paid for a fair amount for the work I perform. *

Mark only one oval.

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

28. 28. I will get rewarded for doing good jobs. *

Mark only one oval.

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

29. 29. My company provide rewards according to the difficulty of the task and hard work of an employee. *

Mark only one oval.

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

30. 30. My company offers me a reward that is compatible with my skills, knowledge, and education. *

Mark only one oval.

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

31. 31. I am satisfied with my company rewards system and incentives. *

Mark only one oval.

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

32.   32. I am willing to work harder. *

Mark only one oval.

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

33.   33. I done the required job even if it requires extra efforts. *

Mark only one oval.

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

34.   34. I have no disagreements with my manager. *

Mark only one oval.

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

35.   35. I care about my work performance. *

Mark only one oval.

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

Appendix: Ethical Clearance

UNIVERSITI TUNKU ABDUL RAHMAN
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Re: U/SERC/284/2021

8 December 2021

Dr Omar Hamdan Mohammad Alkharabsheh
Department of International Business
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Omar,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under Expedited Review.

The details of your research project are as follows:

Research Title	The Impact of Human Resource Management Practices on Employee Performance
Investigator(s)	Dr Omar Hamdan Mohammad Alkharabsheh Dennis Kueh Yeu Herng (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Malaysia
No of Participants	200 participants (Age: 18 and above)
Research Costs	Self-funded
Approval Validity	8 December 2021 - 7 December 2022

The conduct of this research is subject to the following:

(1) The participants' informed consent be obtained prior to the commencement of the research,

(2) Confidentiality of participants' personal data must be maintained,

(3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines; and

(4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

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Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868
Website: www.utar.edu.my

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Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,

Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c   Dean, Faculty of Accountancy and Management
        Director, Institute of Postgraduate Studies and Research

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