

A STUDY OF EMPLOYEE PERFORMANCE AMONG  
CIVIL SERVANTS IN MALAYSIA

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Civil Servants in Malaysia

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- (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.
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## DEDICATION

This dissertation is sincerely and gratefully dedicated to:

Dr. Foo Meow Yee

For all her guidance and advice

And

My family, Ms. Leong Pik Ling and friends

For their unconditional support along this journey

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## ABSTRACT

The performance of civil service is concerning issue in Malaysia. Every year, the emolument for paying civil servants has taken our major portion in operating expenditure. Therefore, the performance of civil servants has been the questioning issue by the public whether the taxpayers' money are being worth paid which lead to the conduct of this research. In the proposed research model, the independent variables tested were "compensation & rewards", "working environment", "self-development", "empowerment" and "job satisfaction" with "motivation" as mediator.

The main aim of this research is to study the parameters which affect the performance of civil servants in Malaysia. The target respondents are civil servants working in Putrajaya and Kuala Lumpur. A total of 303 questionnaires have been collected from data gathering. The data were analyzed by using SmartPLS version 3. The modules conducted for this research were frequency analysis, internal consistency reliability, outer loading, path coefficients, bootstrapping and mediation analysis.

The results reported that three factors have positive relationship with employees' performance i.e compensation & rewards, empowerment and job satisfaction. These three indicators also are being mediated by motivation on employees' performance. Working environment and self-development opportunity have no relationship with employees' performance and not mediated by motivation.

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

In the era of high societal demands, political change and globalization, public organizations have to put their attention towards their most valuable resource which is human capital in order to achieve the expected results. However, public institutions around European countries encounter the challenges in attracting and retaining the best human resource due to competition from private sector. Human resource management has to be well prepared for the organizations to adapt to rapid changes from time to time. Therefore, public sector management needs to find the right solutions to motivate their employees to achieve performance standards, active participate in the workplace and get their best commitment to the organization (Ciobanu & Androniceanu, 2015).

Performance is a matter of what and how people achieve. Performance is defined as accomplishment of specific assignments against agreed indicators of accuracy, completeness, within cost and met on target time (Iqbal, Ahmad, & Javaid, 2013). High performance means achievement of goals and tasks determined by the organization. An individual performance is very crucial for every organization thus the institutions require high performance employees to achieve organizational goals so that the organization specialized products and services can be delivered which leads to achieve competitive advantage (Nanzushi, 2015).

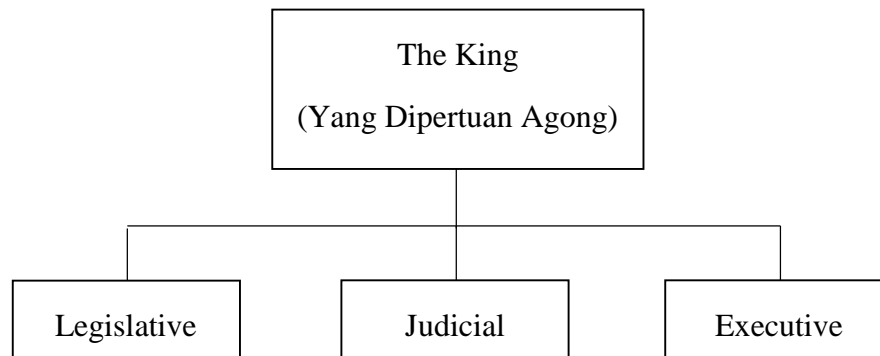
Unless the organizations is fully operated by artificial intelligence, it is undeniable that human is the most important factor in organizations. The key strategy executed by the organizations is to invest in employees. They develop and motivate so that the performance of the employees can be increased. One of the methods is through reward management system which able to catch, retain and motivate high potential employees. The other factor to increase employees' performance is to invest in their development of skills and abilities. This is proven by social exchange theory as employees will behave in positive ways when the organizations invest in them (Güngör, 2011).

Element of motivation is always the crucial factor in human resource management in order to create high performance organizations. Its close relationship is significant in private and public sector scholars. As private sector management has put a lot of focus to study and understand motivation, it has caught interest in public service. However, public administration research has ignored motivation in their study thus the theory and knowledge on motivation largely came from private sector management research (Vandenabeele, W., Deprě, R., Hannagan, A. and Yan, 2004). Nonetheless, to the best knowledge of the author, there is limited study on the mediating role of variables such as motivation and employee's job performance in Malaysia. In order to contribute to the knowledge, this research is conducted to examine how employee's motivation has effect on their job performance. To be precise, this study focuses on the mediating effect of motivation on job performance in Malaysian public service.

## 1.1 Background of the study

Malaysia practices Parliamentary Democracy with Constitutional Monarchy and His Majesty The King as the Paramount Ruler. The Federal Constitution was legislated for Parliament Democracy to separate powers into three components: Legislative, Judiciary and Executive. Every states have given up the authority of finance, defense, education, foreign affairs and other as stated in Federal Constitution for administered by Federal Government (Parliament of Malaysia, 2019).

Figure 1.1: Structure of Malaysian Governance



According to Government ministries and departments are under executive lead by Prime Minister Department and 24 ministries (Kabinet, 2018). As of 12<sup>th</sup> March 2019, there are estimated 1.7 million civil servants in Malaysia (Prime Minister's Office, 2019). Therefore, the government has to put a lot of focus on employees in order to increase public service delivery.

Public servants consist of 21 service scheme ranging from education, health, police force to administration and support. The process of recruit the civil servants for open service is under jurisdiction of Public Service Commission (SPA) while teachers are recruited under education service commission Malaysia (SPP). The recruitment of arm force, police force and other enforcement scheme are performed by the ministries and department as these are closed service. The responsibility of retain the existing employees until retirement is handled by Public Service Department (The

Commissioner Of Law Revision, 1957). Public Service Department has a special agency named National Institute of Public Administration (INTAN) which handle on civil servants' training and skills development with 4 branches at Peninsular Malaysia and 2 at East Malaysia.

Malaysia began its search for new administrative center in 1980s as a place of more balanced development but not far from Kuala Lumpur. A land on a magnificent 4,931 hectares in the southern Prang Besar District was chosen as the strategic location. It is located 25km south of Kuala Lumpur and 20km north of Kuala Lumpur International Airport (KLIA). Putrajaya, named after the Malaysia's first Prime Minister, Tunku Abdul Rahman Putra al-Haj. The construction began in August 1995 by Malaysian companies. While Kuala Lumpur will remain as the country's financial and commercial capital, Putrajaya will carry its identity as new Federal Government administration center (Perbadanan Putrajaya, 2006). As 31<sup>st</sup> July 2019, there are 21 ministries are based in Federal Territory of Putrajaya while remaining 3 ministries i.e Ministry of Works, Ministry of Defense and Ministry of International Trade and Industry are still based in Kuala Lumpur.

Public servants' efficiency has been main concern for Malaysia in addition with local press on 1<sup>st</sup> July 2019 reported that the efficiency of Malaysia's civil service has been declining since 2014 measured by World Bank and one of the factor is recruitment was over centralized. World Bank lead public sector specialist said "Over centralization does not allow for the people who actually need the public servants to do certain jobs ... because they don't have the right people or the recruitment takes a very long time" (The Star, 2019). This proved that recruiting was challenging hence retaining the existing employees is very crucial.

Towards achieving a nation that can grow sustainably along with fair and equitable distribution, Prime Minister of Malaysia had launched Shared Prosperity Vision 2030 (WKB 2030) to replace Vision 2020 as new policy will overcome incomplete coverage

in previous policy by restructuring economy, addressing inequalities and nation building while eliminate corruption and abuse of power (Berita Harian, 2019).

## **1.2 Problem Statement**

Motivation of studies on employee's behavior principles which indicates the ability to perform. Sufficient intrinsic motivation would be able to encourage employee to do things and reward is external motivation for better employee's performance. Extrinsic motivation includes external rewards such as payment, material properties, positive evaluation and esteem can increase employees' attendance, productivity and work quality (Che Embi et al., 2016).

With the effects of financial crisis globally, the government is also affected hence the organization need to find a practical ways that can help motivate government staffs to be much more productive at low cost. However, motivating public servants is easy said than done. They have a reputation for being lazy and lethargic and managers have little maneuver due to civil service laws. In addition, public sector also suffer with aging and plateauing employees who are hard to motivate. Although there are motivation theories in the literature, the problem is that these findings are practical application from private sectors which might not be applicable in public sectors (Re'em, 2011).

In the case of Malaysia Co-operative Societies Commission, one of the issues to increase employee behavioral attitude that will affect their job performance is low motivation. This problem will result in problems of attitude such as high absenteeism through long tea breaks, internet surfing, high emergency leave and medical leave affecting the overall job performance of the employees (Nayan, 2012). Therefore, motivating civil servants is required to increase their performance.

Other than that, local media had reported that civil servants have been treated as slaves which disappoint and demotivate these group of employees. Public service employees also similar to private employees, not exempt from paying taxes. It is not correct to say that the public is paying the public servants' salary. Sometimes public misunderstood

the identity of political secretaries and special officers with the general public servants (The New Straits Times, 2018).

For the case of Immigration Department in Kedah, communication became the major factor that contributes to employees' low motivation. Face to face interaction is important to understand the workers' expectations and desires. Besides, work environment also decrease their motivation to work. Clean atmosphere, functioning ventilation system and workplace conditions play important role in motivating their staffs. In the population of Immigration Department, rewards and recognitions had affected their motivation to work (Mahazril et al., 2012).

### **1.3 Research Questions**

The following questions are created with reference to factors motivating employees' performance in private institutions and public organizations.

- (1) What is the relationship between compensation & reward and employees' performance?
- (2) What is the relationship between self-development opportunity and employees' performance?
- (3) What is the relationship between working environment and employees' job performance?
- (4) What is the relationship between empowerment and employee's job performance?
- (5) What is the relationship between job satisfaction and employee's job performance?
- (6) Does motivation mediate the above mentioned relationship?

## **1.4 Research Objectives**

The main objective of this study is to understand the motivation factors among civil servants in Federal Government Administration Centre of Malaysia and to investigate the relationship of motivation with employees' performance. Thus, this study aims at achieving the goals as below:

- (1) To investigate the relationship between compensation/rewards and employee's performance.
- (2) To investigate the relationship between self-development opportunity and employees' performance.
- (3) To investigate the relationship between working environment and employee's job performance.
- (4) To identify the relationship between empowerment and employees' performance.
- (5) To identify the relationship between job satisfaction and employees' performance.
- (6) To determine if motivation mediate the above mentioned relationship.



## **1.5 Research Hypotheses**

### **1.5.1 Hypothesis One**

H<sub>0</sub>: There is no relationship between compensation & rewards and employees' performance.

H<sub>1</sub>: There is relationship between compensation & rewards and employees' performance.

### **1.5.2 Hypothesis Two**

H<sub>0</sub>: There is no relationship between self-development opportunity and employees' performance.

H<sub>1</sub>: There is relationship between self-development opportunity and employees' performance.

### **1.5.3 Hypothesis Three**

H<sub>0</sub>: There is no relationship between working environment and employees' performance.

H<sub>1</sub>: There is relationship between working environment and employees' performance.

### **1.5.4 Hypothesis Four**

H<sub>0</sub>: There is no relationship between empowerment and employees' performance.

H<sub>1</sub>: There is relationship between empowerment and employees' performance.

### **1.5.5 Hypothesis Five**

H<sub>0</sub>: There is no relationship between job satisfaction and employees' performance.

H<sub>1</sub>: There is relationship between job satisfaction and employees' performance.

### **1.5.6 Hypothesis Six**

H<sub>0</sub>: Motivation has mediation effect on employees' performance.

H<sub>1</sub>: Motivation has no mediation effect on employees' performance.

## 1.6 Definition of key terms

*Compensation and rewards.* American Association defines compensation as “cash and non-cash remuneration provided by the employer for service rendered” (Parvin & Karbin, 2011). The definition is also the same for compensation which is defined as employees’ services being paid as cumulative financial and non-financial rewards (Johari, Yean, Adnan, Yahya, & Ahmad, 2012). Rewards can be classified into two categories namely extrinsic rewards and intrinsic rewards. Usually extrinsic rewards are rewards which are tangible either pay, promotion, rewards, bonuses or benefits. Intrinsic rewards are the psychological, intangible reward that the rewarded employee will experience (Waruni, 2014). In another research, rewards include all types of rewards, both extrinsic and intrinsic rewards. Extrinsic rewards supports the direct satisfaction of money needs while intrinsic rewards are helpful for acknowledging the employees (Ajmal, Bashir, Abrar, Mahroof Khan, & Saqib, 2015).

*Self-development.* Self-development is defined as aspects which revolve solely around self. It can be gaining knowledge, exploration of strengths and weaknesses, mastery of environment or obtain confidence (Bhattacharya, Gupta, & Mehrotra, 2013). Self-development also has different definition by American Psychological Association (APA) which defines it as “a self-guided improvement economically, intellectually or emotionally often with a substantial psychological basis” that aim to improve life. Although this definition targets to improve individuals in different area but it could not differentiate from other disciplines (Aboalshamat, Hou, & Strodl, 2014).

*Working environment.* It is defined as “the physical geographical location as well as the surrounding of the workplace, such as a factory site or office building. The other factors are air quality, noise level and working relationship which contribute to the quality of working environment. Research has proven that employees will perform more effectively when they feel comfortable with the working environment and enjoy the working process. As employees spend almost day at work, organization need to

take action for ensuring conducive working environment so that the human assets can be satisfied and productive in the workplace (Khuong & Yen, 2016).

*Empowerment.* Empowerment is defined as sharing of knowledge, power and information with subordinates. It is also defined as delegation of power to make a decision to the employees in certain circumstances. Some regard empowerment as a concept of motivation related to self-efficacy and empowerment means to improve the feeling of self-efficacy of employees. Its implementation have to be done administratively and consider perception of employees. Last, empowerment is also defined as “internal motivation that can be explained by four perceptive dimensions, which are competence, sense, choice and impact” (Pelit, Öztürk, & Arslantürk, 2011).

*Job satisfaction.* Vroom the one who developed Vroom Theory defines job satisfaction by focusing on the role of employees at workplace. Job satisfaction means affective orientations on persons toward work which they are doing. Other defines job satisfaction as any element of physiological, psychological and environmental combined which cause an employee to express that he/she is satisfied with his/her job. This approach not only take external factors into account, it also takes internal consideration about how the employee feels. One of the most cited definitions also define job satisfaction as the way how employees feel about their job and other various aspects at workplace. This element has to understand job satisfaction until whether people like or dislike their job. That is why some questionnaire as whether employees are satisfy or dissatisfy with their work (Aziri, 2011).

*Motivation.* Employees’ motivation is defined as “Employee motivation is a reflection of the level of energy, commitment, and creativity that a company’s workers bring to their jobs” (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Recent research also used definition of motivation as energetic force that comes from within as well as beyond an individual’s being to start work-related behavior in their research. Next, motivation is derived from the word “motivate” which means to influence, move or push to continue in order to fulfill a need (Manzoor, 2011).

*Employees' performance.* Literature of employees' performance is closely related to job performance. Employees' performance is effective and efficient accomplishment of task set out by the employer and mutually agreed by the employee (Tinofirei, 2011). Other literature defines employees' performance as "achievement of targets of the tasks assigned to employees within particular period of time". It is not only about expectation of job related activities completed but it also take how well those activities are executed (Ngozi, 2015).

### **1.7 Significance of the study**

This study is significant to provide a reference for policy maker and public service management in order to better understand and plan their employees' motivation and retention. This outcome from this research will guide the ministries and departments to train and improve their staffs. Next, the outcome of this research will serve as base to the development of Human Resource Practice's strategy to increase employee's commitment to the organization through better understanding in theory and acknowledge the complexities of employees' performance.

Next, this research will help in measuring the level of job satisfaction among employees in civil service and serve as reference on methods to improve employees' performance. Besides, the outcome in terms of will help managers to revise the compensation/rewards if found that this factor has impact on employee's job performance. Last but not least, the finding will facilitate human resource division to understand the importance of empowerment on job performance. Therefore, ministries and departments would gain advantage on understanding the factors and profit that are mostly wanted by the employees and focusing on these key factors would result in higher work commitment by employees which directly increase their job performance.

## **1.8 Research Organization**

This research report is organized into five chapters. Research and mentions about the background of the study is introduced in Chapter 1 with highlights on the impact of motivation on civil servants' performance in Putrajaya and Kuala Lumpur. This chapter also briefly explain about the scope which includes working environment, job satisfaction, self-development opportunity, compensation/rewards and empowerment. Besides that, it also focuses on the study's objectives and significance and concludes with the components of this study organization.

Literature review is organized in Chapter 2 to study previous research on working environment, job satisfaction, self-development opportunity, compensation/rewards and empowerment on employee's job performance. This chapter will also discuss different concepts and hypotheses of variables and motivation as mediator. In addition, this chapter covers the conceptual framework used to demonstrate the relationship between these studies used in this research. Chapter 3 explains the research methodology used to conduct the research, covering details on research instrument and sampling design. The process to collect response is explained including ethical consideration during the process of collecting data. Once sufficient amount of data are collected, various tools and techniques in statistical science is used to process and analyze the data collected.

Chapter 4 will discuss on the findings analyzed by the tools and technologies by highlighting the main finding of this study and other findings. The results will be presented in the results of hypothesis testing and sum up the statistics of the research findings. The main instrument for data analysis will be using SmartPLS version 3 and the outcome of the hypothesis were justified by using the numerical result of this software. Last chapter 5 will be discussion and conclusion related to the study which support the key findings from the results analyzed by this study. It highlights how the findings will contribute to new knowledge for policy makers and organizations. This

chapter will point out its limitation with suggestions & recommendation for improvement in the future research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Chapter 1 is the first part of the entire research which discussed about the background Malaysian' civil service, issues related to employees' motivation and performance globally and in Malaysia, identify the research problem, determine the research objectives and questions, outline the research methods and organization the structure of the research.

In Chapter 2, literature review is conducted to study the knowledge as foundation to this research. This chapter will revisit the previous researches that falls in this field of knowledge that is organizational behavior on increasing employees' performance. Past studies might use different research framework but this review on study of each variable whether the hypothesis tested is valid. After deep study on past literatures, researcher will have more understanding on the field that he is going to conduct his research. The research framework is designed based on science and statistical data. Hence, this study will outline the variables and their impact on job performance. Besides that, study of each variable (working environment, job satisfaction, self-

development opportunity, compensation/rewards and empowerment) and motivation as mediator would be further explained.

## **2.1 Working Environment**

In 2012, Oswald carried out his research and discovered there are 2 components in working environment i.e. physical and behavioral. Physical components is related to the connectivity of office environment with users while behavioral relate connectivity between users in the same working environment. A qualitative study of oil and gas vendor company in Malaysia reported that working environment has significant and positive impact on the performance of the employee (Sinnappan, 2017).

In another study, a population of 285 employees from three departments i.e. engineering, administration building and shop floor building were participated in the stratified random sampling at on public sector organization in India. The study found out that insufficient office space failed to provide employees for effective work habits. Other than that, furniture and furnishing which were not maintained made the employees felt unsophisticated thus affect their performance at workplace (Chandrasekar, 2011). Another case study in conducted at Miyazu (Malaysia) Sdn. Bhd., a total of 200 questionnaires were distributed to various departments at three different in workplace environments in random. SPSS was used to analyze 139 responses and the results showed that physical workplace environment had significant relationship towards employees' performance (Naharuddin & Sadegi, 2013).

Abraham Maslow linked work environment to motivation in his research. He described that physiological needs to be fulfilled as the primary human motive. Work conditions correspond to primary human needs which has to be satisfied as motivational force. Meanwhile, Herzberg differentiate motivators and hygiene factor. Motivators generate motivation and satisfaction but lack of hygiene factors can cause dissatisfaction. He described that work conditions are hygiene factors instead of motivators. Good work environments will lead to lack of dissatisfaction and not increase in motivation. In the



study of Belgian public sector, good IT-infrastructure has significant impact on employee motivation (Vandenabeele, W., Depré, R., Hannagan, A. and Yan, 2004).

In East Java province of Indonesia, data collection was carried from 100 employees of a manufacturing company through questionnaire and collected data was processed and analyzed by using SPSS software. The research found out that work environment has positive and significant influence on work motivation of employees. This finding support in addition to the same studies has been carried out in Canada and Banyuwangi. Herzberg's research also highlighted that good working conditions can motivate employees to do their job well (Scheller-sampson, 2018).

In another survey conducted in Universiti Utara Malaysia, 161 employees from various departments were randomly selected from Yamaha Electronic Manufacturing for quantitative research. The results showed that employee motivation and workplace environment have significant and strong relationship with performance. This study also proved that employees' motivation, workplace environment and performance are interrelated to each other (Sahiri, 2015).

## **2.2 Job Satisfaction**

Job satisfaction is derived as orientation of a person toward his or her role in working. It is a function of satisfactions and dissatisfactions resulting from various dimensions of the work. Job satisfaction is the core to employees' working vein and it is for effective use of personnel in the organizations. Their job satisfaction can be reflected by their employment situation, levels or organizational support and work climate. When ones is satisfied at work, that employee will be productive, stable and striving to accomplish organizational goal. The expression took place in emotional state that result from appraisal (Bustamam, Teng, & Abdullah, 2014).

A study conducted among doctor at University Malaya Medical Center (UMMC), a government hospital using cross-sectionary survey of 150 doctors. As we know that doctors have long working hours and subject to on-call duty, the analysis showed that 96% were satisfied with working at UMMC. The research discovered that good career prospects, flexible working schedule, meaningful task and adequate support from seniors were the main factors that contributed to doctors' job satisfaction (Mohd Ramlan, Rugayah, & Zafuan, 2014).

In another study carried out to study the levels of engineers' job satisfaction at Tenaga Nasional Berhad (TNB), the researcher used stratified random sampling produced to collect data from 336 engineers from four regions in Peninsula Malaysia. The research found out that the levels of job satisfaction among those engineers were much lower but they still remain in the organization. If the management failed to assess their contributions, they were willing to withdraw from the organization (Hashim, 2015).

A research was carried in at 'closed' government departments within Malaysian public sector organization by using interviews to explore the influence of job satisfaction and level or organizational commitment. 40 participants were involved and the results showed that even though the employees were not satisfied with their job, they chose to stay in public sector because they believed that it could be too late for them to search

for new career opportunities outside, job and perks provided in the government sector seems to be positive reasons for them to stay. Low commitment, lack of satisfaction and lack of sense of belonging to the departments can lead to low productivity due to low morale. The researcher also reported that there were little research published on the public sector (Daud, 2014).

The field of study in job satisfaction also being carried out in private universities. Data were collected from 401 lecturers from Faculty of Business in Malaysian private universities through self-administered questionnaires and were analyzed by using structural equation modelling. The results revealed that internal factors – opportunities for advancement, work itself, role ambiguity and role overload have significant relationship with job satisfaction. The researcher hope that the findings will aid Ministry of Higher Education, university management and policy makers to introduce and implement policies and practices that can improve lecturer's job satisfaction to reduce turnover intention in private universities (Senggaravellu, 2018).

Lastly, the study to identify the major determinants of job satisfaction among Royal Malaysia Police (RMP) officers found out that police officers working under Kuala Lumpur Contingent Police administrations were least satisfied with 38.3% low level of job satisfaction. The major determinants of job satisfaction in order of importance were performance appraisal, salary and incentives, professional development, promotion opportunity, relationship with co-workers, communication and nature of work (Ismail, 2012).

### **2.3 Self-Development Opportunity**

Employee development is one of the most important focus within Human Resource Management. The ability of an individual employee and organization as a whole are developed hence this consists of individual employee and overall growth of that employee. When the ability of the employees is developed, the organization would be more flourished. Therefore, there is a direct relationship between employee

development and employee performance. The employee performance will effect on organizational effectiveness (Hameed & Hameed, 2012).

In another study on the relationship between motivational factors and job performance of employees in Malaysian service industry, the researcher highlighted that Herzberg in his Two Factor Theory listed training and opportunity of employees' development to pursue the desired positions within the company. The results showed significant relationship between training and job performance. The researcher also discovered that intrinsic motivational factors are more important compared to extrinsic motivational (Aarabi, Subramaniam, & Akeel, 2013).

In a self-administered survey conducted on 210 teachers from various government schools in Klang Valley to study the relationship between the level of training effectiveness with learning and behavior outcomes, reaction and performance of the job. The result showed that there is a significant relationship between training effectiveness and job performance. Training will help both employer and employees to understand what can be done to achieve good job performance after joining the training (Ting et al., 2012).

In another study at Government Link Company (GLC) to research the relationship between training effectiveness and employee performance on 176 employees by using a quantitative questionnaire survey method. The researcher found out that there is a positive relationship between training effectiveness and employee performance. According to Dabale that obtained similar results, he concludes that the benefits from the training are the employees will obtain knowledge, skills, ability, competencies and behavior. He also observed that training could change the behavior of employees towards organizational goals (Abd, Nizam, Hadi, & Fatihah, 2018).

A study in North Sumatera, Indonesia on 119 respondents which consist of government civil servants was conducted whereby multiple linear regression model was used to check the data. The results concluded that elements of human resource development

including training can simultaneously influence employee performance. The most dominant factors affecting employees' performance are general training and technical specific training. The Indonesian government should increase the quality of professionalism in order to provide excellence services to its people (Muda & Rafiki, 2014).

The relationship between employee development and performance was further supported by a study conducted in Philippines government sector. 220 respondents consisted of equally distributed between employers and employees from 25 government institutions. Inferential analysis showed that skill acquisition and skill competence had significant positive relationship with task performance. Personal management and teamwork were strongly correlated with task performance as compared to fundamental skills. These results suggested that Higher Education Institutes (HEIs) can increase the competencies of the employees by producing graduates that have demanded employability skills for the performance of jobs (Abas-mastura, 2013).

## **2.4 Compensation/Rewards**

In private sector, a survey among 84 small and medium organizations in the central region of Peninsular Malaysia was carried out with one of the dimension considered in the study was compensation. The data was obtained by using self-reported measures pertaining to organizational performance and human resource practice dimensions. Regression analysis were run to examine the data and it was found that compensation showed positive relationship to organizational performance. Therefore, this study acknowledged the role of compensation in influencing employee performance (Subramaniam, Shamsudin, & Ibrahim, 2011).

Another study conducted in education industry in Malaysia, academic staff in three private colleges were selected randomly involving 75 respondents at Penang, Malaysia. The data collected through structured questionnaire were analyzed using descriptive analysis and Pearson Product Moment Correlation to test the relationship between variables. The results showed that there was a positive significant relationship between compensation and job satisfaction. The goals and salary in the organizations are to reward good performance (Arokiasamy, Tat, & Ghani, 2013).

Organizational rewards system also being studied in Telekom Malaysia Berhad, a Malaysian telecommunications company. The study was carried out by distributing 327 self-administered questionnaires to the respondents in Selangor. Salary was found to be the most important factor that leads to employees' satisfaction. Promotion opportunity is very important to satisfy the employees which will increase the employees' job performance. Therefore it can be concluded that organizational rewards system has positive relationship on the employees' satisfaction at Telekom Malaysia Berhad (Rahman, 2013).

Malaysian public service always receive a numbers of complaints from the public for poor service quality especially at front-line and counter services staffs. The reason might be due to lack of work motivation which resulted in poor job performance. A study was conducted at Immigration Department whereby questionnaires were distributed to 97 respondents at each divisions. Next, Pearson Correlation and Descriptive Statistics were being utilized to analyze the data. The result showed that motivated employees agreed that rewards and recognition motivate them to perform their duty (Mahazril et al., 2012).

Another study was conducted on 50 employees from three state government in each coast Malaysia. The selected samples have important characteristic which all the excellent employees that have been favorably evaluated by their superior. Civil servants has annual salary progression which will be given if they performed adequately for every year. The research discovered that a positive relationship, as measured by possess annual salary progression was found between affiliation motivation and performance. When people have higher level of affiliation, higher chance for them to perform their job (Salleh, 2011).

Low salary causing stress in civil servants was found in a study on Malaysian Royal Police (RMP). Two police districts in Kuala Lumpur were randomly selected for cross-sectional study. In total, 579 police officers from 11 police stations and two headquarters were participated in the study. Multinomial logistic regression were carried out for data analysis. The results showed that police officers who reported that their salaries did not commensurate with their jobs were more likely to experience higher level of stress (Masilamani, Bulgiba, Chinna, Darius, & Isahak, 2013). Nixon P. (1979) in his Stress Response Curve highlighted that as the stress level reaches the fatigue point, the performance of the employee will decline until breakdown.

## 2.5 Empowerment

Empowerment means employees are given authority and discretion in performing their job. 225 respondents among bank employees in Kuching, Malaysia participated in convenience sampling. Statistical package SPSS version 16 were for data analysis. The findings reported that autonomy, constraint in job, education level and seniority in organization were significantly validate job empowerment. Employee with autonomy gave higher performance compared to those with little work autonomy (Kassim & Fong, 2012).

While at Peninsular of Malaysia, a study was conducted in Seberang Prai, Penang. 200 employees of manufacturing companies were participated in online survey questionnaire. SPSS was used to analyze the data and the findings showed that empowerment tools such as knowledge, power and information sharing did influence the employee's performance. In addition, mediating variable which was performance appraisal was also found to be the mediating the relationship between empowerment and employee performance. The researcher concluded that employee empowerment had influence on employee's performance and it can be mediated with appraisal within the organization (Rajalingam, Jauhar, & Ghani, 2015).

In manufacturing industry, quantitative research was conducted to study the relationship of employee empowerment and sustainable manufacturing performance (SMP). A random sample of 100 employees from large manufacturing company in Malaysia were collected in 5 point likert scale questionnaire. The data was tested by using smart PLS (structural equation modeling) to investigate the relationship between employee empowerment and SMP. The research found out that employee empowerment had positive relationship with social, environmental and economic performance of the manufacturing industries in Malaysia (Yusoff, Imran, Qureshi, & Kazi, 2016).



Factors affecting empowerment practices in education, information technology and telecommunication service sectors were also studied in Malaysia. A research using convenience sampling method and a set of well-structured questionnaire were used to interview 305 employees. Paired-sample t-test in one set of variables (orientation) and Logistic Regression Model (LRMs) in four sets of variables were used to analyze the data on empowerment and related performance. The result showed that telecommunication, information technology and higher education service sectors in Malaysia utilized empowerment to increase organizational performance (Raquib, Anantharaman, Cyril Eze, & Wahid Murad, 2009).

Another study also conducted in Telecommunication Company to investigate the impact of empowerment implementation with employee's performance improvement. The statistical sample was 226 people who were randomly selected. Two standard and modified questionnaire were used for data collection. The data was analyzed by using Spearman correlation method, Wilcoxon test's method and multiple regression. The result showed that there was significant relationship between employee's performance and empowerment (Meyerson & Dewettinck, 2012).

In public sector, seven federal agencies were selected including Ministry of Natural Resources & Environment, Ministry of Plantation Industry and Commodities, Ministry of Energy, Green Technology & Water, Ministry of Tourism, Ministry of Science Technology & Innovation, Inland Revenue Board, and Ministry of Home Affairs. 242 government senior employees were approached and 205 responded in paper-pencil survey. The results showed that employee empowerment and self-leadership were significant. Therefore, empowerment served as important tool in public service as public servants felt the power and self-efficacy to do their job (Beh, 2014).

## **2.6 Motivation**

Abraham Maslow in his theory hierarchy of needs said that human have five level of needs that need to be satisfied whereby the lower level must be fulfilled before moving

to higher level. In terms of employment, organizations need to provide employees with salary that make them to afford adequate lives. Second level is the safety needs which refers to working environment that is safe without any harms or danger. This also include insurance that protect the employees from unforeseen danger.

Third is the social needs, employees need acceptance by the others. Most organization provides team building, sports or annual dinner to encourage employees participate in social events. The forth level is esteem needs, employees need to be respected by others. They want themselves to be important to the organization and their efforts are being appreciated. The organization usually will give out awards to outstanding or even long served employees to recognize their achievement or contribution. Last, the fifth level is self-actualization is the top of the hierarchy. Employees need to become all he/she is capable of being so that he/she can develop fullest potential (Kaur, 2013).

Frederick Herzberg's Two-Factor Theory was design in 1959 which defined two sets of factors in determining employees' level of performance and working attitudes, which are motivation and hygiene factors. Motivation is intrinsic factors which will enhance employees' job satisfaction while hygiene factors are extrinsic factors to avoid dissatisfaction of the employees. Paying full effort on hygiene factors will not guarantee outcome in employees' job satisfaction. Motivation factors must be addressed in order to increase employees' performance (Teck-Hong & Waheed, 2011).

A study was conducted by International Islamic University Malaysia to study employee motivation whereby 505 employees working at over 96 various Malaysian organizations were participate in the survey questionnaire. The respondents were asked to rank the ten motivating factors in terms of their effectiveness. The results showed that the six most effective motivating factors were high wages, good working conditions, promotion, job security, interesting work and full appreciation of work done. Overall, it was observed that monetary incentive plays an important role in motivating Malaysian employees (Islam & Ismail, 2008).

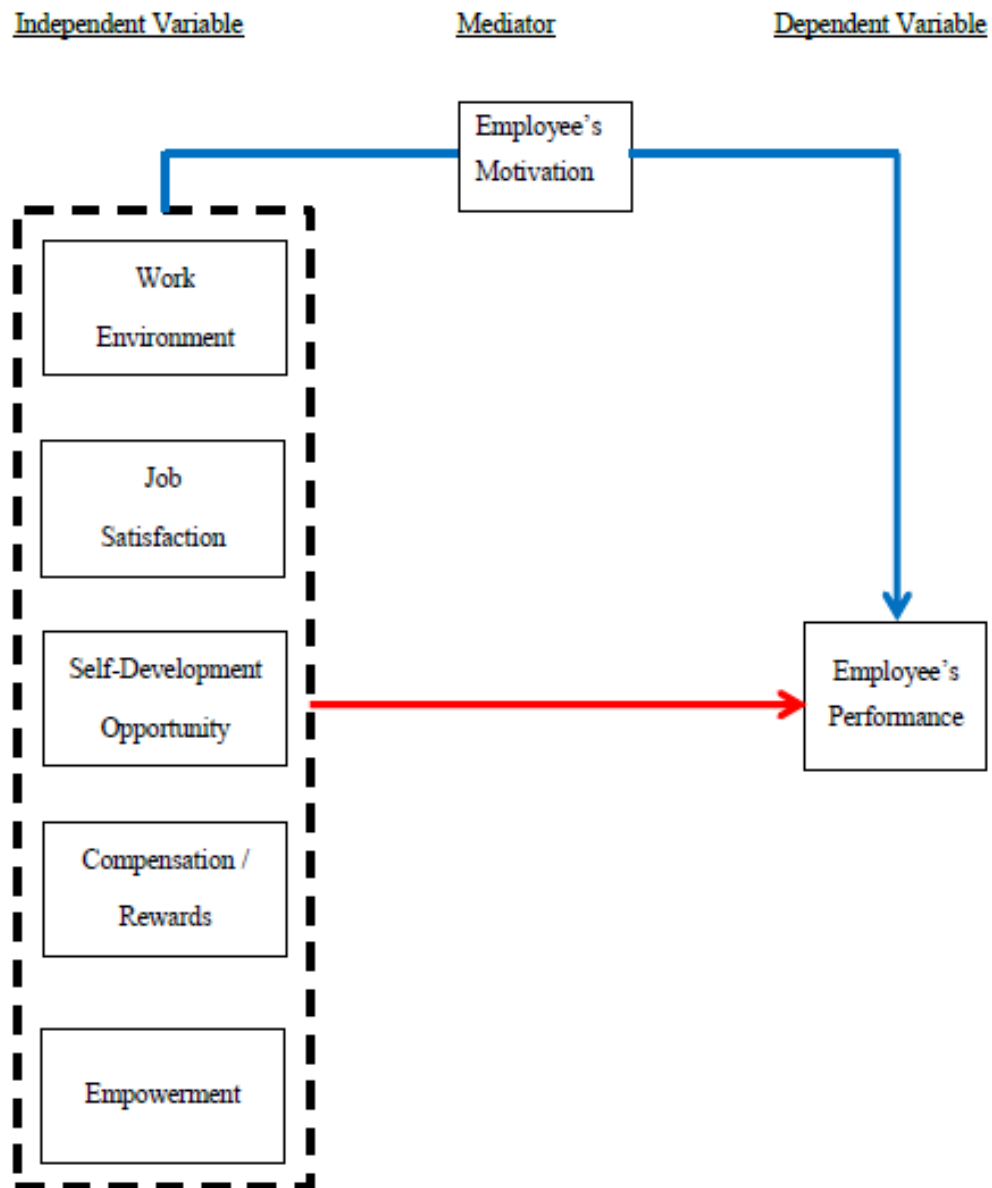
In Malaysian manufacturing industry, motivation and learning was studied among 356 employees. The study focused on work motivation and satisfaction together with their relationship with learning behaviors. The results showed that unskilled employees preferred to do complex tasks in group while skilled workers preferred to do complex tasks individually with increasing motivation and satisfaction. At the same time, both groups agreed that learning by doing tasks increased their work motivation and satisfaction. Thus, increasing employee motivation will increase work satisfaction and result in higher performance (Mat, Case, Mohamaddan, & Goh, 2017).

The subject of motivation also being studies in Malaysian public service. Questionnaire were distributed to public servants working in Penang, Malaysia. A total 223 respondents had given their feedback to the study. Data collected was analyzed using descriptive statistics while Regression Analysis was used to study the effect of work motivation on job satisfaction on public servants. The researcher concluded that civil servants in Penang had shown rather high motivation level at the workplace. The reasons for having high motivation level could be factors such as courses, salary and yearly increment or bonus (Che Embi et al., 2016).

## 2.7 Research Framework

The research model or theoretical framework is a conceptual model on the theory which illustrates the relationship between independent variables, mediating variable and dependent variable. The framework of this study is as Figure 2.1 below:

Figure 2.1: Research Framework



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter will provide the detailed information on the method on conducting the entire research. This section will cover data collection, sampling design and technique, research respondents involved, sample population, sample size, scale and measurement until technique on data analysis.

#### **3.1 Research Design**

As a researcher, we need to address few aspects in designing a research, such as research model, choice of methods, time frame, research strategies, procedures and techniques. These aspects are important to the development of an appropriate research design that can have significance on the reliability and validity of the research and its result (Saunders, Lewis, & Thornhill, 2012).

In this study, descriptive research design was adopted as it was the most suitable research design. Descriptive research “describes” something which could be a phenomenon or characteristics of a group of people. The objective of descriptive

research study was to describe the behavior or trend of the group of the people (Greener, 2008). The explanation for using descriptive research design is that the characteristics of different relevant groups such as clients and business areas are best described.

Research studies are designed in a particular way to increase the chances of collecting the information needed to answer a particular question. If the research design is solid and follow the research protocol, the information collected will be useful. Procedures and techniques outlined in the research protocol must be followed carefully to increase the accuracy of the results which will be beneficial to other.

### **3.2 Data Collection**

This study uses primary and secondary data in combined to reduce the possibility of obtaining biased information. Primary data were obtained from studies, while secondary data were obtained from other researchers (Sekaran & Bougie, 2010). Primary data requires more time for completion as it need to gather data from respondents via questionnaire. Secondary data is easier to obtain as it can be retrieved from book, publication and research studies on internet. The study chooses Putrajaya which is Federal Government Administrative Centre which consists of 21 ministries, Prime Minister Department and Kuala Lumpur.

The survey questionnaires were distributed to public servants who work in Federal Government Administrative Centre in Putrajaya and Kuala Lumpur. The 300 survey questionnaires were distributed randomly to public servants in the format of Google Forms. Google Forms is chose as platform for conducting the survey because the questionnaires can be made compulsory and respondents cannot submit the survey if mandatory questions are not being answered. The link access to this form will be sent through emails and WhatsApp to reach as many respondents as possible.

### **3.3 Sampling Size**

There are many research studies being conducted to determine the appropriate sample size for more accurate data analysis from the respondents. Some studies would suggest minimum sample size of 50 while others would requires up to 1000 (Delice, 2010). The choice of sample size is influenced by confidence level needed in the data, tolerated margin of error, types of analysis to be used, size of the sample population and distribution. Sample size of 300 is sufficient to represent a population (Saunders et al., 2012). Therefore, this study involves 300 respondents from targeted population which is civil servants in Putrajaya as administrative center of Malaysian Federal Government together with Kuala Lumpur.

### **3.4 Sample Selection Methods**

According to Hair et al. (2007) representative samples are normally collected by the adhering a set of structured procedures which include the characteristic of the target population, selecting a sampling method and sample size determination. Therefore, as suggested, this analysis used three main methods to pick the representative sample.

### **3.5 Target Population**

The targeted populations are the civil servants working in Putrajaya and Kuala Lumpur. This research will explore all kind of services which consist of top grade (JUSA and above) in Kumpulan Pengurusan Tertinggi, followed by grade 41 – 56 which is Kumpulan Pengurusan dan Profesional. There are two groups of non-executive, grade 29 – 40 namely Kumpulan Pelaksana I and Kumpulan Pelaksana II for grade 28 and below. Putrajaya is chosen because it is the Federal Government Administration Center consisting of 21 ministries while 3 ministries still located in Kuala Lumpur.

The issue of sample size for all non-probability sampling techniques is ambiguous and not bounded to any rules. Sample size depends on the objectives and research questions.

Besides, it also depend on the author's skill to analyze the data. The greater the sample size, the less errors in the sampling to generalize the study population (Saunders et al., 2012). In this research, 303 sets of questionnaires were distributed to public servants in Putrajaya and Kuala Lumpur.

### **3.6 Questionnaire Design**

The research instrument use self-administered questionnaire with cover to introduce the participants about the study. The survey questions consist of Section A which requests demographic details of the respondents. Section B contains five parts which cover independent variables on working environment, job satisfaction, self-development opportunity, compensation and empowerment. Section C is mediator variable related questions on motivation while Section D covers the dependent variables related questions on employees' job performance.

There are a total of 54 questions that need to be answered by respondents. It consists of 10 questions on demographic profile; section B consists of 6 questions on 5 independent variables. Section C consists of 6 questions related on mediator while last section D has 8 questions on job performance. The questions are made compulsory to be answered by the respondents.

#### **3.6.1 Construct of Measurement**

Since Rensis Likert developed rating scale technique to assess attitudes in 1931, Likert scales are now commonly used in the social sciences. This scale is useful and reliable in measuring self-efficacy. Odd-numbered Likert scales provide chance for respondents for giving neutral answer showing their indecisive stands towards certain variable. By giving an option for choosing neutral answer, respondents do not have to decide one way or the other. Even-numbered Likert scales which don't have neutral point will be able to force the respondents to commit as they don't have option to not



decide (James T Croasmun & Lee Ostrom, 2011). Thus, this research adopted a 6-point Likert scales, whereby 1 (strongly disagree) to 6 (strongly agree).

### 3.6.2 Pilot Test

A pilot test was conducted to study the flow of the research before data collection is started. Questionnaire is well worth pilot tested because without doing pilot test, there is no way to know whether the questionnaire will work (Bell, 2010). Pilot test ensures that respondents don't encounter any problems in understanding the questions and key in their answers. Pilot test is where researcher asks a group of people from the organization what we are doing research to complete the questionnaire before main study and to identify aspects which they faced problems or difficulties. Researcher will assess each question's validity and reliability via this assessment. Preliminary analysis using pilot test will help the researcher to check that the data collected will enable the research question to be answered (Saunders et al., 2012).

For most small projects with limited time and money, the minimum number for a pilot test is 10 (Akinci & Saunders, 2015). The questionnaire was pre-tested on 20 civil servants working in Putrajaya and by filling in Google Form. There are three feedbacks received from the respondents while the rest of the respondents had filled in all the questionnaire without any feedback. The feedbacks and actions taken are as below:

Table 3.1: Feedbacks on Pilot Test

No	Question	Statement	Comment	Amendment
1	Section B No. 11	I am satisfied with the allocation of work in my organization.	No Likert scale 6	Likert scale 1 until 6 updated.
2	Section C No.2	I find the work that I do full of meaning and purpose. I find the work that I do full of meaning and purpose.	Duplicate sentences	Duplicate sentences deleted.
3	Section D No. 6	My work has a great impact on my organization.	No Likert scale 6	Likert scale 1 until 6 updated.

Reliability test is used to examine the consistency for the data. For pilot test, SPSS version 23 is used to test Cronbach's Alpha in assessing the internal homogeneity among items measured. If the value of coefficient alpha exceed 0.70 (the cut off value for acceptable reliability) hence the questionnaire is considered reliable.

## ➔ Reliability

[DataSet0]

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded <sup>a</sup>	0	.0
	Total	20	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.961	44

### 3.7 Data Analysis

After data collection, the next step is conduct the analysis on the data. Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data (U.S. Department of Health & Human Services, 2005). SmartPLS is a statistical software for Structural Equation Modelling (SEM) using Partial Least Squares (PLS). In this research, SmartPLS version 3 is being used for data analysis in Chapter 4. PLS

is famous as it can be used to analyze the SEM based variance. It has advantage in measuring structural equation with the variance basis. Moreover, this software also can measure the relative sample size by advanced with assumptions. Therefore, PLS is suitable and strongly recommended to be used for business related research.

### **3.8 Conclusion**

This chapter provided information on the research methodology used in this study and will be accompanied by a summary of the effects of data collection and conclusions will be discussed in the chapter that follows.

## CHAPTER 4

### DATA ANALYSIS

#### 4.0 Introduction

This chapter presents the result of the study through data interpretation. It consists of three main parts which are descriptive analysis, scale measurement and inferential analysis. The data collected for this study was analysed by using SmartPLS version 3 software. This chapter will display table of hypotheses tested in this study and summarize whether the results supported the hypotheses tested in this study.

#### 4.1 Descriptive Analysis

##### 4.1.1 Respondents' Demographic Profile

Table 4.1: Respondents' Demographic Profile

<b>Characteristics</b>	<b>Percent (%)</b>
<b>Gender</b>	
Male	44.6
Female	55.4
<b>Age</b>	
21 – 30 years old	8.3
31 – 40 years old	68.3
41 – 50 years old	19.1
51 – 60 years old	4.3

<b>Characteristics</b>	<b>Percent (%)</b>
<b>Marital Status</b>	
Single	20.8
Married	76.2
Divorced	2.3
Widowed	0.7
<b>Race</b>	
Malay	61.1
Chinese	27.7
Indian	4.0
Others	7.2
<b>Education Level</b>	
PT3/PMR/SPM/O Level	0.3
STPM/A-Level/Diploma	6.6
Bachelor Degree	53.8
Professional Certificates (Exp: ACCA)	1.3
Master Degree	35.0
Doctor of Philosophy	3.0

<b>Characteristics</b>	<b>Percent (%)</b>
<b>Ministry</b>	
Prime Minister Department	21.8
Ministry of Women, Family & Community Development	1.3
Ministry of Home Affairs	6.0
Ministry of Finance	17.5
Ministry of Defence	0.7
Ministry of Education	8.9
Ministry of Rural Development	0.0
Ministry of Economic Affairs	6.9
Ministry of Housing & Local Development	3.6
Ministry of Transport	2.3
Ministry of Communications & Multimedia	1.0
Ministry of Human Resources	1.3
Ministry of Agriculture and Agro-Based Industry	3.3
Ministry of Health	6.9
Ministry of Youth & Sport	0.7
Ministry of Entrepreneur Development	0.3
Ministry of Water, Land & Natural Resources	3.6
Ministry of Domestic Trade & Consumer Affairs	4.3
Ministry of Works	0.3
Ministry of Foreign Affairs	1.3
Ministry of Primary Industries	1.0
Ministry of Energy, Science, Technology, Environment & Climate Change	2.7
Ministry of Federal Territories	1.0
Ministry of International Trade & Industry	1.3
Ministry of Tourism, Arts & Culture	2.0
<b>Grade</b>	
JUSA and above (Kumpulan Pengurusan Tertinggi)	3.0
41 – 56 (Kumpulan Pengurusan & Profesional)	86.1
29 – 40 (Kumpulan Pelaksana I)	7.6
28 and below (Kumpulan Pelaksana II)	3.3
<b>Years in Service</b>	
Less than 5 years	15.8
6 – 10 year	41.6
11 – 20 years	35
21 – 30 years	6.3
More than 30 years	1.3

<b>Characteristics</b>	<b>Percent (%)</b>
<b>Service Classification</b>	
Transportation (A)	0.0
Talent and Art (B)	0.0
Science (C)	0.7
Education (D)	1.0
Economy (E)	7.0
Information System (F)	2.3
Agriculture (G)	1.0
Skills (H)	0.3
Engineering (J)	1.6
Security & Civil Defence (K)	2.0
Legal & Judiciary (L)	1.0
Governance & Diplomatic (M)	67.0
Administration & Support (N)	3.3
Prevention (P)	1.6
Research & Development (Q)	0.3
Social (S)	2.0
Maritime Enforcement (T)	0.3
Medical & Health (U)	0.7
Financial (W)	7.6
Police (Y)	0.3
Malaysian Arm Force (Z)	0.0
<b>Total Monthly Salary</b>	
RM2,000 and below	0.7
RM2,001 – RM4,000	18.8
RM4,001 – RM6,000	45.9
RM6,001 – RM8,000	19.8
RM8,001 – RM10,000	7.2
Above RM10,000	7.6
Total	100.0
Sample Size	303

The table showed that out of 303 respondents, both gender had the also equal distribution. From 303 respondents, 44.6% or 135 are male while the female respondents was 168 out of 303 which represents 55.4% of the total respondents. On the age, majority of the respondents were 31 – 40 years old with a total of 207 out of 303 (68.3%). 58 out of 303 or 19.1% was respondent age 41 – 50 years old. 8.3% or 25 out of 303 respondents was 21 – 30 years old and the least age group was 51 – 60 years old which was 13 out of 303 or equivalent to 4.3%.

On the status of marriage, most of the respondents were married with 231 out of 303 respondents were married or equivalent to 76.2%. Meanwhile, 20.8% or 63 out of 303 respondents were single. Next, 7 respondents were divorced with represented by 2.3% and only 2 respondents or 0.7% were widowed. In terms of race, majority of the respondents were Malay with a total number of 185 out of 303 respondents or 61.1%. The second largest race was Chinese with distribution of 27.7% or 84 out of 303 respondents. The third biggest race were not Indian but other races with 22 respondents or 7.3% of the total respondents. Indian respondents fall as fourth with 12 of them were Indian or 4% out of total samples.

In terms of education level, nowadays it is the trend that majority of the workforce are bachelor graduates. In this study, 163 out of 303 respondents had bachelor degree (53.8%). The next highest number of respondents were master degree holders with distribution of 35% or 106 respondents. 20 respondents had education level until STPM/A-level/Diploma or 6.6% from the total respondents. Only 9 respondents or 3% had the education level doctor of philosophy. Meanwhile, 1.3% or 4 respondents possessed professional certificates such as ACCA. Only 1 respondent (0.3%) finished at PT3/PMR/SPM/O level and joined public service.

The ministry that the respondents represented the most was from Prime Minister Department, with 66 respondents or 21.8% out of 303 respondents were from this department. Prime Minister Department is the biggest department which put agencies under supervision of Prime Minister and Minister at Prime Minister Department. The



next largest ministry that the respondents were from was Ministry of Finance with 53 respondents or 17.5% out of 303 respondents were from this ministry. Respondents from Ministry of Education were the third largest group with 27 or 8.9% from the respondents were at this ministry. Respondents from Ministry of Health and Ministry of Economic Affairs had the same number of participants, which was 21 respondents or 6.9% respectively.

Next, 18 of the respondents were from Ministry of Home Affairs which was 6.0% out of 303 respondents. Ministry of Domestic Trade & Consumer Affairs had 13 respondents (4.3%) participated in this study. Ministry of Housing & Local Development and Ministry of Water, Land & Natural Resources both had equal number of respondents, where 11 out of 303 respondents (3.6%) were from these ministries respectively. 10 out of 303 respondents or 3.3% were from Ministry of Agriculture and Agro-Based Industry.

There were 8 respondents (2.7%) were from Ministry of Energy, Science, Technology, Environment & Climate Change. Ministry of Transport contributed 7 respondents or 2.3% to the total respondents. 6 respondents or 2.0% were from Ministry of Tourism, Arts & Culture. Ministry of Women, Family & Community Development, Ministry of Human Resources, Ministry of Foreign Affairs and Ministry of International Trade & Industry had 4 respondents from each ministry (1.3%).

Three ministries with 3 respondents (1.0%) were from Ministry of Communications & Multimedia, Ministry of Primary Industries and Ministry of Federal Territories. Ministry of Defence and Ministry of Youth & Sport had 2 respondents from (0.7%) each ministry. There were only 1 respondent from Ministry of Entrepreneur Development and Ministry of Works. No response received from Ministry of Rural Development.

In the aspect of service classification, majority of the respondents were in Governance and Diplomatic (M) scheme with 203 out of 303 respondents or 67%. The next highest was from Financial (W) scheme which comprised of 7.6% or 23 respondents. The third largest group was from Economy scheme with 7.0% or 21 respondents. Administration and Support (N) scheme contributed 10 participants or 3.3%. There was 7 respondents (2.3%) were from Information System (F) scheme. Civil servants from Security & Civil Defence (K) and Social (S) had the same 2% or 6 respondents. Then, 7 respondents (1.6%) were from both Engineering (J) and Prevention (P) respectively. Three schemes had the same number of respondents, Education (D), Agriculture (G) and Legal & Judiciary (L) with 3 respondents (1.0%) from each scheme. Besides, Science (C) and Medical & Health (U) scheme also have same percentage of respondents which was 07% (2 respondents). Four schemes had the same number of 1 respondent (0.3%) which were Skills (H), Research & Development (Q), Maritime Enforcement (T) and Police (Y). There were no respondents from Transportation (A), Talent and Art (B) and Malaysian Arm Force (Z) scheme.

From the grade side, majority of the respondents were from 41 – 56 grade (86.1%). 23 respondents or 7.6% of the respondents were from 29 – 40 grade. Grade from 28 and below together with JUSA and above had almost the same number of participants, where 10 respondents was from 28 and below (3.3%) and 9 respondents were in JUSA and above (3.0%). In terms of number of years in service, quarter of the total respondents served 6 – 10 years with 41.6% or 126 respondents. Another quarter of the respondents or 106 respondents (35.0%) had served as civil servants between 11 – 20 years. Next, 15.8% or 48 respondents worked less than 5 years in public service. 19 out of 303 respondents (6.3%) had worked as government servants between 21 – 30 years. Only few respondents worked over 30 years which was 4 respondents or 1.3%.

Analysis of total monthly salary showed that 45.9% (139 respondents) were paid between RM4,001 – RM6,000. 19.8% or 60 of them had salary between RM6,001 – RM8,000. 57 respondents (18.8%) were paid RM2,001 – RM4,000. 23 respondents (7.6%) had salary above RM10,000. 7.2% or 22 respondents were paid RM8,000 – RM10,000 monthly and only 2 respondents (0.7%) had monthly salary of RM2,000 and below.

## **4.2 Structural Equation Model (SEM)**

In Chapter 3, the statistical technique used for this study were SEM for handling complex independent and dependent variables at the same time as it allows automatic correction if there are errors in measurement. It is a second generation multivariate data analysis method that is often used as it can test theoretically supported linear and additive causal models (Wong, 2013). Partial least squares path modelling emerged from Swedish econometrician Herman O.A. Wold which later evolved to partial least squares structural equation modelling (PLS-SEM). This procedure estimates the parameters of a set of equations in a structural equation model through combination of principal components analysis with regression-based path analysis (Sarstedt, Ringle, & Hair, 2019).

### **4.2.1 Internal Consistency Reliability**

Cronbach's alpha is the traditional criteria for evaluating internal consistency reliability which provides an estimate of the reliability based on the inter-correlations of the indicator variables. However, PLS-SEM prioritizes the indicators based on their individual reliability. In addition, Cronbach's alpha is sensitive to the number of items in the scale and prone to underestimate the internal consistency reliability. Therefore, composite reliability is used as it is more appropriate as Cronbach's alpha has limitations in the population. Composite reliability predicts the reliability based on inter-correlations of the indicator variables that must reach 0.60 in order to be accepted (Hair, Hult, Ringle, & Sarstedt, 2017).

Table 4.2: Reliability Statistics

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Compensation & rewards	0.897	0.901	0.921	0.661
Self-development opportunity	0.948	0.950	0.958	0.793
Working environment	0.916	0.937	0.935	0.705
Empowerment	0.931	0.950	0.946	0.746
Job satisfaction	0.790	0.888	0.855	0.528
Employees' motivation	0.956	0.957	0.965	0.822
Employees' performance	0.914	0.926	0.929	0.623

Based on the result in the table, the independent variables which are compensation and rewards (0.921), self-development opportunity (0.958), working environment (0.935), empowerment (0.946) scored above 0.90 while only job satisfaction recorded 0.855. This result showed high level of internal consistency as the data scored between 0.70 and 0.90 means the results have strong composite reliability.

Cronbach's alpha is used to measure reliability or internal consistency and it is used to test multiple question Likert scale surveys are reliable. The acceptable value is 0.7 and above (Tavakol & Dennick, 2011). The alpha values of compensation & rewards (0.897), self-development opportunity (0.948), working environment (0.916), empowerment (0.931) and job satisfaction (0.790) showed that the items are highly interrelated where the reliabilities are above 0.70.

#### **4.2.2 Convergent Validity**

Measurement model is important to be evaluated for measuring the validity of measurement which may affect the theoretical constructs of this study. In the measurement model, both discriminating validity and convergent validity are evaluated. Figure 4.1 illustrates the relationship among working environment, job satisfaction, self-development opportunity, compensation & rewards, empowerment as well as moderating effects of motivation on employee performance. The measurement model was evaluated prior to the introduction of the interaction terms of the moderating effect.

In Figure 4.1, EN1, EN2, EN3, EN4, EN5 and EN6 are the indicators for working environment. JF1, JF2, JF3, JF4, JF5 and JF6 are the indicators for job satisfaction. DV1, DV2, DV3, DV4, DV5 and DV6 are the indicators for self-development opportunity. CO1, CO2, CO3, CO4, CO5 and CO6 are the indicators for compensation and rewards. EP1, EP2, EP3, EP4, EP5 and EP6 are the indicators for empowerment. MO1, MO2, MO3, MO4, MO5 and MO6 are indicators for motivation. PF1, PF2, PF3, PF4, PF5, PF6, PF7 and PF8 are indicators for employee performance. The relationships of the hypothesis are navigated by the arrow between the variables with motivation as the mediator of this study.

Figure 4.1 Indicator Outer Loading and Path Coefficients among the Variables

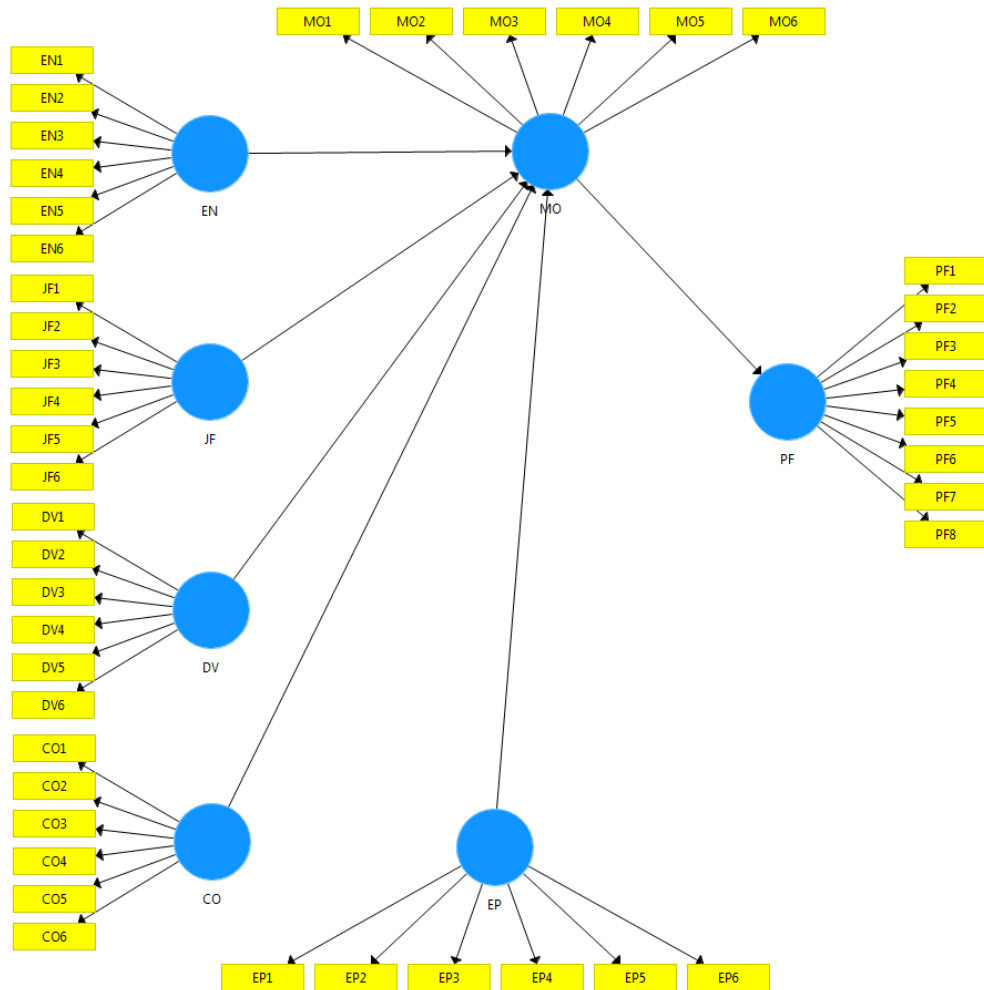


Table 4.3: Measurement Model

<b>Construct</b>	<b>Items</b>	<b>Loading</b>	<b>Cronbach's Alpha</b>	<b>CR</b>	<b>AVE</b>
Compensation and rewards	CO1	0.806	0.897	0.921	0.661
	CO2	0.866			
	CO3	0.745			
	CO4	0.750			
	CO5	0.813			
	CO6	0.887			
Self- Development Opportunity	DV1	0.879	0.948	0.958	0.793
	DV2	0.880			
	DV3	0.862			
	DV4	0.904			
	DV5	0.913			
	DV6	0.904			
Working Environment	EN1	0.873	0.916	0.935	0.705
	EN2	0.853			
	EN3	0.852			
	EN4	0.835			
	EN5	0.737			
	EN6	0.881			
Empowerment	EP1	0.889	0.931	0.946	0.746
	EP2	0.898			
	EP3	0.731			
	EP4	0.815			

<b>Construct</b>	<b>Items</b>	<b>Loading</b>	<b>Cronbach's Alpha</b>	<b>CR</b>	<b>AVE</b>
	EP5	0.915			
	EP6	0.919			
Job Satisfaction	JF1	0.429	0.790	0.855	0.528
	JF2	0.802			
	JF3	0.240			
	JF4	0.889			
	JF5	0.857			
	JF6	0.870			
Motivation	MO1	0.877	0.956	0.965	0.822
	MO2	0.924			
	MO3	0.931			
	MO4	0.902			
	MO5	0.887			
	MO6	0.916			
Employee Performance	PF1	0.720	0.914	0.929	0.623
	PF2	0.707			
	PF3	0.866			
	PF4	0.815			
	PF5	0.800			
	PF6	0.779			
	PF7	0.784			
	PF8	0.829			



Note:

AVE = Average Variance Extracted

CR = Composite Reliability

Next, the outer loadings for each construct were measured. Indicators of job satisfaction, JF3 was deleted because its outer loading is less than 0.4. Another indicator of job satisfaction, JF1 had outer loadings value of 0.429 which is greater than 0.4 but less than 0.7 also being removed as the magnitude of outer loadings is lower than 0.7. Based on the table above, all of the AVE are more than 0.5, hence it can be deduced that all the constructs meet the criteria of convergent validity and sufficient for further analysis. In addition, all the constructs have Cronbach's alpha greater than 0.70 which are valid and considered good. High value of Cronbach's alpha ranging from 0.70 to 0.95 means good inter-relatedness between items.

#### 4.2.3 Discriminant Validity

Table 4.4: Discriminate Validity Test

	CO	DV	EN	EP	JF	MO	PF
CO	<b>0.813</b>						
DV	0.507	<b>0.890</b>					
EN	0.424	0.593	<b>0.840</b>				
EP	0.520	0.630	0.494	<b>0.864</b>			
JF	0.470	0.716	0.644	0.603	<b>0.726</b>		
MO	0.505	0.647	0.546	0.613	0.808	<b>0.906</b>	
PF	0.346	0.443	0.383	0.526	0.547	0.628	<b>0.789</b>

The Fornell-Larcker criterion is a more conservative approach to assess discriminant validity. It compares the square root of the AVE values which should be greater than its highest correlation with any other construct. The logic is based on the idea that a construct shares more variance with its associated indicators than with any other construct. The square root of AVE (in bold) and the correlation between any two constructs were reported on the above table. In order to fulfill discriminant validity, the AVE square root value must be greater than all correlation between any two constructs.

In this study, the results shown that the AVE square root value in this study are greater than all correlation between any two constructs. Therefore, discriminant validity has been met.

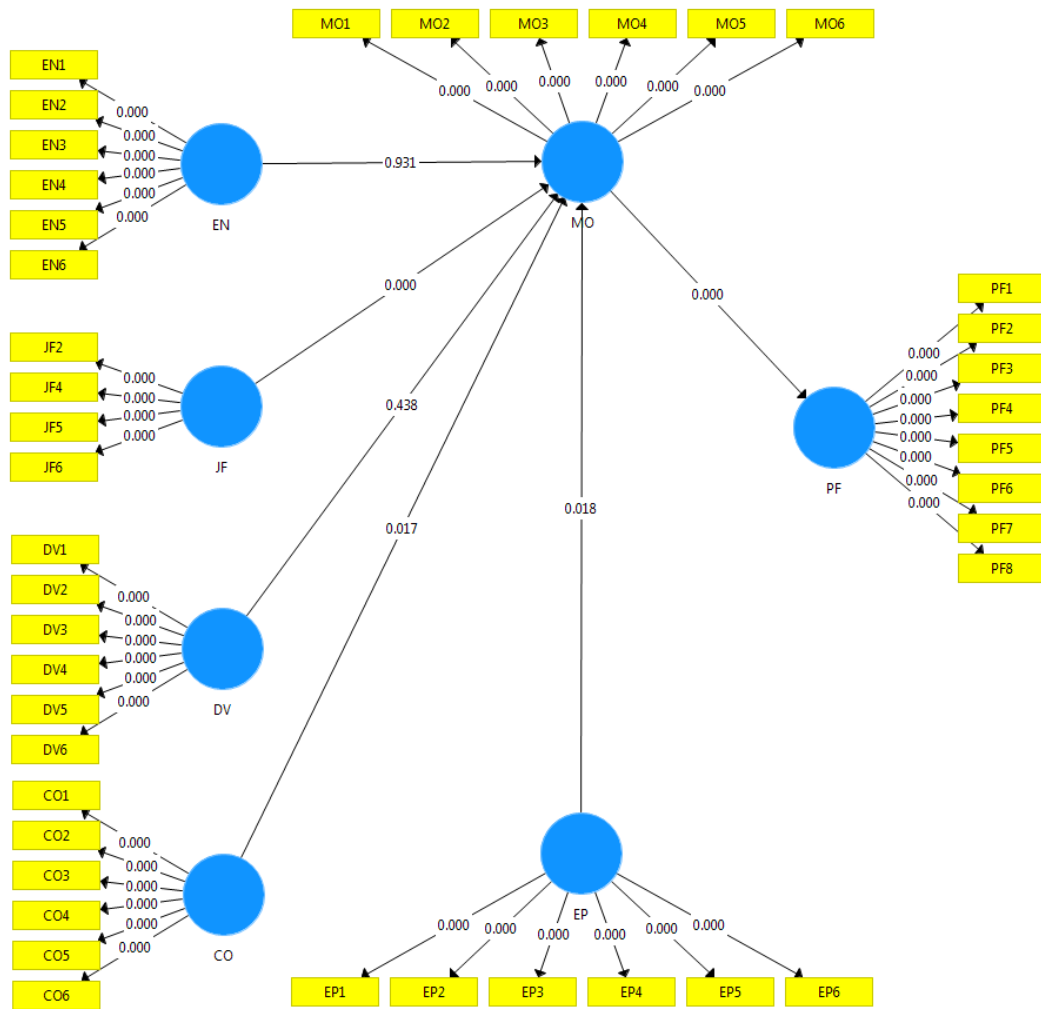
### 4.3 Structural Model (Inner Model)

#### 4.3.1 Hypothesis Testing

Table 4.5: Hypotheses Tests

Hyp.	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H <sub>1</sub>	Compensation & rewards -> Employee Performance	0.112	0.112	0.05	2.252	0.025
H <sub>2</sub>	Self-Development Opportunity -> Employee Performance	0.047	0.047	0.058	0.809	0.419
H <sub>3</sub>	Working Environment -> Employee Performance	-0.005	-0.004	0.062	0.087	0.931
H <sub>4</sub>	Empowerment -> Employee Performance	0.134	0.136	0.052	2.568	0.011
H <sub>5</sub>	Job Satisfaction -> Employee Performance	0.648	0.645	0.065	9.982	0.000
H <sub>6</sub>	Motivation -> Employee Performance	0.628	0.632	0.043	14.598	0.000

Figure 4.2: Bootstrapping Results



For the hypothesis to be significant, the p-value must be 0.05 or lower. From these six hypotheses, four hypotheses have significant results while the remaining two hypotheses reflected non-significant result. For compensation and rewards on employee performance, both variables showed significant relationship as the p-value = 0.025. As such, H<sub>1</sub> was supported.

There were two hypotheses that were not significant in this study. Self-development opportunity had non-significant relationship on employee performance as the p-value = 0.419. Thus, H<sub>2</sub> was not supported. Other than that, working environment did not significantly relate to employee performance with p-value = 0.931 which means H<sub>3</sub> was also not supported.

The other three hypotheses were found to be significant in this research. Empowerment had significant relationship on employee motivation with p-value = 0.011 which support validity of H<sub>4</sub>. Meanwhile, H<sub>5</sub> which investigate the relationship between job satisfaction and employee performance was significant with p-value = 0.000. Last, motivation significantly moderate employee performance as p-value = 0.000 which supported H<sub>6</sub>.

#### 4.3.2 Mediation Effect Analysis

Table 4.6: Total Effect and Indirect Effect

	Total Effect		Total Indirect Effect	
	Coefficient	P-Value	Coefficient	P-Value
CO -> MO	0.112	0.022		
CO -> PF	0.070	0.022	0.070	0.022
DV -> MO	0.047	0.426		
DV -> PF	0.029	0.425	0.029	0.425
EN -> MO	-0.005	0.930		
EN -> PF	-0.003	0.930	-0.003	0.930
EP -> MO	0.134	0.020		
EP -> PF	0.084	0.027	0.084	0.027
JF -> MO	0.648	0.000		
JF -> PF	0.407	0.000	0.407	0.000
MO -> PF	0.628	0.000		



The mediation relationship of the independent variables by employees' motivation towards employees' performance is determined by comparing the P-values 5% significant level from the indirect effect. First, the mediation relationship between compensation/rewards ( $P=0.022$ ) and employees' performance shows significant relationship which proves mediation effect on motivation. Hence,  $H_1$  is supported as there is mediation effect by employees' motivation on compensation/rewards towards employees' performance.

Second, the self-development opportunity ( $P=0.425$ ) shows insignificant mediation relationship towards the employees' performance. Therefore,  $H_2$  is not supported as employees' motivation has no mediation on self-development opportunity towards the employees' performance. Third, working environment ( $P=0.930$ ) does not show significant relationship with employees' performance indirectly. Hence,  $H_3$  is not supported where working environment is not mediated by employees' motivation towards employees' performance.

Fourth, the empowerment ( $P=0.027$ ) shows a mediating relationship on the employees' performance. The employees' motivation has mediating effect on empowerment towards the employees' performance. Therefore,  $H_4$  is supported as there is mediation by employees' motivation on empowerment towards employees' performance. Fifth, the job satisfaction ( $P=0.000$ ) shows that the strongest and significant mediating relationship. Therefore,  $H_5$  is supported as there is mediation by employees' motivation on job satisfaction towards employees' performance.

#### **4.4 Conclusion**

In this chapter, descriptive analysis was being conducted to analyze the demographic characteristic of the respondents. The measurement model is used to analyze the validity of the measurement that could affect this study's theoretical constructs. Next, the sensitivity of Collinearity between each variable is measured by structural model (inner model). H<sub>1</sub> showed positive relationship between compensation & rewards and employees' performance. H<sub>2</sub> reported no relationship between self-development opportunity and employees' performance. The result from H<sub>3</sub> also proved that there is no relationship between working environment and employees' performance. Meanwhile, there is significant relationship between empowerment and employees' performance for hypotheses H<sub>4</sub>. Hypothesis H<sub>5</sub> also showed that there is positive relationship between job satisfaction and employees' performance. Last, H<sub>6</sub> hypothesis showed that there is mediating relationship between employees' motivation and employees' performance. Further discussion on the findings, implication, limitations and recommendation will be covered in Chapter Five.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.0 Introduction

In this chapter, there will be academic discussions or even arguments about the findings from the Chapter 4. This chapter will conclude the study by reporting the statistical result to summarize the major finding of research results, highlights limitation and suggestion for future research. There will be recommendation included in this chapter for future study suggestion for researcher.

#### 5.1 Summary of Statistical Analysis

##### 5.1.1 Summary of Descriptive Analysis

Table 5.1: Descriptive Analysis

<b>Profile</b>	<b>Frequency</b>	<b>%</b>
<b>Gender</b>		
Male	135	44.6
Female	168	55.4



<b>Profile</b>	<b>Frequency</b>	<b>%</b>
<b>Age</b>		
21 – 30 years old	25	8.3
31 – 40 years old	207	68.3
41 – 50 years old	58	19.1
51 – 60 years old	13	4.3
<b>Marital Status</b>		
Single	63	20.8
Married	231	76.2
Divorced	7	2.3
Widowed	2	0.7
<b>Race</b>		
Malay	185	61.1
Chinese	84	27.7
Indian	12	4.0
Others	22	7.2
<b>Education Level</b>		
PT3/PMR/SPM/O Level	1	0.3
STPM/A-Level/Diploma	20	6.6
Bachelor Degree	163	53.8
Professional Certificates (Exp: ACCA)	4	1.3
Master Degree	106	35.0
Doctor of Philosophy	9	3.0

<b>Profile</b>	<b>Frequency</b>	<b>%</b>
<b>Ministry</b>		
Prime Minister Department	66	21.8
Ministry of Women, Family & Community Development	4	1.3
Ministry of Home Affairs	18	6.0
Ministry of Finance	53	17.5
Ministry of Defence	2	0.7
Ministry of Education	27	8.9
Ministry of Rural Development	0	0.0
Ministry of Economic Affairs	21	6.9
Ministry of Housing & Local Development	11	3.6
Ministry of Transport	7	2.3
Ministry of Communications & Multimedia	3	1.0
Ministry of Human Resources	4	1.3
Ministry of Agriculture and Agro-Based Industry	10	3.3
Ministry of Health	21	6.9
Ministry of Youth & Sport	2	0.7
Ministry of Entrepreneur Development	1	0.3
Ministry of Water, Land & Natural Resources	11	3.6
Ministry of Domestic Trade & Consumer Affairs	13	4.3
Ministry of Works	1	0.3
Ministry of Foreign Affairs	4	1.3
Ministry of Primary Industries	3	1.0

<b>Profile</b>	<b>Frequency</b>	<b>%</b>
Ministry of Energy, Science, Technology, Environment & Climate Change	8	2.7
Ministry of Federal Territories	3	1.0
Ministry of International Trade & Industry	4	1.3
Ministry of Tourism, Arts & Culture	6	2.0
<b>Grade</b>		
JUSA and above (Kumpulan Pengurusan Tertinggi)	9	3.0
41 – 56 (Kumpulan Pengurusan & Profesional)	261	86.1
29 – 40 (Kumpulan Pelaksana I)	23	7.6
28 and below (Kumpulan Pelaksana II)	10	3.3
<b>Years in Service</b>		
Less than 5 years	48	15.8
6 – 10 year	126	41.6
11 – 20 years	106	35
21 – 30 years	19	6.3
More than 30 years	4	1.3

<b>Characteristics</b>	<b>Frequency</b>	<b>%</b>
<b>Service Classification</b>		
Transportation (A)	0	0.0
Talent and Art (B)	0	0.0
Science (C)	2	0.7
Education (D)	3	1.0
Economy (E)	21	7.0
Information System (F)	7	2.3
Agriculture (G)	3	1.0
Skills (H)	1	0.3
Engineering (J)	5	1.6
Security & Civil Defence (K)	6	2.0
Legal & Judiciary (L)	3	1.0
Governance & Diplomatic (M)	203	67.0
Administration & Support (N)	10	3.3
Prevention (P)	5	1.6
Research & Development (Q)	1	0.3
Social (S)	6	2.0
Maritime Enforcement (T)	1	0.3
Medical & Health (U)	2	0.7
Financial (W)	23	7.6
Police (Y)	1	0.3
Malaysian Arm Force (Z)	0	0.0

<b>Characteristics</b>	<b>Frequency</b>	<b>%</b>
<b>Total Monthly Salary</b>		
RM2,000 and below	2	0.7
RM2,001 – RM4,000	57	18.8
RM4,001 – RM6,000	139	45.9
RM6,001 – RM8,000	60	19.8
RM8,001 – RM10,000	22	7.2
Above RM10,000	23	7.6
<b>Total</b>	<b>303</b>	<b>100.0</b>

The table showed that the number of female respondents is slightly higher than male respondents. The highest number of respondents fall between 31 – 40 year old and most of them are married. Malay respondents comprises the largest race group and most of the respondents are degree graduates. Majority of the respondents are from Prime Minister Department and Ministry of Finance, while most of the respondents are from governance & diplomatic (M) scheme. In terms of grade, majority are from 41 – 56 grade. Most of them are working between 6 – 10 years and earn RM4,001 until RM6,000.

### 5.1.2 Summary of Inferential Analysis

Table 5.2: Summary of Hypothesis Testing

<b>Hypothesis</b>	<b>Path Coefficient</b>	<b>P-Value</b>	<b>Outcome</b>
H <sub>1</sub> : Compensation & rewards has positive relationship with employees' performance.	0.014	0.025	Significant
H <sub>2</sub> : Self-development opportunity has positive relationship with employees' performance.	0.424	0.419	Insignificant
H <sub>3</sub> : Working environment has positive relationship with employees' performance.	0.926	0.931	Insignificant
H <sub>4</sub> : Empowerment has positive relationship with employees' performance.	0.013	0.011	Significant
H <sub>5</sub> : Job satisfaction has positive relationship with employees' performance.	0.000	0.000	Significant
H <sub>6</sub> : Motivation has positive mediation with the above relationship.	0.000	0.000	Significant

The table showed that compensation & rewards, empowerment and job satisfaction have positive and significant relationship with employees' performance. These variables are also significantly mediated by employees' motivation. However, self-development opportunity and working environment have insignificant relationship with employees' performance. Besides that, these variables also have insignificant mediation effect by employees' motivation.

## **5.2 Discussion of Major Findings**

### **5.2.1 Compensation and rewards**

The result showed that compensation and rewards has significant relationship with job performance. The result from this study is same as previous research which highlighted that compensation as a predictor of organizational performance. The previous study also acknowledge the role of compensation in influencing employee performance and subsequently organizational performance. Compensation play an important role to enhance employees' work commitment and maintain them in the organization, regardless of the size of the organization (Subramaniam et al., 2011).

### **5.2.2 Self-development opportunity**

Next, self-development opportunity tested in this study proved that this variable has insignificant effect on job performance. Most of the literature showed that self-development has positive relationship on employees' performance in business school faculty (Ahmed, Ahmad, & Channar, 2016), telecommunication industry (Nassazi, 2013) and even banking industry conducted by UTAR students (Lam, Lau, Ng, Shua, & Teh, 2011). There might be varies in terms of self-development in Malaysia public sector which caused the insignificant results.

### **5.2.3 Working environment**

In this study, working environment does not have significant relationship with employees' performance. Research conducted at Brandix Intimate Apparel in Sri Lanka showed that physical working environment has positive effect on employees' performance (Lankeshwara, 2016). Previous literature review also showed positive relationship at various industries. As working environment at all ministries/departments in Putrajaya are being well taken off by the employer, therefore

the government servants do not feel that the current working environment has effect on their job performance.

#### **5.2.4 Empowerment**

From this research, it was discovered that empowerment has significant effect on employees' performance through significant relationship in SmartPLS. This finding support previous research that employee's performance will improve when they are empowered with freedom, authority and opportunities to make decision to contribute their jobs to the organization (Chen, 2011). In another research, there is positive relationship between psychological empowerment and performance of the employees (Ke & Zhang, 2011). Additional research also reported that empowerment is a very significant element in enhancing individual performance which will improve overall organizational performance (Awamleh, 2013).

#### **5.2.5 Job Satisfaction**

The outcome in job satisfaction showed that this variable has positive relationship with employees' performance. This result is supported by previous study conducted at health department in Pakistan which showed that job satisfaction must be paid attention in order to enhance employees' performance (Khan, Nawaz, Aleem, & Hamed, 2012). The similar finding was also found at China's insurance company which confirmed the positive impact of job satisfaction have indirect impact on job performance (Fu & Deshpande, 2014).

#### **5.2.6 Motivation as mediator**

The result showed that employees' motivation has significant mediating effect on employees' performance. This finding was similar to research conducted on global banks in Istanbul where extrinsic and intrinsic motivation have impact on employee performance (Güngör, 2011).



## **5.3 Implications of the Study**

### **5.3.1 Theoretical Implications**

First, three independent variables (compensation & rewards, empowerment and job satisfaction) showed significant relationship on employees' performance with motivation as mediator. This research finding contributes to the body of knowledge since this conceptual framework was modified by combining different independent variables in order to investigate government servants' performance. The empirical evidence also supported by past studies from different local and international researchers. This study is a very new attempt, as most of the past studies are done at either within an organization, state government or overseas.

Next, this research confirms that compensation has impact on employees' performance. This finding confirmed expectancy theory which stated that compensation can influence employees' performance. After they had accomplished their job with excellence, they expect to receive favourable reward (Subramaniam et al., 2011). Third, significant relationship of empowerment on employees' performance also confirmed Kanter's Theory that when power is available, work is possible (Paris & Terhaar, 2010). Fourth, the analysis showed that there is positive relationship between job satisfaction and employees' performance. This finding supports the Herzberg's motivation-hygiene theory that positive relationship between satisfaction and performance (Yao, Chen, & Cai, 2013).

The positive mediating effect of motivation on employee's performance proves the Maslow's hierarchy of needs theory. For the employees to become motivated and thus increase performance, their needs must be satisfied. Compensation and rewards are similar to physiological needs while job satisfaction is produced from love and belonging to the organization. Last, empowerment is belong to self-esteem as power and freedom to do work is also a form of motivation to increase job performance (Amani & Shabahang, 2017).

### **5.3.2 Practical Implications**

Overall the results from this research could bring benefits to the government as employer to increase government servants' performance. This finding could provide insights for JPA to motivate government servants and improve their job performance. JPA can conduct surveys by designing questionnaires which will be more specific and comprehensive study for example on compensation and rewards. Thus, the compensation and rewards system will be oriented on performance as motivation to the hard working employees. The current RM500 to all civil servants announced in Budget 2020 (The Star Online, 2019) will be financial burden to pay to 1.7 million civil servants in Malaysia.

Next, the findings from this research will highlights the variables that affect government servants' performance to the cabinet of Malaysia. As government servants are the big number of human resource in operating the civil service, the cabinet should pay close attention to the factors that will affect the performance of government servants. As the variables studied are more towards intrinsic motivating factors, the policy made by the cabinet which will be tabulated at parliament for approval needs to include the literature research in Malaysian public sector.

Finally, this research will contribute to the field of literature knowledge as comparison or reference to create more researches about government servants' performance. This topic will caught the interest of academicians as the development of Malaysia is largely depend on the performance of government servants. The future findings if similar will made the variables much more solid and convincing while the limitations faced by the researcher will be improved by the suggestions added as counter measure to increase the accuracy of the research.

#### **5.4 Limitation of the Study**

There are few limitation faced by researcher when conducting this research. First, this study is conducted only at Federal Government Administrative Centre of Malaysia which is Putrajaya and Kuala Lumpur. The result from this study does not apply on government servants working at state where the factors of differences such as organizational structure, work load, culture, cost of living and others might affect the outcome of the study.

Second, most of the respondents are aged between 31 – 40 years old, represents for 68.3% of total populations. This mean that the views and opinions are largely from these group of respondents which might be not accurate to summarize the findings are from various age group among government servants. Other demographic factor, imbalance in terms of schemes, grades and ministries also will contribute to data inaccuracy as the outcomes of the research are from majority group of respondents.

Third, the language used in this research is in English language which also become another limitation to this study. As the Malaysia government servants use Bahasa Malaysia language as medium of communication, some of the respondents could not fully understand the questions as English is used in setting the questionnaire. Due to some level of government servants are not English educated and work as supporting staff, the participation rate is low and researcher need to approach and guide them in filling the questionnaire. Thus, it is time consuming when it comes to collecting data from those group of respondents who do not understand the questionnaire.

## **5.5 Recommendation for Future Research**

As an improvement for future research, there are few suggestions proposed from this study. The first suggestion is to conduct research at federal, state government and local authority so that the findings will cover all categories of government servants. As each kind of government has different organizational structure and geographical location, the findings will be much more comprehensive and future policy implemented on the right target group.

As countermeasure to second limitation, researchers are recommended to average the amount of target respondents to represent each demographic group especially agency, service classification and grade. The reasons are different agency will have different working environment, different scheme will have different job satisfaction from work load while different grade will reflect different expectation on compensation and rewards. Thus, the results gained will be accurate data to study factors affecting job performance of overall government servants.

In order to overcome the communication barrier in conducting the research, the last recommendation is the usage of both English language and Bahasa Malaysia on the survey. This will overcome the problem of language barrier which is also making the process of collecting data became difficult. As for standardizing the meaning of both language, the researcher suggests that for proofreading, the Bahasa Malaysia questionnaire can be sent to Dewan Bahasa & Pustaka, a Malaysian government language agency to proofread the meaning so that the questions match the meaning in English. This can be done by establish the collaboration research with Jabatan Perkhidmatan Awam (JPA), Malaysian public service department as the finding will benefit the research knowledge and this agency as policy maker.

## **5.6 Conclusion**

The main objective of this research was to study the job performance among government servants in Malaysia. SmartPLS was used to analyze the data collected to test the hypotheses. The findings show significant relationship between independent variables (compensation/rewards, empowerment and job satisfaction) and employees' performance. Employees' motivation also have mediating effect on these variables. Meanwhile, working environment and self-development opportunity do not have direct and mediating relationship with job performance. Hence, this study can be informative and beneficial to the ministers at cabinet, Malaysian Public Service Department (PSD), human resource department at ministries/agencies in helping them to improve or maintain the performance of government servants.

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**A STUDY OF EMPLOYEE PERFORMANCE AMONG  
CIVIL SERVANTS IN MALAYSIA**

Dear Sir/Madam,

First of all, I would like to express my gratitude and thanks to you for participating in this survey. I'm Lim Song Huat, currently pursuing Master of Business Administration (MBA) at Universiti Tunku Abdul Rahman (UTAR). As part of the fulfilment of my MBA program, I am required to conduct this research and I appreciate your participation in this survey.

This survey will provide helpful insights into the public service, particularly for ways to motivate and improve the performance of civil servants, thus benefiting both the government and civil servants in Putrajaya. Please be informed that all information collected from this survey is solely for this research project only. All the information provided by you will be treated strictly private and confidential and only for use in this study.

This survey will only take approximately 5-10 minutes and your participation is very much appreciated. If you have any question on this survey, please do not hesitate to contact me through my mobile 012-9099899 or email [songhuat3@gmail.com](mailto:songhuat3@gmail.com).

Yours sincerely,

Lim Song Huat  
17UKM01522

## Section A: Respondent's Profile

Please tick (✓) according to the answers in the boxes that best represents you.

### 1. Gender

Male

Female

### 2. Age

21 – 30 years old

31 – 40 years old

41 – 50 years old

51 – 60 years old

### 3. Marital status

Single

Married

Divorced

Widowed

### 4. Race

Malay

Chinese

Indian

Others

### 5. Education level

PT3/PMR/SPM/O Level

STPM/ A- Level/ Diploma

Bachelor Degree

Professional Certificates (Exp: ACCA)

Master Degree

PhD

### 6. Ministry

Prime Minister Department

Ministry of Women, Family & Community Development

Ministry of Home Affairs

Ministry of Finance

Ministry of Defense

Ministry of Education

Ministry of Rural Development

Ministry of Economic Affairs

	Ministry of Housing & Local Development
	Ministry of Transport
	Ministry of Communications & Multimedia
	Ministry of Human Resources
	Ministry of Agriculture and Agro-Based Industry
	Ministry of Health
	Ministry of Youth & Sport
	Ministry of Entrepreneur Development
	Ministry of Water, Land & Natural Resources
	Ministry of Domestic Trade & Consumer Affairs
	Ministry of Works
	Ministry of Foreign Affairs
	Ministry of Primary Industries
	Ministry of Energy, Science, Technology, Environment & Climate Change
	Ministry of Federal Territories
	Ministry of International Trade & Industry
	Ministry of Tourism, Arts & Culture

## 7. Service Classification

	Transportation (A)		Talent and Art (B)
	Science (C)		Education (D)
	Economy (E)		Information System (F)
	Agriculture (G)		Skills (H)
	Engineering (J)		Security & Civil Defense (K)
	Legal & judiciary (L)		Governance & Diplomacy (M)
	Administration & Support (N)		Prevention (P)
	Research & Development (Q)		Social (S)
	Maritime Enforcement (T)		Medical & Health (U)
	Financial (W)		Police (Y)
	Malaysian Arm Force (Z)		



8. Grade

<input type="checkbox"/>	JUSA and above (Kumpulan Pengurusan Tertinggi)
<input type="checkbox"/>	41 – 56 (Kumpulan Pengurusan & Profesional)
<input type="checkbox"/>	29 – 40 (Kumpulan Pelaksana I)
<input type="checkbox"/>	28 and below (Kumpulan Pelaksana II)

9. Year in Service:

<input type="checkbox"/>	Less than 5 years
<input type="checkbox"/>	6 – 10 year
<input type="checkbox"/>	11 – 20 years
<input type="checkbox"/>	21 – 30 years
<input type="checkbox"/>	More than 30 years

10. Total monthly salary

<input type="checkbox"/>	RM2,000 and below
<input type="checkbox"/>	RM2,001 – RM4,000
<input type="checkbox"/>	RM4,001 – RM6,000
<input type="checkbox"/>	RM6,001 – RM8,000
<input type="checkbox"/>	RM8,001 – RM10,000
<input type="checkbox"/>	Above RM10,000

**Section B: Independent Variables Related Questions**

*Please circle the most appropriate answer that represents your best interest from the statement. The selection band is range from 1 to 6, which 1 is strongly disagree while 6 is strongly agree.*

No.	Statement	Strong Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
<b>Working Environment</b>							
1.	The current furniture at my workplace allows me to do my job better.	1	2	3	4	5	6
2.	My workplace layout is sufficient for me to perform well in finishing my jobs.	1	2	3	4	5	6
3.	The current working environment such as lighting, ventilation and sound help me to perform my job well.	1	2	3	4	5	6
4.	The current safe work environment helps me to perform my job well.	1	2	3	4	5	6
5.	The positive workplace culture helps me to perform my job well.	1	2	3	4	5	6
6.	I am satisfied with my current working environment.	1	2	3	4	5	6
<b>Job Satisfaction</b>							
1.	I am satisfied with the flexible working hours offered by my organization.	1	2	3	4	5	6
2.	Most days I am enthusiastic about my work.	1	2	3	4	5	6
3.	Each day at work seems like it will never end.	1	2	3	4	5	6
4.	I find real enjoyment in my work.	1	2	3	4	5	6

No.	Statement	Strong Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
5.	I am satisfied with the allocation of work in my organization.	1	2	3	4	5	6
6.	I feel fairly well satisfied with my present job.	1	2	3	4	5	6
<b>Self-Development Opportunity</b>							
1.	My organization establishes a clear view of work roles and increase performance through training programs.	1	2	3	4	5	6
2.	My organization encourages me to make criticisms, which contribute more to productivity and productions via raining programs.	1	2	3	4	5	6
3.	My organization uses training programs to improve my skills and knowledge for my efficient performance.	1	2	3	4	5	6
4.	My organization provides an opportunity for career advancement in the long run.	1	2	3	4	5	6
5.	My organization is dedicated to my performance development.	1	2	3	4	5	6
6.	I am satisfied with the opportunity given for self-development using my talents and expertise in my organization.	1	2	3	4	5	6
<b>Compensation and Rewards</b>							
1.	My salary is adequate for my living expenses.	1	2	3	4	5	6

No.	Statement	Strong Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
2.	I feel appreciated by the organization when I think about the salary they pay me.	1	2	3	4	5	6
3.	I feel satisfied with the fringe benefits provided in my organization such as housing loan, leave, allowances etc.	1	2	3	4	5	6
4.	I feel my efforts are rewarded the way they should be. Such as promotion, Anugerah Perkhidmatan Cemerlang, etc.	1	2	3	4	5	6
5.	Public service has an appropriate salary scale.	1	2	3	4	5	6
6.	I am satisfied with compensation and rewards offered by my organization.	1	2	3	4	5	6
<b>Empowerment</b>							
1.	I have significant autonomy in determining how I do my job.	1	2	3	4	5	6
2.	I'm allowed to do almost anything to provide a high-quality job.	1	2	3	4	5	6
3.	Minimum supervision is given by my supervisor to perform my work activities.	1	2	3	4	5	6
4.	I have a lot of control over how I do my job.	1	2	3	4	5	6
5.	I'm allowed to perform my job the way I think most appropriate.	1	2	3	4	5	6
6.	I am satisfied with empowerment given by my organization.	1	2	3	4	5	6

**Section C: Mediator Variables Related Questions**

*Please circle the most appropriate answer that represents your best interest from the statement.*

*The selection band is range from 1 to 6, which 1 is strongly disagree while 6 is strongly agree.*

No.	Statement	Strong Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
<b>Motivation</b>							
1.	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6
2.	I find the work that I do full of meaning and purpose.	1	2	3	4	5	6
3.	I am enthusiastic about my job.	1	2	3	4	5	6
4.	I am proud of the work that I do.	1	2	3	4	5	6
5.	I feel happy when I am working intensely.	1	2	3	4	5	6
6.	I am motivated to performance in my organization.	1	2	3	4	5	6

**Section D: Dependent Variables Related Questions**

*Please circle the most appropriate answer that represents your best interest from the statement. The selection band is range from 1 to 6, which 1 is strongly disagree while 6 is strongly agree.*

No.	Statement	Strong Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
<b>Employee Performance</b>							
1.	I adapt quickly to different situations.	1	2	3	4	5	6
2.	I have all the skills needed to perform my job very well.	1	2	3	4	5	6
3.	I am competent and confident in performing my job.	1	2	3	4	5	6
4.	I willingly accept change in my organization.	1	2	3	4	5	6
5.	I proactively identify future challenges and opportunities.	1	2	3	4	5	6
6.	My work has a great impact on my organization.	1	2	3	4	5	6
7.	I am willing to take on new tasks as needed.	1	2	3	4	5	6
8.	I am satisfied with my performance in the organization.	1	2	3	4	5	6

**- Thank You for Your Participation-**