

FACTORS AFFECTING EMPLOYEE
PERFORMANCE IN FURNITURE MANUFACTURING
INDUSTRY IN KLANG VALLEY

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**FACTORS AFFECTING EMPLOYEE PERFORMANCE
IN FURNITURE MANUFACTURING INDUSTRY IN
KLANG VALLEY**

BY

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

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**FACULTY OF ACCOUNTANCY AND MANAGEMENT
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DECLARATION

I hereby declare that:

- (1) This undergraduate 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 9042 words.

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Date: 25 November 2019

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DEDICATION

“Nature’s beauty is a gift that cultivates appreciation and gratitude.”

(Louie Schwartzberg, n.d.)

I would like to dedicate this research study to my beloved family members who have always provide me support during the completion of this research project. I am appreciate for their continuous contributions, love and caring.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
MIFF	Malaysia International Furniture Fair
DV	Dependent Variable
IV	Independent Variable
SPSS v.18	Statistical Package for the Social Science, version 18

PREFACE

At present, there are so many companies that are operating in intense competitive environment. In such a hostile environment retaining the existing employees is an issue when all the competitors are trying to distract the employees by offering them attractive compensation, healthy workplace environment and lot more. The question of how to retain the existing employees is answered by attractive compensation, friendly leadership, balance between work-life conflicts and healthy work environment build a sense of belongingness among employees which prevents them to switch from one organization to another and subsequently improves their job performance which is very central for even and effective operation of an organization.

This study on Factors Affecting Employee Performance in Furniture Manufacturing Industry in Klang Valley looks into this phenomenon by seeking empirical justification in this regard considering the compensation, leadership, work-life conflicts and working conditions as main contributory factors towards employees' job performance.

ABSTRACT

The purpose of this study is to examine the factors affecting employee performance in furniture manufacturing industry in Klang Valley which are work-life conflicts, leadership skills, work environment and motivations.

A total of 250 set of questionnaire have been distributed to respondents. Statistical Packages for Social Science (SPSS) version 18.0 is used in order to statically measure and calculate the data and research findings. After the analysis, researchers found that all the variables are significant related to factors affecting employee performance in furniture manufacturing industry in Klang Valley. Among the independent variables, motivations have the strongest significant relationship with the dependent variable. The target population in the research study is employees who work in furniture manufacturing industry in Klang Valley.

The limitations of this study which I had faced and the necessary recommendations are discussed towards the end of the chapter. The recommendations deliver effective suggestions and directions for further future studies.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

This research evaluates the factors that affecting the employee performance in furniture manufacturing industry in Klang Valley. It comprised of four main determinants, which included work-life conflicts, leadership skills, work environment and motivation.

There are seven sections in Chapter 1. The background of the research is stated in Section 1.1. Research problem is included in Section 1.2 while research objectives of the research study are stated in Section 1.3. In Section 1.4, research questions are stated, whereas Section 1.5 is the hypotheses of the study. Besides, Section 1.6 comprised significance of the study and Section 1.7 is chapter layout.

1.1 Research Background

Recently, most organizations are completely aware of the importance of employee performance, increasing employee performance or figuring out how to achieve a high standard of employee performance is one of the key factors for any effective organization. The mission of organization is to bring people together to achieve corporate targets and objectives through the efficient and effective use of available resources. Manpower efficiency can be improved by focusing on factors that improve the level of motivation, innovation, job satisfaction and workplace comfort.

Employee performance is an important aspect which must be investigated by the organizations. Regarding to Ngoc Khuong (2016), performance is a massive multi-dimensional framework which is designed at achieving findings and has a powerful connection with an organization's strategic.

According to Donohoe (2017), employee performance refers to how workers fulfill their workplace duties and how well they accomplish the tasks that managers are required to perform. Typically, the company sets performance goals for employees and the company as a whole in the hope that their business will provide good value for customers, reduce expenditure and function efficiently.

Employers want employees who can get the job done as the performance of the employee is important to the company's overall success. Business leaders need to consider the key benefits of employee performance in order to establish clear and reliable criteria of employee assessment (Leonard, 2019).

Employee training is one of the most important tasks of Human Resource Management (HRM), as it requires improving the expertise of an individual employee and an organization as a whole. Organizational development also includes personal or organizational development and overall employee growth, as when employees of the organization established the organization, it would become more productive and enhance employee performance (Elena, 2000). There is therefore a direct connection between the growth of employees and the performance of employees as these would be more efficient with the job if the employees were more densely populated. If employee performance is improved, this will result to organizational efficiency.

Each organisation, by its own achievement, is evaluated. The term effectiveness is widely used in all sectors of administration. Employee growth is an important part of HRM. Employee development to enhance the potential of all employees so that when organization employees develop the organization becomes more successful and employee performance rises (Elena, 2000). When employees are satisfied with the organization, they will disclose more organizational productivity.

1.2 Research Problem

Today, corporate organizations are primarily concerned with enhancing employee work output in order to achieve the expected performance, and this becomes more challenging and hard because of the competitive nature of the corporate environment (Hussein al., 2016). Existing research has shown that factors such as conflicts between work life, leadership skills, work environment and motivation create a sense of belonging among employees that improves their job performance (Khan & Jabbar, 2013). This is very critical to an organization's efficient functioning.

The primary purpose of this research is to evaluate the influence of factors such as conflicts between work and life, leadership skills, work environment and motivation for employee performance in furniture manufacturing industry based in Klang Valley. Thus, the study is aimed to examine the connections of the four independent variables with employee performance in furniture manufacturing industry based in Klang Valley.

The influence of workplace arrangements on employee performance is analyzed in this research, as in Malaysia, much less research is done on this topic. It is obvious that in workplace arrangement, rewards are not important and it is also not applicable to employees. These issues affect the employee's performance in the form of delay and disruption in work performance.

Lastly, according to Chu Mei Fong in The Star Online (2017), Malaysians work most hours but are the least productive, with an average of 15 hours. In fact, referring to Shamsuddin (2012), the productivity levels of Singapore, Taiwan and Hong Kong are greatly larger than Malaysia. For the purpose of enhancing performance of workers and resolving negative issues appeared in service industry, therefore, this research project aiming to investigate the correlation of four factors such as work-life conflicts, leadership skills, work environment and motivations towards employee performances.

1.3 Research Objective

1.3.1 General Objective

In general, the research objective is to examine the factors that affecting the employee performance in furniture manufacturing industry based in Klang Valley.

1.3.2 Specific Objectives

In specific, there are 4 objectives recognized to examine the relationship between factors and employee performance in furniture manufacturing industry based in Klang Valley.

- To examine whether there is a significant relationship between work-life conflicts and employee performance in furniture manufacturing industry based in Klang Valley.
- To examine whether there is a significant relationship between leadership skills and employee performance in furniture manufacturing industry based in Klang Valley.
- To examine whether there is a significant relationship between work environment and employee performance in furniture manufacturing industry based in Klang Valley.
- To examine whether there is a significant relationship between motivation and employee performance in furniture manufacturing industry based in Klang Valley.

1.4 Research Questions

- Will work-life conflicts affect the employee performance in furniture manufacturing industry based in Klang Valley?
- Will leadership skills affect the employee performance in furniture manufacturing industry based in Klang Valley?
- Will work environment affect the employee performance in furniture manufacturing industry based in Klang Valley?
- Will motivation affect the employee performance in furniture manufacturing industry based in Klang Valley?

1.5 Hypotheses of Study

There are 4 hypotheses to be proven in this research:

H1: There is a significant positive relationship between work-life conflicts and employee performance.

H2: There is a significant positive relationship between leadership skills and employee performance.

H3: There is a significant positive relationship between work environment and employee performance.

H4: There is a significant positive relationship between motivation and employee performance.

1.6 Significance of Study

This research is carried out to study the factors affecting the employee performance in furniture manufacturing industry in Klang Valley. The purpose of this research is to identify the effect on employee performance of work-life conflicts, leadership skills, work environment and motivations. Previous studies have examined inconsistent research work, resulting in a wide gap to be filled in the future.

Organizations these days are under pressure to find new approaches and put tactics to expand their individual assets (including management and staff) to solve the current conflict in a competitive market that employees are facing. Thus, organizations need to liberalize their policies and establish a comprehensive understanding of what kinds of skills, knowledge and right approach a leader can show in motivating and rewarding employees. The outcomes of this study would enable the corporate sector to strengthen its policies on HR activities such as compensation, assessment of performance and development.

The objective of this study is to analyze existing literature and theory in order to initially establish a conceptual framework of factors affecting job performance. The researcher had indicated that four factors, which is also independent variables including work-life conflicts, leadership skills, work environment and motivations towards employee performance in furniture manufacturing industry in Klang Valley.

1.7 Chapters Layout

The five chapters of the research are as followed:

Chapter 1: Introduction

First chapter discusses the overview of the study, which includes research background, problem statement, research objective, research questions, hypotheses of study, significance of study, and chapter layout along with conclusion as a bridge to serve as a brief explanation to the topic.

Chapter 2: Literature Review

The second chapter consists of the summary of current knowledge and sources that contributes to the understanding of the research problems being studied. Beginning with the introduction and ending with a conclusion. This chapter concerns the overview of the employee performance, review of relevant theoretical models, proposed theoretical conceptual framework, and hypotheses development.

Chapter 3: Methodology

The third chapter consists of the summary of the overview on the procedure and methodology applied for the research which is made up of introduction, research design, data collection methods, sampling design, research instrument, constructs measurement, data processing, data analysis, and conclusion.

Chapter 4: Data Analysis

The fourth chapter comprises of the interpretation and analysis of data collected from respondents by using charts, figures and tables. Beginning with introduction, descriptive analysis, scale measurement, inferential analysis, and conclusion.

Chapter 5: Discussion, Conclusion and Implications

The fifth chapter, which is also the last chapter in the research, comprises of the summaries and conclusions of the statistical analyses from the descriptive and inferential analyses. Beginning with introduction and also ends with a conclusion as per usual. Summary of statistical analyses, discussions of major findings, implications of the study, limitation of the study and the recommendations for future research are the contents of this chapter.

1.8 Conclusion

In conclusion, this chapter provided readers with a clear understanding of the research background, problem statement, and significance of the study as an introductory chapter. The following chapter will discuss further the review of the literature.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

A literature review is both explanation and summary of the outright and current state of understanding on a subject as discovered in academic books and journal articles. This chapter discusses a detailed discussion on the dependent variable, employee performance in furniture manufacturing industry based in Klang Valley along with four independent variables. Secondary data such as past research, related journal, and articles are used to support and study the factors. This chapter will begin with the overview of the employee performance, followed by review of relevant theoretical models, conceptual framework, hypotheses development, and end with a conclusion.

2.1 Review of Literature

2.1.1 Background of Industry

Since its humble beginnings in the mid-1980s, the Malaysian furniture industry has come a long way. The industry has been transformed from a cottage-based industry into a multi-billion ringgit export-oriented industry that outshines all other sub-sectors within the broader timber industry in Malaysia (Ratnasingam, 2018). Malaysia is ranked among the top 10 biggest furniture exporters in the world, which is exporting around 80% of its manufacturing. In the global furniture industry, Malaysia has an important role with regional markets in the US, Japan and Australia. Malaysia is currently watching countries with enormous growth in exports to the UK, the UAE, Saudi Arabia, the Philippines and Russia.

Figure 2.1: Export Value of Malaysian Furniture

Jegatheswaran Ratnasingam
Table 8 Export Value of Malaysian Furniture

Year	Export Value (RM million)	Annual Growth (%)
1986	4.5	-
1987	8.3	84
1988	161	93
1989	235	46
1990	372	58
1991	614	65
1992	841	40
1993	1,228	46
1994	1,788	46
1995	2,077	16
1996	2,577	24
1997	3,094	20
1998	4,064	30
1999	4,923	21
2000	5,597	14
2001	5,085	-9
2002	5,539	9
2003	6,009	8
2004	7,051	17
2005	7,505	6
2006	8,084	8
2007	8,241	2
2008	8,693	5
2009	7,623	-12
2010	7,959	4
2011	7,670	-4
2012	8,002	4
2013	7358	8
2014	8,145	9
2015	9,142	12

Source: Ratnasingam (2015)

Source: THE MALAYSIAN FURNITURE INDUSTRY. (Ratnasingam, 2017)

According to Teresa Kok in The Star Online (2019), she said that despite rigid global competition, the Malaysian furniture industry is doing well. The appearance of buyers from all over the nation to Malaysian International Furniture Fair (MIFF) 2019 showed global confidence in Malaysian furniture industry.

The Malaysian International Furniture Fair (MIFF) recently won the "Malaysia Iconic Event Award" for its performance in developing a highly valuable sector, measured by both economic contribution and overall impact, both nationally and regionally. MIFF has also been recognized for its innovative and creative planning and execution components, as well as advertising, distribution and branding, investors and management of customer services (MIFF, 2019).

2.1.2 Employee Performance

Employee job performance in organizational leadership has always been a major challenge. The main objective of any business organization is to implement effective ways to encourage workers to achieve and produce higher job performance and increase organizational efficiency (Wu & Lee, 2011). Employee performance is the efficient accomplishment of tasks by a specified employee or individual, where established and evaluated by a leader or organization, to appropriate predefined standards while efficiently and effectively using available resources in a changing environment (Thao and Hwang, 2015).

Employee performance is described as the execution of a person's job duties and responsibilities. Most organizations expect the performance of their employees on an annual or quarterly basis to determine those areas that need to be enhanced (Kattah, 2017). To make full use of HR and maximize organizational efficiency, an effective employee performance management system is vital for a business organization.

Herbert, John & Lee's study (as cited in Nassazi, 2013), defined that the performance is the outcome of actions achieved with the abilities of employee performing in certain situations. Afshan et al. (2012) define performance as conducting specific tasks that are evaluated toward predefined or established accuracy, comprehensiveness, expense and acceleration requirements. Employee performance can be demonstrated in production improvement, ease of use of new technology, highly motivated employees.

According to Suhartini's study (as cited in Chebet, 2015), employee performance is the consequence of shared effort, skills and task perception. Good performance is the step towards organizational goals being achieved. Therefore, more effort is needed to enhance the efficiency of the employee. Tarantino (2005) stated that business managers fail to appreciate their employees, despite claiming that their employees are more essential than other resources.

Regarding to Dharma's study (as cited in Chebet, 2015), performance is defined as something that a group of people is doing or producing and offering. In the meanwhile, Swasto's study (as cited in Chebet, 2015) explained that employee performance is the action or the completion of an individual's errand within a certain period of time. Employee performance includes production quality and quantity, organizational appearance, pleasant and supportive disposition, and output timeliness (Shahzadi et al, 2014).

2.1.3 Work-life Conflict

Work-life conflict is characterized as an inter-role fight in which the pressure of work and family is mutually incompatible, so that expectations on the one side make it difficult to meet requirements on the other. (Messersmith, 2007). It is essential for organizations that aim to retain their competitive advantage to create a working environment that allows for a balance between workplace and life responsibilities. Employees also play a significant role in maintaining a work-family balance (Yuile et al., 2012). Employees who are extremely concerned about their work environment, for example, will restrict their time with their family and social life (Rantanen al., 2011).

Work-life conflict also known as work-family conflict. This applies to a circumstance in which the expectations and obligations of job tasks and family roles are mutually incompatible in some respects (“Work-Family Conflict”, n.d.). In other words, involvement in the role of the work is created more difficult by taking part in the role of the community, and involvement in the role of the community is rendered more difficult by taking part in the role of the work.

Each person faces a number of issues that he has to embrace and solve. The researcher is demonstrating and analyzing both the positive impacts as well as the negative impacts so that the organization can take advantage of them (Siddiqui, 2013). For example, it was stated that individuals in their lives are confronted with an inverse reciprocal scenario of work-life and well-being conflicts, implying that work-life has a significant impact on the well-being of individuals.

Employees face many types of challenges every day in their working lives, including shift scheduling, charges and information, working hours, pay and wage problems, job scope of the work, time constraints and so forth. (Siddiqui, 2013). Individuals have their own characteristics and behaviour to differentiate between themselves from others. Every person has the potential in their own way to handle situations better. In the way they think is rational, they will deal with each situation on their own way.

2.1.4 Leadership Skills

Leadership, as described by Gharibvand (2012), is how the leader interacts in general and relates to individuals, the method in which the leader motivates and recruits the employees, and the method in which the leaders give guidance to their team to perform their tasks. Sharma & Jain (2013) has identified leadership as a method from which an employee affects others to reach a goal and guide it in a way that makes it more coherent and consistent.

Leadership skills are defined as the abilities and talents that people demonstrate to support monitor the procedure, mentor initiatives and guide their employees towards setting goals (Rouse, 2014). Leadership skills are a key element in positioning managers to create thoughtful judgments about the mission and objectives of their organization and appropriately allocate resources to accomplish those directives. Precious leadership skills include the ability to effectively allocate, motivate and interact, while other leadership characteristics include honesty, trust, engagement and creativity (Rouse, 2014).

Besides, leadership is a company management's ability to set and attain demanding targets, take fast and decisive action when required, outperform the competition, and encourage others to perform at the utmost level (Twin, 2019). Leadership offers guidance to a business and its employees. Employees need to understand where the business is heading and who to follow to get to the destination. Leadership includes showing employees how to conduct their duties efficiently and overseeing the completion of their duties on a regular basis.

Moreover, leadership is a mechanism through which the executive may lead, motivate and affect the behaviour of others and act towards specific goals in a given situation. Also, leadership is a manager's capability to create confidence and enthusiasm for the subordinates to work (Iqbal, Anwar and Haider, 2015). Leaders are required to develop the vision of the future and to inspire the members of the organization to achieve the goals and improve the performance.

In addition, leadership is necessary for good performance since it handles either the use of human resources and other resources within the organisation, good leaders encourage employees and motivated employees not only to enhance their job performance and dedication in an organization, but also to go further than job requirements, thus improving the organization's efficiency and effectiveness and making it more competitive (Daniel & Josse, 2017).

2.1.5 Work Environment

Work environment is defined in simplest form as the situations, conditions, and circumstances under which people work (Oludeyi, 2015). In Briner's study (2000), he elaborated work environment is a very broad concept that includes the external environment, work features, larger organizational characteristics and additional organizational aspects. Based on Oppenman's study (as cited in Yusof and Metiboba, 2012), work environment is described as the architecture of three major sub-environments, including the technological environment, the social environment and also the organizational environment.

Moreover, the workplace is an ordered area which the firm provides to accomplish its objective (Amir, 2010). This can be equipped with a workplace design consisting of cells, lockers, chairs and shelves or just a work desk with a wall fitted with all kinds of hand tools suitable for a workshop. In order to attract users to feel comfortable, the correct sort of working setting is required and this would allow them to work efficiently. Ajala (2012), states an environment is a user's instant environment that is manipulated for its presence or use. Therefore, a workplace provides the employee with a setting to perform a specified job.

A good organization is one that takes care of its employees. This is often achieved by paying attention to their atmosphere in the workplace. This is because employees spend a significant part of their lifespan on the workplace when performing their works (Satyendra, 2019). Workplace environment also influences their cognitive and emotional state, focus, behaviour, behaviour, and skill. It plays a significant role in the morale and productivity of the employees. In fact, the workplace environment makes a major contribution to the organization in maintaining a high level of productivity of employees and hence the productivity of the organization.

Office employees spend most of their time in the buildings in which they work, so it is important to develop a good and healthy working environment in the physical environment of an office or workplace (Al-Omari and Okasheh, 2011). Workplace climate variables play an important role in the performance of the employee. It helps to reduce the number of absenteeism by having a proper working environment and can increase the performance of the employees that will lead to an increasing number of productivity at the workplace (Lankeshwara, 2016). So, it is important to find the factor of workplace environment towards the employee performance.

2.1.6 Motivation

Motivation can be defined as a driving force that stimulates the individual to do something up to the target point to meet some expectation (Mullins, 2007). It is a complicated problem of human behaviour that differs from individual to individual; as a consequence, distinct individuals are motivated differently (Kressler, 2003).

The definition of motivation in relation to employee performance can be defined clearly as the factors, elements or willingness that desire employees to pursue and fulfil job goals and tasks and is the reason why employees act and act in a way that could be affected (Bao and Nizam, 2015). The motivation refers to the goal resolution, labelled by a target-driven behaviour. If it refers to someone who is motivated, it indicates that the individual is struggling to perform a certain task (Nabi et al., 2017). Furthermore, motivation alone cannot be enough to accomplish this task with utmost efficiency. Ability to carry out this task with the skill and knowledge is also important in this respect.

According to Harris's study (as cited in Velu al., 2015), motivation is important because even people with the required understanding, skills and abilities will perform badly unless they are motivated to dedicate their time and energy to work. Definitions of motivation differ significantly due to the complexity of the notion and the fact that many researchers tend to describe motivation in terms of particular theories (Velu al., 2015). However, there seems to be general agreement that motivation activates human energy. It is a force that encourages individuals to meet their requirements which is motivated all human behaviour to some degree. The critical factor is the direction of motivation.

Besides, motivation is the most important element for any private or public sector company. Motivation plays an important role in any organization's achievement (Ali et al., 2016). Employee motivation is the process whereby the organization would encourage the employee in the form of rewards, incentives, and some other benefits for the sole purpose of achieving the organizational targets. The entity is a creature that is complex, so each employee in an organization is inspired by a variety of strategies.

Moreover, employee performance is actually influenced by motivation, as if employees are motivated, they will work harder and eventually improve performance. A study was conducted to evaluate the impact of employee motivation on employee performance, indicating that if employees are more motivated, their performance would increase (Asim, 2013).

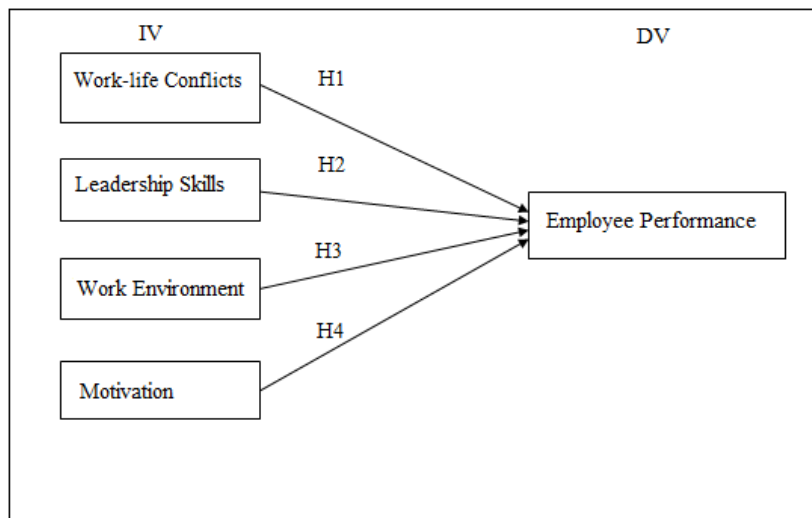
In addition, motivation refers to “the reasons underlying behaviour” (Guay et al., 2010). It is broadly defined as “the attribute that moves us to do or not to do something”. Motivation is primarily intended to promote behavioural change. It is a force that allows an individual to act towards a specific goal. Motivation contains a variety of beliefs, perceptions, values, interests and actions which are strongly linked to each other (Lai, 2011).

2.2 Research Framework

Figure 2.1 above shows the conceptual framework representing an integrated understanding of concepts, demonstrating relationships between all independent, mediating and dependent variables, which enables the researchers to address specific research problems. Conceptual framework is used rather than theoretical because not only apply to one theory and bringing together a number of related concepts to look at the problems (Imenda, 2014). The distinct characteristic of this conceptual framework is consisting of three mediating variables, in which more hypotheses are generated. As a result, this will relatively contribute higher significance and value to the research environment.

Employee performance is chosen as DV while work-life conflict, leadership skills, work environment and motivation is used as IV.

Figure 2.2: Proposed Conceptual Framework



Source: Developed for research

2.3 Hypotheses Development

2.3.1 The relationship between work-life conflicts and employee performance in furniture manufacturing industry based in Klang Valley

According to Cohen & Single (2001), there are lots of pressures on the administration of the organization to turn into more friendly. Sara and Margaret (2004) argued to become family sociable organization public create a stability among their family and job.

According to Aminah (2008), the conflict between work and family is directly linked to the level of work performance of employees. She also proved that work-family conflict is to boost the emotional exhaustion of employee as a consequence of a reduction in job performance.

H1: There is a significant positive relationship between work-life conflicts and employee performance.

2.3.2 The relationship between leadership skills and employee performance in furniture manufacturing industry based in Klang Valley

An organization's success depends on the potential of the leader to optimize excellent leaders in human resources, recognizes the significance of staff in attaining the organization's objectives. Employees need to be encouraged to be efficient; therefore, efficient organisations need efficient management (Seiler and Pfister, 2009).

According to Brownell (2008), importance of leadership in organization has a potential impact on employee performance. The winning leaders understand what motivates employees and how the strengths and weaknesses of the employees affect their decisions.

H2: There is a significant positive relationship between leadership skills and employee performance.

2.3.3 The relationship between work environment and employee performance in furniture manufacturing industry based in Klang Valley

According to Temessek (2009), he evaluated to what extent employees interpret their workplace environment as satisfying their intrinsic, extrinsic, and social needs and their need to remain in the organization. He also evaluated the effect of workplace perception on employee satisfaction and organizational turnover.

As shown in a research by Roelofsen (2002), enhancing the working environment decreases complaints and absenteeism while increasing efficiency. Better physical workplace environment will enhance the employee's efficiency. The physical work environment is critical to the performance, satisfaction, social relationships and health of employees. It is usually understood that important factors in organizational performance are the physical design of offices and the environmental conditions at workplaces (Al-Omari and Okasheh, 2017).

H3: There is a significant positive relationship between work environment and employee performance.

2.3.4 The relationship between motivation and employee performance in furniture manufacturing industry based in Klang Valley

Chaudhary and Sharma (2012) show that the motivation of the employee has a direct impact on profitability and growth in organization. An extremely motivated employee attempts its utmost to fulfill every aspect of its duties. Improved employee work performance will improve the value of the organization itself and the productivity of the employee.

In order to improve work performance and effectiveness, it is essential to tackle a number of problems, including enhancing employee motivation, making them feel pleased with their job and generally improving their work-related well-being (Bogdanova & Naunivska, 2008).

H4: There is a significant positive relationship between motivation and employee performance.

2.4 Conclusion

In this chapter, the review of literature regarding to the proposed framework between the factors and employee performance have achieved. Next, the four hypotheses also have been clearly justified by exploring and assessing a wide range of journal articles. This chapter had provided an organized and summarized finding from the sources in order to establish comprehensive knowledge of the research field. In the following chapter, research methodologies will be discussed.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Methodology of research is a collection of systematic techniques used in study, which means a study guide and how it is carried out (Igwenagu, 2016). According to Igwenagu (2016), it defines and analyzes approaches of limitations and leverage, clarifies pre-assumptions and implications, and also discusses the potentialities to the twilight zone in the frontiers of knowledge. This chapter will include research design, data collection method, sampling design, data and statistical analysis and research instrument.

3.1 Research Design

Research design is a grand plan that sets out the methodology and techniques used to collect and analyze the information needed (Zikmund, 2003:65). The purpose is to determine that the collected data is adequate to solve the problem (Zikmund, 2003). In this research, causal research has been chosen.

Casual research is known as explanatory research which is conducted in order to identify the extent and nature of cause-and-effect relationships. The purpose of causal research is to analysis a situation that explains the patterns of relationships between independent variables and dependent variable (Dudovski, 2016).

Other than that, quantitative research design was adopted as it is likely to be influence by the increasing availability of 'big data', a significant recent technological and social breakthrough that provides interesting research opportunities (Williamson, et., 2018).

3.2 Data Collection Method

The collection of data is the heart of any research design, irrespective of the field of study (Parveen and Showkat, 2017). Data collection is the process of gathering the desirable information carefully, with least possible distortion, so that the analysis may provide answers that are credible and stand to logic (Sapsford and Jupp, 2006). In order to conduct this research, primary data and secondary data are needed to be collected.

3.2.1 Primary Data

Primary data is the data gathered by researcher on first-hand. The researcher collects data on purpose, because there is no previous records of the data exist to be accessed by public. Primary data can be collected using a range of methods like surveys, interviews, focus groups and others (Parveen and Showkat, 2017). The objective of collecting primary data is to provide first-hand quantitative evidences of four factors on employees' performance by distributing questionnaire to respondents who have worked in furniture manufacturing industry in Klang Valley by choosing the most suitable answers.

3.2.2 Secondary Data

Secondary data is determined as data collected, compiled and accessible to the public in the past. According to Victor (2017), for purposes other than the problem at hand, secondary data is collected. The secondary data collection process is quick and simple. Secondary data collection sources are government publications, websites, books, journal articles, internal records and others. In this research, the secondary data collection sources are from websites and journal articles, in order to acquire relevant information to reinforce the research project.

3.3 Sampling Design

The objective of using a sample is to collect, analyze and evaluate the data of the target population selected (Sekaran et al., 2012, Zikmund et al. 2013). Therefore, the primary objective of sampling is to achieve a better comprehension and understanding of the selected population's attributes.

3.3.1 Target population

Sampling is the process of getting a group from a population under the research. Target population is the total group of individuals from the sample might be drawn to help the study (Mc, 2014).

The target population in this research on the employees who work in furniture manufacturing industry based in Klang Valley. The reasons behind choosing this specific group of population are to obtain relevant and specific information to the studies, achievable within time constraint, convenience and cost effective (Saunders, Lewis & Thornhill, 2009).

3.3.2 Sampling Frame

Sample frame is perfectly coinciding with the target population (Burskirk, n.d.). Since non-probability will be carried out as a sampling technique in this study, therefore sampling frame is not required for this research study. I choose employees that from different furniture manufacturer based in Klang Valley.

3.3.3 Sampling Technique

Non-probability sampling is a methodology which sample are gather in a mechanism which does not provide all the participants the equality of opportunity to be selected (Non-probability sampling, 2019). It also defines as the sampling technique that the odds are not able to be calculated (Stephanie, 2015).

This type of sampling is used to prove the particular trait exists in the population (Non-probability sampling, 2019). The advantage of this non-probability is the method are widely use by the University students and researcher because it is cost- effective. Non- probability method is easy to use when you have small population to work with (Stephanie, 2015).

Non-probability sampling techniques comprise four types of sampling, which are quota sampling, snowball sampling, convenience sampling and judgment sampling.

Among the four types of non-probability sampling techniques, convenience sampling is applied in this research. As mentioned by Zikmund et al. (2013), convenience sampling refers to a sampling technique in which easily obtaining and accessing to the target audiences. The major reason of convenience sampling technique being chosen is due to speedy data gathering, handy and low cost.

For the purpose of enhancing the specific and accuracy of the results, judgment sampling is chosen, which defines as the process of samples selection that based on researchers' professional discernment and the data provided in questionnaire (Zikmund et al., 2013). Judgement sampling is applied in this study due to approach target market directly and to select limited and relevant number of individuals who possess unique characteristics (Bhat, n.d.). On the condition that this technique would filter the respondents from the target population according to the attributes and characteristics listed, hence it will produce a more valid result.

3.3.4 Sample Size

The definition of sample size is to measure the number of individual samples measured or the observations used in a study (Zamboni, 2018). This study tends to include 250 respondents as number is regarded as an average sample size in correlational analysis.

3.4 Research Instrument

For this study, the research instrument adopted self-administered closed-end questionnaire via and online surveys (Google Form) in order to collect primary data from respondents. Self-administered questionnaire method is chosen as it able to collect huge set of standardized data swiftly with the same set of questionnaire. During the process, respondents were invited to complete an anonymous survey questionnaire that took approximately 15 minutes of their time to complete with no rewards provided.

3.4.1 Questionnaire Design

The first section (Section A) of the questionnaire provided four items of demographic information to respondents. The second section (Section B) of the questionnaire examines the tendencies of all the independent variables. The third section (Section C) of the questionnaire examines the tendencies of the dependent variables. In the second and third section, there are twenty-seven questions in the form of Likert scale were adopted as scaling enables measurement of the propensity of respondents' answers (Churchill and Brown, 2004).

3.5 Construct Measurement

The demographic items are comprises of nominal scale and ordinal scale. In detail, the Table 3.1 below shows the nominal scale and ordinal scare examples that was use in demographic section of research questionnaire.

Table 3.1: Nominal Scale and Ordinal Scale

No.	Demographic Question	Scale
1.	Gender <input type="checkbox"/> Female <input type="checkbox"/> Male	Norminal
2.	Education Level <input type="checkbox"/> SPM/STPM/O-Level/A-Level <input type="checkbox"/> Diploma/Foundation <input type="checkbox"/> Degrees/Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> PhDs	Ordinal

Source: Develop for research.

3.5.1 Ordinal Scale

Ordinal scales allow things to be arranged in sequence based on how much of some concept they possess (Zikmund et al., 2012). In the ordinal scale, numbers are viewed in terms of rank like greater than or less than, but not

represent distances between objects. This is because the ordinal scale has no unit of measurements (Weiers, 2011). In the other words, ordinal scale is actually a ranking scale. As a result, the only permissible calculations are the ones that involving a ranking process. Highest level of education is the examples of ordinal scale.

3.5.2 Nominal Scale

Nominal scale is the lowest level of measurement in which values are assigned to an object for the purpose of identification or classification only (Zikmund et al., 2012). In addition, the codes of nominal data are completely arbitrary and cannot perform any calculations on these codes (Weiers, 2011). In other words, nominal level variables are merely names or labels and cannot be arranged in any logical order or sequences. According to Echternacht (2014), answers of nominal scale are mutually exclusive, meaning that there is no relationship of each answer. For the present survey, the questions which using nominal scale such as gender, races and age of the respondents.

In Section B, a 5-point Likert scale anchored by “strongly disagree” (1) to “strongly agree” (5) was used as the measurement for the independent variables; while “strongly dissatisfied” (1) to “strongly satisfied” (5) was used as measurement for dependent variable.

3.6 Pilot Study

One of the important stages of a research project is a pilot study. By using an example of a descriptive study in primary care, this paper aims to describe the importance and steps which is involved in carrying out a pilot study (Hassan, Z. A. el., 2006).

Pilot test for this research study was carried out on a small group of 30 respondents. The feedback will be collected from the respondents and used by eliminating the potential errors found in the questionnaire in order to improve the quality of the survey questions. The reliability test was carried out with the use of Statistical Package for Social Science version 18 (SPSS v.18) after the data was collected. Cronbach's Alpha was using to determine the reliability of the pilot test.

Once the pilot test was authenticated, 250 sets of on-line questionnaires were successfully distributed to the respondents.

3.7 Data Processing

After completing online questionnaire survey, data are collected. Data were input into the computer and analyzed through computer software. According to James Davis and Tom Smith (1992:60), data preparation (or processing) is “the least glamorous aspect of survey research.” Four important steps in data processing are the method of checking the data and making it useful for analysis: coding, data entry and cleaning (Singleton and Straits, 2017).

3.7.1 Data Checking

Before analyze the data that being collected, the very first thing that has to be done is checking whether the questionnaires are being completely filled up (Jerry, 2016). This process is implemented throughout and after the process of distributing questionnaires. This process is implemented throughout and after the process of distributing questionnaires. If data errors occur, the clarification activities must be carried out immediately by data collectors. Data analysis can therefore ensure the accuracy and reliability of the results.

3.7.2 Data Editing

The second step in data processing is to filter out those incomplete and uncertain questionnaires which will cause inaccurate outcomes. According to Jerry (2016), data editing is a process of reviewing the raw data collected, particularly in surveys, to identify and correct errors and omissions where possible. In this process, it can be either carried out manually or using software program.

3.7.3 Data Coding

Coding means assigning numerals or other symbols to the categories or responses (Tajfia, n.d.). Both quantitative and qualitative research can use this kind of statistical process. SPSS is the most common computer software that is used in coding. During this process, all the relevant variables will be categorized into several groups and each group will have their own code by assigning numbers to them. To illustrate clearly, Table 3.2 shows the data coding in Section A.

Table 3.2: Data Coding

Number	Questions	Coding
1.	Gender	<input type="checkbox"/> Female” is coded as 1 <input type="checkbox"/> Male” is coded as 2
2.	Race	<input type="checkbox"/> Malay” is coded as 1 <input type="checkbox"/> India” is coded as 2 <input type="checkbox"/> Chinese” is coded as 3 <input type="checkbox"/> Others” is coded as 4
3.	Age	<input type="checkbox"/> 20 and below” is coded as 1 <input type="checkbox"/> 21 – 30” is coded as 2 <input type="checkbox"/> 31 – 40” is coded as 3 <input type="checkbox"/> 41 – 50” is coded as 4 <input type="checkbox"/> 51 and above” is coded as 5
4.	Education Level	<input type="checkbox"/> SPM/STPM” is coded as 1 <input type="checkbox"/> Diploma/Foundation” is coded as 2 <input type="checkbox"/> Degrees/Bachelors” is coded as 3 <input type="checkbox"/> Masters” is coded as 4 <input type="checkbox"/> PhDs” is coded as 5

Source: Developed for research.

In section B, “Strongly Disagree” is coded as “1”, “Disagree” is coded as “2”, “Neutral” is coded as “3”, “Agree” is coded as “4” and “Strongly Agree is coded as “5”. Moreover, “Strongly Dissatisfied” is coded as “1”, “Dissatisfied” is coded as “2”, “Neutral” is coded as “3”, “Satisfied” is coded as “4” and “Strongly Satisfied is coded as “5”.

3.7.4 Data Entry

They can be put into the database after the responses have been encrypted. Data collected can be reached via any operating system, for example, SPSS Data Editor (Hensley, 2016). The data will be proceeded with analyzing the coded data by using SPSS v.18 software in order to carry out further analysis.

3.8 Data Analysis

According to Zikmund et al. (2013), data analysis is the process of comprehending the raw data collected and transforming the data with logical interpretation. Data analysis serves three main objectives, which are drawing findings from data, testing righteousness of data and examining the hypotheses (Sekaran et al., 2013). Therefore, the data collected through the questionnaire will be analyzed statistically by using SPSS v.18 to generate descriptive analysis, reliability test and inferential analysis.

3.8.1 Descriptive Analysis

Descriptive statistics can help researchers to anticipate the characteristics of population from a summary of responses which from a large amount of respondents (Zikmund et al., 2010). Descriptive analysis defined as the elementary transformation of data in a way that describes the basic characteristics such as central tendency, distribution, and variability (Zikmund al, 2013). Measures of central tendency such as mean, median, mode; measures of variability such as variance, range, and standard deviation are widely applied for descriptive statistics in the research study. All the data and information collected from the questionnaire will be tabulated and displayed in a graphical presentation such as table, pie chart and bar chart which in an easier way to analyze and interpretation.

Under Section A, frequency, percentage and cumulative percentage are employed to analyze the data (nominal and ordinal scale) and presented with visual summary such as pie charts and tables. Meanwhile, the data (interval scale) in Section B and C are tabulated in percentage, mean, standard deviation and presented in table form.

3.8.2 Scale Measurement

In this research study, scale of measurement is used to test the reliability and validity of the questionnaire. Good measurement exists when a measure is reliable, valid and sensitive (Zikmund et al., 2013). The scale measurement is to assist in determining the data's reliability of the study.

3.8.2.1 Reliability Test

Reliability is related to the consistency of a measure (Heale and Twycross, 2015). One of the measures of reliability is the internal consistency, which allows measuring if all the items on a scale measure one construct; the most commonly test used is Cronbach's alpha (Heale and Twycross, 2015). To illustrate more clearly, the rule of thumb for interpreting Cronbach's alpha is tabulated in Table 3.3.

Table 3.3: Rules of Thumb for Reliability Test

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

Source: Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. International journal of medical education, 2, 53.

3.8.3 Inferential Analysis

Inferential analysis refers to the relationship between cause and effect among variables (Ab Hamid et al., 2006). The role of inferential analysis in this study includes four hypotheses testing and forecasting the correct value of the population based on the provided sample information.

3.8.3.1 Pearson Correlation Coefficient Analysis

Sekaran et al. (2013) mentioned that Pearson's coefficient correlation analysis is a statistical measurement to show the strength, direction and significance between variables. In view of strength and direction, it can be determined by correlation coefficient (r), range from -1.0 to +1.0. For instance, if r is equal to -1.0, it demonstrates a perfect negative relationship between two variables. In

contrast, if r is equal to $+1.0$, it denotes a perfect positive relationship between two variables. Besides, the significance test between predictor and dependent variable can be examined by p -value. The criteria is provided if the p -value is less than or equal to 0.01 , a particular hypothesis will be accepted and null-hypothesis will be rejected, vice-versa. In detail, the Table 3.4 below shows the rules of thumb about correlation coefficient.

Table 3.4: Rules of Thumb about Correlation Coefficient

Coefficient Range, r-value	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Hair, Money, Samouel and Page (2007)

3.8.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique to analyse the degree of association in which the effect of independent variable with a dependent variable are examined concurrently (Zikmund et al., 2013). In this research, it allows researchers to identify whether there is a significant positive relationship between work-life conflicts, leadership skills, work environment and motivations towards employee performance. To be more specific, the majority parts of the dependent variable are explained by each independent variable's coefficient value that allows to clearly understanding the factors that influence the dependent variable. The general equation of multiple regression analysis is as follow:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n$$

Where,

Y = Dependent Variable

α = Constant

β_1 to β_n = Coefficient Associated with the Independent Variables

X1 to Xn = Independent Variables

3.9 Conclusion

This chapter has described various research methodologies that followed a series of procedures in a specific research field. The discussion with regard to the operation of, for example, research design, sampling design and data processing, in order to obtain and confirm new and reliable knowledge is achieved. The following chapter will discuss about data analysis.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter begins with descriptive analysis to the respondents' demographic variables, independent and dependent variables to examine the mean and standard deviation from the results of 250 questionnaires. Next, full study of reliability test and inferential analysis covering for all correlations between each variable will be conducted followed by a conclusion.

4.1 Descriptive Analysis

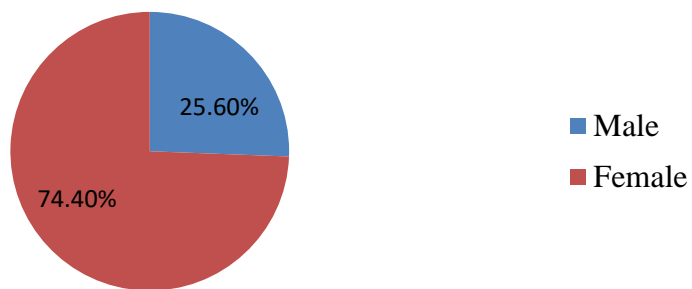
4.1.1 Respondent's Profile

In this subsection, the respondent's demographic profile such as gender, races, age and education level will be discussed.

4.1.1.1 Respondents' Gender

Figure 4.1 and Table 4.1 show the respondents' gender. In the study, out of all the total respondents, N=250. 186 respondents equivalent to 74.4% are female and 64 respondents equivalent to 25.6% are male.

Figure 4.1: Gender



Source: Developed for the research

Table 4.1: Gender

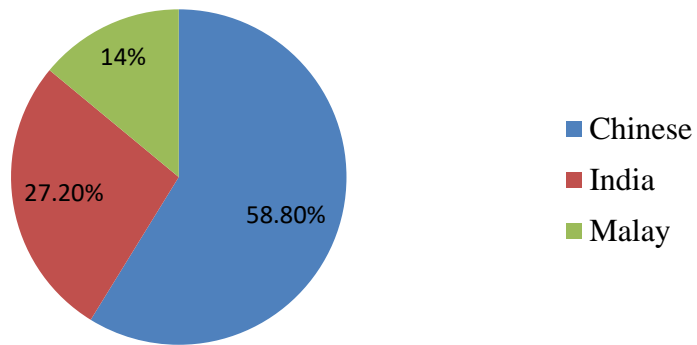
		Frequency	Percent (%)	Cumulative Percent (%)
Valid	Female	186	74.4	74.4
	Male	64	25.6	100.0
	Total	250	100.0	

Source: Developed for the research

4.1.1.2 Respondents' Race

Figure 4.2 and Table 4.2 show the data on race of respondents. Out of total respondents of (N=250), the mode of the race is Chinese who accounted for 147 respondents (58.8%). There are also 68 respondents are Indians (27.2%) and 35 respondents belongs to Malays (14%).

Figure 4.2: Race



Source: Developed for the research

Table 4.2: Race

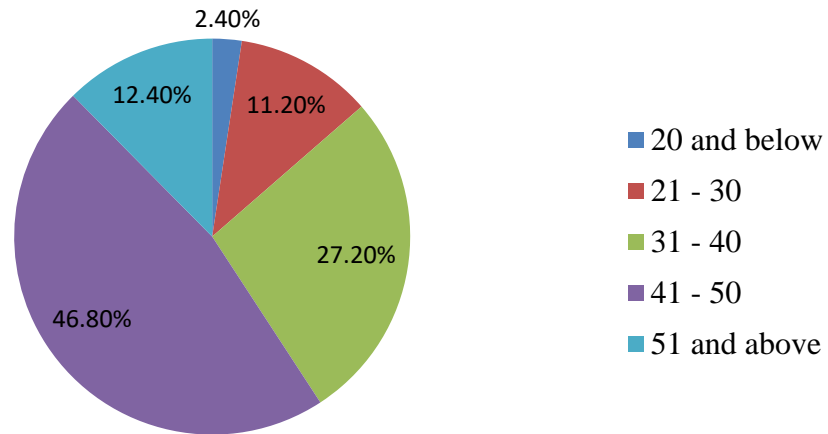
		Frequency	Percent (%)	Cumulative Percent (%)
Valid	Chinese	147	58.8	58.8
	India	68	27.2	86.0
	Malay	35	14.0	100.0
	Total	250	100.0	

Source: Developed for the research

4.1.1.3 Respondents' Age

Figure 4.3 and Table 4.3 show the data on age of respondents. Out of total respondents of (N=250), the mode of the age is between 41 and 50 years old who accounted for 117 respondents (46.8%). There are also 68 respondents are age of between 31 and 40 years old (27.2%), 31 respondents are age of 51 and above (31%), 28 respondents are age of between 21 and 30 years old (11.2%) and 6 respondents are age of 20 and below (2.4%).

Figure 4.3: Age



Source: Developed for the research

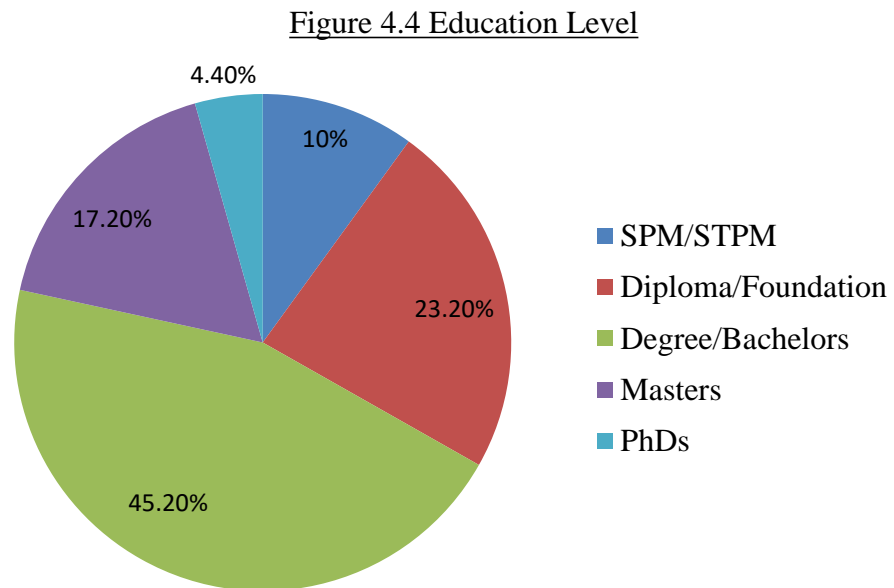
Table 4.3: Age

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	20 and below	6	2.4	2.4
	21 - 30	28	11.2	13.6
	31 - 40	68	27.2	40.8
	41 - 50	117	46.8	87.6
	51 and above	31	12.4	100.0
	Total	250	100.0	

Source: Developed for the research

4.1.1.4 Respondents' Education Level

Figure 4.4 and Table 4.4 show the data on education level of respondents. Out of total respondents of (N=250), the mode of the education level is degree or bachelors who accounted for 113 respondents (45.2%). There are 58 respondents are Diploma or Foundation (23.2%), 43 respondents are Masters (17.2%), 25 respondents are SPM or STPM (10%) and 11 respondents are PhDs (4.4%).



Source: Developed for the research

Table 4.4: Education Level

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	SPM/STPM	25	10.0	10.0
	Diploma/Foundation	58	23.2	33.2
	Degree/ Bachelors	113	45.2	78.4
	Masters	43	17.2	95.6
	PhDs	11	4.4	100.0
	Total	250	100.0	

Source: Developed for the research

4.1.2 Central Tendencies Measurement of Constructs

All the constructs were assessed through a 5-point-Liker-type scale ranging from “strongly disagree” (1) to “strongly agree” (5). Table 4.5 shows that motivations have the highest mean among all the constructs at 4.0000, this shows that the average level of agreement on motivations are towards “agree”. In addition, the lowest mean is work environment at 3.7888, which indicate that average responses are slightly towards “agree”. Lastly, the rest of the constructs have similar level agreement in which the means scores are slightly towards “agree”. All in all, the average levels of agreement for all constructs are range of “agree”.

Table 4.5: Descriptive Statistics

	N	Sum	Mean	Std. Deviation
Worklifeconflict	250	986.00	3.9440	1.07863
Leadershipskills	250	982.00	3.9280	1.10054
Workenvironment	250	947.20	3.7888	.97365
motivations	250	1000.00	4.0000	1.04854
employeeperformance	250	982.71	3.9309	1.09249
Valid N (listwise)	250			

Source: Data generated by SPSS Statistic 18 for research

4.2 Scale Measurement

4.2.1 Reliability Analysis

In this study, a total of 27 are put in the reliability test, which has been tabulated in Table 4.6. The mode of reliability test is Employee Work Performance, which accounted ($\alpha = 0.900$). This indicated that this variable has the highest internal consistency and is accurately measuring the variable of interest. It is followed accordingly by Leadership Skills ($\alpha = 0.850$); Motivations ($\alpha = 0.846$); Work-Life Conflicts ($\alpha = 0.820$) and Work Environment ($\alpha = 0.717$).

On the whole, the variables are reliable and consistent as each of the variables has a coefficient alpha value is more than 0.70, therefore the questionnaire in this research was considered good and internal consistent.

Table 4.6: Reliability Test

No.	Construct	Cronbach's Alpha	No. of items	Strength of Association
1	Work-Life Conflicts	0.820	5	Excellent
2	Leadership Skills	0.850	5	Excellent
3	Work Environment	0.717	5	Good
4	Motivations	0.846	5	Excellent
5	Employee Work Performance	0.900	7	Excellent

Source: Developed for the research

4.3 Inferential Analysis

4.3.1 Multiple Linear Regression Analysis

Multiple regression analysis was proposed by Hair, Bush & Ortinau (2004), used when there are more than one independent variable is used to explain variance in a dependent variable. This will be used as an inferential analysis statistical tool to test the hypotheses in this study.

Table 4.7 shows that R-Square is 0.706, which means that 70% of the variances in employee performance can be explained by the four independent variables (work-life conflicts, leadership skills, work environment and motivations. On the other hand, unknown factors explain 30% of the variances in employee performance.

Table 4.7: Multiple Linear Regression Analysis (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.840 ^a	.706	.701	.59737

a. Predictors: (Constant), motivations, Worklifeconflict, workenvironment, Leadershipskills

Source: Data generated by SPSS Statistic 18 for research

Referring to Table 4.8, the F-ration value from ANOVA is 146.957 with a p-value of 0.000. As the p-value is below significance level of 0.05, this manifested signs of statistically significant relationship that the four independent variables have with the dependent variable, employee performance. All in all, the overall model is considered high in terms of significance and is reliable in fitness to determine the relationship between these variables.

Table 4.8: Multiple Linear Regression Analysis (ANOVA)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	209.765	4	52.441	146.957	.000 ^a
	Residual	87.427	245	.357		
	Total	297.193	249			

a. Predictors: (Constant), motivations, Worklifeconflict, workenvironment, Leadershipskills

b. Dependent Variable: employeeperformance

Source: Data generated by SPSS Statistic 18 for research

Table 4.9 indicates the standardized coefficients (Beta), motivations is shown to be the independent variable that contributes the highest to the variation of employee performance as Beta value under standardized coefficients is 0.410, higher than the other three independent variables. This shows that motivations is the strongest on overall respondents' intention to employee performance when other independent variables in the model are hold constant; followed closely behind is leadership skills, work environment and work-life conflicts having the Beta of 0.299, 0.106 and 0.093, respectively.

Table 4.9: Multiple Linear Regression Analysis (Coefficients)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.233	.162		1.432	.154
	Worklifeconflict	.094	.057	.093	1.639	.102
	Leadershipskills	.297	.066	.299	4.500	.000
	workenvironment	.119	.067	.106	1.771	.078
	motivations	.428	.072	.410	5.941	.000

a. Dependent Variable: employeeperformance

Source: Data generated by SPSS Statistic 18 for research

4.3.2 Pearson Correlation Coefficient Analysis

According to the Table 4.10 below, the Pearson's correlation analysis confirmed that employee performance obtains positive values (p-value = 0.000) towards all the independent variables (work-life conflict, leadership skills, work environment and motivations). This indicates all the correlations proposed from H1 to H4, are having positive correlations and significant at 0.01 level (2-tailed).

Table 4.10: Pearson Correlations

		Worklifecon flict	Leadersh ipskills	workenvi ronment	motivati ons	employeepe rformance
Worklifeconflict	Pearson Correlation	1	.721**	.703**	.762**	.696**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
Leadershipskills	Pearson Correlation	.721**	1	.772**	.818**	.783**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
workenvironment	Pearson Correlation	.703**	.772**	1	.764**	.716**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
motivations	Pearson Correlation	.762**	.818**	.764**	1	.807**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
employeeperfor mance	Pearson Correlation	.696**	.783**	.716**	.807**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

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

Source: Data generated by SPSS Statistic 18 for research

4.4 Conclusion

Overall, this chapter fulfilled the purpose of data analysis by presenting patterns of the results and analyses of the result, which are relevant and successfully fulfil to all the research questions and research objectives. The following chapter will further discuss about the discussions, conclusion and implications.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATION

5.0 Introduction

This chapter will begin with discussion of major findings followed by implications of the study. Next, it will discuss limitations of the study followed by recommendations of future research. Lastly, it will be ended with a conclusion.

5.1 Discussion of Major Findings

Table 5.1: Summary of Hypotheses Findings

Hypotheses	Significant Level (P – Value)	Results
H1: There is a significant positive relationship between work-life conflicts and employee performance.	0.000	Supported
H2: There is a significant positive relationship between leadership skills and employee performance.	0.000	Supported
H3: There is a significant positive relationship between work environment and employee performance.	0.000	Supported
H4: There is a significant positive relationship between motivation and employee performance.	0.000	Supported

Source: Developed for the research

5.1.1 Work-Life Conflicts

RO1: To examine whether there is a significant relationship between work-life conflicts and employee performance in furniture manufacturing industry based in Klang Valley.

RQ1: Will work-life conflicts affect the employee performance in furniture manufacturing industry based in Klang Valley?

H1: There is a significant positive relationship between work-life conflicts and employee performance.

The results show that work-life conflict has a significant relationship with employee performance based on the multiple linear regression analysis. The p-value of work-life conflicts is 0.000 which is below than 0.05 which means work-life conflicts is determinant in influencing the dependent variable. Therefore, H1 is accepted. Findings is supported by Yuile et al. (2012) that employees also play a part in ensuring that they have a work-family balance. Employees who are extremely concerned about their work place, for instance, would limit the time they spend with their family and social life.

5.1.2 Leadership Skills

RO2: To examine whether there is a significant relationship between leadership skills and employee performance in furniture manufacturing industry based in Klang Valley.

RQ2: Will leadership skills affect the employee performance in furniture manufacturing industry based in Klang Valley?

H2: There is a significant positive relationship between leadership skills and employee performance.

The results show that leadership skills have a significant relationship with employee performance based on the multiple linear regression analysis. The p-value of leadership skills is 0.000 which is below than 0.05 which means leadership skills is determinant in influencing the dependent variable. Therefore, H2 is accepted. The findings is supported by Daniel and Josse (2017) that leadership skills impact employee performance by allowing employees to work in the way they believe, building confidence in them, and enabling them to be creative.

5.1.3 Work Environment

RO3: To examine whether there is a significant relationship between work environment and employee performance in furniture manufacturing industry based in Klang Valley.

RQ3: Will work environment affect the employee performance in furniture manufacturing industry based in Klang Valley?

H3: There is a significant positive relationship between work environment and employee performance.

The results show that work environment has a significant relationship with employee performance based on the multiple linear regression analysis. The p-value of work environment is 0.000 which is below than 0.05 which means leadership skills is determinant in influencing the dependent variable.

Therefore, H3 is accepted. The findings is supported by Ajala (2012) that good communication in the workplace should involve workers in designing and implementing safe working practices, virile employees, supportive supervisors and organizational support.

5.1.4 Motivations

RO4: To examine whether there is a significant relationship between motivation and employee performance in furniture manufacturing industry based in Klang Valley.

RQ4: Will motivation affect the employee performance in furniture manufacturing industry based in Klang Valley?

H4: There is a significant positive relationship between motivation and employee performance.

The results show that work environment has a significant relationship with employee performance based on the multiple linear regression analysis. The p-value of work environment is 0.000 which is below than 0.05 which means leadership skills is determinant in influencing the dependent variable. Therefore, H4 is accepted. The findings is supported by Velu et al. (2015) that the organization increases the degree of employee motivation; it can lead to an increase in job performance rates.

5.2 Implication of study

Previous research had emphasis on work-life conflicts, leadership skills and motivations when it comes to the study of employee performance. This research will allow the organizations to know the factors such work-life conflicts, leadership skills, work environment and motivations that will influence the employee performance. Through this research, the organization can provide the workforce with a health and safety climate, as this idea has the best chance of winning the hearts of its employees and organizations can effectively gain their market penetration from their competitors by increasing efficiency and performance.

In addition, through this research, employees could be given the cooperative and friendly leadership in order to make them feel motivated and committed to their specific financial firms and eventually improve their performance at work.

In addition, corporate companies could provide the employees with favourable benefits and monetary incentives as this idea has the potential to grab the employees ' hearts and inspire them to offer superior job performance.

Last but not least, the organizations could also provide flexible working hours free of numerous organizational pressures to reduce workforce and real-life conflicts that could significantly help improve the employee performance and productivity and also some aggregate organizational efficiency.

5.3 Limitation of Study

The current limitation of the study is that only four factors that are independent variables which have influenced on employees' work performance. The current research study was conducted out as a one-shot study in which the data were accumulated at a specific time and therefore could be affected by a few dual issues. Although the entire hypothesis proposed was based on previous research studies and evidence shown in the previous literature, it is not possible to discuss cause and effect among the study variables due to the lack of quantitative research design. Thus, the findings of the study are not evidence to explain causal relationships between variables.

Next, the questionnaire required subordinates only evaluated all variables rather than leaders' participation, resulting in a potentially common source of prejudice in which, for example, the perception of job performance could vary.

Besides, raw data were collected in quantitative basis and mostly for the employees who work at furniture manufacturing industry around Selangor area. The results could differ more if the study includes other parts of Malaysia.

In addition, target population of the current research was the employees who work in furniture manufacturing industry with higher qualifications. The results could vary more if the study includes all level of qualifications.

5.4 Recommendations

Since the target population in current research was employees with higher qualifications, future research could also be accomplished by including employees with lower qualifications in the target respondents as they could understand it better and respond immediately with minimal failures compared to managerial-level employees to various questions presented throughout the questionnaire.

Besides, the current research range is not specific enough as it is only focused on employees who work in furniture manufacturing industry in Klang Valley, future research could be carried out in other parts of Malaysia in order to optimize the results of this research study.

Moreover, since the current research is not carried out on a longitudinal basis, the data is collected at a specific point in time, some regency concerns may be affected, and future research could be carried out based on longitudinal basis to have more specific details.

Last but not least, questionnaire is the only primary data collection method in the current research, so future research could adopt interview-based methodologies to provide comprehensive information on the study.

5.5 Conclusion

All in all, this research has shown that all the independent variable which is the four factors has significant positive relationship with the dependent variable. Four of the independent variables show significant value. This research is thus contributes to show that the factors affecting employee performance in furniture manufacturing industry in Klang Valley. The limitations should also be taken into considerations for future study to get a depth view of the study.

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APPENDICES

Appendix A: Questionnaire



UNIVERSITI TUNKU ABDUL RAIMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

Dear respondents,

I am undergraduate student of UTAR and currently pursuing a bachelor's degree in International Business (HONS). I would like to conduct a research study upon the subject of Research Project (UKMZ 3016) concerning to “Factors Affecting Employee Performance in Furniture Manufacturing Industry in Klang Valley.” The general objective of this study is to examine the relationship between four main determinants towards employee performance. This questionnaire comprises of three sections, which are Section A, Section B and Section C. It may take you approximately fifteen (15) minutes to complete it. It is required to complete every part of the questionnaire where your valuable responses will be the important inputs of my findings in this research project. Please take note that all information or data collected will be kept strictly PRIVATE & CONFIDENTIAL as this questionnaire is for academic purpose only. I appreciate your precious time and efforts in completing this questionnaire. Thank you for your participation and cooperation.

Section A

Demographic Information

Please tick “√” for each of the question below. Each question will only have **ONE (1)** answer.

1. Gender

- Female
- Male

2. Race

- Malay
- India
- Chinese
- Others

3. Age

- 20 and below
- 21 – 30
- 31 – 40
- 41 – 50
- 51 and above

4. Education Level

- SPM/STPM
- Diploma/Foundation
- Degrees/Bachelors
- Masters
- PhDs

Section B

This section focuses on the questionnaire regarding to factors affecting employee performance in furniture manufacturing industry based in Klang Valley.

Please choose the most suitable answer to indicate the extent to which you agree or disagree with each of the statements given below. Please *circle* the most appropriate response for each of the following questions.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

No.	Statement	SD	D	N	A	SA
		1	2	3	4	5
Work-Life Conflicts						
1.	The demands of my work interfere with my family life.	1	2	3	4	5
2.	The amount of time my work takes up, makes it difficult to fulfill family responsibilities.	1	2	3	4	5
3.	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
4.	My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5
5.	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5
Leadership skills						
6.	The head of my organization keeps friendly relation with group members to keep their morale high.	1	2	3	4	5
7.	The head of my organization sets bench mark for the performance of individuals.	1	2	3	4	5

8.	The head of my organization is a problem solver and has ability to do so.	1	2	3	4	5
9.	While assigning the task, it is the responsibility of leader to make the criteria expected from the group members that will help them to be clear on their part.	1	2	3	4	5
10.	The leader usually encourages the members who are performing up to the mark.	1	2	3	4	5
Working Conditions						
11.	My furniture is comfortable enough so that I can work without getting tired all the day.	1	2	3	4	5
12.	The physical conditions at work influence my productivity.	1	2	3	4	5
13.	My work space has many noise distractions.	1	2	3	4	5
14.	My work space serves multipurpose functions for informal and instant meetings.	1	2	3	4	5
15.	My job requirements are clear.	1	2	3	4	5
Motivations						
16.	My organization provides me with attractive compensation system.					
17.	It keeps me motivated to perform at my level best when my organization gives me better salary.	1	2	3	4	5
18.	The way my organization evaluates my performance directly affect my salary.	1	2	3	4	5
19.	The promotion process and procedure used by my employer are fair.	1	2	3	4	5
20.	I am satisfied with monetary benefits received from my organization.	1	2	3	4	5

Section C

This question discusses on the information concerning to the “**Employee Work Performance**” when you work with your leader. Please choose the most suitable number to imply your rating.

(Note: “strongly dissatisfied” (1) to “strongly satisfied” (5) was used as measurement for this variable.)

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Employee Work Performance						
21.	Employees are highly committed.	1	2	3	4	5
22.	Employees feel pride on being a part of this company.	1	2	3	4	5
23.	Employees take care for each other.	1	2	3	4	5
24.	Employees work like being a part of a family.					
25.	Employees are ready for sacrifices for betterment of the company.	1	2	3	4	5
26.	Teamwork is preferred over individual tasks.	1	2	3	4	5
27.	Employees view themselves as independent individuals who have to tolerate others around them.	1	2	3	4	5

The end of questionnaire.

Thank you for your participation and cooperation in completing this survey.

All responses will be kept private and confidential.

Appendix B: SPSS Output

1. SPSS Output: Respondent Demographic Profile

Figure 4.1: Gender

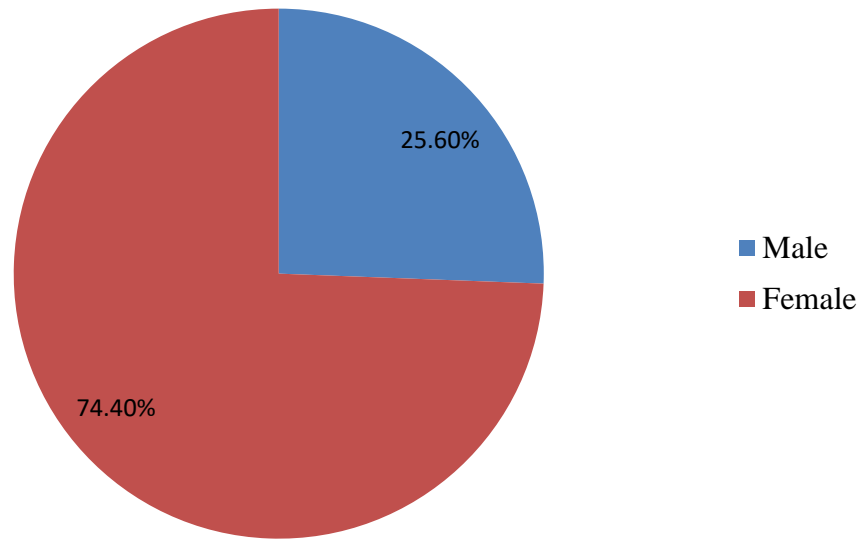


Table 4.1: Gender

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	Female	186	74.4	74.4
	Male	64	25.6	100.0
	Total	250	100.0	

Figure 4.2: Race

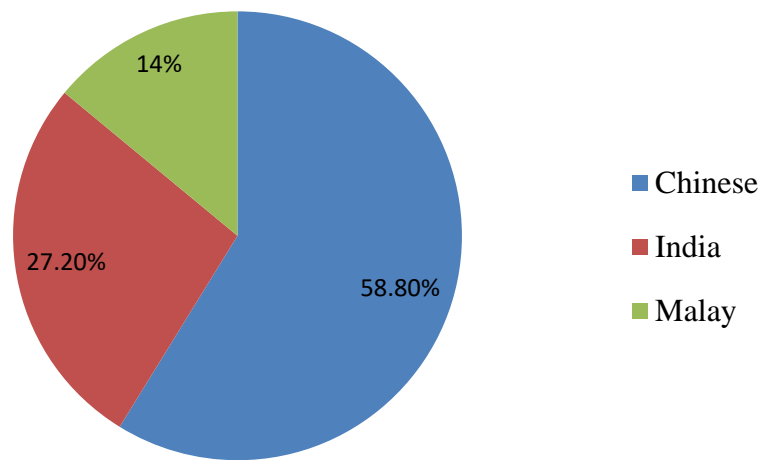


Table 4.2: Race

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	Chinese	147	58.8	58.8
	India	68	27.2	86.0
	Malay	35	14.0	100.0
	Total	250	100.0	

Figure 4.3: Age

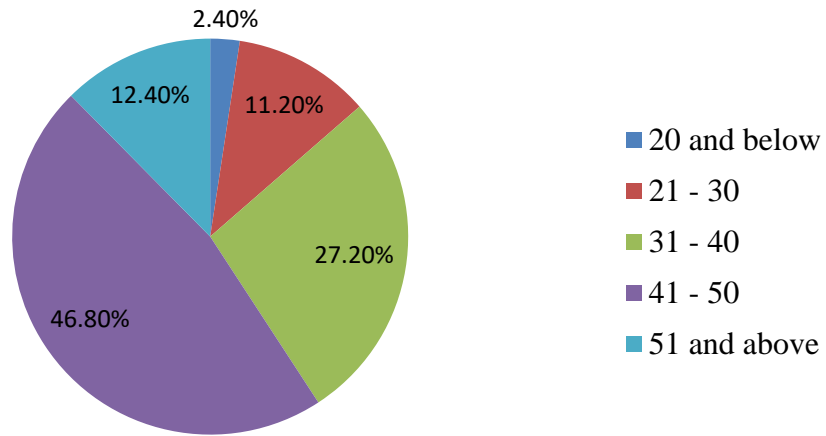


Table 4.3: Age

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	20 and below	6	2.4	2.4
	21 - 30	28	11.2	13.6
	31 - 40	68	27.2	40.8
	41 - 50	117	46.8	87.6
	51 and above	31	12.4	100.0
	Total	250	100.0	

Figure 4.4 Education Level

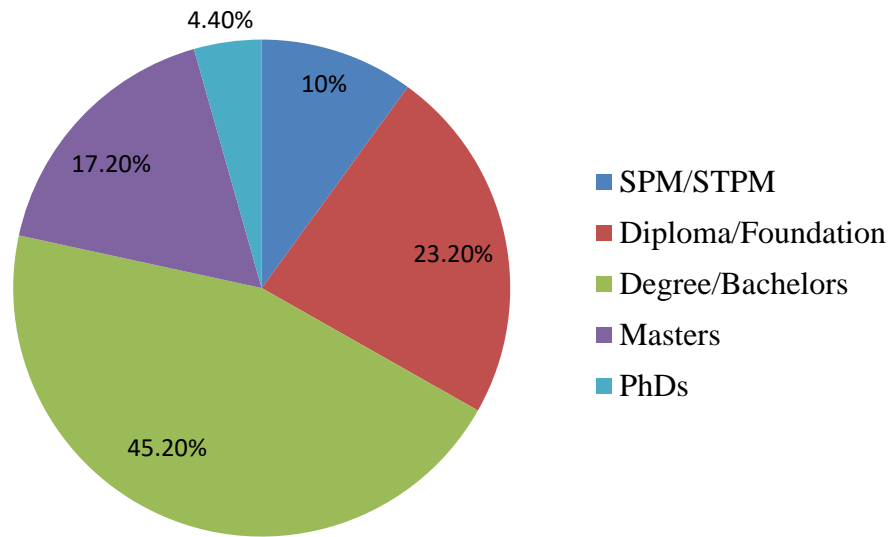


Table 4.4: Education Level

		Frequency	Percent (%)	Cumulative Percent (%)
Valid	SPM/STPM	25	10.0	10.0
	Diploma/Foundation	58	23.2	33.2
	Degree/ Bachelors	113	45.2	78.4
	Masters	43	17.2	95.6
	PhDs	11	4.4	100.0
	Total	250	100.0	

2. SPSS Output: Pilot Study Reliability Test

Table 4.5: Descriptive Statistics

	N	Sum	Mean	Std. Deviation
Worklifeconflict	250	986.00	3.9440	1.07863
Leadershipskills	250	982.00	3.9280	1.10054
Workenvironment	250	947.20	3.7888	.97365
motivations	250	1000.00	4.0000	1.04854
employeeperformance	250	982.71	3.9309	1.09249
Valid N (listwise)	250			

Table 4.6: Reliability Test

No.	Construct	Cronbach's Alpha	No. of items	Strength of Association
1	Work-Life Conflicts	0.820	5	Excellent
2	Leadership Skills	0.850	5	Excellent
3	Work Environment	0.717	5	Good
4	Motivations	0.846	5	Excellent
5	Employee Work Performance	0.900	7	Excellent

Table 4.7: Multiple Linear Regression Analysis (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.840 ^a	.706	.701	.59737

a. Predictors: (Constant), motivations, Worklifeconflict, workenvironment, Leadershipskills

Table 4.8: Multiple Linear Regression Analysis (ANOVA)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	209.765	4	52.441	146.957	.000 ^a
	Residual	87.427	245	.357		
	Total	297.193	249			

a. Predictors: (Constant), motivations, Worklifeconflict, workenvironment, Leadershipskills

b. Dependent Variable: employeeperformance

Table 4.9: Multiple Linear Regression Analysis (Coefficients)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.233	.162		1.432	.154
	Worklifeconflict	.094	.057	.093	1.639	.102
	Leadershipskills	.297	.066	.299	4.500	.000
	workenvironment	.119	.067	.106	1.771	.078
	motivations	.428	.072	.410	5.941	.000

a. Dependent Variable: employeeperformance

Table 4.10: Pearson Correlations

		Worklifecon flict	Leadersh ipskills	workenvi ronment	motivati ons	employeepe rformance
Worklifeconflict	Pearson Correlation	1	.721**	.703**	.762**	.696**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
Leadershipskills	Pearson Correlation	.721**	1	.772**	.818**	.783**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
workenvironment	Pearson Correlation	.703**	.772**	1	.764**	.716**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
motivations	Pearson Correlation	.762**	.818**	.764**	1	.807**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
employeeperfor mance	Pearson Correlation	.696**	.783**	.716**	.807**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

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