FACTORS INFLUENCING JOB PERFORMANCE IN SELANGOR'S CONSTRUCTION INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the FYP.

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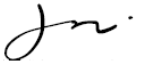
4. Loi Chiang Hong	20ABB05385	

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DEDICATION

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List of Abbreviations

GDP	Gross Domestic Product
JP	Job Performance
JS	Job Satisfaction
OC	Organizational Culture
WE	Working Environment
WS	Work Stress
SPSS	Statistical Package for Social Sciences

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Preface

According to the Undergraduate Bachelor of Business Administration (Hons) requirement, this research project has been done. We would like to thank Dr. Ravindran a/l Nadarajan, our supervisor, and Ms. Lim Yong Hooi, our second examiner, for providing guidance and advice during the completion of this study.

Our research title is "Factors Influencing Job Performance in Selangor's Construction Industry". Work stress, working environment, job satisfaction, and organizational culture are the four independent variables utilized in this study. This job performance level in the construction industry is our study's dependent variable.

The construction sector is the foundation of the economic development of every nation. However, Malaysia's construction industry is still suffering financial losses, and it has been discovered that the performance is dropping. Poor performance will bring numerous problems to organizations, governments, industries, and countries. Therefore, we identified the four independent variables and examined the relationship between independent variables and job performance to understand the factors influencing job performance in the construction industry.

We hope that the findings of our study will be valuable and helpful for scholars in understanding the relationship between the independent variables and job performance in the construction industry.

Abstract

A survey shows that Malaysia's construction industry is grappling with a very significant issue where businesses in the sector have been losing money for a very long time. The performance of the employees is shown to have a negative impact on the performance of the organization, but it is unknown what factors exist in the construction business that have an impact on employee performance. Thus, this study aims to investigate the relationship between the independent variables (IVs) of work stress, work environment, job satisfaction, and organizational culture and the dependent variable (DV) of job performance among construction workers in Selangor, Malaysia. performance of Selangor, Malaysian, construction workers. Therefore, a deeper discussion of the connections between each IV and DV will be made in this study.

In this study, 385 online questionnaires were given to Selangor's top four construction firms. The Statistical Package for Social Sciences (SPSS) will be used to run the data collected from the respondents to get accurate results for analysis and interpretation. The link between DV and IV will also be shown using inferential techniques like multivariate regression analysis and Pearson's correlation coefficient.

In summary, the findings of this study show that there is no significant association between the work environment and the performance of construction employees, but there is a significant relationship between DV and three of the independent variables, including job satisfaction, work stress, and organizational culture. The main findings, their implications, limitations, and recommendations are discussed in this paper.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

In this study, we are investigating the factors influencing job performance in the construction industry in Selangor. Our research goal is to analyse the factors influencing job performance in the construction industry. This chapter will discuss the research background, problem statement, research objective, research question, research hypotheses, research significance, the overall chapter layout, and chapter summary.

1.1 Research Background

Job performance can be described simply as the tasks that employees have done and how they perform. Job performance is crucial because employees' behavior directly and indirectly affects organizational goals (Sittar, 2020). The construction sector is the foundation of the economic development of every nation; consequently, it determines the role of every sector at all levels of an economy (Alaloul et al., 2021). Positively correlated with the prosperity of all economies, the construction industry can be viewed as an economic engine in both developing and developed nations. Effective construction industry management leads to higher living quality, including more tourism, a more sustainable environment, increased job creation across the nation (Alaloul et al., 2021). Good job performance in the construction industry refers to employees completing their tasks on time, ensuring the completed products' quality, satisfying customers, meeting safety requirements, and more (Kadir, 2022). According to Bhuinyan et al. (2019), job performance is essential for the construction industry to grow, affecting organizational and industrial productivity because the industry heavily relies on labor.

However, Malaysia construction sector's share to the GDP decreased from 4.7% in 2015 to 3.6% in 2021 (Statista, 2021). Zukri (2022) reported that in 2022, 60% of projects are only at the halfway completed, with many others at 30%. The bursa construction index also decreased by 3.67 percent in 2022 (Zukri, 2022). Besides, Yap et al. (2019) found that this resulted due to employee absenteeism where there is 24% decrease in productivity, which caused project delays with high turnover rates. If workers absent from work the temporary or other employees are frequently used as replacements, resulting in inferior product quality and decreased job performance (Soewin & Chinda, 2018). All of these evidences indicates that the job performance in Malaysia construction industry need improvement.

Poor performance in the construction sector may bring up numerous issues, with the products' quality that may lead to safety concerns is the most important issue. Abas et al. (2020) mentioned that poor performance in Malaysia's construction result in unsafe product's conditions, thereby result in accidents and adversely influence the construction projects' safety performance. Due to the unqualified product quality, higher costs result from poor performance because rework and project delays will require a large budget (Shaikh et al., 2020). Consequently, this damages the industry reputation, deteriorates investors' confidence, decreases industry investment, and undermines the industry development. The economy also will be affected since construction industry development may be undermined, and the industry contributes a high percentage to the GDP. Therefore, the job performance in Malaysia's construction industry must keep improving to reduce the impact of poor performance.

Since the majority of researchers examine more on the job satisfaction and participation of construction workers, only fewer studies have been conducted on job performance in Malaysia's construction industry. Therefore, this research will investigate the factors, including work stress (WS), job satisfaction (JS), work environment (WE), and organizational culture (OC), that influence job performance (JP) in the construction industry.

1.2 Problem Statements

The Malaysian construction industry has been experiencing persistent losses of money as a result of delays in a number of building projects, of which 17.3% have encountered major schedule issues due to delays in Malaysia (Md Yusof et al, 2021). In the third quarter of 2021, Malaysia's construction output decreased by 10.5%. One of the reasons for delays because lack of talent and career advancement, which results in poor performance within the organisation. In 2019, 28.3% of employees left the sector, primarily because of their jobs getting harder (Lee & Chan, 2022). Since the construction industry relies so largely on labour, it has been established that each of the problems the Malaysian construction sector is experiencing is directly related to employee performance (Yap et al., 2019).

According to Prattis et al. (2015), employee performance is one of the most crucial concerns that organisations need to address because it directly influences how the organization is managed, funded, and grows. Performance is affected in many factors and one of it is related to employee's work stress (Wu et al, 2019). Which become persistent issue in the construction sector with long working hours, which can cause to the physical and mental issues. The booming economic development projects have resulted in a sharp rise in workplace stress. As a result, these workers put in a lot of overtime to finish the job, which created a stressful environment (Seth et al., 2021). Employees struggled to obtain enough sleep as a result, which affected their performance (Moshood et al., 2021).

Thus, the workers experienced health issues due to work fatigue and a lack of sleep (Bernama, 2017). This phenomenon also appears to have an impact to the construction sector, which nearly 70% of workers experience anxiety, depression, and stress as a result of having to work irregular hours, particularly on the weekends (Sunindijo & Kamardeen, 2017). According to Sunindijo & Kamardeen (2017), a variety of workplace stresses, including poor work site conditions, organisational culture, and heavy workloads, can have a negative impact on an employee's performance in the construction. In addition, it was discovered that roughly one-third of workers in the construction industry had trouble getting time off, which

made it harder for them to perform well at work and hurt their psychological well-being (Bahadursingh, 2021).

Therefore, when employee feel stress they will become angry, frustrated, and annoyed, which will make them start to become negative at work, thus affecting their performance, which ultimately leads to a decrease in the productivity of the organisation and makes the organisation incur more costs (Imran, 2015). Since stress can occasionally be transformed into motivation that improves employee performance, Rizwan et al. (2014) found no significant relationship between work stress and job performance. While productivity and employee performance are both directly impacted by job satisfaction, it has been acknowledged as one of the major workplace challenges in contemporary organizations (Hoboubi et al., 2017). However, other findings indicate otherwise. According to Pawirosumarto et al. (2017), job satisfaction and job performance have no significant correlation between them.

Additionally, workplace conditions significantly affect employee performance, as prolonged exposure to unfavourable conditions can harm health and lead to poor job performance (Raziq & Maulabakhsh, 2015). However, the impact of the work environment on job performance is debated. Pavilosumato et al. (2017) argue that it primarily influences job satisfaction rather than having a direct effect on job performance. In addition, organizational culture is another key factor. Naranjo-Valencia et al. (2016) assert a direct link between organizational culture and job performance, stating that strong cultures positively influence employee behaviour, supporting business growth and profitability. In contrast, Pawirosumarto et al. (2017) claim that organizational culture does not significantly impact job performance. They argue that in traditional firms, weak organizational cultures fail to guide employee norms and behaviours effectively.

Academic research in the construction sector has primarily focused on job satisfaction, emphasizing its importance for productivity, as noted by Alzubi et al. (2021), Anin et al. (2015), and Lai et al. (2013). Similarly, studies on employee engagement, such as Othman et al. (2019), have highlighted its prevalence as a significant human resources issue that detrimentally affects output, client satisfaction, and organizational success. However, there's a noticeable research gap

specifically addressing job performance in the Malaysian construction sector, which is still in development. Thus, this study aims to address this gap by exploring the factors influencing job performance. The insights gained can help construction organizations improve their staffing methods and working conditions. Furthermore, the study could offer valuable recommendations to the government regarding projects, programs, and regulations in the construction industry, ultimately contributing to its growth and success.

Job performance is of utmost importance in the Malaysian construction industry, as it significantly contributes to both financial and non-financial aspects of an organization's success. According to DanRH (2023), poor performance not only negatively impacts an organization's overall performance but also puts additional demands on personnel, forcing them to put in more hours to accomplish objectives and keep profits up. This issue has broader implications, as the construction industry's job performance serves as a gauge of a country's development, impacting the national economy. Selangor, with its substantial concentration of 899,697 construction workers (Statista, 2022), is particularly affected. For the Malaysian construction sector to succeed and, consequently, for the country's economic development, it is crucial to identify and manage job performance issues.

In order to identify solutions to the present challenges and issues experienced by the employees, it is required to conduct a study on the factors affecting the performance of employees in the construction industry. A total of 384 employees in Selangor's construction industry will get questionnaires as part of this study, and the findings will be verified using Pearson correlation coefficients analysis and multiple regression analysis.

1.3 Research Objectives

1.3.1 General Objective

To investigate the factors influencing JP in Selangor's construction industry.

1.3.2 Specific Objective

1. To examine whether the WS influenced JP in Selangor's construction industry.

2. To examine whether the JS influenced JP in Selangor's construction industry.

3. To examine whether the WE influenced JP in Selangor's construction industry.

4. To examine whether the OC influenced JP in Selangor's construction industry.

1.4 Research Questions

1.4.1 General Research Questions

What are the factors influencing JP in the construction industry?

1.4.2 Specific Research Questions

i. Does WS affect JP in the construction industry?

ii. Does JS affect JP in the construction industry?

iii. Does WE affect JP in the construction industry?

iv. Does OC affect JP in the construction industry?

1.5 Research Significant

Good job performance is important for every company and industry. It reveals the work outcomes attained for each job function during a given time period (Wu et al, 2019). The construction industry keeps changing because of its technology, development steps, and budgets uncertainties. This caused the construction project to become more complicated, and the project team need to deal with the unexpected changes. This lower down job performance may affect the industry's productivity and the country's economy. This study will examine the relationships between work stress, job satisfaction, the work environment, organizational culture, and job performance. This research will also provide recommendations regarding the factors organizations should prioritize to enhance performance and effectiveness. Consequently, this research will collect relevant data to assess their relationship.

1.5.1 Construction Organization

This study helps the improvement of manpower management practices based on recognized factors by providing construction organizations with an in-depth knowledge of the factors that influence job performance. This can enhance project outcomes, lower expenses, and boost competitiveness for the construction organizations.

1.5.2 Construction Employees

Companies may have gained a greater understanding of employee needs as a consequence of this research. Therefore, this study can improve the working conditions of employees like increasing job satisfaction and decreasing job stress. Furthermore, this research can guide employees for their personal improvement and career decisions with the knowledge of identified factors.

1.5.3 Government

This study can provide governments with ideas for developing useful policies, regulations and initiatives. This study also helps governments to solve issues related to productivity as well as the products safety and quality. It helps to make informed decisions and creates the right environment for the construction industry to grow.

1.5.4 Researchers

Future researchers who want to conduct additional studies on relevant topics may find this helpful research. It provides guidance and data support regarding the causes influencing job performance in Selangor's construction industry.

1.6 Chapter Layout

Chapter 1: Introduction

Research background and research problem are presented in this chapter. This introduction also mentions the independent and dependent variables. This section

also contained the research introduction, objectives, research hypotheses, research questions of study, significance, research structure, and chapter summary.

Chapter 2: Literature Review

In this part, literature reviews assess all secondary data sources, including online, journal, and magazine articles. The underlying theory, a review of related theoretical models, a theoretical structure, and the hypotheses formation are all included in this section.

Chapter 3: Methodology

This part discusses the design of study, gathering data tactics, sampling design, research tool, construct of measurement, and data analysis techniques. A summary of the findings from the pertinent respondents will be provided in this chapter.

Chapter 4: Research Results

This section presents the findings from the data collected by delivering questionnaires to the target respondents. The outcome will be produced using the Statistical Package for Social Sciences (SPSS). The outcome will be examined through descriptive, scale measurement, and inferential analysis.

Chapter 5: Discussion and Conclusion

This chapter will discuss the key findings, the study's implication, research limitations, and recommendations for further investigation. The conclusion will show in this chapter.

1.7 Conclusion

This chapter described the research problem, presented the overall structure, and detailed our research background. In this chapter, we also established the study's hypotheses by examining whether there was a significant connection between the identified factors and job performance. The literature evaluation and theoretical framework will be shown and conducted in the subsequent chapters.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In chapter 2, a comprehensive examination will be conducted on the dependent variable (DV) and independent variable (IV). This research investigated the correlation between job performance and a number of independent factors including job stress, work environment, job satisfaction and organisational culture. In this analysis, job performance is considered the dependent variable. This chapter will begin with an overview of goal setting theory, which is the theoretical foundation of our study. This chapter provides the theoretical foundation to study how independent factors affect construction job performance.

2.1 Underlying Theory

2.1.1 Goal Setting Theory

The basis of goal-setting theory is that when people face more specific and difficult goals, they will urge individuals to do their best, resulting in higher performance (Mumford, 2012). According to Fred C. Lunenburg (2011), goal setting theory is more effective when setting a specific and measurable goal than when setting an unclear goal. Locke says goals are more likely to be achieved when they become specific and measurable. In addition to setting clear goals, employees perform better when faced with challenging goals (Asmus et al., 2015). Because while solving these more difficult goals, it will force employees to work harder and stimulate their potential, and when employees complete the tasks, they will get positive feedback and a sense of accomplishment. This will more likely increase employee engagement, productivity, and workplace satisfaction, thereby improving employee job performance (Locke & Latham, 2019).

According to Hosseini Fatemi et al. (2013), having clear goals allows employees to understand exactly what is expected by them. When employees have a clear understanding of their goals, they can align their efforts and focus energy on achieving them. Clarity helps employees prioritise tasks, make informed decisions, and stay on track, ultimately improving their job performance (Locke & Latham, 2019). According to Hosseini Fatemi et al. (2013), the second principle is a challenge. Challenging yet achievable goals motivate employees and push them to perform at a higher level. Challenging goals push individuals to expand their abilities, think creatively, and develop new skills. By setting challenging goals, employers encourage employees to reach their full potential and achieve higher levels of job performance (Asmus et al., 2015).

According to Hosseini Fatemi et al. (2013), employee commitment to goals is crucial for achieving high job performance. When employees are actively involved in setting their own goals or feel a sense of ownership and responsibility for them, they are more likely to be committed to their attainment. Increased commitment leads to greater effort, perseverance, and dedication, which in turn positively impacts job performance. According to Mumford (2012), regular feedback on employees' progress towards their goals is essential for performance improvement. Constructive feedback provides individuals with information about their strengths, weaknesses, and areas for improvement. It helps them make necessary adjustments, learn from their mistakes, and maintain their focus on goal attainment. Effective feedback mechanisms contribute to increased job performance by facilitating continuous learning and development (Lunenburg, 2011).

According to Latham (2017), the complexity of tasks influences the goal-setting process and subsequent job performance. Highly complex tasks require clear and well-defined goals to guide construction employees efforts effectively. Breaking down complex tasks into smaller, achievable sub-goals can enhance clarity and provide a roadmap for successful completion. By appropriately addressing the complexity of tasks through goal setting, employees can improve their performance by managing their time, resources, and efforts more efficiently (Locke & Latham, 2006).

Goal setting theory can help reduce job stress by promoting clear and realistic goal setting, ensuring that employees have the necessary resources and support, and encouraging feedback and adjustment. By implementing these principles, organizations can create a less stressful work environment where employees are better equipped to manage their tasks and achieve their goals without undue stress and anxiety (Waldron, 2022). Goal setting theory also conducive working environment aligns construction employees and construction company goals, provides resources and support, and fosters effective communication (Neubert & Dyck, 2016). Goal setting theory can give a clear and challenging goals also can enhance construction employees job satisfaction by providing direction and a sense of achievement, while recognition and rewards further motivate constructions employees (Demirkol, 2020). An organization's culture should encourage goal orientation, feedback, and leadership role modelling to effectively integrate goal setting into its fabric. When these elements are in place, employees are more likely to experience job satisfaction, reduced stress, and a positive, goal-driven organizational culture (Liu et al., 2020).

In summary, Goal Setting Theory emphasizes the relationship between setting specific, challenging goals and employee job performance. Through providing clear direction, fostering motivation, offering feedback and evaluation, enhancing self-efficacy, and facilitating focus and priority management, Goal Setting Theory can help improve employee job performance and drive individual and organizational success. Therefore, we adopt goal setting theory to study our underlying theory.

2.2 Review of the Literature

2.2.1 Job Performance (JP)

One definition of job performance is "the actions employees take to accomplish organisational objectives." Performance is the outcome of an individual's or group's work at a certain moment, and it indicates how well the individual or group has satisfied job requirements for the task of accomplishing organizational objectives (Al-Omari & Okasheh, 2017). According to Kurniawan and Heryanto (2019), job performance is a value that should be looked at because in an organization, high performers make a significant commitment to the organization, while low performers hinder organizational productivity.

Borman and Motowidlo distinguished two distinct classifications of performance, namely task performance and contextual performance. Task performance is described as the employee's in-role behaviour to accomplish the organization's intended objective by adopting the behaviour specified by the organization (Wu et al., 2019). Performance on a given work may differ from one job to the next within the same organization. It is not the monetary rewards they get but rather the behaviour of the workers that is the issue. Important aspects of behaviour associated with task completion include knowledge, skills, and talents, the level of which varies with task competence (Bhardwaj & Kalia, 2021).

On the contrary, contextual performance, which is often referred to as citizenship performance, focuses on employee behaviours that contribute to the efficient running of the organization outside of task performance. These behaviours are portrayed as positive employee behaviours that are not in the job description but are encouraged by the organization. Situational performance is a subset of task performance (Çalişkan & Köroğlu, 2022).

2.2.2 Work Stress (WS)

The stress that workers experience on the job in the construction sector may have a substantial influence on their health and safety, and it is imperative that this risk be handled just like any other company risk. The construction industry in Malaysia has the highest death rate and was classified as having the third worst accident rate among all industries (Hadi et al., 2017). A significant degree of stress affects roughly 76 percent of employees in the construction industry (Bhatt et al., 2015).

Workloads that may induce stress at work include having an excessive number of job delivery methods, as well as a leader that applies pressure and has an attitude that is not too peaceful and unnatural towards the work objective (Juru & Wellem, 2022). Employees who are constantly expected to fulfil deadlines, heavy workloads, staff disputes, and a variety of other obstacles. Stress may become inevitable as a result. As a result, it will have an impact on the company's staff performance (Yunita & Saputra, 2019). Stress on the job is well acknowledged to have detrimental effects on productivity at both the individual and group levels of an organization. Stressed employees are more likely to miss work, be sick, lack motivation, underperform, and put others at risk (Goswami, 2015).

Workplace stress causes dissatisfaction, poor output, high turnover and absenteeism, and subpar overall performance and productivity in both employees and the company. Signs of excessive stress include a dramatic drop in productivity and performance (Jossy & Kumar, 2018). The bad effects of work stress on workers' minds and bodies can be dangerous to their health and lead to problems with thinking, loss of short-term memory, and, in the worst cases, trouble remembering what they know and getting distracted from their work (Saleem et al., 2021).

According to Singh et al. (2016), employees may feel stressed at home because of financial difficulty, personal problems, or other family problems. Employees often bring stress to work, which can negatively affect their performance and lead to low output and absenteeism. Since construction employees depend on their physical power for several construction jobs, physical stress symptoms may unquestionably hinder their productivity (Leung et al., 2016). When

minimal staffing levels result in onerous workloads for workers, it is hazardous to their physical and emotional health and may increase absenteeism rates (Mukwevho et al., 2020).

In addition to this, construction workers are always at risk of being confronted by unpleasant and unpredictably occurring physical and environmental situations (Bowen et al., 2014). Workers in the construction industry are expected to be ready for any kind of obstacle, which may be a major contributor to occupational stress and burnout, which can result in poor performance, absenteeism, and other negative outcomes (Seth et al., 2021).

2.2.3 Work Environment (WE)

In the study of Heistad et al. (2022), the working environment has a direct relationship to the impact of employee health, which may lead to poor health, which reduces their job performance, and the findings suggest that if organizations improve their working environment and workplace risks, it will not only lead to good reviews but also fewer days of reported absences. The high absenteeism rate due to the lower job performance for the employees. However, according to Wagdi & Sayed (2023), traditionally, the work environment has been defined as the environmental conditions within which work tasks are carried out. However, in today's context, the concept of the work environment has expanded, emphasizing the crucial role of a conducive work environment in enhancing employees job performance. This not only has a positive impact on employee satisfaction but also reduces employee absenteeism by avoiding damage to employee health. When employee absenteeism rate can be reduced, employee performance will be improved (Fithri, 2019).

The working environment in an indoor office should be constructed with good ergonomics, including the position of desks, office chairs and various desktop components. Inadequate ergonomics can impede employee's job performance by restricting their ability to perform tasks with effectiveness and efficiency. Moreover, it can exert physical strain on employees, potentially leading to significant

musculoskeletal injuries with prolonged exposure to poorly ergonomic systems. This heightened risk of injury can adversely impact employees job performance (Fithri, 2019). The research results in Lohela-Karlsson et al. (2014) also concluded that the health of employees is affected by the working environment, working under often poor working conditions, not only poor health but may also be directly affected by a decrease in the ability to work or the willingness to work, resulting in a loss of production for the company. This loss of production is a measure combining absence and attendance, and attendance can be defined as a decrease in job performance or production due to an employee's impaired health or a specific health condition (Vimalanathan & Ramesh Babu, 2014). Therefore, it can be concluded here that a poor working environment will cause health problems for employees, which will affect the performance of employees.

2.2.4 Job Satisfaction (JS)

Job satisfaction, defined by Schaumberg and Flynn (2017), is an individual's positive perception of their job based on the quality of their work. According to Dziuba et al. (2020), its impact on organizational productivity, employee motivation, and performance. The job satisfaction is also defined as having meaningful work that one enjoys, does well, and is rewarded for. Kumari et al. (2021) note that when employees feel that their efforts are valued and acknowledged, they tend to surpass expectations and anticipate better rewards.

Employee satisfaction hinges significantly on compensation as well as factors like work hours, schedules, perks, and flexibility, all of which are aimed at enhancing performance (Raziq & Maulabakhsh, 2015). Salary positively impacts motivation, loyalty, and job satisfaction, with research confirming that both financial and non-financial compensation notably influence employee job satisfaction (Rinny et al., 2022). According to Ngwa et al. (2019), fair compensation promotes employee retention and commitment, making it a strategy employed by organizations to attract and retain top talent, thus boosting overall productivity.

According to Belias & Koustelios (2014), the well-being of an organization can be described as the way employees perceive its functionality and quality, which includes the physical and mental health, happiness and social well-being of the employee, which are related to the employee's satisfaction with his job, which originates from the enjoyment he experiences in a good organization that rewards him for his work.

According to Jalagat (2016), the results show that job satisfaction is related to performance and absenteeism, and if the working hours are too long it causes dissatisfaction among employees, which increases absenteeism, and this situation leads to increased overhead costs and poor performance of the company. People can maintain a balance between their personal and professional lives with the help of flexible work arrangements, and the results indicate that this flexibility can improve an organization's efficiency in terms of employee's satisfaction, performance, and overall organization improvement (Davidescu et al., 2020).

Organizations motivate employees not only to boost job satisfaction but also to help them reach their full potential (Dziuba et al., 2020). Eliyana et al. (2019) found a significant positive correlation between job performance and job satisfaction, indicating that satisfied employees lead to greater organizational productivity and profitability. Research shows that job satisfaction enhances engagement, performance, and overall productivity while creating a positive work environment, reducing absenteeism, and lowering turnover rates (Hajiali et al., 2022). In essence, maximizing employee potential and increasing organizational effectiveness all depend on employee's job satisfaction.

2.2.5 Organizational Culture (OC)

Organizational culture represents the collective values, principles and beliefs of the members of the enterprise. Nguyen et al. (2020) defined organizational culture as the consistent approaches implemented by a group to resolve external and internal issues. These approaches will be passed to new members to ensure they use them to comprehend, analyze, and solve the issues.

Precisely, a company's culture determines employee performance and engagement in the workplace (Nankya, 2022). According to Juliati (2021), organizational culture is an effective tool for enhancing job performance because a strong culture reflects the core values that are instilled in the organization and are widely embraced by employees.

Paais and Pattiruhu (2020) stated that supportive culture and effective leadership can drive employees to execute their job well, especially in the uncertainty circumstance. When employees are lost or make mistakes, organizations with a supportive culture provide assistance and direction. This gives employees the impression that the organization is willing to offer them opportunities to learn, and this drives them to put more effort into their work. Islam et al. (2018) also discovered that supportive leadership improves employee performance. For instance, participative or supportive leaders encourage mutual assistance and understand what employees require. Therefore, they can motivate workers to do their jobs effectively. Hence, the effective organizational culture must be established in order to improve work performance in any industry.

Furthermore, Olanrewaju et al. (2017) mentioned that poor communication results in the poor on-site productivity and construction project performance. Kalogiannidis (2020) further emphasized that if a good communication culture exists within the company drives employees to exchange information, knowledge, and abilities, they may perform effectively to meet their employers' expectations. Besides, creating a effective communication channel may benefits organization and employees through enhance organization understanding the employees' views and improve the employees satisfaction since company can received employees' feedbacks and make improvement (Diamantidis & Chatzoglou, 2019). Thus, communication within organization is part of organizational culture that affect the job performance in construction industry.

In addition to being compensated, organizations must also recognize their employees. Recognition involves recognizing employees' contributions and expressing thankfulness in monetary or non-monetary form. It positively correlates with job performance by motivating employees and boosting their morale to perform well (Ali & Anwar, 2021). Additionally, Hussain et al. (2019) discovered

that employees of high-recognition organizations have employees with high levels of self-esteem and job passion. Recognizing employees' contributions could fulfill their belonging needs and encourage them to contribute well (Raza et al., 2020). Thus, embedding recognition in culture may affect job performance.

2.3 Proposed Conceptual Framework

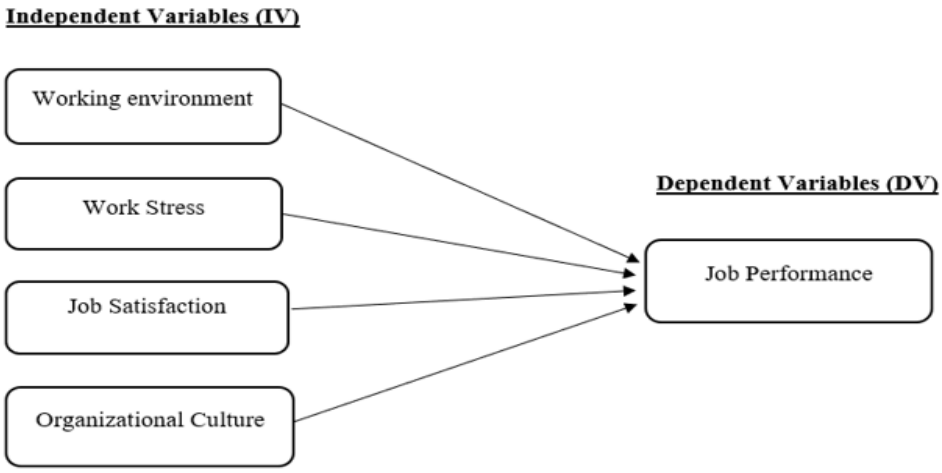

Figure 2.1 *Proposed Conceptual Framework*

Source: Developed for Study.

We developed a novel conceptual framework model by building upon existing models put out by earlier studies. The primary objective of the suggested conceptual framework was to ascertain the relationship between the four distinct independent factors (work environment, work stress job satisfaction, and organizational culture) and the dependent variable (construction job's performance). The study selected four independent variables, namely work environment, work stress, job satisfaction, and organizational culture, in order to formulate hypotheses that examine the associations between these factors and job performance.

2.4 Hypotheses Development

2.4.1 Relationship between work stress and job performance among construction employees.

Excessive work stress in the construction industry, stemming from factors like demanding workloads and pressure from leadership, significantly impairs job performance. This results in various negative consequences, including frequent sick leaves, decreased motivation, attendance issues, and safety risks for others (Juru & Wellem, 2022). Moreover, workplace stress leads to dissatisfaction, low output, high turnover, and absenteeism among construction workers, directly affecting overall performance and productivity (Jossy & Kumar, 2018).

The adverse effects of work stress extend to cognitive and physical impairments, such as difficulty in thinking, short-term memory loss, and reduced concentration on tasks, all of which hinder job performance (Saleem et al., 2021). Inadequate staffing levels, causing overwhelming workloads, further exacerbate work stress, impacting physical and emotional well-being and resulting in increased absenteeism (Mukwevho et al., 2020).

In summary, there exists a substantial and direct link between work stress and job performance in the construction industry. Elevated work stress levels are associated with decreased productivity, higher absenteeism rates, reduced output, dissatisfaction, and negative consequences for both individuals and organizations. Addressing work stress is essential, requiring proactive measures to safeguard the health and performance of construction employees.

Therefore, the following hypothesis is proposed:

H10: The work stresses are not affected the job performance among construction employees.

H11: The work stresses are affected the job performance among construction employees.

2.4.2 Relationship between working environment and job performance among construction employees.

A positive work environment, encompassing tools, materials, surroundings, methods, and settings, plays a vital role in optimizing conditions and providing employees with a sense of security (Permadi et al., 2018). This environment directly influences employee health, which in turn impacts job performance. Improving the work environment and addressing workplace risks can result in better reviews and reduced absences, both of which indicate improved job performance. It is essential for employee satisfaction and reducing absenteeism by preventing health issues (Wagdi & Sayed 2023), consequently enhancing employee performance by reducing absenteeism.

Inadequate ergonomics, especially in indoor office settings, can hinder employee progress, limiting their task effectiveness and efficiency. It can also lead to physical strain on employees' health and an increased risk of musculoskeletal injuries, negatively affecting job performance (Fithri, 2019). Poor working conditions not only harm employee health but also directly diminish their ability and motivation to work, resulting in reduced production for the company. This production loss, encompassing both absence and reduced attendance, translates to a decrease in job performance due to employees' compromised health or specific health conditions (Lohela-Karlsson et al. 2014).

In summary, the relationship between the working environment and job performance among construction employees is significant. A conducive working environment that promotes safety, security, and optimal conditions positively influences both employee health and job performance. Conversely, an unfavorable work environment with inadequate tools, materials, surroundings, and poor ergonomics can lead to health problems, reduced productivity, and increased absenteeism, all negatively impacting job performance. Therefore, fostering a supportive work environment is crucial for enhancing job performance in the construction industry.

Therefore, the following hypothesis is proposed:

H10: The working environment are not affected the job performance among construction employees.

H11: The working environment are affected the job performance among construction employees.

2.4.3 Relationship between job satisfaction and job performance among construction employees

Job satisfaction, stemming from positive feelings about one's job and an assessment of job characteristics, significantly impacts organizational productivity, employee motivation, and job performance (Schaumberg & Flynn, 2017). Compensation, both financial and non-financial, is a crucial factor in influencing job satisfaction. Adequate compensation enhances performance, motivation, loyalty, and job satisfaction, encompassing monetary and non-monetary forms (Raziq & Maulabakhsh, 2015). Non-monetary compensation, like company-provided benefits and services, contributes to overall employee well-being and job satisfaction (Sudiardhita et al., 2018).

Job satisfaction is linked to job performance and absenteeism. Extended working hours can lead to job dissatisfaction, increased absenteeism, and negative company performance with higher overhead costs (Jalagat, 2016). Conversely, flexible working hours can enhance employee job satisfaction, boost performance, and increase organizational efficiency (Davidescu et al., 2020).

In summary, a significant positive relationship exists between job satisfaction and job performance in the construction industry. Organizations with contented employees tend to be more efficient, productive, and profitable. Employee job satisfaction fosters engagement, performance improvement, and overall productivity while creating a better work environment, reducing absenteeism and turnover. Adequate compensation, including financial and non-financial aspects, along with factors like flexibility in working hours, influence job happiness, ultimately enhancing job performance. To boost performance and overall productivity, organizations should prioritize enhancing job satisfaction among construction workers.

Therefore, the following hypothesis is proposed:

H10: The job satisfactions are not affected the job performance among construction employees.

H11: The job satisfactions are affected the job performance among construction employees.

2.4.4 Relationship between organizational culture and job performance among construction employees

Organizational culture plays a vital role in influencing employee performance and engagement within the construction industry. It embodies the shared values, principles, and beliefs held by members of the company (Nankya, 2022). A robust organizational culture, aligned with the organization's core values and widely embraced by employees, serves as a potent tool for enhancing job performance. When construction workers identify with this culture, they are more motivated to excel in their roles, as noted by Juliati (2021).

Supportive organizational cultures and effective leadership have a positive impact on employee performance. A supportive culture offers assistance, guidance, and learning opportunities, driving employees to invest greater effort in their tasks. Supportive leaders who comprehend employee needs and foster mutual support motivate workers to perform at their best (Paais, 2020). Communication, an integral part of organizational culture, significantly affects job performance in construction. Inadequate communication can lead to reduced site productivity and project performance (Olanrewaju et al., 2017). Conversely, a culture that promotes open communication and knowledge sharing among employees contributes to effective performance and meeting organizational goals (Kalogiannidis 2020). Recognizing employees' contributions is another facet of organizational culture influencing job performance. Acknowledging and appreciating employees' efforts, whether through monetary or non-monetary means, motivates them, lifts morale, and enhances job performance (Ali & Anwar, 2021). Organizations that prioritize recognition tend to have employees with higher self-esteem and work ethics, resulting in improved performance.

In summary, there is a significant relationship between organizational culture and job performance among construction employees. A strong culture

aligned with organizational values, coupled with effective leadership, boosts performance and fosters motivation and engagement. Supportive cultures offer guidance and learning opportunities, while effective communication channels enhance knowledge sharing and information exchange, ultimately improving performance. Incorporating recognition into the culture inspires employees, fulfils their sense of belonging, and enhances their job effectiveness. Thus, nurturing a supportive organizational culture is essential for enhancing work performance in the construction sector.

Therefore, the following hypothesis is proposed:

H10: The organizational cultures are not affected the job performance among construction employees.

H11: The organizational cultures are affected the job performance among construction employees.

2.5 Conclusion

This chapter introduces a new framework after a study of journal papers. Additionally, each independent and dependent variable's connection is described. In order to get the answers to the study questions, hypotheses were developed and tested to see how the independent and dependent variables related to one another. The research methods covered in the next chapter include study design, data collecting techniques, sampling method, research instruments, construct measures, data processing, and data analysis.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter elaborates the study technique, including research design, sample design, data gathering methodology, research instruments, construct measurement, and the planned data analysis tool.

3.1 Research Design

In this study, we intended to employ a quantitative research design. In this study, we aimed to identify factors contributing to job performance in the construction industry. Also, goal setting's theory has been utilized to reinforce the conceptual framework and is supported by research findings. In addition, we formulate the hypothesis statement to determine which variables will influence by which factors. In addition, this study used survey questionnaires to acquire the necessary data. Questionnaires are employed to collect data from the sample, conduct statistical analysis, and determine the objective of our research. Furthermore, this research is causal research, which seeks to comprehend the causes underlying a particular behaviour and the cause-and-effect link among the variables described in the conceptual framework. Job performance is identified as the effect of the independent variables (work stress, job satisfaction, work environment, and organizational culture). This study aims to assess whether the independent variables affect job performance in Selangor's construction industry.

3.2 Data Collection Methods

This section is the procedure of gathering information from all pertinent sources to address the research problem, evaluate the hypothesis, and analyze the results (Taherdoost, 2021). We will collect respondents' data using a questionnaire survey consisting of a series of questions. We will deliver the survey to respondents to obtain the primary data, which will be utilized to determine how the factors influence job performance. Questionnaire surveys are a more time-efficient and cost-effective tool to gather primary data.

3.2.1 Primary Data

Primary data is data refers to the first-hand data gathered by the researcher himself or herself. The primary data are more precise since they are collected directly from the target respondents, who also provide the most recent data. Due to the quickness, efficiency, and cost-effectiveness of gathering a vast quantity of data from a large sample size, we decided to use questionnaires. Respondents needed to spend a minimal amount of effort in answering survey questions. We utilized Google Forms to distribute our questionnaire; this is a good method to collect data quickly and can help us prevent data loss.

3.3 Sampling Design

Sampling is an essential component of research that is undertaken to collect data from a representative sample of the population for study purpose.

3.3.1 Target Population

$$1{,}497{,}000 \times 60.1\% = 899{,}697$$

This study's target population consists of construction sector workers in Selangor, Malaysia. Statista (2023) states that the construction industry employed 1,497,000 individuals in Malaysia in 2017. CEIC (2018) reported that Selangor's male and female construction workers made up 23.2% and 36.9% of the entire construction workforce, respectively. Hence, Selangor's construction industry workforce will account for 60.1% of the entire construction industry workforce. Resultantly, our estimated target population size is 899,697.

3.3.2 Sampling Frame and Sampling Location

The sample frame includes every component of the population. It is a complete list of everyone or everything we intend to analyze. Nevertheless, there are possible problems that could develop when selecting the sample size from the population, such as outdated documentation and difficulty gaining access to all Malaysian construction employees. We chose Selangor, Malaysia as the sampling location since the state contributed for more than 60 percent of the entire value of the work performed in 2022, which totalled to RM7.7 billion (Department of Statistics, Malaysia, 2023). Therefore, we will distribute the survey questionnaire to the construction workers in Selangor.

3.3.3 Sampling Elements

Respondent of the questionnaire in this research are the workers who work in Selangor's construction industry, including civil engineers, electricians, construction managers, project managers, operators, and skilled labourers.

Skilled labourers include carpenters, electricians, welders, plant operators and others.

3.3.4 Sampling Technique

The two classifications of sampling approaches are probability and nonprobability sampling. In this research, non-probability sampling had been utilized, specifically the convenience sampling that categorized under it. The convenience sampling requires the researcher to pick individuals by using the sample that is easy to access, this technique has been frequently utilized in many research (Golzar et al). Due to time constraint, convenience sampling can obtain data more time-efficient and economical. Selangor construction employees have been approached by us to gather the data information.

3.5 Sampling Size

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Table 3.1: *Table for determining sample size of a known population*

Source: (Krejcie & Morgan, 1970).

Since our estimated target population size is 899,697. Researchers can use the sampling sizes established by Krejcie and Morgan (1970) in Table 1 to determine the number of respondents needed to conduct this research. Thus, according to Table 3.1, we need to collect approximately 384 responses to ensure the data and results are more precise without encountering substantial trouble.

3.4 Research Instrument

This study was carried out using questionnaires distributed to construction sector employees in Selangor. Due to time constraints, we adopted the fixed-alternative questions derived from online journal publications. Open-ended questions are highly time-consuming and may not elicit accurate responses from respondents.

3.4.1 Questionnaire Design

The questionnaire consists of 30 questions, and it can be classified into two sections, including section A and section B. Section A inquired about the respondent's age, gender, marital status, education level, and duration of service. This section clarifies the attributes of the respondents. In addition, section B comprises four subsections that includes the dependent and the independent variables' questions. The subsection about the dependent variable aims to collect respondents' perspectives on job performance. Work stress, work environment, job satisfaction, and organizational culture variables are included in the independent variables section. In section B, we used a Likert scale to allow respondents to select their preferred response.

3.4.2 Pilot Testing

The pilot study is an initial feasibility study designed to test different aspects of the planned methods for a larger, more comprehensive, or validated study (Lowe, 2019). As stated by Nawi et al. (2020), using Cronbach's alpha for the reliability test of pilot testing, it requires at least 30 respondents. Therefore, we distributed our questionnaire to construction workers who work in Selangor. And, we utilized the SPSS software to run reliability test for the pilot test.

3.5 Origin and Constructs Measurement

3.5.1 Origins of Construct

Table 3.2 Table of Origins of Measurement

Constructs	Sources
Job Performance	(Chin et al., 2012) (Koopmans, 2014)
Work Stress	(Schnall et al., 1994) (Mohd, 2011) (Jossy & Kumar, 2018)
Work Environment	(Ramli, 2019) (Bushiri, 2014)
Job satisfaction	(Selma, 2011) (Karatepe, 2013) (Ejlertsson et al., 2018) (Magnavita et al., 2012) (Shukla & Srivastava, 2016).
Organizational Culture	(Abumandil, 2012) (Varona, 1988) (Robert, 2005) (Orajaka, 2021)

Source: Developed For Study

Table 3.3 *Questionnaire*

Variables	Construct Measurement	Dimension
Job Performance	• I can complete the assigned task quickly and efficiently.	Task Perfomance
	• I actively lookes for ways to improve my performance.	Contextual Performance
	• I was able to perform my work well with minimal time and effort.	Task Perfomance
	• I started new tasks myself, when my old ones were finished.	Contextual Performance
	• I worked at keeping my job knowledge up-to-date.	Contextual Performance
Work Stress	• I feel stressed because of the unrealistic deadline.	Time Pressure
	• I feel that performance standards on my job are too high.	Performance Pressure
	• I am given enough time to do what is expected of me on my job.	Time Pressure
	• It often seems like I have too much work for one person to do.	Workload
	• My job makes it difficult for me to enjoy free time outside work.	Work Life Balance
Working Environment	• I received training to improve work efficiency.	Workplace Security
	• The work environment where I work is in line with my expectations.	
	• My job requirements are clear.	Job Clarity
	• I have a clear path for career advancement.	
	• I have a good relationship with my colleague and supervisor.	Work relationship
Job Satisfaction	• I think that it is enough fees that I get from my work.	Financial Compensation
	• I am rewarded for good job performance.	Non-financial Compensation
	• My job promotion prospects are adequate.	
	• I have enough time during my normal working hours to do my job without time pressure.	Working Hours
	• I am able to balance between time at work and time at other activities.	

Organizational Culture	• My superior supports me in executing my duties	Supportive Culture
	• I motivated and stimulates by the company communication for meeting the company goals.	Communication Culture
	• Company's communication makes me identify with it or feel a vital part of it.	
	• I am praised regularly for my work.	Recognition
	• Each time I do a good job, my organization acknowledges it.	

3.5.2 Scale of Measurement

In this study, ordinal and nominal scales are utilized as the scale of measurement. Both measurement scales are categorized under qualitative variable. Mishra et al. (2018) stated that nominal data use to identify or define variables without giving numerical values. It can be divided into distinct categories, but no inherent ranking exists between them. Gender, marital status, and service duration are nominal scale data in our questionnaire Section A. Ordinal data that includes in Section A are age level and education level. Ordinal data is distinct from nominal data due to the clear ordering in ordinal data (Mishra et al., 2018). Ordinal data also includes the Likert scales that we used in Section B, where respondents can choose their opinions regarding the factors influencing job performance in the construction industry by selecting their level of agreement with the questions.

3.6 Data Processing

The collected data go through a conversion into usable and beneficial information to increase their accuracy and quality, known as data processing (Shukla, 2018). The processes include gathering, sorting, checking, and coding. The reliable questionnaire is used for data gathering to gather, quantify, and analyse respondents' responses to solve this study's issues. Besides, data sorting is defined as data organization in order to optimize the analysis. The data for this study are organized based on the dependent and independent variables we study. For data checking, the questionnaire has been reviewed to ensure no data is missing and all questions are answered. To assess the importance of the data, values are assigned to the data collected from the respondents. This process is also known as data coding. The last data process is the transcription process, which is entering all the data into SPSS software for data analysis.

3.7 Proposed Data Analysis Tools

3.7.1 Descriptive Analysis

Kaur et al. (2018) state that descriptive statistics can be utilized to establish relationships between variables within a sample and effectively summarise the data collected in a structured way. In this study's Section A, which focuses on the demographic profile, frequency distribution and percentage distribution were both used. The information obtained via the frequency distribution approach may be shown in a variety of ways, including bar charts and pie charts. Meanwhile, the information obtained through the percentage analysis would be displayed in the form of percentages.

3.7.2 Reliability Test

According to Zikmund (2013), reliability analysis is to test whether we can get the consistent result. Coefficient alpha (a) is the most commonly applied estimate of a multiple item scale's reliability, and it represents the average of all possible split-half reliability for construct. It ranges in value from 0 (no consistency) to 1 (complete consistency). According to Chaudhary, S. (2016), the standard coefficient alpha (a) is stated as follow:

Table 3.4:

Rule of Thumb of Cronbach's Coefficient Alpha Range

Alpha Coefficient Range	Internal Consistency
$0.5 \geq \alpha$	Unacceptable
$0.6 \geq \alpha \geq 0.5$	Poor
$0.7 \geq \alpha \geq 0.6$	Questionable
$0.8 \geq \alpha \geq 0.7$	Acceptable
$0.9 \geq \alpha \geq 0.8$	Good
$\alpha \geq 0.9$	Excellent

Source: Chaudhary, S. (2016).

Table 3.5: Pilot Test Result

Variables	**Cronbach's Alpha**	**No. of Items**
Job Performance	0.924	5
Work Stress	0.846	5
Working Environment	0.811	5
Job Satisfaction	0.942	5
Organizational Culture	0.815	5

According to Table 3.5, the pilot test result collected from 30 respondents, job performance as the DV and job satisfaction as the IVs have above 0.9 of Cronbach's alpha value, considered excellent reliability. Moreover, the remaining IV, like work stress, working environment, and organizational culture, have Cronbach's alpha value ranging from 0.8 to 0.9, indicating a good reliability.

3.7.3 Inferential Analysis

The inferential analysis was done by predicting the sample to the construction industry population. For example, we used inferential statistical techniques such as Pearson correlation coefficients analysis. This approach was used to gauge how strongly independent variables and dependent variables were correlated (Uyanık & Güler, 2013).

3.7.3.1 Pearson Correlation Coefficients Analysis

As per Schober et al. (2018), to assess whether there is a statistically significant positive or negative correlation between two or more variables, the Pearson Correlation Coefficient is used. The correlation can be mostly related to the dependent variable (X) and the independent variable (Y). The meanings of the correlation coefficients are provided in the table below.

Table 3.6:

Interpretation of Pearson Correlation Coefficient

Size of Correlation	Interpretation
0.00 to 0.30	Negligible correlation
0.30 to 0.50	Low correlation
0.50 to 0.70	Moderate correlation
0.70 to 0.90	High correlation
0.90 to 1.00	Very high correlation

Source: (Mukaka, 2012).

The interpreted values range from -1 to +1. When the value is 0, it shows that the dependent variables and the independent variable do not have a linear relationship. When the value of r between two variables is +1, there will be a perfect positive correlation. An entirely negative correlation is visible when r is equal to -1. Therefore, the link between x and y will have a higher value through the value of r.

If $p < 0.05$, reject H_0 and accept H_1

If $p > 0.05$, accept H_0 and reject H_1

3.7.3.2 Multiple Regression Analysis

To calculate the proportion of dependent and independent variables and to foretell the link between the variables, multiple regression analysis, a statistical technique, was used to identify at least two independent variables as dependent variables (Jang & Topal, 2013). When the result shows a higher percentage of independent variables, it affects the dependent variable by showing the importance of the relationship between influencing factors and job performance. The following is an example of the equation used to assess the relationship between variables:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \ldots b_kX_k$

- Y is the dependent variable (Job performance)

- a shows the intercept or constant, and

- b represents the bias regression coefficient and the expected change in the dependent variable

- $X_1, X_2, X_3 \ldots$ represent the independent variables (Work stress, work environment, job satisfaction , and organizational culture)

3.8 Conclusion

In thus section, we had presented and explained the study methods. The data collected and survey result will be reviewed and analyzed in depth in the subsequent chapter.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter discusses the 385 survey results that were analyzed by using SPSS27.0. In order to comprehend which factors influence job performance in the construction industry, this chapter provides descriptive analysis, scale measurement, and inferential analysis.

4.1 Descriptive Analysis

Descriptive analysis analysed the characteristics of the respondents that includes their ages, gender, education level, marital status and service duration.

4.1.1 Respondent Demographic Profile

4.1.1.1 Age

Table 4.1: *Age (Respondents)*

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	57	14.8	14.8	14.8
	26-35	138	35.8	35.8	50.6
	36-45	124	32.2	32.2	82.9
	46 or above	66	17.1	17.1	100.0
	Total	385	100.0	100.0	

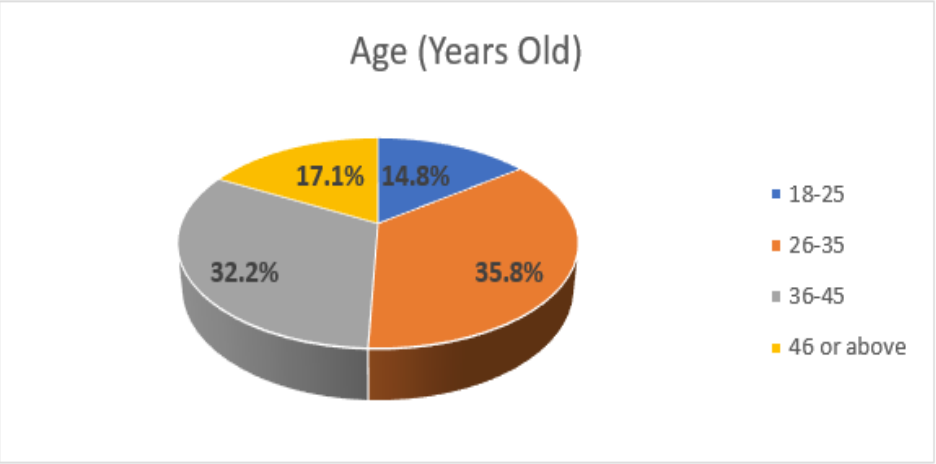

Figure 4.1: Age (Respondents)

Source: Developed For Study

Most respondents (35.8%) are between the ages of 26 to 35, as indicated in Table 4.1. Besides, 124 respondents aged 36-45 accounted for the second highest proportion (32.2%) and 57 people aged 18-25 occupied the lowest percentage (14.8%). The remaining respondents are aged 46 or above (17.1%).

4.1.1.2 Gender

Table 4.2: *Gender (Respondents)*

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	233	60.5	60.5	60.5
	Female	152	39.5	39.5	100.0
	Total	385	100.0	100.0	

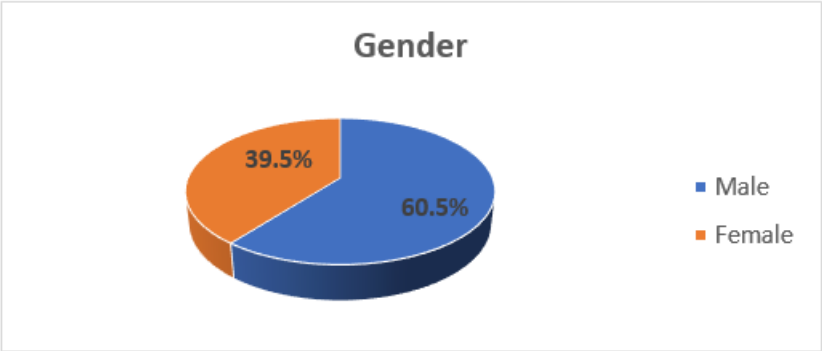

Figure 4.2: Gender (Respondents)

Source: Developed For Study

Table 4.2 shows that 233 survey participants are men, which occupied 60.5% of the respondents. However, female respondents occupied 39.5% of the respondents, which was 152 people.

4.1.1.3 Marital Status

Table 4.3: *Marital Status (Respondents)*

marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	125	32.5	32.5	32.5
	Married	232	60.3	60.3	92.7
	Divorced/Widowed	28	7.3	7.3	100.0
	Total	385	100.0	100.0	

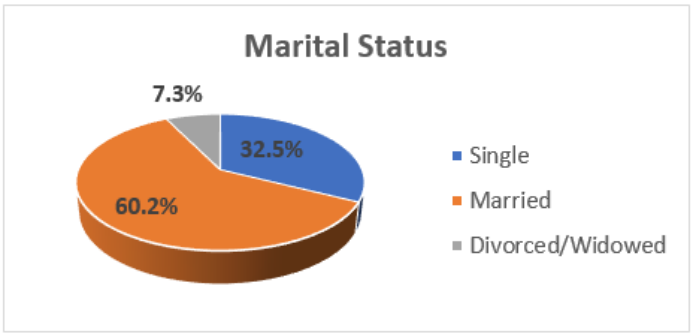

Figure 4.3: Marital Status (Respondents)

Source: Developed For Study

There are 232 respondents are married, which accounted for the highest proportion of the total respondents (60.2%). Single respondents represented

32.5%, which is 125 respondents. And the proportion of divorced or widowed respondents was the lowest at 7.3% (28 respondents).

4.1.1.4 Education Level

Table 4.4: *Education Level (Respondents)*

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM and below	47	12.2	12.2	12.2
	STPM	38	9.9	9.9	22.1
	Diploma	114	29.6	29.6	51.7
	Degree and above	186	48.3	48.3	100.0
	Total	385	100.0	100.0	

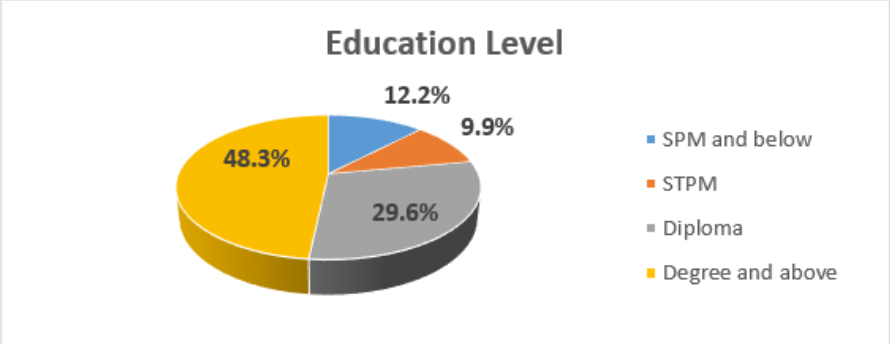

Figure 4.4: Education Level (Respondents)

Source: Developed For Study

According to Table 4.4, 186 respondents' educational stage (48.3%) are degree and above and 114 respondents (29.6%) have a diploma education. There are 9.9% of respondents' education level is STPM (38 respondents), representing the lowest percentage. The remaining 47 respondents' education level is SPM and below, which accounted for 12.2%.

4.1.1.5 Service Length

Table 4.5: *Service Length (Respondents)*

length of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or equal to 10 years	154	40.0	40.0	40.0
	11 to 20 years	141	36.6	36.6	76.6
	21 to 30 years	66	17.1	17.1	93.8
	More than or equal to 31 years	24	6.2	6.2	100.0
	Total	385	100.0	100.0	

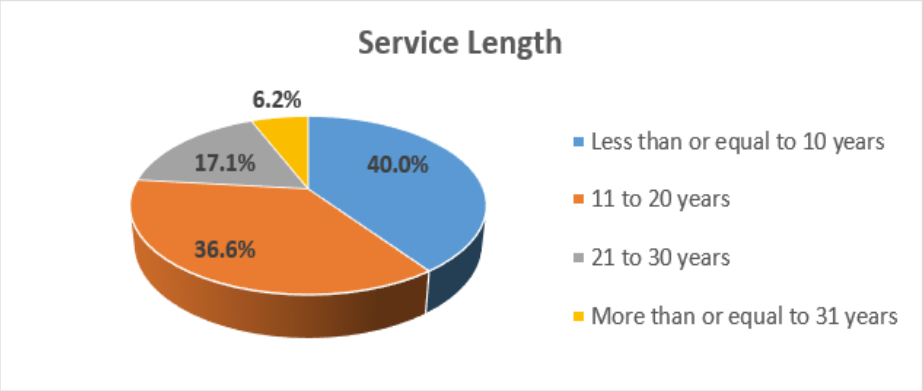

Figure 4.5: Service Length (Respondents)

Source: Developed For Study

The majority of respondents (40%) serve less than or equal to 10 years in construction industry. The service length of 11 to 20 years occupied 36.6%, which has 141 respondents. Furthermore, 66 respondents (17.1%) have 21 to 30 years of service length, while 24 respondents (6.2%) have served more than or equal to 31 years.

4.2 Reliability Test

Table 4.6: *Summary Table of Reliability Statistics*

Construct	CONBRACH'S ALPHAS	NUMBER OF ITEMS(S)
Job Performance (JP)	**0.898**	**5**
Work Stress(WS)	**0.879**	**5**
Working Environment(WE)	**0.896**	**5**
Job Satisfaction(JS)	**0.894**	**5**
Organization Culture(OC)	**0.878**	**5**

Source: Developed for Study

Reliability are tested by using SPSS to find out whether we can get a consistent result while measuring scales. The reliability test results for our dependent variable **JP** reveal that Cronbach's Alpha is 0.898. The Cronbach's Alpha value of 0.898 is more than 0.80 but less than 0.90. Since the 5 elements measuring, JP are extremely reliable in this situation since Cronbach's Alpha is 0.898, which is within the range of more than 0.80. The reliability test results for **WS** reveal that Cronbach's Alpha is 0.879. Given that the 0.879 Cronbach's Alpha in this instance falls within the range of 0.80 or greater, the 5 items used to measure WS have a good level of reliability.

The reliability test results for the WE reveal that Cronbach's Alpha is 0.896. The Cronbach's Alpha value of 0.896 is more than 0.80 but less than 0.90. Since the 5 elements measuring, WE are extremely reliable in this situation since Cronbach's Alpha is 0.896, which is within the range of more than 0.80. According to the reliability test findings, Cronbach's Alpha is 0.894, which is JS. This Cronbach's Alpha value of 0.894 is less than or equal to 0.80. The reliability test results for OC reveal that Cronbach's Alpha is 0.878. Given that the 0.878 Cronbach's Alpha in this instance falls within the range of 0.80 or greater, the 5 items used to measure OC have a good level of reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

Table 4.7: *Work Stress and Job Performance Correlation*

	Work Stress (WS)	Job Performance (JP)
Work Stress (WS)	1.000	0.729
		<0.001
Job Performance (JP)	0.729	1.000
	<0.001	

Source: Developed for Study

Table 4.8: *Working Environment and Job Performance Correlation*

	Working Environment (WE)	Job Performance (JP)
Working Environment (WE)	1.000	0.412
		<0.001
Job Performance (JP)	0.412	1.000
	<0.001	

Source: Developed for Study

Table 4.9: *Job Satisfaction and Job Performance Correlation*

	Job Satisfaction (JS)	Job Performance (JP)
Job Satisfaction (JS)	1.000	0.713
		<0.001
Job Performance (JP)	0.713	1.000
	<0.001	

Source: Developed for Study

Table 4.10: *Organizational Culture and Job Performance Correlation*

	Organizational Culture (OC)	Job Performance (JP)
Organizational Culture (OC)	1.000	0.780
		<0.001
Job Performance (JP)	0.780	1.000
	<0.001	

Source: Developed for Study

From the tables above, JP and WS have a significant correlation. This is since the correlation coefficient is positive (r = 0.729). Hence, it may be concluded that higher degrees of working stress also tend to boost job performance. Based on the data, it can be concluded that there is a low correlation between JP and WE. This is since the correlation coefficient (r = 0.412) is positive but have lower value. Hence, it may be concluded that lower working environment levels likely to result in lower job performance.

There is a significant high impact between JP and JS. This is because the correlation coefficient (r = 0.713) is positive. Therefore, it can be inferred that when job satisfaction levels are high, job performance also tends to increase. Based on the data, it can be concluded that there is a significant correlation between JP and OC. This is since the correlation coefficient (r = 0.780) is positive. Therefore, it can be

inferred that when construction company have a good organizational culture, job performance also tends to increase

.4.3.2 Multiple Regression Analysis

Multiple regression analysis analyzes the association between at least two or more independent variables and one dependent variable.

Table 4.11: Model Summary Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808[a]	.654	.650	3.49533

a. Predictors: (Constant), OC, WE, WS, JS

Source: Developed for Study

Table 4.12: Coefficient Range Table

Coefficient range	Strength
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.00 to ±0.20	Slight, almost negligible

Source: (Hair et al., 2007)

The R-value of 0.808 in Table 4.11 is showing that the dependent variable and independent variables have a high positive correlation. Besides, 65.4% changes in job performance can be explained by work stress, working environment, job satisfaction and organizational culture. However, there are 34.6% changes in job performance cannot be explained in this research.

Table 4.13: Anova Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8756.217	4	2189.054	179.176	<.001[b]
	Residual	4642.598	380	12.217		
	Total	13398.816	384			

a. Dependent Variable: JP

b. Predictors: (Constant), OC, WE, WS, JS

Source: Developed for Study

Following Table 4.13, this study's P-value (<0.001) is lower than the alpha value (0.05). Therefore, the F-statistic (4, 380) =179.176 is significant, which indicates the variance in JP can be explained by work stress, working environment, job satisfaction, and organizational culture. From here, we know that independent variables (WS, WE, JS, OC) can be used to reliably estimate the dependent variable (JP).

Table 4.14: Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.856	.713		1.201	.230
	WS	.261	.057	.249	4.617	<.001
	WE	.004	.037	.004	.108	.914
	JS	.148	.056	.145	2.635	.009
	OC	.502	.058	.471	8.613	<.001

a. Dependent Variable: JP

Source: Developed for Study

In accordance with Table 4.14, the IVs of WS, JS, and OC significantly affect the JP with the P-value (<0.05). However, WE with the P-value (>0.05) do not significantly influence the JP. From Table 4.12, the regression equation developed, which indicates one-unit increase in work stress, working environment, job satisfaction, or organizational culture will increase job performance by 0.261, 0.004, 0.148, and 0.502, respectively, for those independent variables.

Regression equation:

Y = a + b1X1 + b2X2 + b3X3 + b4X4

Y= Job Performance

X1 = Work Stress

X2 = Working Environment

X3 = Job Satisfaction

X4 = Organizational Culture

JP = 0.856 + 0.261(WS) + 0.004(WE) + 0.148(JS) + 0.502(OC)

According to standardized coefficents Beta value from Table 4.12, OC is the predictor variable with 0.471 is the most influential variable to the variation in job performance. WS contribute the next highest proportion to the changes in JP, with 0.249, while JS with Beta values of 0.145 is the third highest contribution to the variation in JP. Furthermore, the WE is the least contribution to the variation in job performance.

4.4 Conclusion

In conclusion, descriptive analysis and inferential analysis have been covered in this section. The result shows organizational culture contributes the most to the variation in job performance. Subsequently, the chapter will discuss the key findings and the study implications.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

The key results of this investigation on the determinants of job performance are presented below. This chapter also includes implications, limitations, and recommendations for further investigation.

5.1 Summary of Statistical Analysis

5.1.1 Summary of Descriptive Analysis

Table 5.1: Summary *Table of Descriptive Analysis*

Respondent Demographic Profile		
	Frequency	**Percent (%)**
Age		
18-25 years old	57	14.8
26-35 years old	138	35.8
36-45 years old	124	32.2
46 years old or above	66	17.1
Gender		
Male	233	60.5
Female	152	39.5
Marital Status		
Single	125	32.5
Married	232	60.3
Divorced/Widowed	28	7.3
Education Level		
SPM and below	47	12.2
STPM	38	9.9
Diploma	114	29.6
Degree and above	186	48.3
Length of Service		
Less than or equal to 10 years	154	40
11 to 20 years	141	36.6
21 to 30 years	66	17.1
More than or equal to 31 years	24	6.2

5.1.1 Summary of Inferential Analysis

Table 5.2: Summary *Table of Pearson Correlation Coefficient*

	JP	Significant value	Result
WS	0.729	<0.001	High Correlation
WE	0.412	<0.001	Low Correlation
JS	0.713	<0.001	High Correlation
OC	0.780	<0.001	High Correlation

Table 5.3: *Summary of Multiple Regression Result*

Hypothesis	Result	Determination
H1: Relationship between work stress and job performance among construction employees.	Second highest contribution P value ≤ 0.05 Significant value: <0.001	Acceptable
H2: Relationship between working environment and job performance among construction employees.	Lowest contribution P value ≤ 0.05 Significant value: 0.914	Unacceptable
H3: Relationship between job satisfaction and job performance among construction employees.	Third highest contribution P value ≤ 0.05 Significant value: 0.009	Acceptable
H4: Relationship between organizational culture and job performance among construction employees.	Highest contribution P value ≤ 0.05 Significant value: <0.001	Acceptable

Source: Developed for Study

From the result of Multiple Regression, the hypothesis of H2 is rejected, since it has the significant value higher than the P-value. However, H1, H3, and H4 are acceptable.

5.1 Discussion of Major Findings

H1: Work stress is positively influenced on job performance among construction employees.

The hypothesis indicates that work stress has a positive influence on job performance among construction employees in Selangor. The result showed that the significant value (0.001) less than the p-value (0.05), indicating that H_1is accepted. However, based on our result which were contrary to those of the literature review, so we rejected it.

Previous research indicates that workplace stress in the construction industry can negatively impact employee health, safety, and productivity (Dodanwala et al., 2022). Excessive workloads often lead to stress and burnout, resulting in poor JP and creating a strong negative correlation between WS and JP. However, Lu et al. (2017) present an alternative view, suggesting that controlled levels of WS can enhance JP. They argue that when employees face manageable challenges and pressure, it can stimulate their latent abilities, ultimately improving JP.

According to Karatepe et al. (2018), it was shown that WS has a positive and significant effect on JP because stress is not always a negative factor, it is a multidimensional structure that can be categorized into two different phenomena: challenge-related stress and obstacle-related stress. While challenge-related stress is positively related to JP and JS, it drives employees' work outcomes and brings a sense of accomplishment, which ultimately improves JP as well as brings positive affective responses (Gao et al., 2017). Therefore, this supported the significant positive influence of WS on JP among construction employees in Selangor.

H2: Working environment has no significant influenced on job performance among construction employees.

The analysis's conclusion is that H2 has an undesirable result because its alpha value (0.914) is higher than the p-value (0.05). The working environment and job performance of Selangor's construction employees do not significantly correlate. Additionally, the value of correlation coefficient was 0.412, falling within the moderate range, so WE and JP has a positive relationship but low correlation.

In this research, the WE do not significantly affect JP. According to Pawirosumarto et al. (2017), WE do not significantly and positively affect employee performance, the implication is that WE are not an important factor in improving JP and WE only significantly affects job satisfaction.

With a majority of employees in long-term roles, WE may not directly affect JP (Suliman & Al Harethi, 2013). Khan & Jabbar (2013) highlight that previous WE and JP studies were mostly conducted in developed countries, where workplace dynamics differ from emerging markets. This context suggests that there may be no substantial correlation between WE and JP among construction employees in Selangor.

H3: Job satisfaction is positively influenced on job performance among construction employees.

H3 is acceptable since the significant value of job satisfaction is 0.009 less than p-value. This implies that in the Selangor construction sector, the JS will have a positive influence on the JP. According to Omar et al. (2020), JS has a significant impact on employee JP in an organisation because employees are more likely to be proactive, productive, and committed to exceeding expectations in their JP when they are satisfied in their positions, which leads to better organisational productivity.

H4: Organizational culture is positively influenced on job performance among construction employees.

The significant value of organizational culture is <0.001 less than the p-value (0.05), indicating that H4 is accepted. This indicates that OC will have a positive impact the JP in Selangor's construction industry. The results of this investigation agree with the ones from the literature review. Tran (2020) found that a strong OC improves employee JP because it provides employees with help, guidance, and learning opportunities, which serve as motivators as well as morale boosters, which in turn affects their creativity and engagement to improve performance.

5.2 Implications of the Study

5.2.1 Theoretical Implications

The study provides insights into the relationship between the variables work stress, work environment, job satisfaction and organisational culture on the job performance of construction employees in Selangor by applying goal-setting theory. In the majority of earlier studies, it was found that WS had a negative relationship with JP. However, this study, using the theory, found that WS had a positive relationship with JP. This is because when organizations set challenging goals, their employees are forced to work harder and develop their potential, and when they complete their tasks successfully, they receive encouraging feedback and a sense of accomplishment. By using the goal-setting theory, this study successfully links JS and OC to JP, adding to the small number of studies that demonstrate a positive relationship between WS and JP. This is due to the fact that organizations can increase employee JS by giving construction workers the guidance they need to feel a sense of accomplishment, and OC

can encourage feedback and leadership role modelling to give employees the tools and support they need to perform better. The authenticity is evidenced by the significance of WS, JS, and OC in the goal-setting theory in this study. Therefore, this study can be a reference for future researchers.

5.2.2 Managerial Implications

The study found that the results concluded that WS, JS, and OC have a very significant impact on employee JP. Among these factors, OC emerges as the most influential, encapsulating shared values, principles, and beliefs within the organization. A robust organizational culture can effectively instil core values accepted by employees, thereby enhancing their workplace engagement and, in turn, elevating their job performance. Furthermore, OC encompasses effective leadership, which offers support, guidance, and a commitment to providing learning opportunities, serving as a potent motivator for employees to invest more effort in their work. Moreover, effective communication among employees is also pivotal, as it directly affects on-site productivity and the success of construction projects. Cultivating a culture that promotes the open sharing of information, knowledge, and skills among colleagues equips employees to better meet their employers' demands.

Secondly, WS, in past studies, stress has been found to lead to dissatisfaction, low output, high turnover and absenteeism as well as poor overall performance and productivity among employees in the construction industry. This is because stressful situations can adversely affect employees physically and mentally and may jeopardize their health, leading to these negative outcomes. However, in our findings, WS is positively correlated with JP, which also shows that WS brings benefits to the construction industry by driving employee results and bringing a sense of achievement, which in turn improves JP.

JS also has a significant positive impact on employee's JP, JS can make employees feel positive about their work, which positively affects organisational productivity, employee motivation and performance. For example, in terms of salary, working hours, benefits and flexibility, employees who are treated reasonably or better can have a significant impact on their JP, because when they are satisfied they will stay longer and work with full dedication and commitment, which will lead to higher efficiency to further increase productivity. Therefore, as the construction business relies heavily on labour, a better level of employee satisfaction will allow them to perform to the best of their abilities, allowing the organization to increase production and efficiency and boost profitability, which indicates that JS and JP are positively related in construction industry.

5.3 Limitations of Study

One of the study's limitations is we are utilising a questionnaire to collect data and all the data was collected from top four construction companies in Selangor. This may come to common method bias, which is the same individual provided data for both the independent and dependent variables in the same assessment setting utilising comparable item attributes and the same item context. The use of questionnaire is efficient and enable wide distribution. Predetermined responses, however, limit respondents' ability to give honest feedback on how they really feel about a certain topic. All the questionnaire question is fixed if compared to the interview. The interview is better than the questionnaire, allowing the interviewer to talk more openly but not limit the answer from low to high. Employee can express their feelings better when interviewed compared to questionnaires.

Secondly, the independent factors used in this research are capable of elucidating just 65.4% of the dependent variable, namely, employee job performance, which means that there is still 34.6% of the variable that cannot be

explained, which suggests that there are other key factors affecting employee job performance that were not included in this study.

The survey has only been conducted in the four largest construction companies in Selangor which is majority of responses from the employee at four companies in view of the location. There is uncertainty about the findings' generalizability to the total construction workforce population in the nation.

5.4 Recommendation for Future Studies

Based on these findings, there are a number of recommendations for further research.

First and foremost, the study relied on self-reported data from a single source which is only based on closed questionnaire, since it may be susceptible to bias and may not comprehensively include the whole of workers' experiences and viewpoints. Future research may adopt a mixed-approaches methodology, incorporating quantitative and qualitative data collection methods, such interviews and case studies, to better understand the factors impacting Selangor construction employee' job performance.

Secondly, this study primary focused on determining whether the four independent variables (work environment, work stress job satisfaction, and organizational culture) and job performance were related. Future research could extend the current research model by examining the impact other factors such as employee motivation, management style, and leadership on job performance.

Thirdly, the fact that the study was limited to a big four construction company in Selangor can make it difficult to extrapolate the results to other settings. Future research could consider duplicating the study across a range of small and medium size construction company to assess how well the conclusions apply in different situations and to produce more accurate and trustworthy results.

5.5 Conclusion

This research investigated the association between job performance, the dependent variable, and several independent factors including work environment, job stress, job satisfaction, and organisational culture. The findings indicate that within the construction industry in Selangor, there are three independent variables, namely work stress, job satisfaction, and organizational culture, that exert a noteworthy influence on employees' job performance. In contrast, the fourt variable, working environment, has no substantial influence on workers' job performance. Furthermore, this study has provided several suggestions, limits, and implications that might assist in guiding future research endeavors.

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Appendices

Appendix 3.1: Questionnaire

UNIVERSITY TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

Factors Influencing Job Performance in Selangor's Construction Industry

Questionnaire Survey

Dear Respondent,

We are final year undergraduate students from Universiti Tunku Abdul Rahman (UTAR) who enrolled in Bachelor of Business Administration (Hons). Currently, we are conduct a research project entitled "Factors Influencing Job Performance In Selangor's Construction Industry".

The main objective of this study to collect the opinion of respondents on the factors influencing job performance from four perspectives which are work stress, working environment, job satisfaction, and organizational culture. Therefore, we invite you to participant in our research as your responses will remain confidential and anonymous. This survey contains only six (6) sections. Completion of this survey will take you approximately 10 to 15 minutes.

Your cooperation and effort in completing this survey is greatly appreciated. All the information would remain private and only be employed for research purpose.

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

a) Name

b) Identity card

c) Place of Birth

d) Address

e) Education History

f) Employment History

g) Medical History

h) Blood type

i) Race

j) Religion

k) Photo

l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:

a) For assessment of any application to UTAR

b) For processing any benefits and services

c) For communication purposes

d) For advertorial and news

e) For general administration and record purposes

f) For enhancing the value of education

g) For educational and related purposes consequential to UTAR

h) For replying any responds to complaints and enquiries

i) For the purpose of our corporate governance

j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

8. You may access and update your personal data by writing to us at .

Acknowledgment of Notice

[ ] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[ ] I disagree, my personal data will not be processed.

…… Name:

Date:

Section A: Demographic Information

Please select an option for each of the following statement:

1. Age (Years Old)
☐ 18 – 25
☐ 26 – 35
☐ 36 – 45
☐ 46 or above

2. Gender
☐ Male
☐ Female

3. Marital Status
☐ Single
☐ Married
☐ Divorce/Widowed

4. Education Level
☐ SPM and below
☐ STPM
☐ Diploma
☐ Degree and above

5. Length of Service
☐ Less than or equal to 10 years
☐ 11 to 20 years
☐ 21 to 30 years
☐ More than or equal to 31 years

Section B – Work Stress

Please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement

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

No.	Questions	SD	D	N	A	SA
1	I feel stressed because of the unrealistic deadline.	1	2	3	4	5
2	I feel that performance standards on my job are too high.	1	2	3	4	5
3	I am given enough time to do what is expected of me on my job.	1	2	3	4	5
4	It often seems like I have too much work for one person to do.	1	2	3	4	5
5	My job makes it difficult for me to enjoy free time outside work.	1	2	3	4	5

Section C – Working Environment

Please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement

6. Strongly disagree (SD)
7. Disagree (D)
8. Neutral (N)
9. Agree (A)
10. Strongly Agree (SA)

No.	Questions	SD	D	N	A	SA
1	I received training to improve work efficiency.	1	2	3	4	5
2	The work environment where I work is in line with my expectations.	1	2	3	4	5
3	My job requirements are clear.	1	2	3	4	5
4	I have a clear path for career advancement.	1	2	3	4	5
5	I have a good relationship with my colleague and supervisor.	1	2	3	4	5

Section D – Job Satisfaction

Please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement

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

No.	Questions	SD	D	N	A	SA
1	I think that it is enough fees that I get from my work.	1	2	3	4	5
2	I am rewarded for good job performance.	1	2	3	4	5
3	My job promotion prospects are adequate.	1	2	3	4	5
4	I have enough time during my normal working hours to do my job without time pressure.	1	2	3	4	5
5	I am able to balance between time at work and time at other activities.	1	2	3	4	5

Section E – Organizational Culture

Please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement

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

No.	Questions	SD	D	N	A	SA
1	My superior supports me in executing my duties	1	2	3	4	5
2	I motivated and stimulates by the company communication for meeting the company goals.	1	2	3	4	5
3	Company's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5
4	I am praised regularly for my work.	1	2	3	4	5
5	Each time I do a good job, my organization acknowledges it.	1	2	3	4	5

Section F – Job Performance

Please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement

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

No.	Questions	SD	D	N	A	SA
1	I can complete the assigned task quickly and efficiently.	1	2	3	4	5
2	I actively lookes for ways to improve my performance.	1	2	3	4	5
3	I was able to perform my work well with minimal time and effort.	1	2	3	4	5
4	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
5	I worked at keeping my job knowledge up-to-date.	1	2	3	4	5

Appendix 3.2: (Pilot Test) Job Performance Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.926	5

Appendix 3.3: (Pilot Test) Work Stress Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.850	5

Appendix 3.4: (Pilot Test) Working Environment Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.802	5

Appendix 3.5: (Pilot Test) Job Satisfaction Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.944	5

Appendix 3.6: (Pilot Test) Organizational Culture Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.818	5

Appendix 4.1: (Full Study) Job Performance Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.899	5

Appendix 4.2: (Full Study) Work Stress Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.879	.881	5

Appendix 4.3: (Full Study) Working Environment Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.897	5

Appendix 4.4: (Full Study) Job Satisfaction Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.894	5

Appendix 4.5: (Full Study) Orgnizational Culture Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.878	5

Appendix 4.6: Pearson Correlation Coefficient Analysis Result

Correlations

		WS	WE	JS	OC	JP
WS	Pearson Correlation	1	.473**	.783**	.776**	.729**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	385	385	385	385	385
WE	Pearson Correlation	.473**	1	.446**	.480**	.412**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	385	385	385	385	385
JS	Pearson Correlation	.783**	.446**	1	.789**	.713**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	385	385	385	385	385
OC	Pearson Correlation	.776**	.480**	.789**	1	.780**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	385	385	385	385	385
JP	Pearson Correlation	.729**	.412**	.713**	.780**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	385	385	385	385	385

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

Appendix 4.7: Multiple Regression Analysis Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808[a]	.654	.650	3.49533

a. Predictors: (Constant), OC, WE, WS, JS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8756.217	4	2189.054	179.176	<.001[b]
	Residual	4642.598	380	12.217		
	Total	13398.816	384			

a. Dependent Variable: JP

b. Predictors: (Constant), OC, WE, WS, JS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.856	.713		1.201	.230
	WS	.261	.057	.249	4.617	<.001
	WE	.004	.037	.004	.108	.914
	JS	.148	.056	.145	2.635	.009
	OC	.502	.058	.471	8.613	<.001

a. Dependent Variable: JP