FACTORS THAT INFLUENCE JOB PERFORMANCE IN GENERATION Y

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DECLARATION

We hereby declare that:

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

(2) No portion of this research project has been submitted in support of any application for any other degree 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 research project.

(4) The word count of this research report is 20208 words.

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DEDICATION

First at all, we would like to dedicate this research project to our supervisor, Ms Teo Pei Ni who had given a hand to us throughout the completion of this research project. She had given us countless of ideas and encouragement during the progress of this research project.

Secondly, we would like to dedicate this project to our beloved parents, who always sacrificed themselves to provide the best for their children and taught us what is really important in life. Besides that, we would like to thank our family members who will always be there to lift us up when situation seem to be unpleasant and their patience and understanding during the period of busyness accomplishing our project.

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LISTS OF ABBREVIATIONS

CAT   Common Admission Tests

EI   Emotional Intelligence

FFM   Five Factor Model

LMAT   Law Programs Admission Tests

MBI   Maslach Burnout Inventory

MGAT   Management Programs Admission Tests

MMPI   Minnesota Multiphasic Personality Inventory

NEO-PI   NEO Personality Inventory

SPSS   Strategic Packages for Social Sciences

SRS   Simple Random Sample

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PREFACE

This research project was carried out from February 2011 until August 2011 at Universiti Tunku Abdul Rahman. This dissertation is under the subject of UBMZ3016 Research Project, which is compulsory subject in partial fulfilment of the requirement for the Bachelor of Business Administration (Hons).

This research is conducted by five researches who are Chang Yeou Meng, Lai Chen Thim, Lau An Nin, Lee Mei Sean, and Tan Geok Khim. This research project named "Factors that Influence Job Performance in Generation Y".

In today dynamic business world, high quality pieces of product or services are demanded. High concentration and focus is needed, company must always prepare themselves well in order to stay survive.

However, the real factors to influence job performance in generation Y had been overlooked by many companies, especially in hotel and restaurant industry, Malaysia. Those factors that will influence job performance should be fully focused. The lack of understanding towards factors that influence job performance, had resulted in employer, or manager cannot take appropriate action to improve employees' job performance in generation Y.

Thus, this research project is aim to study the most significant variables that are truly influence job performance in generation Y. By identifying the most crucial and important factors that determine their job performance; this will be serve as a guideline and enabled to help the employer in deciding on how to improve job performance in generation Y further and enhance their job performance efficiently.

Therefore, it can help to reduce turnover rate and retain most of the capable employees in the organization. As how an employee performs his/her job is a major factor in determining how successful an organization will be. Besides, this research project will be beneficial to the students and lecturers in the course like organization behavioral and human resource management. This research will also provide some insight and information to serve as a future reference for researchers on the subject of employees' behavior study. Therefore, the factors to influence job performance in generation Y not only is useful for the all the industry but also business practitioners that have hired the workers in generation Y.

ABSTRACT

High turnover rate of employment is still a main concerned in generation Y especially in hotel and restaurant industry. The main purpose of conducting this research project mainly is to examine the factors that influence job performance of generation Y.

There are 3 factors we have identified that will influence job performance of generation Y, which are personality, employees' ability and job satisfaction. Besides, there are total 4 hypotheses being constructed in this research project to be tested.

We analyzed the hypotheses using T-test, ANOVA test, multiple regression analysis and Pearson correlation analysis. Besides, a total of 450 set of questionnaires were distributed, but only 404 set of questionnaires was returned to us. The data collected are being analyzed using the Statistical Package for Social Science (SPSS).

The correlation and multiple regression analysis specify that the 3 independent variables (personality, employees' ability and job satisfaction) have significant and positive relationship with the dependent variable (job performance). As a result, it provides us a correct guideline and directs us to achieve our research goal and objective.

Finally, the research project also provides with clear view of limitations therefore brought forward some useful recommendations and lastly conclusion indicating that the all 4 hypotheses constructed is acceptable.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter starts with research of background to provide an overview of this research. Then, next section followed with problem statement that provides brief statement on the issue which the research determines to address. After that, this chapter will continue with research objectives and research questions. Next, this chapter will state out the hypotheses of this study. Finally, the last section will flow to explain the significance of this study.

1.1 Research Background

There is an extensive body of research in organizational that personality, intellectual ability and job satisfaction of personal affected the job performance in generation Y. Generation Y also known as Generation of the Millennium. Based on the researcher Alexandria (2001), generation Y defined as the ages between those born between year 1980 and 1995. According to Alexandria (2001), characteristics of generation Y included pragmatic and hardworking, they more focus placed themselves on independence, ethnical more diverse than other previous generations, and more brand awareness. Besides that, they would be more tolerance facing on different cultures, lifestyles, and behaviors based on Alexandria (2001).

Job performance is an accomplishment of work-related tasks or skills by an employee. It also used for factors associated with success or failure in job situations. Based on Munchisky (2003) who said that job performance is the set's of employee's behaviors that can be monitored, measured, and assessed achievement in individual level.

Employees' job performance is an essential factor to organization become more effectively and efficiency. Therefore, those behaviors are also having closed related with the organizational goals.

Personality is that pattern of characteristic thoughts, feelings, and behaviors that differentiate one person from another that persists over time and situation from Phares (1991). The personality traits have different depth and significance. Depend on different situation; the personality traits would be more or less visible. Besides, personality could be developed over the time by Phares (1991). Based on researcher Fiske (1949), there are five big dimensions of the personality which are extraversion, agreeableness, conscientiousness, neuroticism and openness.

An intellectual ability is the ability measure by performance on an intelligence test. It also refers to those that are needed to perform mental activities. There are several types of the test used to evaluate one's mental abilities on different academic areas are Common admission tests (CAT), Management programs admission tests (GMAT), Law programs admission tests (LMAT), and others based on Robbins & Judge (2009). The dimensions of the intellectual ability are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization and memory according to Robbins & Judge (2009). Therefore, tests on the specific dimension of the intelligence which is stronger predictors of the future job performance.

Locke and Lathan (1976) provided a wide definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is very important for a worker to work in a workplace. There have three main dimensions of the job satisfaction which included job satisfaction is an emotional response to job situation, job satisfaction can be ascertained from how effective between the results of performance meet or exceed the desirable expectations, several variables related job satisfaction which is important characteristics of job and reflect people effective response based on Luthan (1998).

There have many factors can be directly reflected to job satisfaction and in order to bring the influenced to the job performance as well.

In order to achieve higher organizational performance, organizations have to first improve the employees' job performance. Findings about the relationship among the personality, employees' ability, and job satisfaction are closely related to improve job performance.

1.2   Statement of Problems

According to Porter and Lawler (1968), there are three types of performance. The first type is the measure of production rates, amount of output over a given period of time. The second type is rating of employees' performance by someone or manager. The third type of performance measures is self-appraisal and self-ratings. Once the performance of an individual is poor, this will influence the production of an organization directly.

There are several elements proved to be the major problems in generation Y which lead to ineffective job performance in organization according to Cairncross and Buultjens (2007).

The characteristics of generation Y has caused many managers and employers, especially those senior managers, found them a "troublesome" because they do not respond to a "do as you are told" management style (APM-NATSEM, 2007). Thus, they are said to be the exactly different view from senior managers, in that generation Y appreciates a relaxed, creative, life-style focused, less autocratic work place according to Sheahan (2005). As a consequence, job performance of generation Y does not meet the requirements of their employer or manager.

Generation Y is viewed as lacking in practical experience yet is overconfident and has unrealistic expectations about their salary. A majority of generation Y also look forward have travel opportunities, further training and social events as part of their employment packages. Employers also believe if generation Y doesn't like their pay, the work conditions or the management they will job jumping. One year in a job is seen to be a long obligation by many generation Y (The Daily Telegraph, 2007). According to Casben (2007) suggests some employers and managers believe generation Y is more demanding than previous generations like baby boomers.

According to Stewart, Barrick, and Piotrowski (2002) state that personality constructs are indeed associated with the job performance, with some traits such as extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience. As a result from that, personality becomes the main factor to motivate the employees to perform well. Once the employees have a good personality, they will start to think for other things such as perform well and have good relationship with colleagues.

According to Kanfer (2009), ability and trait are one of the important factors to increase his or her performance. For instance, if an employee does not has a good ability and trait, he or she will feel unsatisfied because they feel they do not have the ability to handle or settle the task or project given due to the lack of ability and trait, it will definitely affect his or her job performance.

According to Judge, Thoresen, Bono, and Patton (2001), if job satisfaction does not be satisfied which mean that the employee has very poor performance to his or her company. As an effect of poor performance, the employee will have low performance and productivity which below the standard that he or she should have. So, the job performance is important to make sure that the employees work efficiently and effectively.

Since the problem statements show how the factor influences the job performance, the research will focus on the relationship between the factors and job performance.

This research project can help and recommend the employer and manager to solve the problems like high turnover rate that they are facing now so that they can increase job performance of generation Y.

According to Cairncross and Buultjens (2007), this research is focused on generation Y and work in tourism and hospitality industry in Australia. Furthermore, according to (Long and Swortzel, 2007) , this research is based on factors influencing individual job performance of extension agents in United State .Therefore, the researchers are based on the job performance of generation Y in Malaysia. Thus, this project research is aim to continuous by bridging in the existing gaps in the literature through investigations on the issues.

1.3 Research Objectives

1.3.1 General Objective

The general objective for our research project is to identify the factors that influence job performance.

1.3.2 Specific Objectives

The specific objectives of our research include:
i.   To determine whether there is a significant relationship between personality and job performance.
ii.   To determine whether there is a significant relationship between employees' ability and job performance.
iii.   To determine whether there is a significant relationship between job satisfaction and job performance.

iv.   To determine whether the three independent variables (personality, employees' ability and job satisfaction) are significant explain the variance in job performance.

1.4 Research Questions

There are some possible questions to be answered in this research as below:

   i. What are the factors that contribute to job performance?
  ii. Which of the personality factors will influence job performance?
 iii. How does the employees' ability will influence job performance?
  iv. How does job satisfaction will influence job performance?
   v. Is there a relationship between personality and job performance?
  vi. Is there a relationship between employees' ability and job performance?
 vii. Is there a relationship between job satisfaction and job performance?
viii. Are the personality, employees' ability and job satisfaction will influence job performance?

1.5   Hypotheses of the Study

The following are four hypotheses for both null and alternative options for each variable that develop from the research objectives as stated below:

(A)

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

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

(B)

H0:   There is no significant relationship between employees' ability and job performance.

H1:   There is a significant relationship between employees' ability and job performance.

(C)

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

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

(D)

H0:   The three independent variables (personality, employees' ability and job satisfaction) are no significant explain the variance in job performance.

H1:   The three independent variables (personality, employees' ability and job satisfaction) are significant explain the variance in job performance.

1.6   Significance of the Study

Nowadays, it is very important for an employer to know the factors that influence employees' job performance. Since, how an employee performs his/her job is a major factor in determining how successful an organization will be. Therefore, the research of factors that influence job performance in generation Y is useful for the parties that involved in this field to act as a guideline either to improve job performance or for research purposes.

Besides, it will also be beneficial to the students and lecturers in the course like organization behavioral, this is because they can make use of the examples and data stated in this research in their classroom particularly in a different idea but related to

the factors that influence job performance, thus it can help to enhance the understanding of the concept in causes of job performance.

Moreover, this research will be helpful to all the industry and business practitioners that have hired the workers in the category of generation Y. It can serve as a reference to inform employer about what are the factors that actually influence job performance. So, they can work on the identified factors and try to develop some programs that could increase job performance.

The results of this research will provide some insights and information to serve as a future reference for researchers on the subject of employees' behavior study. Researchers may find this finding is useful as a resource to help them in preparing their study or thesis. Importantly this research will educate on whether an industry or organization is really fulfilling its responsibility in reviewing of job performance and or just to promote its business to earn higher profit.

Hopefully through this research, it can serve as a basic in the study on the relationship of personality, employees' ability and job satisfaction in predicting job performance. This study will contribute to help an employer to identify better on job performance. Consequently, by increasing the job performance, it can help to reduce turnover rate and retain most of the capable workers.

1.7   Chapter Layout

This research study consists of 3 chapters in which the 1 chapter is basically about the introduction of research title, the research background of the study, identify the problem statement and objective of research being conducted. Besides that, in the chapter 1 also figure out the research questions together with the hypothesis and significance of the study.

Meanwhile in chapter 2, the research project will be analyzed by reviewing all the literature and relevant theoretical models based on journals and articles. Through the viewing and referring of journals and article, research study will be proposed a theoretical or conceptual framework accordingly until the hypothesis development sessions.

Lastly is about research methodology. This chapter 3 will be conducting research design in which designing the data collection methods using primary and secondary data. Sampling design will be executed to collect accurate data and information and finally the data will be processed and being analyzed.

Chapter 4 will be present data along with the results of the analyses. It will explain how the data was prepared and the descriptive statistics and demographics of the sample population be presented. Besides that, the correlations of personality, employees' ability, job satisfaction and job performance will be further evaluated. Then a conclusion for this chapter is provided to compare and contrast the job performance and to segue into the discussion section.

The final chapter is presenting the discussion, conclusion and recommendations for future research. It provides summary of the results along with a critical analysis in accordance with showing how the data supported those hypothesis. It also describes how the research is being applied in various ways where the data was gathered. The last section provides a final conclusion to the paper.

1.8 Conclusion

Job performance is vital for an organization in which it reflects their competitiveness in terms of efficiency and effectiveness. In this research, factors that influence job

performances will be the key factors to success for an organization. Therefore, this study aim at identify the potential opportunities and defining the problem to reduce the low job performance issues which might become the keys success of the organization. In the next chapter, the research will conduct a literature review which mainly about the independent variables (factors) and dependent variable (job performance) to propose a theoretical or conceptual framework.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

In this chapter, researchers will discuss the basic theories of job performance, personality, employees' ability and also job satisfaction based on some journals that researchers read through, as well as how this theories use to predict job performance. Moreover, the relevant term such as generation Y will be further explain in this chapter too.

2.1   Review of the Literature

2.1.1 Job Performance

According Kahya (2008), there are two distinct dimensions of work behaviors in the job performance are task performance and contextual performance. Previously, job performance has had as its core task activities. These kinds of activities are typically identified in job analyses that focus on tasks and estimate their importance and frequency. For examples are closing the sale for a sales job, filling project papers for a clerical job and so on.

According to Borman and Motovidlo (1993), task performance is defined as the proficiency with which incumbents perform activities that are formally recognized as part of their jobs and activities that contribute to the organization's technical core. It directly by implementing a part of its

technological process or indirectly by providing it with needed materials or services. Besides that, it consists of job specific behaviors such as core job responsibilities. While employees use their technical skills or knowledge to produce goods or services through the organization's core. Furthermore, according to Scotter (2000), once they accomplish specialized tasks that support the core functions and they are engaging in task performance.

According to Werner (2000), contextual performance is defined as individual efforts that are not directly related to their main task function but are important because they shape the organizational, social, and psychological context that serves as the critical catalyst for task activities and processes.

According to Witte (2002), even if task performance usually has received more attention than contextual performance, researchers have begun to empirically demonstrate that contextual performance yields a competitive advantage for organizations. Based on the Scotter (2000), it is not difficult to make the rules or regulations that employees who follow instructions, display initiative, carry on difficult tasks, cooperative with others effectively, or willingly perform on the behalf contribute more to the organization than employees who do not.

According to Babin and Boles (2008), job performance defined as the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes. In other words, job performance measures the level of achievement of business and social objective and responsibilities from the perspective of the judging party based on Hersey & Blanchard (1993).

According to Jamal (1984), job performance has been described as an accomplishment of assigned duties in accordance with organizational guidelines subject to the normal constraints of reasonable utilization of

available resources. Based on the Adana (1986), effective job performance has positive effects on both an organization and its employees. For the organization, it will ensure production, economic growth and survival. In the same way, effective job performance provides the employees with economic gains, security, social status, family and social prerogatives, medical benefits and recreational and educational.

2.1.2 Personality Theory

2.1.2.1 The Big five Model of Personality

Personality measures are considered as a relevant theory to predict employees' job performance. There are a lot of researchers such as Barrick & Mount (1991); Hough (1992); Robertson & Kinder (1993); Salgado (1997); Barrick, Mount, & Judge (2001); Borman, Penner, Allen, & Motowidlo (2001); Ones & Viswesvaran (2001), was carried out numerous meta analysis of personal measures in the past 12 years and they had confirmed that this personality measures are a valid predictors of job performance for various working groups.

However, according to Ghiselli (1973); Guion & Gottier (1965), they said that using personality variables to predict job performance have shown weak and mixed results. Hollenbeck and Whitener (1988) also pointed out earlier research had shown theoretical inadequacies and some methodological problem due to low validity in generated the final results. More specifically, it stated that due to the lack of a generally accepted classification/taxonomy of personality, researchers were measuring different things using the similar variables. Therefore,

using these personality variables was causing huge amounts of inconsistencies and low levels of predictability in the literature.

However, in the early 1990s this inconsistency had been improved by introducing the Five Factor Model (FFM) or the Big Five factor model of personality. It has showed as a strong personality classification and also had been approved as a general framework to examine individuals' relationship between his/her personality and performance. This Five Factor model is introduced by Costa & McCrae (1987). The most important contribution of Costa & McCrae was they developed a series of questionnaire consist of various variables under FFM based on a hierarchical model.

They first developed the NEO Personality Inventory (NEO-PI) which is a measurement combining Neuroticism, Extraversion and Openness to experience. Each of these dimensions is categorize by six narrow parts. Each part contained of eight separate sub items. After that, they presented a complete measure of FFM by including items of broad dimensions, which is Agreeableness and Conscientiousness, this two dimensions is without any specific parts. So in the end it comes out the complete set of FFM models with these five dimensions as we see today and use it to predict employees' job performance.

According to McCrae & Costa (1987) and Costa & McCrae (1992), the FFM showed that most of the variance is related in both self ratings and personality responses. The FFM of personality was developed from experimental rather than theoretical perspective. The FFM was developed based on lexical hypothesis provided by Galton (1884), who said that personality characters can be determine in the words people use to describe each other. Moreover, the studied of lexical hypothesis were chooses from thousands of personality

description's dictionary to limit the broader number of factors being analyzed (Allport & Oldbert, 1936).

The use of meta-analysis methods of the FFM had showed there is validity relationship between the five personality characteristics with individual performance (Hough, Eaton, Dunnettte, Kamp, & McCloy, 1990; Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991; Wiggins & Pincus, 1992). The results from the studies showed that personality variables can be provided as suitable predictors of job performance. Each dimension of FFM is briefly described as below:

Conscientiousness refers to individuals who are organized, dependable and careful. Besides, it also reflects variables such as hardworking, achievement-oriented and persevering versus unreliable, lazy and disorganized (Digman, 1990). Therefore, people who are highly conscientiousness seek to accomplish their duty in more order ways. For example, employees who often set higher goals to gain a much higher sales volume were given higher supervisory ratings if compare to other subordinates. As a result, they are often considered as an important and talented employee to the organization (Barrick & Mount, 1991).

Neuroticism also has been called as emotional stability. Neuroticism refers to an individual who are anxious, insecure, angry, embarrassed, worried and depressed. High neuroticism shows that individuals are more psychological suffering (Costa & Widiger, 1994). Nevertheless, latest research found to show that highly neurotic individuals will tend to outperform if compare with their subordinates that have much more stable emotional control. For example, in air traffic control stimulation when company requires them to expend a high level of effort based on the duty they are working, the neurotic employees had showed a better

performance. (Smillie, Yeo, Jackson, & Furnham, 2006). In addition, office busyness was related to greater performance improvements for highly neurotic individuals when compared to less neurotic individuals (Smillie, Yeo, Jackson, & Furnham, 2006).

Agreeableness has also referred to the individuals who are sympathetic, warm, like to help other people, cooperative and nice. Individuals with high levels of agreeableness tend to be kindness, unselfishness, tolerant, flexible, cooperative, trusting, courteous, forgiving and soft hearted. Agreeableness has been found to be a valid predictor for job that related to interpersonal skills (Barrick & Mount, 1991). A meta-analysis found consistent correlation between agreeableness and performance for team oriented jobs (Mount & Barrick, 1995).

Extraversion is an individual's tendency to be more externally and focused towards people around them. They are more concern with other people and usually more active, talkative, outgoing and sociable. Results correlated to this variable was being verbal fluent, affiliate, sociable humor and being active. According to Barrick, Stewart & Piotrowski (2002) found a significant relationship between extraversion with status striving. Barrick & Mount, (1991) was also found that extraversion in best predict in occupation like sales representatives and managers.

Openness to Experience also interpreted as intellect or intellectence (Borgatta, 1964; Digman, 1981 and Goldberg, 1989). The personality derived from this variable was being creative, curious, cultured, imaginative, broad-minded and intelligent. Individuals who are highly in this characteristic are categorize as having a broad and deep awareness and a need to discover experiences for deeper meanings (McCrae & Costa, 1991). Openness has been shown to predict training

proficiency criterion as well as job performance in unique and unfamiliar job settings where a lot of new ideas had to come out in order to accomplish the task assign for the employee (Barrick & Mount, 1991).

According to Digman, 1997, he has divided the FFM into two category, which are namely alpha and beta. Neuroticism, agreeableness and conscientiousness are to represent alpha factor, which is determine as individuals who are following society rule and regulation, norms and principles. Whereas, factor beta includes extraversion and openness to experience, these two factors are to represent personal growth.

2.1.2.2   Evaluation of Five Factor Model

Most of the research conducted up until mid 1980s, saying that there are no relationships in between personality and job performance. According to Guion & Gottier (1965), there is no common fact that personality measures can be recommended as good or useful tools for employees' performance prediction. This conclusion was then accepted for another 25 years because of no proper study was conduct to disagree for this conclusion. Besides, lacked of quantitative system (such as no proper data collection-questionnaire) will prevent the researchers to categorize the characteristic of the personality into a useful framework in order to correct the study biases of this conclusion.

Besides, problems occur in grouping the personality measures into five factors in FFM. This is because several researches have uses the same questionnaire to derive the different groups. For example, according to Costa, Zonderman, McCrae & Williams (1985), found out that Minnesota Multiphasic Personality Inventory (MMPI) only provided

measures for four factors, which conscientiousness was excluded. As a whole these findings show a lack of validity for the MMPI, because of personality measures not developed within the FFM being group under Big five, therefore it is necessary to conduct new meta-analysis to better demonstrate the truth results.

Another problem is FFM does not cover most of the important basic dimension of personality. For example Hough (1992) and Hough & Oswald (2002) argues that the important personality such as individualism, emotionality and social competence are being missed out in the FFM even though it showed validity in predict employee job performance. Regarding to this criticize, Costa & McCrae (1995) argue that:

The claim that FFM is broader and does not mean that it is fully measure the individual difference in personality. But as we know, the model hypothesis (FFM) is include almost every personality characteristic and is significantly related to one or more of the five factors (agreeableness, conscientiousness, neuroticism, extraversion and openness to experience), and that any remaining characteristic can form a various category covering the existing factors rather than to define a sixth or subsequent factor. (p.218)

The defense of Costa & McCrae seems to be reasonable. It is because as long as the five major factors account for majority common variance and additional factors were only small and specific. However, according to Church & Burke (1994) the five factors model only accounted roughly 50% of the total variance in the NEO-PI scales that developed by Costa & McCrae. So FFM can be said is missing too much of variance to show its' accurately in predict job performance.

Therefore, if consider to all of this problems, most of the researchers will limited the use of FFM to predict job performance.

2.1.2.3 The use of the Five Factor Model in predicting Job Performance

The relationship between personality and job performance are getting many attention and debate throughout the 20th century. Excluding the criticism, the FFM is still the widely use method in personality research and also is useful to review and classify the relationships between personality variables and job performance criteria (Hough, 2001; Rothstein & Goffin, 2006).

Research has found conscientiousness and neuroticism are among the best predictors of individual job performance for many positions and occupation. Conscientiousness will be a stronger predictor of performance for experienced employees rather than new workers. It is expected to be related to job performance because it evaluates personal characteristics such as responsible, hardworking, careful, which are an important characteristics to complete work tasks in all the occupation.

Furthermore, highly conscientious employees show effectively and efficiency at their work tasks, because they are spending more time to fulfill the requirement of the assigned tasks. They obtain greater job knowledge, so they will always set a goal to achieve them and go beyond the barrier to compete with their competitors. Whereas, employees with negative characteristics such as nervousness, worry and hot temper will tend to be less successful compare with those employees who are more emotionally stable in all occupations under the study of neuroticism factor.

Extraversion and agreeableness is useful in predict occupation that involve frequent interaction or cooperation with others, such as management and sales. But this factors are not useful in predict production worker or engineer. Openness to experience is helpful in predict training proficiency field. This is because this dimension includes personal characteristics such as curious, broadminded and intelligent, which are the positive attitudes towards learning experiences. It can be conclude that this kind of personality are likely to be motivated to learn into the training program and are more likely to benefit from the training.

These personality characteristics have been found to predict important work outcomes. Meta-analysis has found that extraversion and openness to experience were positively correlated with leadership effectiveness (Judge, Bono & Gerhardt, 2002). According to Higgins, Peterson, Pihl and Lee (2007) in a manufacturing company, conscientiousness is correlated with factory floor performance. Negative concept such as bullying was found to be related to low extraversion, high neuroticism and high conscientiousness in the workplace (Kieffer, Schinka, & Curtiss, 2004). Employees who have high neuroticism tend to have low job satisfaction (Furnham & Zachel, 1986).

In addition, although FFM had found out to be useful in predict job performance under some research, but still have some researchers argue that FFM is not comprehensive enough, because of many important variables are not being included in the current classification (Hough, 1997; Paunonen & Jackson, 2000). Besides, according to Paunonen (1988), FFM variables are too broad and most of the information is lost by combining relevant parts into five factors only, which will lost its specific characteristic and decrease in predictive

accuracy. For example, according to Hough & Schneider (1996), research found out that the extraversion dimension of FFM confounds its relationship and its potency, which are results in there are no significant relationship with each other and have different pattern of relationship with job performance.

But Ones & Viswesvaran, (1996) agree to use broader personality variables (FFM), this is because many narrow measures contain fewer items if compare with broad measures, and therefore it is easy to capture variances which are form among several lower level parts rather than measures them separately. Another reason to utilize broad personality factors are the complex of broad personality characteristics are better to predict broad, multifaceted constructs such as job performance. According to Fishbein & Ajzen (1974), multiple act criteria are better predicted than single act criteria, thus they aslo support to use broad personality factors to predict the broad construct of job performance.

Nevertheless, according to Rothstein, Paunonen & Jackson (1999), the validity of the broad measures in predicting the criterion is the adding up of all the narrow measures. So in order to predict complex and broad criteria, maybe a few narrow characteristics that represent different factors are better than using many characteristics from a single factor. Information and predictive power is lost when several constructs are combined into a multidimensional predictor (Nunnally, 1978; Paunonen, 1998).

After some analysis being conducted, Rothestein & Goffin (2006) concluded that narrow characteristics are better predictors of job performance and add significant incremental validity compare to broad

factors. This conclusion is gain by comparing all the parts of broad factors with the studies of narrow parts to a particular job performance.

Instead of choosing one of these methods, some researches had brought out the suggestion that broad predictors should be use broad criteria to predict vice versa for narrow predictor. So that researchers like Ones and Viswesvaran will explore the relationship between personality and job performance in a broader ways, while researchers like Paunonen and Jackson will like to use narrow predictor, it is also researchers that like both ways, such as Hogan and Hough.

2.1.3 Employees' Ability Theory

Ability is capability or power to do something physically or mentally. According to Thomas (1960), ability is defined as probability of completing a given task successfully.

Employees' abilities can divide to cognitive ability and emotional intelligence ability. According to Lowery, Beadles and Krilowicz (2004), cognitive ability is the mental process of knowing, including aspects such as awareness, perception, reasoning, knowledge, and judgment. Besides that, according to Hunter & Hunter, 1984; Hunter & Schmidt, 1983, their research also stated that cognitive ability is established and firm evidence of independent variable that affect job performance.

According to Motowildo (1997) model, as well as other research indicates that job performance is affected by the model mentioned through cognitive ability which is task knowledge. Often included in explanation of cognitive ability are several basic processes which are perception, learning, encoding, memory and reasoning by (Glynn, 1996). These processes usually bypass a lot of

knowledge and expertise skills end up so called to solve problems. Normally, a person gain and improve his or her knowledge and skills by solving problems. This is due to the more a person solves problems, the more chances for manipulation of the knowledge, thus observing ranges of idea and concept.

Thus, the better the person posse's basic cognitive functions, the more expertly the person gain knowledge. The more knowledge a person has, the greater the possibility that knowledge will help then to solve problems and acquire new skills in attaining a specific goal. It accurately reflect the degree to which a person has integrated these cognitive abilities into their daily functioning which bring an impact either major or minor on their job performance.

The learning of job-related knowledge and skills is one of the vital mechanisms of cognitive ability which affecting job performance. According to Schmidt, Hunter, & Outer (1986), cognitive ability shows a direct effect on job knowledge which included task and contextual-related knowledge. However, there are few aspects of Cognitive ability mechanism especially intelligence which could drastically impact contextual performance has been ignored.

For instance, the psychometric concept of cognitive ability has shown some overlap with the conceptual and biological correlates of executive functioning, a broad cognitive term which includes the ability to monitor and control one's actions and impulses in which affecting the result and outcome of job performance. (Crinella & Yu, 2000; Duncan, Emslie, & Williams, 1996).

Moreover, Church, Katigbak and Almario-Velazco (1985) found that psychometric measures of cognitive ability were related with measures of adaptive ability which includes skills needed for daily operation and interaction. These findings stoutly suggest that cognitive ability will lead to an

increased ability to adapt and make decisions regarding personal relationships with others, and should lead to a positive relationship with job performance.

According to Shaffer and Shaffer (2005), emotional intelligence is the ability to perceive emotions, to access and generate emotion to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Emotional intelligence greatly influences employees' job performance because their emotion can affect the working behaviors.

Emotional intelligence illustrates how a person mastering the skills of Self-Awareness, Self-Management, Social Awareness and Relationship Management in achieve job goals. Emotional intelligence provide us the ability to learn and capture skills , however emotional competence decides the tendency of learning and skill mastering which translate it into on-the job capabilities. Emotional competence is "a learned capability based on emotional intelligence that results in outstanding performance at work" (Goleman, 1998b).

The emotional self awareness provides insight for one's who understand their own feelings and how things affect their feelings in turn affect their performance. For example, at a financial services company, emotional self-awareness proved crucial in financial planners' job performance (Goleman, 1998b). The interaction between a financial planner and a client is fragile, dealing not only with multiple problems about money but also, when life insurance issues occurred, the even more uneasy issue of mortality. For sure, the planners' Self-Awareness in fact helped them handle their own emotional reactions better which end up a better job performance.

In studies of job performance, outstanding effectiveness in virtually all jobs—from the bottom to the top of the corporate ladder—depends on

Conscientiousness (Barrick & Mount, 1991). Emotional intelligent leadership plays a key role to make a working condition that encourages the employees to give their best shot. The relationship between Emotional intelligence in a leader and performance of the unit led appears to be mediated by the climate the leader creates. In the study of insurance CEOs, for example, there was a significant relationship between the EI abilities of the leader and the organizational climate (Williams, 1994). Climate reflects people's sense of their ability to do their jobs well.

Climate indicators also include the degree of clarity in communication, the degree of employees' flexibility in doing their jobs, ability to innovate, ownership of and responsibility for their work and also the level of the performance standards set (Litwin & Stringer, 1968; Tagiuri & Litwin, 1968). In this study stated that, the climate created by CEOs is able to predict the future of the business which is vital for the organizational profit, growth and the overall performance of the job carrying out.

2.1.4 Job Satisfaction Theory

Locke and Lathan (1976) provided a wide definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is very important for a worker to work in a workplace. According to Luthan (1998), there are three main dimensions of job satisfaction described as below:

i. Job satisfaction is an emotional response to job situation. It can be described as the job satisfaction might not be seen from eyes, but can be deduced through several variables.

ii. Job satisfaction can be ascertained from how effective between the results of performance meet or exceed the desirable expectations. Once the results cannot meet or meet below the desirable expectations, the lower job satisfaction might be occurred. For example, a worker would be reduced his / her job satisfaction, if he/ she think that they put more efforts to perform well on their job but only little rewards or compensations they received from their company. On the other hand, the company provided rewards more than their desirable expectations or paid them equitably, it was likely to increase job satisfaction of the workers.

iii. Based on Luthan (1998), there is several variables related job satisfaction which is important characteristics of job and reflect people effective response. Those variables included: the work itself, pay, promotion opportunities, supervision and coworkers.

The potential relationship between job satisfaction and job performance was conducted researches and published by Brayfield and Crockett (1955). Based on the researches of Brayfield and Crockett (1955), they separated the relationship between job satisfaction and job performance into at least seven models. The seven models can be divided as job satisfaction cause job performance, job performance cause job satisfaction, job satisfaction and job performance are interrelated, the relationship between job satisfaction and job performance is spurious, the relationship between job satisfaction and job performance is moderated by other variables, no relationship between job satisfaction and job performance, and there are alternative conceptualizations of job satisfaction and or job performance.

Some of these models attributed the relationships of the job satisfaction and job performance directional to influence each other as model 3 job satisfaction and job performance are interrelated or either one being influenced as job satisfaction caused job performance or opposite which is the model 2 job

performance caused job satisfaction. The research of Wanous (1974) had shown the evidence of the model 3 which are the relationship of the job satisfactions and job performance are interrelated. This research proven that if the job satisfaction is a factor of the extrinsic, the job satisfaction would be lead to job performances whereas the job satisfaction is factor of intrinsic then there were be leading of job performance to job satisfaction.

For the model which concluded that there is no relationship between job satisfaction and job performance and both are moderated by other variables also can be seen from the research of Wanous (1974).

For the final model stated alternative conceptualizations of job satisfaction and or job performance, this had shown there is relationship between job satisfaction and job performance. The model showing that the degree of the job performance based on either there is positive or negative attitudes that workers performed on their job. The evidence found from the research of George and Brief (1996) and Isen and Baron (1991).

According to Hawthorne studies (2001) posited as a happy employee always a better employee. Better employee had been determined as more productive employee. Job satisfaction is a result of how well worker could be performed in their job. Many of researches have been carried out the relationship between productivity and job satisfaction. Increasing of the job satisfaction might be resulted more productive workers. According to Ebru (1995), job satisfactions of workers have to depend on three conditions which are economic, social, and cultural of the country.

These three conditions posited by Ebru (1995) are interrelated. Wages always the best way to motivate workers to perform on their job. Many of workers required their wages to maintain their families' life. If workers received insufficient wages, they might be faced problems on their life. This kind of problem would be directly push workers far from being satisfied. Besides of

the wages, social facilities such as transportation services and child care services also as an important thing that increases job satisfaction of the workers.

Absence of motivation, workers would not be performed well in their job. It could be caused reduced productivity of company, poor job performance, lose a lot of talented workers, increased employees turnover, and bad relationship between the workers. Those problems would be a huge influence toward company overall performance. Lack of job satisfaction is a predictor of quitting a job based on Alexander, Litchtenstein and Hellmann, (1997); Jamal, (1997). Workers would be likely to work in a place which can meet their outcomes with or exceed their expectations.

Another researches MacDonald (1996) and O'Toole (1980), they tried to prove that factors of intrinsic by workers own selves could be guide as a method to predict their job satisfaction. Different studies conducted different elements of factor intrinsic resulted out several kind of relationship with job satisfaction. According to the Davis (1988), found that older workers are more easily tend to be satisfied than young workers and regarding to Sloane and Ward (2001) the researchers report, he explained that different age gaps workers presented different level of job satisfaction.

One among the research found that older group of workers created lower job satisfaction, it might be proven from the sample of age above 35 have create lower job satisfaction which conducted by Sloane and Ward (2001). Whereas gender differences also a key variable that might be influenced job satisfaction. According to the Ward and Sloane (2000), male workers might be much far to be satisfied rather than female workers. This statement might be proven from the academic earnings came from female workers were slightly below compare with the academic earnings of male workers based on the researcher of Hagedorn (1996).

Although wages was a best way increase job satisfaction, but some general studies also found that not only money rewards could improved job satisfaction in order for indirectly affected job performance. Hence, based on the Sloane and Ward (2000), they clearly established that non money compensations such as the relations with colleagues, working environments conditions and promoting and training opportunities could also main components using to measure job satisfaction. For instance, a worker working in bad conditions that company never provided air-conditioned services, never hired cleaners to wash the toilets and required worker to work for a very long periods but never give a little break time. Worker might be quit the job and find another better company due to their job satisfaction.

Some economists have studied that lack of advance career opportunities and training programs were likely to reduced workers job satisfaction rather than pay higher wages. These problems came out evidence from the researches of Ward (2001) who determined that main impacts on higher employees' turnover of National Health Services (NHS) due to lack provided further trainings and promoting opportunities. There are many findings that can be measure the job satisfaction. Those findings are strong directly to reflect the job satisfaction which can be also reflected to job performance.

2.1.5 Dependent Variable

The dependent variable in researchers' research project is job performance. According Kahya (2008), there is two distinct dimensions of work behaviors in the job performance are task performance and contextual performance. Previously, job performance has had as its core task activities. These kinds of activities are typically identified in job analyses that focus on tasks and estimate their importance and frequency. Besides that, Babin and Boles

(2008), job performance defined as the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes. In other words, job performance measures the level of achievement of business and social objective and responsibilities from the perspective of the judging party based on Hersey & Blanchard (1993).

2.1.6 Independent Variable

2.1.6.1   Personality

According to Costa & McCrae (1987), personality has five dimensions such as conscientiousness, neuroticism, agreeableness, extraversion, and openness to experience.

i. Conscientiousness- Conscientiousness refers to individuals who are organized, dependable and careful. According to Diagman (1990), conscientiousness also reflects variables such as hardworking, achievement-oriented and persevering versus unreliable, lazy and disorganized.

ii. Neuroticism- This factor had also been called as emotional stability. Neuroticism refers to an individual who are anxious, insecure, angry, embarrassed, worried and depressed.

iii. Agreeableness- Agreeableness has also referred to the individuals who are sympathetic, warm, like to help other people, cooperative and nice. Individuals with high levels of agreeableness tend to be kindness, unselfishness, tolerant, flexible, cooperative, trusting, courteous, forgiving and soft hearted.

iv. Extraversion- Extraversion is an individual's tendency to be more externally and focused towards people around them. They are more concern with other people and usually more active, talkative, outgoing and sociable.

v. Openness to Experience- Acceding to Borgatta (1964) stated that openness to experience also interpreted as intellect or intellectence. The personality derived from this variable was being creative, curious, cultured, imaginative, broad-minded and intelligent.

2.1.6.2 Employees' Ability

Ability is capability or power to do something physically or mentally. According to Thomas (1960), ability is defined as probability of completing a given task successfully.

Employees' abilities can divide to cognitive ability and emotional intelligence ability. According to Lowery, Beadles and Krilowicz (2004), cognitive ability is the mental process of knowing, including aspects such as awareness, perception, reasoning, knowledge, and judgment. Cognitive ability and personality will reflects motivation and since performance thought to be a multiplicative function of ability and motivation, they found strong support for moderating effect of cognitive ability in relation between performances.

According to Shaffer and Shaffer (2005), emotional intelligence is the ability to perceive emotions, to access and generate emotion to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Emotional intelligence greatly influences

employees' job performance because their emotion can affect the working behaviors.

2.1.6.3 Job Satisfaction

According to Locke and Lathan (1976) provided a wide definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is very important for a worker to work in a workplace. According to Luthan (1998), there are three main dimensions of job satisfaction described as below:

i.   Job satisfaction is an emotional response to job situation. It can be described as the job satisfaction might not be seen from eyes, but can be deduced through several variables.

ii.   Job satisfaction can be ascertained from how effective between the results of performance meet or exceed the desirable expectations. Once the results cannot meet or meet below the desirable expectations, the lower job satisfaction might be occurred. For example, a worker would be reduced his / her job satisfaction, if he/ she think that they put more efforts to perform well on their job but only little rewards or compensations they received from their company. On the other hand, the company provided rewards more than their desirable expectations or paid them equitably, it was likely to increase job satisfaction of the workers.

Based on Luthan (1998), there is several variables related job satisfaction which is important characteristics of job and reflect

people effective response. Those variables included: the work itself, pay, promotion opportunities, supervision and coworkers.

2.2   Review of Relevant Theoretical Models

2.2.1   Personality

The relationship between personality and job performance are getting many attention and debate throughout the 20th century. Excluding the criticism, the FFM is still the widely use method in personality research and also is useful to review and classify the relationships between personality variables and job performance criteria (Hough, 2001; Rothstein & Goffin, 2006).

Research has found conscientiousness and neuroticism are among the best predictors of individual job performance for many positions and occupation. Conscientiousness will be a stronger predictor of performance for experienced employees rather than new workers. It is expected to be related to job performance because it evaluates personal characteristics such as responsible, hardworking, careful, which are an important characteristics to complete work tasks in all the occupation.

Furthermore, highly conscientious employees show effectively and efficiency at their work tasks, because they are spending more time to fulfill the requirement of the assigned tasks. They obtain greater job knowledge, so they will always set a goal to achieve them and go beyond the barrier to compete with their competitors.

Whereas, employees with negative characteristics such as nervousness, worry and hot temper will tend to be less successful compare with those employees who are more emotionally stable in all occupations under the study of neuroticism factor.

Extraversion and agreeableness is useful in predict occupation that involve frequent interaction or cooperation with others, such as management and sales. But this factors are not useful in predict production worker or engineer. Openness to experience is helpful in predict training proficiency field. This is because this dimension includes personal characteristics such as curious, broadminded and intelligent, which are the positive attitudes towards learning experiences. It can be conclude that this kind of personality are likely to be motivated to learn into the training program and are more likely to benefit from the training.

These personality characteristics have been found to predict important work outcomes. Meta-analysis has found that extraversion and openness to experience were positively correlated with leadership effectiveness (Judge, Bono & Gerhardt, 2002). According to Higgins, Peterson, Pihl and Lee (2007) in a manufacturing company, conscientiousness is correlated with factory floor performance. Negative concept such as bullying was found to be related to low extraversion, high neuroticism and high conscientiousness in the workplace (Kieffer, Schinka, & Curtiss, 2004). Employees who have high neuroticism tend to have low job satisfaction (Furnham & Zachel, 1986).

2.2.2 Employees' Ability
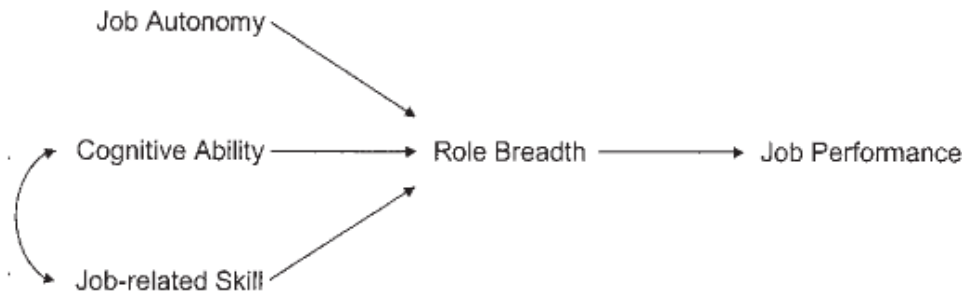
Table 2.2.2: Employee's ability- Performance model
Source: Morgeson, Klinger and Hemingway, 2005

According to Morgeson, Klinger and Hemingway (2005), employee's ability may be a requirement for certain types of extra role behaviors, and limitations in capabilities will result in job incumbent limiting how they define their roles. Parker (as cited in Morgeson & Klinger, 2005) has suggested that effective performance requires employees who are sufficiently confident in their abilities. The individual's ability level reflects a person's history of prior success on the job. Therefore, higher level ability of individuals is likely to perform more tasks, which can improve their job performance. Besides, individuals with higher levels of ability are likely to receive the high expectations from their supervisors (Morgeson et al., 2005). Thus, self-fulfilling prophecies of capable employees will consistent with supervisor's expectation and eventually lead to high performance.

The capabilities of the employees such as cognitive ability can directly influence the job performance because some of the specific tasks require certain level of skill to perform. Thus, the employees who are possess better skills at the technical aspects of work are most likely to perform better

because they have a better understanding of the specific tasks associated with the job (Morgeson et al., 2005). Further, the high ability employees are the essential for organizational success, particularly in highly competitive and dynamic environments. This is because they are able to do more things and perform efficiency and effectively in their job (Morgeson et al., 2005).

According to Shaffer and Shaffer (2005), emotional intelligence ability has direct effect on task and contextual performance. The task performance refers to behaviors that directly linked with completion of the job. Furthermore, we will expect strong social nature of emotional intelligence to interact with positive personality traits and this positive trait able to improve the job performance. Hence, Emotional Intelligence has the potential to be a strong predictor of performance (Shaffer & Shaffer, 2005).

2.2.3   Job Satisfaction

The following model has shown the relationship between job satisfaction and job performance.
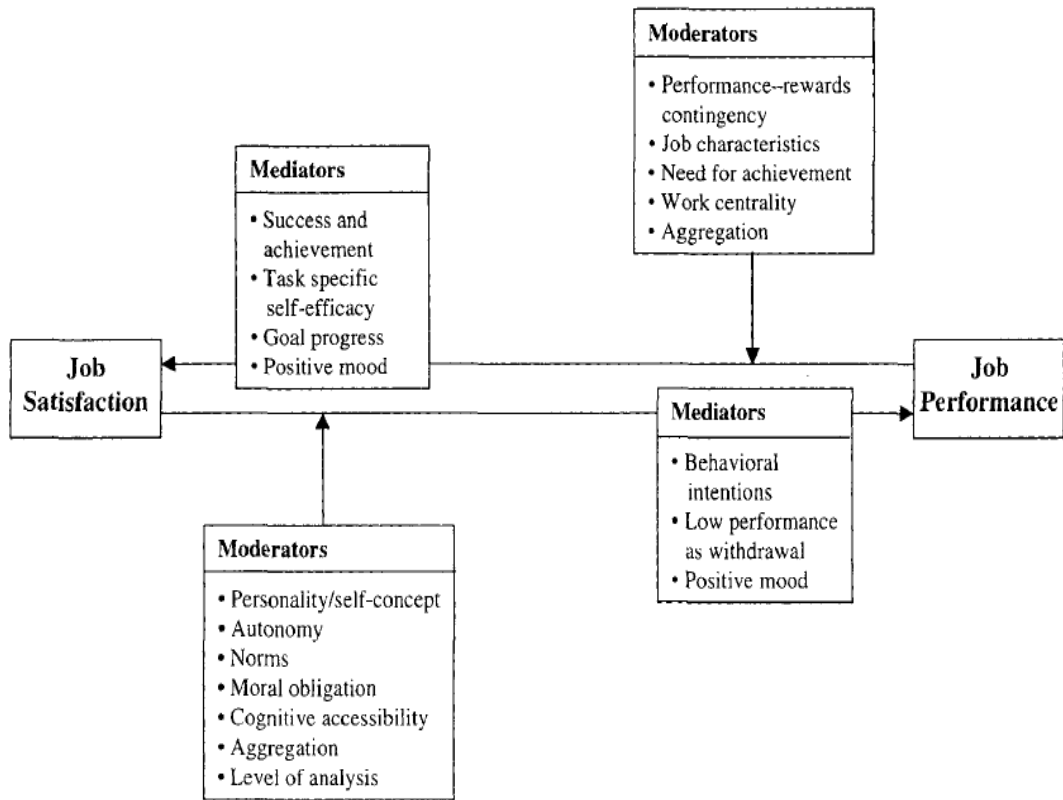
Figure 2.   Integrative model of the relationship between job satisfaction and job performance.

Table 2.2.3 Job Satisfaction-Job Performance Model

Source: Judge, Thoresen, Bono, and Patton, 2001

In table 2.2.3, job satisfaction has relationships with job performance in which job satisfaction is positively associated with job performance. This indicated that job performance of workers can explain by their job satisfaction.

After the test, Judge, Thoresen, Bono, and Patton (2001), have found the evidence to support positive relationship between job satisfaction and job performance, as well as the negative relationship between role ambiguity and job performance. Besides Mount, Harter, Barrick, and Colbert (2000) stated that job satisfaction would be more strongly related to job performance for less conscientious employees because conscientious employees would be less willing to respond to dissatisfaction with reduced performance levels.

The potential relationship between job satisfaction and job performance was conducted researches and published by Brayfield and Crockett (1955). Based on the researches of Brayfield and Crockett (1955), they separated the relationship between job satisfaction and job performance into at least seven models. The seven models can be divided as job satisfaction cause job performance, job performance cause job satisfaction, job satisfaction and job performance are interrelated, the relationship between job satisfaction and job performance is spurious, the relationship between job satisfaction and job performance is moderated by other variables, no relationship between job satisfaction and job performance, and there are alternative conceptualizations of job satisfaction and or job performance.

Some of these models attributed the relationships of the job satisfaction and job performance directional to influence each other as model 3 job satisfaction and job performance are interrelated or either one being influenced as job satisfaction caused job performance or opposite which is the model 2 job performance caused job satisfaction. The research of Wanous (1974) had shown the evidence of the model 3 which are the relationship of the job satisfaction and job performance are interrelated. This research proven that if the job satisfaction is a factor of the extrinsic, the job satisfaction would be lead to job performances whereas the job satisfaction is factor of intrinsic then there were be leading of job performance to job satisfaction.

For the model which concluded that there is no relationship between job satisfaction and job performance and both are moderated by other variables also can be seen from the research of Wanous (1974). For the final model stated alternative conceptualizations of job satisfaction and or job performance, this had shown there is relationship between job satisfaction and job performance. The model showing that the degree of the job performance based on either there is positive or negative attitudes that workers performed on their job. The evidence found from the research of George & Brief (1996) and Isen & Baron (1991).

2.3   Proposed Theoretical/ Conceptual Framework
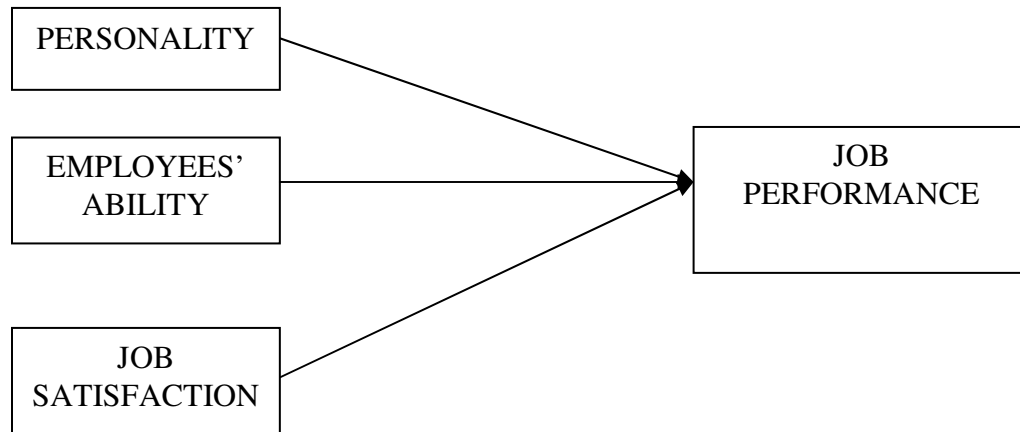
Based on our finding, we proposed that personality, employees' ability and job satisfaction are the three major factors to influence job performance.

2.3.1 Personality

Based on previous review of personality-job performance model, we proposed that personality has positive relationship with job performance. It could be proven by Hough, 2001; Rothstein & Goffin, 2006, researchers used personality variables widely to test the relationship among personality and job performance. Researchers found that two dimensions of personality which are conscientiousness and neuroticism influenced job performance variables directly. Conscientiousness could be used to measure personal characteristics such as responsible, hardworking, and careful. Those characteristics were very important that evaluated how a worker completed work tasks on their occupations.

Besides, high conscientiousness workers show effectively and efficiency on their tasks. Due to this issue, conscientiousness was likely to use on the experienced workers rather than new workers. Experienced workers obtained greater job knowledge, they could be performed well in a short periods. In the other hands, of neuroticism variable was describing those negative characteristics of workers that could be produced bad performance on their jobs. Those negative characteristics included nervousness, worry and hot tempers which might be easily influenced them to perform worse towards their jobs compare to those who are more emotionally stable.

2.3.2 Employees' Ability

Based on previous review of employee's ability-performance model, we proposed that employee's ability has positive relationship with job performance. Cognitive ability can affect job performance because even though an employee is willing to do the task given, but without cognitive abilities to process and utilize the information, he/she still unable to complete the task with good result. Besides, if an employee does not possesses certain

job-related skill especially technical skill, he/she also unable to perform the related tasks because they do not understand the criteria of those tasks.

According to Shaffer and Shaffer (2005), Emotional Intelligence (EI) is important in enhancing the effects of friendliness on both task and contextual performance. Their research found that individuals with high levels of EI displayed higher task performance than those with medium or low EI abilities because they able to better regulate themselves so that they will not abreact their negative emotion to the jobs. In accordance with relevant literature review, employee's ability has positive relationship to job performance (Lowery, Beadles and Krilowicz, 2004; Shaffer & Shaffer, 2005; Grubb, 1985).

2.3.3 Job Satisfaction

Based on previous review of relevant job satisfaction-job performance model, we proposed that job satisfaction has positive relationship with job performance. This model indicated that job satisfaction might be affected job performance within the organization. Mostly, workers produced bad performance because they felt dissatisfaction on their job. Different kind of workers required different kind of motivations in order to satisfy their needs based on their jobs. For example, some of them thought that desire rewards only the more important issue to motivate them produce good performance on their jobs. But, some workers felt that if company can provide training or career development opportunities, they would more likely to perform well on their jobs. Therefore, company have to know what kind of needs could be satisfied their workers in order to increase their job performance.

2.4 Hypotheses Development

In this section, researchers will describe on the literature discussed previously to form a four testable hypotheses of the job performance and its consequences. Like prior researchers assume that the validity of personality variables (FFM), employees' ability variable and job satisfaction variable as a predictor on perceived employees' job performance. Results from this study will strengthen the argument on the existing literature by considering positive personality, ability and job satisfaction variables as an important factor to examine when discussing employees' job performance issues.

2.4.1 Hypotheses about Personality

Based on previous review of relevant personality model, researchers propose that personality will be associated with job performance. More specifically, employees who score high on extraversion, agreeableness, conscientiousness and openness to experience will receive better job performance evaluation. Employees who score high on neuroticism will receive poorer evaluations. Personal characteristics mainly describe and predict human behavior. Besides, personal characteristics can indicate different characteristics that can contribute to interference different behavioral results. Moreover, Barrick & Mount (1991) meta-analysis said that the five factor model (FFM) is the most frequently used method around the researchers nowadays.

These five factors represent the most significant personal viewpoints across measurements, cultures and evaluations (McCrae & John, 1992). FFM also appear in various psychological fields, especially those pertaining to work performance (Barrick & Mount, 1991). The hypotheses investigate the relationship between each personality dimension and job performance progressively.

2.4.1.1 Neuroticism Personality (Emotional Stability)

Meta-analysis suggests that high neuroticism should be associated with lower job performance. A neuroticism personality experience anxiety, depression, anger and worry (Brick & Mount, 1991), which tend to create negative opinions. A neuroticism employee probably does not have positive attitudes or lesser positive attitudes towards work and may lack of confidence, which results in less ambition and less focus in their career goals. Therefore the hypothesis is stated as below:

H1 (a): Employees characterized by high neuroticism experiences low job performance.
There is a significant negative relationship between neuroticism and job performance.

2.4.1.2 Conscientiousness Personality

Conscientiousness is regarding task based basis, it emphasize on goal achievement. The employee who is conscientious knows the importance of reaching a goal and to obtain satisfaction from performing their duty effectively. Besides, conscientiousness employees are likely to believe that their works has special meaning, and thus they will experience greater satisfaction in their job.

Those in high conscientiousness show their ability to accomplish their job task more quickly. Therefore the hypothesis is stated as below:

H1 (b): Employees characterized by high conscientiousness show high job performance.

There is a significant positive relationship between conscientiousness and job performance.

2.4.1.3 Extraversion Personality

Extraversion is one of the important factors in personality psychology. An extraversion people tend to be sociable, talkative and ambitious. Therefore, this kind of employees will use their working environment to represent an aspect that enables them to meet their aspirations and to show their talents.

Highly extraversion employees especially in jobs that require interpersonal contacts will likely to use their optimistic, stable, cool-headed and aggressive manner to react in their job task problems and will complete their job task on time.

Therefore the hypothesis is stated as below:

H1 (c): Employees characterized by high extraversion show high job performance.

There is a significant positive relationship between extraversion and job performance.

2.4.1.4 Agreeableness Personality

The agreeableness personality dimension includes cooperative, tolerant, courteous and softhearted employees. Agreeable employees will consider personal interactions carefully, such as they offer more useful

responses/information to customers and to their job task. Furthermore, agreeableness can gather staff members to work together as a team to achieve more effective results.

Agreeableness employee can increase the job performance is because they take serious consideration on their work and career achievement to improve their personal value and earn respect from other people (e.g. customers, colleagues and manager). Besides, agreeable employees have higher interest in their jobs, so when interacting with others people agreeable employees will achieve better results as they are more cooperating and can have good communication with others.

Therefore the hypothesis is stated as below:

H1 (d): Employees characterized by high agreeableness show high job performance.
There is a significant positive relationship between agreeableness and job performance.

2.4.1.5   Openness to Experience Personality

High openness to experience may create high job efficiency, this is because work enables these employees to satisfy their curiosity, explore new viewpoints and develop real interests in their activities. This dimension is the least dimension being used in predicts the employees' job performance due to the work field expands and technology changes rapidly. Therefore, productive workers who are aware of new developments and excellent in education and have professional growth (most of the times the workers include in this dimension are executives or manager level) was used to tested in this dimension.

Furthermore, employees with higher levels of openness to experience will likely to achieve greater efficiency at work, because they pursue opportunities to learn new perspectives and deal with uncertain situations. Besides, they tend to searching for new methods to complete his/her work efficiency and effectively.

Therefore the hypothesis is stated as below:

H1 (e): Employees characterized by high openness to experience show high job performance.

There is a significant positive relationship between openness to experience and job performance.

2.4.2 Hypotheses about employees' ability

Based on previous review of employee's ability-performance model, researchers propose that employee's ability has relationship with job performance. Cognitive ability can affect job performance because even though an employee is willing to do the task given, but without cognitive abilities to process and utilize the information, he/she still unable to complete the task with good result. Besides, if an employee does not possess certain job-related skill especially technical skill, he/she also will unable to perform the related tasks because they do not understand the criteria of those tasks.

According to Shaffer and Shaffer (2005), Emotional Intelligence (EI) is important in enhancing the effects of friendliness on both task and contextual performance. Their research found that individuals with high levels of EI displayed higher task performance than those with medium or low EI abilities because they are able to control themselves, so that they will not abreact their negative emotion to the jobs.

In accordance with relevant literature review, employee's ability has positive relationship to job performance (Lowery & Krilowicz, 2004; Shaffer & Shaffer, 2005; Grubb, 1985). Thus, the proposed hypothesis is as follow:

H2: There is a significant positive relationship between employees' ability and job performance.

2.4.3 Hypotheses about job satisfaction

Based on previous review of job satisfaction-performance model, researchers propose that job satisfaction has positive relationship with job performance. The present study was planned to develop the potential effects for achievement on the relationship between job satisfaction and employees' performance. According to Hawthorne studies (2001), researchers began taking a critical look at the notion that a "happy worker is a productive worker." In addition, the relationship between job satisfaction and performance was found to be even higher for complex jobs (e.g. professional level) than for less complex jobs (e.g. operational level).

Reviews of literatures in related studies have shown job satisfaction have significant attention in studies of the workplace. This is due to the general recognition that job satisfaction can be one of the major determinants of employees' performance. Consequences, satisfaction can lead to a better performance, and a reduction in turnover, and a counterproductive behavior (e.g. behavior like leaving early, taking long breaks, abuse against others, theft of property, highly absenteeism etc). Therefore, job satisfaction was one of the most important variables that influence employees' job performance.

According to Schermerhorn et al., (2001) a daily basis manager must be able to find out the job satisfaction of his/her workers by careful observation and interpret what they say and do while they are carry out their jobs. Attitudes

that devaluate the job and its outcomes could eventually lead to job dissatisfaction, which is likely to reduce one's overall well-being. Thus, the proposed hypothesis is as follow:

H3: There is a significant positive relationship between job satisfaction and job performance.

2.5 Conclusion

All the independent and dependent variables in this chapter has been defined by comparing with the online literatures and journals which previously posted by the authors. Besides that, theoretical framework has been developed and verified through the study of literatures and journals reviewing. It provides us some initial hypothesis which may need to be use in chapter 3. Chapter 3 mainly to describe the methods and steps in order to investigate the research problems and the hypothesis developed.

CHAPTER 3: RESEARCH METHODOLOGY

3.0   Introduction

In this chapter, researchers are going to discuss about the research methodologies that will be used in conducting our research. Research methodology is a systematic and orderly approach taken towards the collection and analysis of data so that information can be obtained (Zikmund, 2003). Topics that will be discussed in this chapter include research design, data collection methods, sampling design, research instrument, constructs measurement, data processing, data analysis and conclusion.

3.1   Research Design

Researchers used quantitative method to conduct this research project because researchers are going to determine the relationship between personality, employees' ability, job satisfaction and job performance. Quantitative research involves counting and measuring of events and performing the statistical analysis of a body of numerical data (Smith, 1988). The main concerns of the quantitative paradigm are that measurement is reliable, valid, and generalize in its clear prediction of cause and effect relationship (Catherine & Gillian, 1994).

Quantitative research can be stated the research problem in very specific and set terms. Besides that, quantitative research also clearly and precisely specified both the independent and dependent variables under investigation. Quantitative research can

achieve high levels of reliability of gathered data due to collected observations, laboratory experiments, mass surveys, or other form of research manipulations (Balsley, 1970). Furthermore, by using quantitative approach in researchers' research project, it could make a more convincing interpretation associated with the result derived from the questionnaire.

Causal research is using to explore the effect of factors includes personality, employees' ability, job satisfaction and the effect on job performance. Causal research method involves experiment where an independent variable is changed or manipulated to see how it affects a dependent variable by controlling the effects of extraneous variables.

According to Zikmund (2003), descriptive research is designed to describe characteristics of a population or phenomena and often help segment and target markets. Under the descriptive statistic, frequency and cross tabulation were used to analyze the data obtained from the questionnaires. Data has been recorded an a large number of questionnaires, constructing a frequency table or a frequency distribution can be organized and summarized to make the data useable. Cross tabulation is defined as organizing data groups, categories, or classes to facilitate comparisons and it is a joint frequency distribution of observations on two or more sets of variables (Zikmund, 2003).

This research project is to determine the factors (independent variable) that will influence job performance (dependent variable). Causal research was chosen in the study because it seeks to identify cause-and-effect relationships (when there are relationships, the factors will influence job performance). For example, when one independent variable increases; and the dependent variable also increase, it shows that there are positive relationships. It also means that particular independent variable (factor) can influence the dependent variable (job performance). In addition, after the literature review, researchers have the basis understanding about the variables being

studied and can make an educated prediction about the cause and effect relationship that will be tested. Therefore, causal research is appropriate to use.

3.2   Data Collection Methods

After form the research design, researchers decide which method and approach is more appropriate to be adopted to gather more accurate and reliable data for this study. According to Sekaran (2003), data collection methods are an integral part of research design. Data and info can be gathered through two main resources, where are primary and secondary data. Researchers believed that the best combination of information was obtained by combining both primary and secondary data.

3.2.1 Primary Data

According to Zikmund (2003), primary data is defined as the data that gathered and assembled specifically for the research project at hand. Primary data is where the data is original or firsthand information obtained directly from the respondents. It is very important for researchers because it provides information that is most relevant to this research.

There are a variety of ways and methods in collecting primary data such as questionnaires, interviews, observation, case-studies, portfolios and others. In our research project, we decided to use self-administrative questionnaire as our research method to collect the primary data. Survey is a research technique in which information is gathered from a sample of people of using questionnaire (Zikmund, 2003). According to Zikmund (2003), self-administrated questionnaire refers to the survey in which the respondent takes

the responsibility for reading and answering the questions.

3.2.2   Secondary Data

According to Zikmund (2003), secondary data, or historical data, are data previously collected and assembled for some project other than the one on at hand. The purpose of collecting secondary data is to provide researchers a fundamental understanding before the research was carried out and during the research process. Secondary data provides useful and valuable facts that were used to address research objective. Secondary data was gathered to explain the concept, theories and models and helped the researchers to analyzed and interpret the data more effectively (Sekaran, 2003).

Researchers were used some major published articles, reference books and journals to obtained secondary data. These reference books and journals provide a lot of secondary data in terms of theories, concepts and past empirical studies which is done by the previous researchers. These sources are available in the Universiti Tunku Abdul Rahman (UTAR) library. Besides that, the majority of the secondary data was accessed from online academic database such as EBSCOHost, Pro-Quest, and Science Direct. These databases are also can be found in UTAR library OPAC system. Researchers were also using internet search engine such as www.google.com and www.emeraldinsight.com to search information for researchers' research project.

3.3   Sampling Design

3.3.1 Target Population

Target population is also recognized as the scope of the survey and it refers the whole group of probable respondents to the survey question. In other words, a population is a group of individuals' persons, items, or objects from which samples are in use for measurement (Fridah, n.d.). For this research, researchers targeted the workers in generation Y around Malaysia, which included permanent and temporary workers. According to Principal Statistic of the Labour Force Perak 2009's statistic result, there are total 891,600 labours in Perak. While, the total labour force for generation Y is 330,700 labours in Perak. Thus, for the hotel and restaurant industry is 78,200 labours. Therefore, the population for generation Y who are working in Perak and from   hotel   and   restaurant   industry   are   29,005   labours (330,700/891,600*78,200). Please refer the statistic in Appendix 1.3.

3.3.2 Sampling Frame and Sampling Location

The study is being conducted in Perak, Malaysia. Researchers cannot obtain the full set of companies' workers name list from human resource department in hotel and restaurant industry because it is private and confidential information   for   their   company.   Since   researchers   used   non-probability

technique, so there is no sampling frame in this research project. Then the study is continued by distributing questionnaires randomly to the target population.

3.3.3 Sampling Elements

The chosen respondents are workers who are in generation Y in Perak from hotel and restaurant industry. Respondents are from different position. Therefore, respondents may are managers, executive, receptionist, usher and housekeeper from hotel and restaurant industry.

3.3.4 Sampling Technique

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population the same chances of being chosen (Castillo, 2009). In other words, non-probability sampling is a sampling technique in which units of the sample are selected on the basis of personal judgment or convenience (Zikmund, 2003). In addition, researchers may be fewer concerned about generalize ability than getting some preliminary information in a rapid and inexpensive way (Sekaran, 2003). There includes convenience sampling, judgment sampling, quota sampling and snowball sampling.

For this research, the non-probability sampling researches have used is quota sampling. According to Zikmund (2003) quota sampling ensures that "various subgroup of a population will be represented on pertinent characteristics to the exact extent that the investigator desires". Researchers will divide the sample elements into two subgroups which are male and female and have the

estimation for the population based on gender that the researchers require. This sampling method is perhaps the best way of obtaining some basic information rapidly and efficiently and is most frequently used during the exploratory phase of a research project (Zikmund, 2003).

3.3.5 Sampling size

According to Krejcie, Robert V., Morgan, Daryle W. (1970), determines sample size for research activities in this research. By referring sampling size table, there are 379 sets of questionnaires that will be distributed to the target respondents. Please refer this table in Appendix 1.4. However, researches had distributed 450 set of questionnaires to respondent. Thus, researches had collected back 404 set of questionnaires.

3.4 Research Instrument

Before all the questionnaires are distributed, 30 sets of questionnaires will first distribute to the employees at Perak who in range of generation Y and they are working in hotel and restaurant industry. Since it is only 30 sets of questionnaires, we will distribute them personally and collect after the respondents finished answering. These whole processes take 5 days to complete.

Then, a modified questionnaire tagged personality, employees' ability, and job satisfaction (independent variables) were used for the collection of data on the study. The questionnaires were specifically design to attain the objective of the study. Researches do this survey by distributing questionnaires through internet to their respondents because the questionnaires can reach the respondents easily. Besides that, it helps to save time and cost effectively.

The questionnaires were mailed to respondents like researches' friends. After that, the respondents were given two weeks to complete the questionnaires and weekly progress mail was sent to them as a reminder in order to encourage their feedback. At the same time, some product vouchers and small gift was provided along with each questionnaire to increase the rate of responses and to encourage objective and honest responses. The whole data process and feedback were collected within 1 month.

Researches also used other methods such as face-to-face interview, personally distributed, and mailed to the respondents. Researchers used the face-to-face interview method for the target respondents like their relatives and researchers can meet together so it is convenient to conduct this method. In this interview, researches and sit together and ask for answer based on the questionnaires and then fill up for them. Therefore, the questionnaires can be filled up immediately and thus, the error or mistake will be prevented. On the other hand, researches also distributed the questionnaires personally to the respondents in order to meet or contact them after distribute the questionnaires. Respondents were asked to fill up the questionnaires and researches will collect back after three days. Besides, the questionnaires were also distributed through email. Researchers send the questionnaires to target respondent that researches have the contact. The target respondents are requested to send back the questionnaires with answer within one week.

3.4.1 Pilot Test

Pilot test is also determine as any small-scale exploratory research project that uses sampling but does not apply rigorous standards (Zikmund, 2003). It is also known as pre-testing. Pilot test is usually conducted after the preliminary version of questionnaire has been set up but before the large scale survey is being carried out.

Its main objective is to allow researchers to find out whether the respondents were facing any difficulties when doing the questionnaires. By conducting pilot test, it can identify errors and avoid problems such as misunderstood a particular question, poorly worded, or misinterpreted the instructions for filling out the questionnaire. 30 sets of questionnaires will first distribute to all the employees at Ipoh area who in range of generation Y. Modification on the questions has been gone through in order to make it more reliable for the pilot test.

3.5 Constructs Measurement (Scale and Operational Definitions)

An interval scale is a measurement scale in which a certain distance along the scale means the same thing no matter where on the scale are, but where "0" on the scale does not represent the absence of the thing being measured. A nominal scale is really a list of categories to which objects can be classified (Statistic, 2010).

3.5.1 Nominal Scale

A nominal scale is one that allows the researcher to assign subjects to certain categories or groups (Sekaran, 2003). It is also the simplest type of scale in which numbers or letters assigned to object serve as labels for identification or classification (Zikmund, 2003). Nominal scale is qualitative rather than quantitative because there are no quantitative information is conveyed in nominal scale. Gender and race are the example of nominal scale used to classify an individual because those attributes cannot change.

3.5.2 Interval Scale

An interval/Likert scale allows researcher to perform certain arithmetical operations on the data collected from the respondents as well as measuring the distance between any two points on the scale (Sekaran, 2003). Thus, the difference between points on the scale can be interpreted and compared meaningfully. Besides that, interval scale does not have the true zero point. The location of zero point is not fixed as both the zero point and the units are arbitrary. Participants are asking to the degree of agree or disagree with the questions in questionnaires. The numbers indicate the value to be assigned to each possible answer with "1" the least favorable impression of interest superiority and "5" being the most favorable (Cooper & Schindle, 2001).

The questionnaires were divided into three sections. The first section (section A) was divided into six parts that filled in by the respondents about their personal details such as gender, age, ethnic group, income, education level and so on. The second section (section B) is collect about the results base on the three independent variables and a dependent variable while the last section (section C) is collect the result of the employees' job performance to their organization.

Throughout the questionnaire, nominal scale of measurement was used in section A, whereas section B is measured by using interval scale due to the high accuracy of outcome. The respondents were required to read and to respond their agreement or disagreement for each of the questions/statements designed at section B based on the 5-points of scale ranging from strongly disagree to strongly agree. The scaling used is as the following:

1	Strongly Disagree
2	Disagree

3	Neutral
4	Agree
5	Strongly Agree

Section B, part A contains total of 7 questions related to employee's personality; Part B contains 6 questions related to job satisfaction; Part C contains 7 questions related to employees' ability.

Section C contains of 8 questions mainly about the job performances of the respondent's base on their opinion towards their organizations.

3.6   Data Processing

Firstly, researches will check and edit the questionnaires after received the feedback from researches respondents to ensure respondent are fully answer all the questions in the questionnaire and also the accuracy and reasonable that respondent respond to researches. All of the illogical responses or double ticking in the questionnaire would be deleted because respondent were irrelevant to researches' survey and influence to the reliability test result. However, in order to reduce the misunderstanding of researches' respondents on the questions, researches tried to guide and explain to respondent while respondent doing the questionnaires.

The second stage researches took was reviewing all the completed set of questionnaires. Then, researches will code and categorized respondent into mutually exclusive group. After completed to categorize the questionnaires, researches started using Strategic Packages for Social Sciences (SPSS) software to key in the response

as important data. This specific software might help researches to check and found out any errors throughout process.

Once all the data were stored in computer files, researches tabulated the data from the files to run out the results for the questionnaires. The popular basic tabulation was one way (meaning one dimension) frequency table. This table showed the numbers and percentages that respondent who gave the possible answer for the questions. Lastly, after tested all the responses by using this reliability analysis, it generated the results and showed the degree of reliability. All the data would be analyzed in chapter 4.

3.7   Data Analysis

All the data collected from the questionnaires that given to 404 respondents would be coded and analyzed by using the computerized Statistical Software Package for Social Science (SPSS) software to test the research hypothesis. This software is user-friendly and interactive and has the capability to faultlessly interface with different databases. Most of this software contains sizable arrays of programs for descriptive analysis and univariate, bivariate, and multivariate statistical analysis (Zikmund, 2003). According to Sekaran (2003), data analysis has three objectives which are getting a feel for the data, testing the goodness of the data, and testing the hypothesis.

3.7.1 Descriptive Analysis

The descriptive analysis is a foundation for any further statistical analysis. This analysis includes the count, ranges and frequencies and relationships among variables. The subjects that are studied, missing values, maximum and minimum values of the variables, and the relationships among the variables

are tested in descriptive analysis. In researches research, researches have to identify the relationship among personality, job satisfaction and employees' ability and the level of job performance by using descriptive analysis. The variables would be tested and analyzed in next chapter.

Table 3.0 Interpretation the independent variables and dependent variable

Mean Range	Level
1.00- 2.33	Low
2.34-3.67	Moderate
3.68-5.00	High

3.7.1.1 Scale Measurement (Reliability Test)

Reliability refer to the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure based on "Colorado State University, 2009". As researches know that, reliability and validity were significant important for every research, therefore the results of the reliability and validity test would be tested and analyzed in following chapter. In researches research study, pilot reliability analysis/ test have been taken to conduct interval scale by using Statistical Software Package for Social Science (SPSS) software as well. In other hands, Cronbach's alpha is used to measure internal

consistency (or coefficient) reliability. All variables had shown the results and stated in the chapter 4.

Table 3.7.2 Rules of Thumb about Cronbach-Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

Coefficient alpha ranges from 0 to 1. Researchers generally consider an alpha of 0.7 as a minimum, although lower coefficients may be acceptable depending on the research objectives (Hair et al., 2007). A good research involves acceptable reliability. An acceptable level of reliability shows respondents are answering the questions of survey in a consistent manner (Hair et al., 2007). In addition, the score less than 0.6 are considered poor and problematic and that over 0.8 is considered as good. For this research, the coefficient of reliability has shown the result of 0.75 which is considered as acceptable.

3.7.1.2 Independent Sample T-test Analysis

The independent sample T-test is used to test about whether there is a significant relationship between the dependent variable which is job

performance with respect to each of the independent variables which are personality, employees' ability and job satisfaction.

3.7.2 Inferential Analysis

3.7.2.1 Pearson Correlation Analysis

Using Pearson Correlation Coefficient Analysis, the researchers are able to analyze the relationship between independent variable and dependent variable with indication of how strong the relationships are. The Correlation analysis values range from -1.0 to +1.0. If the value of r is 1.0, there is a perfect positive correlation; when $r = 0$, it indicates that there is no correlation. Therefore, it is used to test the relationship between personality and job performance; employees' ability and job performance as well as job satisfaction and job performance, since all of these factors are measured by using interval scale in the questionnaire.

3.7.2.2 Multiple Regression Analysis

Multiple regression analysis is defined as "a statistical technique to predict the variance in the dependent variable by regress the independent variable against it" (Sekaran, 2003). In other word, it is also an extension of bivariate regression analysis, which permits for the simultaneous investigation of the effect of two or more independent variables on a single interval-scaled dependent variable.

This test enables to determine the significant of the factors related to the unit of analysis. Besides that, beta value will normally conclude the relationship between the independent and dependent variables.

Based on researches' research, researches were using multiple regression analysis to test the hypotheses. The main purpose to conduct the multiple regression analysis was understood the relationship between the independent variables and dependent variables. Multiple regression analysis is appropriated to use in researchers' research study that researchers could be tested the relationship between three independent variables which are personality, employees' ability and job satisfaction and dependent variable which is job performance. In addition, from researchers' research study, both the independent variables and dependent variable are measured using interval scale. Multiple regression analysis also used when both independent variables and dependent variables are metric scale (interval or ratio scale). So, this analysis was suitable to test on researchers' hypotheses. The hypotheses would be examined and analyzed in next chapter.

3.8   Conclusion

In conclusion, it can be said that primary purpose for applied research (as opposed to basic research) is discovering and interpreting. This development of methods and systems is for the advancement of human knowledge on a wide variety of scientific matters of researchers' world and the universe, besides it is useful for employer and manager to better understanding of job performance. The questionnaires were distributed on 20th June 2011. All the questionnaires were distributed to the relevant respondent, which was the Generation Y in all job fields.

Moreover, an exploratory research design has been conducted to clarify ambiguous problem especially for the management that may have discovered the general problems about job performance. The primary data collected through distributed the questionnaire to conduct this research. This questionnaire was designed to collect information by included question of independent variables relates to personality, employees' ability and job satisfaction to measure the job performance. The secondary data was collected from the journals researchers read, through internet and some relevant information from newspaper.

Furthermore, researchers had chosen Simple random sampling design in researchers' sampling techniques. Simple random sample (SRS) of a given size, all subsets of the frame are given an equal probability. Levels of scale measurement in this research include interval scale, non-metric scale and metric scale. The non-metric scales involve in this research is nominal scales. It assigns a value to an object for identification or classification purpose. Conversion of data that collected by the questionnaire into the Strategic Packages for Social Sciences (SPSS) software is being executed in data processing by using multiple regression method. Lastly in data analysis, reliability analysis, namely coefficient alpha and split-half coefficient expressed as Spearman-Brown corrected correlation were computed for the variables that researchers had choose. Therefore, the entire above step was vital in providing precise data and information for the outcome of the research proposal.

As a result, this chapter outlines what should be done and what method should researchers use to conduct the research. Thus, each step is important to ensure the success of this study. The determination of data analysis methods in this chapter is particularly important because it will influence the overall result Chapter four (analysis and result).

CHAPTER 4: RESEARCH RESULT

4.0   Introduction

This chapter discusses the analysis of job performance tested with some variables such as personality, employees' ability and job satisfaction. Data was collected by survey method. Questionnaires are sent to respondent directly. Before distributing the questionnaires, researchers had considered to get more respondent and accurate conclusion, so researchers had selected Generation Y in every field of works as researchers' respondent.

Data obtained from the participants has been analyzed using statistical software like SPSS package. The data analysis will focus on proving the relationship between personality, job satisfaction, employees' ability and job performance in order to meet the study objective. Besides, the analysis has been carried out in two phases. In the first part of the data analysis is the correlation coefficient have been calculated to find out the relationship of job performance with personality, employees' ability and job satisfaction. In the second part, multiple regression analysis was carried out to identify the significant predictors of job performance.

The data researchers collect and analyze will be interpreted and transformed into useful information in this chapter.

4.1   Descriptive Analysis

4.1.1 Reliability Analysis

Table 4.1.1: Result of Reliability Test

Independent Variables	Alpha Value
Personality	0.750
Job Satisfaction	0.840
Employee Ability	0.737
Job Performance	0.715
Overall Result	**0.928**

<u>Source:</u> Develop for this research

The result of reliability analysis for this research has shown in Table 4.1.1 at above. There are three independent variables which are personality, job satisfaction, and employee ability. Based on the result, the Alpha values for all independent variables are above 0.7, which indicate that the reliability coefficient is good. The overall Alpha value is 0.928, which is considered as a strongly acceptable reliability coefficient. (Refer to Appendix B)

4.2   Scale Measurement

4.2.1 Gender

Table 4.2.1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	208	51.5	51.5	51.5
	Female	196	48.5	48.5	100.0
	Total	404	100.0	100.0	

Source: Develop for this research

Figure 4.2.1: Gender of Respondents
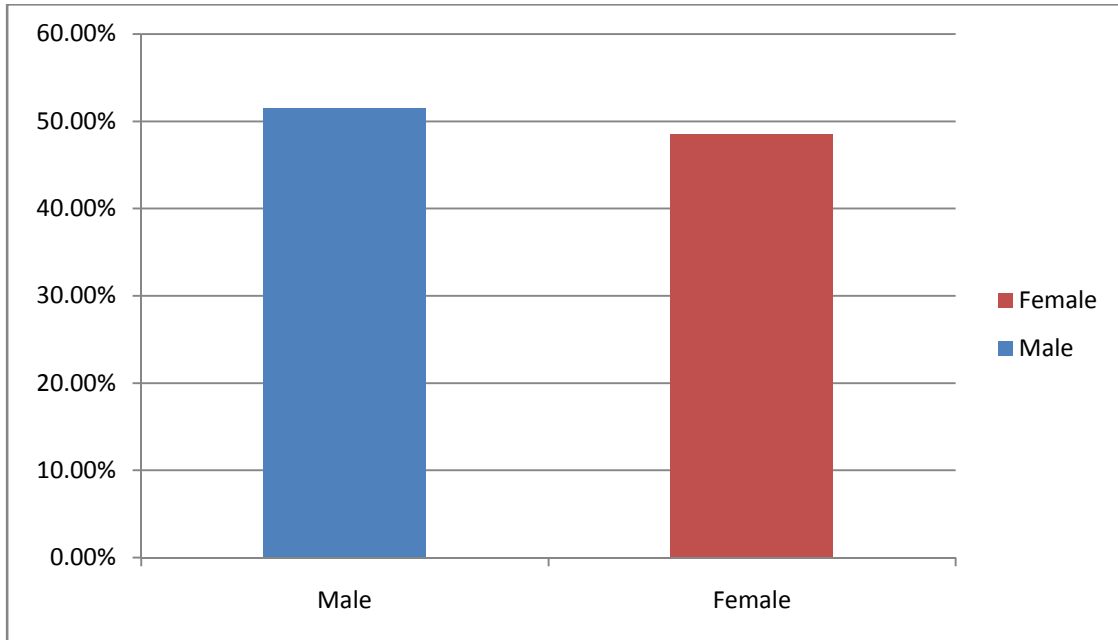
The table and bar chart above show the total amount of respondents are 404 people. 48.5% of them are female which 196 people are and 51.5% of them are male which 208 of them are.

4.2.2 Age

Table 4.2.2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-20	20	5.0	5.0	5.0
	21-25	284	70.3	70.3	75.2
	26-30	54	13.4	13.4	88.6
	31-35	22	5.4	5.4	94.1
	36-40	24	5.9	5.9	100.0
	Above 41	-	-	-	-
	Total	404	100.0	100.0	

Figure 4.2.2: Age of Respondents
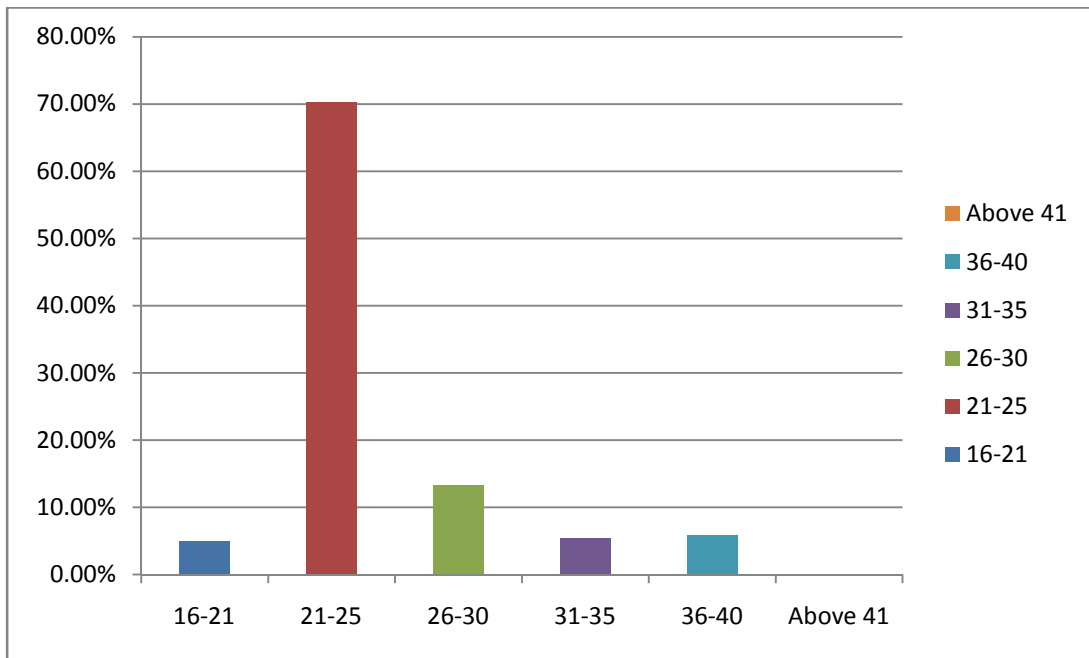
The table and bar chart above show the age group of respondents. Basically, the respondents are divided into 6 age groups which are 16-21, 21-25, 26-30, 31-35, 36-40, and lastly Above 41. There are 70.3% of respondents are in the

group of 21-25 years old with a total of 284 out of 404 people while under the group of 26-30years old, 13.4% which consists 54 out of 404 respondents. Under the group of 36-40 years old, the percentage is 5.9% which consists of 24 out of 404 respondents. There are 5.4% (22 persons) of the respondents are under the group 31-35 years old. In addition, the percentage for the group of 16-20 years old is 5.0% which consists of 20 persons. Lastly, there are only 0.00% (0 persons) of the respondents are the group of above 41 years old.

4.2.3 Race

Table 4.2.3: Race of Respondents

Racial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	40	9.9	9.9	9.9
	Chinese	322	79.7	79.7	89.6
	India	40	9.9	9.9	99.5
	Other,please state...	2	.5	.5	100.0
	Total	404	100.0	100.0	

Source: Develop for this research

Figure 4.2.3: Race of Respondents
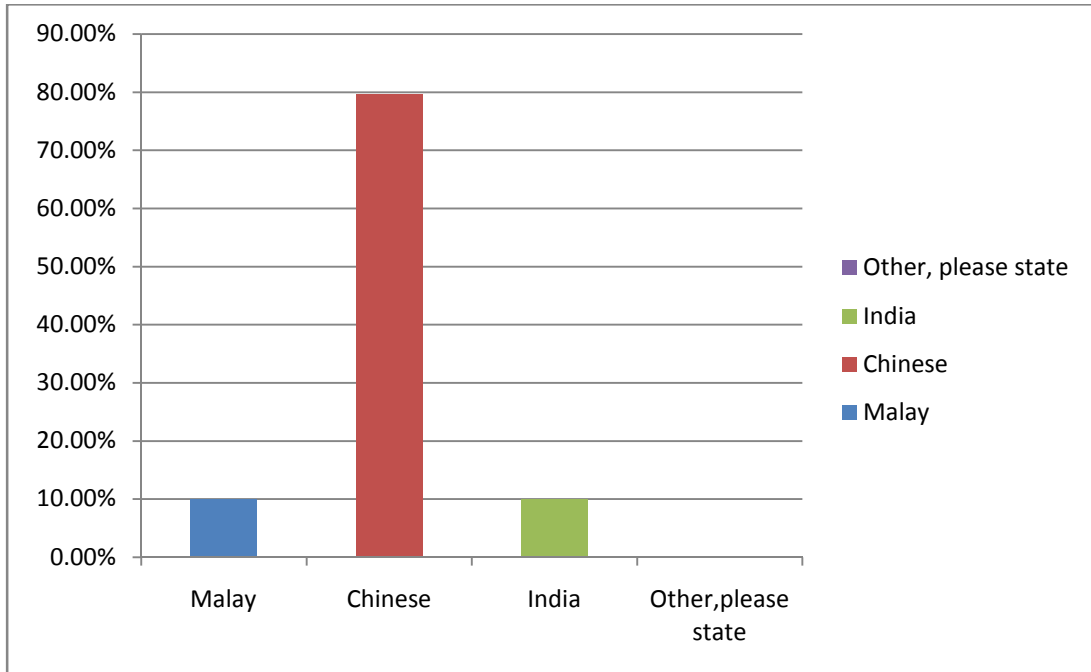
The table and bar chart above show the different race of total 404 respondents. The majority up to 79.7% (322 persons) of the respondents is Chinese. The following group is Malay and Indian which contain of 9.9% (40 persons). The remaining 0.05% (2 persons) which is belonging to other pleases state.

4.2.4 Education Level

Table 4.2.4: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary Education	32	7.9	7.9	7.9
	Diploma	78	19.3	19.3	27.2

Degree	266	65.8	65.8	93.1
Master	26	6.4	6.4	99.5
Others please state.	2	0.5	0.5	100.0
Total	404	100.0	100.0	

Source: Develop for this research

Figure 4.2.4: Education Level of Respondents
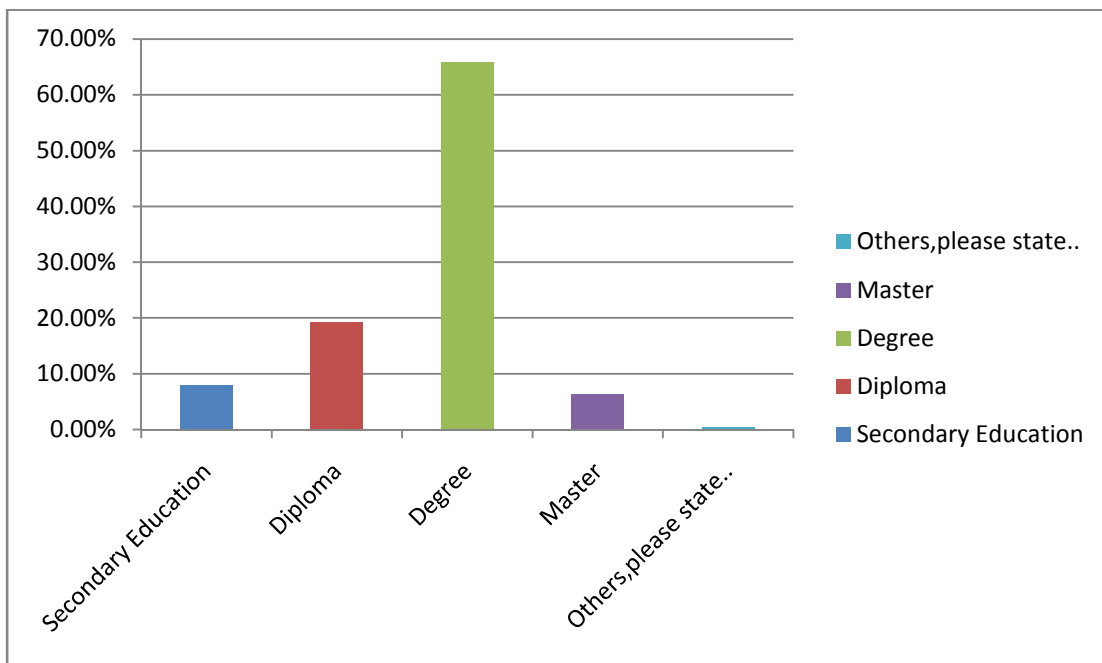
The table and bar chart above show the highest education level of total 404 respondents. 65.8% of them which is 266 persons obtained degree as their highest education level while 19.3% which is 78 persons of the respondents had achieved Diploma as their highest education level. For secondary education, the percentage is 7.9% which consists of 32 respondents. In addition, the percentage is 6.4% which consists of 26 respondents. Lastly, the percentage is 0.5% which consists of 2 respondents.

4.2.5 Marital Status

Table 4.2.5: Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	342	84.7	84.7	84.7
	Married	60	14.9	14.9	99.5
	Divorced	2	.5	.5	100.0
	Widow/Widower	-	-	-	-
	Total	404	100.0	100.0	

Source: Develop for this research

Figure 4.2.5: Marital Status of Respondents
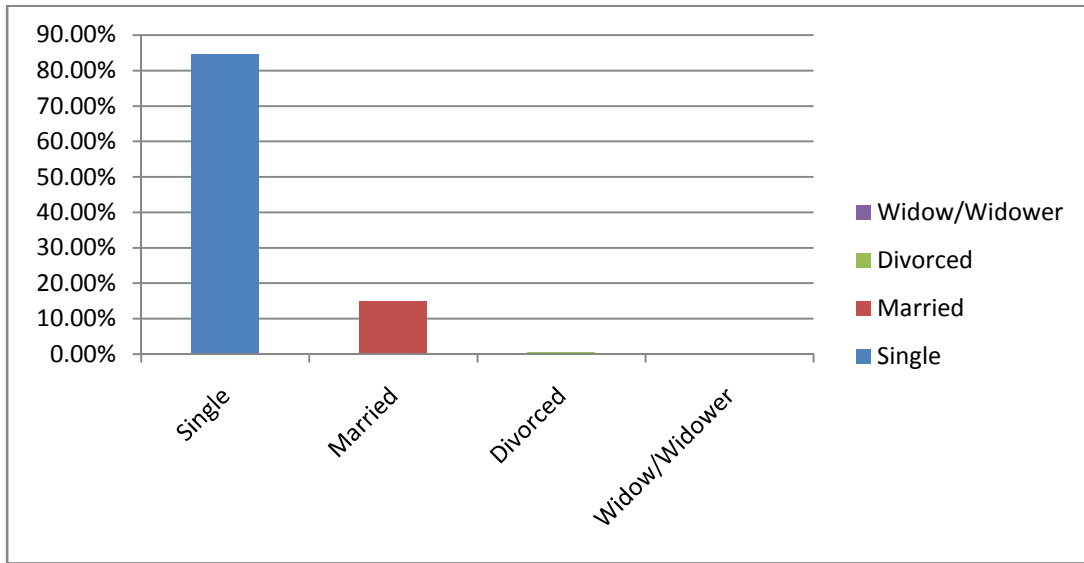
The table and bar chart above show the marital status of total 404 respondents. 84.9% which consists of 342 respondents are single and 14.9% of the respondents are married which 60 of them are. Lastly, 0.5% of the respondents is divorced which 2 of them are.

4.2.6 Personal Income per Month

Table 4.2.6: Personal Income per Month of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less RM 1,000	8	2.0	2.0	2.0
	RM1,001- RM1,500	56	13.9	13.9	15.8
	RM1,501-RM2,000	124	30.7	30.7	46.5
	RM2,001-RM2,500	118	29.2	29.2	75.7
	RM2501 and above	98	24.3	24.3	100.0
	Total	404	100.0	100.0	

Source: Develop for this research

Figure 4.2.6: Personal Income per Month of Respondents
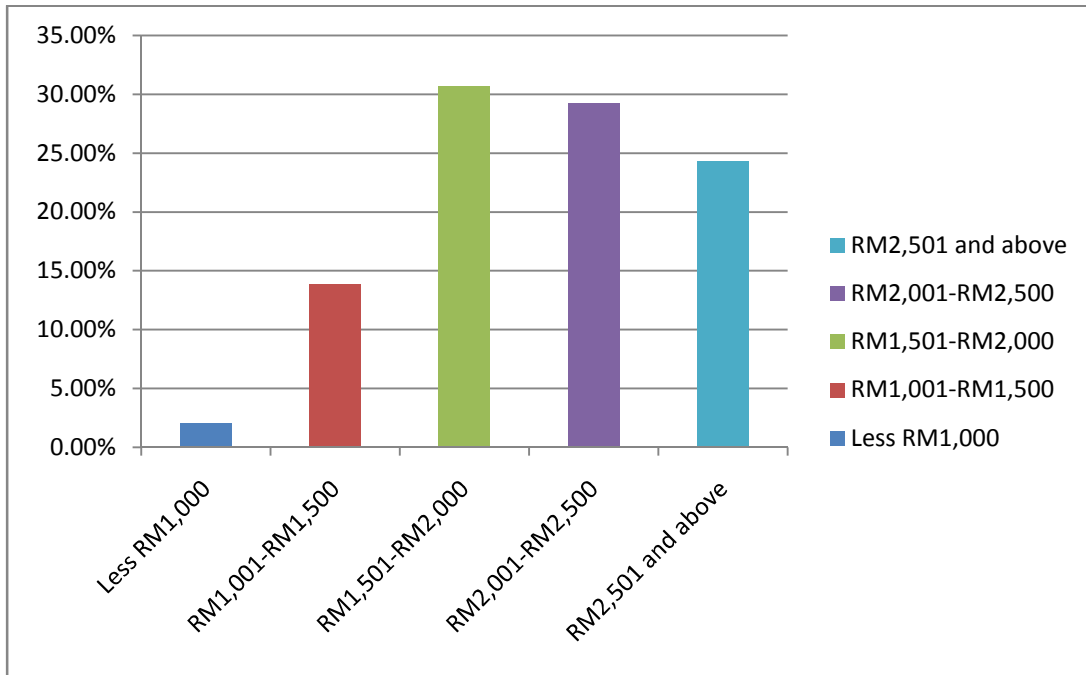
The table and bar chart above show the personal income per month of the respondents. The highest percentage which is 30.7% of the respondents has their personal income per month are between the range of RM1, 501-RM2, 000 that consists of 124 persons. Under the income level of RM2, 001-RM2, 500 per month, 29.2% which consists of 118 respondents are grouped in this category while under the RM 2, 501 and above per month of personal income, the percentage is 24.3% which consists of 98 respondents. There are only 56 of the respondents who earn RM1, 001 to RM1, 500 as their personal income per month which is only 13.9%. Lastly, there are only 8 of the respondents who earn less than RM1, 000 as their personal income per month which is only 2.0%.

4.3   Inferential Analyses

4.3.1 Independent Sample T-test Analysis

4.3.1.1 Gender

H0: There is no significant difference between gender and job performance.

H1: There is a significant difference between gender and job performance.

Table 4.3.1.1: Group Statistics for Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Performance	Male	208	33.2404	2.59131	.17967
	Female	196	33.0612	2.17122	.15509

Source: Develop for this research

	Levene's Test for Equality of Variances	t-test for Equality of Means

							Sig.	Mean	Std. Error	95% Confidence Interval of the Difference	
			F	Sig.	t	df	(2-tailed)	Difference	Difference	Lower	Upper
Job Performance	Equal variances assumed		4.855	.028	.751	402	.453	.17916	.23859	-.28988	.64820
	Equal variances not assumed				.755	396.634	.451	.17916	.23735	-.28746	.64578

Table 4.3.1.2: Independent Samples T-test for Gender and Job Performance

<u>Source:</u> Develop for this research

Table 4.3.1.2 shows the result of the independent samples t-test between gender and job performance. The result shows that the t-value to report is 0.755. The significant 0.028 under Levene's Test for Equality of Variance is lower than the alpha value of 0.05. Thus, it shows that the variances are not equal. In the other words, the Levene's Tests shows that the variance of the mean job performance for male and female is not equal. Therefore, the t-value under equal variances not assumed 0.755 should be reported. The p-value of significant 2-tailed under equal variances not assumed should be reported. The p-value of significant 2-tailed under equal variances not assumed is 0.451. This p-value is more than alpha value 0.05. Therefore, H_1 is not supported by the data.

4.3.2 ANOVA Analysis

4.3.2.1 ANOVA for Race and Job Performance

H0: There is no significant difference between race and job performance.

H1: There is a significant difference between race and job performance.

Table 4.3.2.1: ANOVA for Race and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	46.834	3	15.611	2.756	.042
Within Groups	2265.651	400	5.664		
Total	2312.485	403			

Source: Develop for this research

Based on the Table 4.3.2.1 shown as the above, the significant result was 0.042 and indicated that the p-value less than 0.05. So this represented hypothesis null was rejected and hypothesis alternative was accepted. Thus, this indicated that would be significant differences between races in terms of job performance. This meant that a generation Y individual's level of job performance may vary according to their races.

4.3.2.2 ANOVA for Education Level and Job Performance

H0: There is no significant difference between education level and job performance.

H1: There is a significant difference between education level and job performance.

Table 4.3.2.2: ANOVA for Education Level and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.932	4	6.733	1.175	.321
Within Groups	2285.554	399	5.728		
Total	2312.485	403			

Source: Develop for this research

Based on the Table 4.3.2.2 shown as the above, the significant result was 0.321 and showed that p-value more than 0.05. So this represented hypothesis null was accepted and hypothesis and hypothesis alternative was rejected. Thus, this indicated that would be no significant differences between the levels of education and job performance. This meant that job performance may not vary according to the levels of education.

4.3.2.3 ANOVA for Personal Income per Month and Job Performance

H_0: There is no significant difference between personal income per month and job performance.

H_1: There is a significant difference between personal income per month and job performance.

Table 4.3.2.3: ANOVA for Personal Income per Month and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	94.155	4	23.539	4.234	.002
Within Groups	2218.331	399	5.560		
Total	2312.485	403			

Source: Develop for this research

Based on the Table 4.3.2.3 shown as the above, the significant result was 0.002 and indicated that p-value less than 0.05. Since the significant level is less than the level of 0.05, therefore researchers accepted the alternative hypothesis which stated there is a significant difference between personal incomes and job performance. This meant job performance may vary according to their personal income such as salary.

4.3.2.4 ANOVA for Age Group and Job Performance

H0: There is no significant difference between age group and job performance.

H1: There is a significant difference between age group and job performance.

Table 4.3.2.4: ANOVA for Age Group and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.

Between Groups	36.940	4	9.235	1.619	.169
Within Groups	2275.545	399	5.703		
Total	2312.485	403			

<u>Source:</u> Develop for this research

Based on the table 4.3.2.4 shown as the above, the significant result was 0.169 and indicated that p-value more than 0.05, so it stands for null hypothesis accepted and alternative hypothesis was rejected. It showed that would be no significant difference between ages and job performance. This meant that job performance may not vary according to respondent age.

4.3.2.5 ANOVA for Marital Status and Job Performance

H0: There is no significant difference between marital status and job performance.

H1: There is a significant difference between marital status and job performance.

<u>Table 4.3.2.5: ANOVA for Marital Status and Job Performance</u>

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.528	2	5.264	.917	.401
Within Groups	2301.957	401	5.741		

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.528	2	5.264	.917	.401
Within Groups	2301.957	401	5.741		
Total	2312.485	403			

Source: Develop for this research

Based on the Table 4.3.2.5 shown as the above, the significant result was 0.401 and indicated that p-value more than 0.05, so it stands for does reject the alternative hypothesis and null hypothesis was accepted. It showed that would be significant difference between marital status and job performance. This meant that a job performance may not vary according to their marital status.

4.3.3 Pearson's Correlation Analysis

Table 4.3.3.1: Rules of Thumb about Correlation Coefficient Size

Coefficient Range	Strength of Association
+0.91 - +1.00	Very strong
+0.71 - +0.90	High
+0.41 - +0.70	Moderate
+0.21 - +0.40	Small but definite relationship
+0.01 - +0.20	Slight, almost neglible

*Assumes correlation coefficient is statistically significant.

Table 4.3.3.2: Relationship between Independent Variables and Dependent Variable

Correlations

		Personality	Job Satisfaction	Employee Ability	Job Performance
Personality	Pearson Correlation	1	.864[**]	.713[**]	.733[**]
	Sig. (2-tailed)		.000	.000	.000
	N	404	404	404	404
Job Satisfaction	Pearson Correlation	.864[**]	1	.746[**]	.763[**]
	Sig. (2-tailed)	.000		.000	.000
	N	404	404	404	404
Employee Ability	Pearson Correlation	.713[**]	.746[**]	1	.790[**]
	Sig. (2-tailed)	.000	.000		.000
	N	404	404	404	404
Job Performance	Pearson Correlation	.733[**]	.763[**]	.790[**]	1
	Sig. (2-tailed)	.000	.000	.000	
	N	404	404	404	404

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

<u>Source:</u> Develop for this research

4.3.3.1   Hypothesis 1

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

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

Based on the Table 4.3.3.2, it shown the relationship between personality and job performance. Refer from the Table 4.3.3.1, this indicate that the strength of association between personality and job performance is high (r = 0.733). Besides that, the P-value is 0.000 which is less than 0.05. Thus, researchers reject the null hypothesis. Therefore, there is a significant relationship between personality and job performance.

4.3.3.2   Hypothesis 2

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

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

Based on the Table 4.3.3.2, it shown the relationship between job satisfaction and job performance. Refer from the Table 4.3.3.1, this indicate that the strength of association between job satisfaction and job performance is high (r = 0.763). Besides that, the P-value is 0.000 which is less than 0.05. Thus, researchers reject the null hypothesis. Therefore, there is a significant relationship between job satisfaction and job performance.

4.3.3.3   Hypothesis 3

H0: There is no significant relationship between employees' ability and job performance.

H1: There is a significant relationship between employees' ability and job performance.

Based on the Table 4.3.3.2, it shown the relationship between employees' ability and job performance. Refer from the Table 4.3.3.1, this indicate that the strength of association between employees' ability and job performance is high (r = 0.790). Besides that, the P-value is 0.000 which is less than 0.05. Thus, researchers reject the null hypothesis. Therefore, there is a significant relationship between employees' ability and job performance.

Figure 4.3.1 Pearson's Correlation of Independent Variables and Dependent Variable
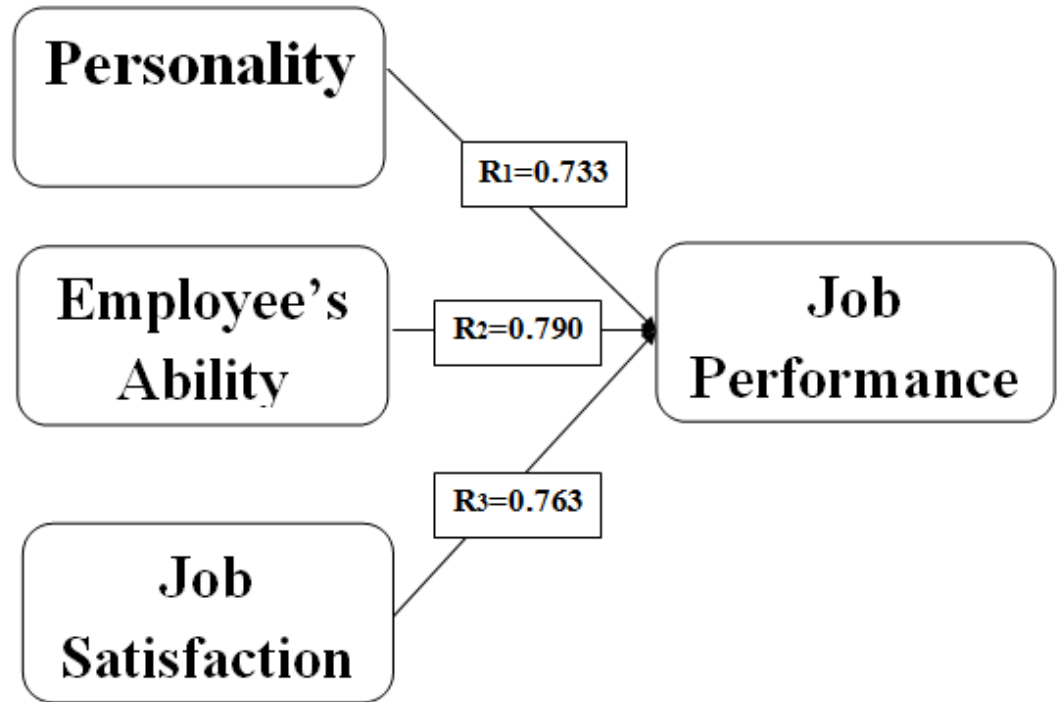
Source: Develop for this research

4.3.4   Multiple Regression Analysis

H0: The three independent variables (personality, employees' ability and job satisfaction) are no significant explain the variance in job performance.

H1: The three independent variables (personality, employees' ability and job satisfaction) are significant explain the variance in job performance.

Table 4.3.4.1: Model Summary of Multiple Regression Analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.698	.696	1.32051

a. Predictors: (Constant), Job Satisfaction Employee Ability, Personality

b. Dependent Variable: Job Performance

Source: Develop for this research

R= 0.836

R²=0.698

Based on Model Summary in Table 4.3.4.1, the value of correlation coefficient (R value) for this research project is 0.836. This is positive relationship and high correlation between dependent variable (job performance) and independent variables (personality, employees' ability and job satisfaction). Thus researchers reject null hypothesis. In this research project, independent variables (personality, employees' ability and job satisfaction) can explain 69.8% of the variations in dependent variable (job performance). However, it is still leaves 1.2% (100% - 98.8%) unexplained in this study.

In other words, there are other additional variables that are important in explaining job performance that have not been considered in this research project.

Table 4.3.4.2: ANOVA

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1614.984	3	538.328	308.718	.000[a]
	Residual	697.501	400	1.744		
	Total	2312.485	403			

a. Predictors: (Constant), Job Satisfaction, Employee Ability, Personality

b. Dependent Variable: Job Performance

<u>Source:</u> Develop for this research

Based on Table 4.3.4.2 (ANOVA), the F-value is 308.718 with P-value of 0.000. Since P-value is less than 0.05, researchers reject null hypothesis. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent and predictor variables.

Therefore, the independent variables (personality, employees' ability and job satisfaction) are significant explain the variance in job performance. The alternate hypothesis is supported by the data.

Table 4.3.4.3: Correlation Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.756	.814		11.979	.000
	Employee Ability	.445	.040	.472	11.202	.000
	Personality	.146	.051	.160	2.875	.004
	Job Satisfaction	.249	.053	.273	4.662	.000

a. Dependent Variable: Job Performance

Source: Develop for this research

Equation

Job Performance = 9.756+ 0.146(Personality) + 0.445 (Employees' Ability) + 0.249 (Job Satisfaction)

Table 4.3.4.4: Ranking of the Variables according to Beta

Variable	Beta	Ranking
Employee Ability	0.472	1
Job Satisfaction	0.273	2
Personality	0.160	3

Source: Develop for this research

Pearson correlation coefficient table was shown the most influence of independent variables toward job performance by Beta. The researchers had concluded the highest to the lowest Beta in the Table 4.3.4.4 under the standardized coefficients, the highest Beta was 0.472 (Employees' Ability), follow by 0.273 (Job Satisfaction), and 0.160 (Personality). Thus, researchers conclude that company expectation had most influenced of the variance in job

performance is employees' ability and personality had the least influence on the dependent variable in this research.

4.4   Conclusion

As a conclusion, the independent variables in our research which are personality, employees' abilities and job satisfaction have significant relationship that could be affected the job performance in generation Y. All independent variables have been tested one by one and produced results as references. Personality could be easier to show researchers how a worker behaves himself by the way it is strong influenced job performance from their behavior. Furthermore, employees' ability figure out how an important of the capabilities of an employee to handle on his/ her job and the knowledge of the particular job also important to measure as ability of an employees.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0   Introduction

In this chapter would be discussed, summarized and transformed all the data for our research become useful and reliable information in order to conclude our hypothesis testing by using various methodology based on the previous chapter. Furthermore, researchers summarized the statistical analyses measured by descriptive analysis and inferential analysis, discussion about the major findings of our study. Therefore, researchers able to figure out the implication and limitation of researchers' study and gave some recommendations to researchers' research. The last, researchers would be concluded our overall study of the research.

5.1   Summary of Statistical Analyses

5.1.1 Descriptive Analyses

There are 208 male respondents which is more than male respondents is 196. Next, most of race of the respondents are Chinese about 80 percent comparing to the Malay and Indian respondents which are 10 percent similarly. In addition, majority respondents who took the survey are from the age range from 21 to 25 which consists of 284 persons. There are only 20 respondents come from the age between 16 and 20 as researchers can make an assumption that respondent were still pursuing their study and not taking any job or work.

As for the education level, most of the respondents are degree level which is 66 percent or 266 persons. Respondents that hold Diploma and also stand around 19 percent, while Secondary Education and Master level recorded 8 percent and 6 percent.   Besides that, the personal income per month of most of the respondents is between

RM2, 001 to RM2, 500 which consists of 118 persons. However, there are also 8 respondents having personal income that which is below RM1, 000 which is quite low to survive in current economical environment. For the marital status, majority of the respondents are single which are 85 percent. Finally, there are 60 out of 404 of the respondents were married and only 2 were divorced out of 404 of the respondents.

5.1.2 Inferential Analyses

As for the inferential analysis, researchers are using Pearson Correlation Analysis and Multiple Regression in order to examine the relationship of our proposed Independent Variables (IVs) which are personality, employee ability, job satisfaction, and Dependent Variables (DV) which are job performance. Both of the tests revealed the results of reject null hypothesis H_0 and accept alternative hypothesis H_1. Therefore, researchers can conclude that all of the IVs have significant relationship with DV. Under the standardized coefficients, the highest Beta was 0.472 (Employees' Ability), follow by 0.273 (Job Satisfaction), and 0.160 (Personality). Thus, researchers conclude that company expectation had most influenced of the variance in job performance is employees' ability and personality had the least influence on the dependent variable in this research.

5.2   Discussions of Major Findings

Table 5.2.1: Summary of the Hypotheses Testing Results

No.	Research Questions	Hypotheses	Result

1.	Is there any relationship between personality and job performance?	H[1:] There is a significant relationship between personality and job performance.	There is a significant relationship. Sig= 0.004 P< 0.05 β= 0.160
2.	Is there any relationship between job satisfaction and job performance?	H[1:] There is a significant relationship between job satisfaction and job performance.	There is a significant relationship. Sig= 0.000 P< 0.05 β= 0.273
3.	Is there any relationship between employee ability and job performance?	H[1:] There is a significant relationship between employee ability and job performance.	There is a significant relationship. Sig= 0.000 P< 0.05 β= 0.472

<u>Source:</u> Develop for this research

For the first hypothesis result, it has a significant relationship between the personality and job performance. However, according to Ghiselli (1973); Guion & Gottier (1965), they said that using personality variables to predict job performance have shown weak and mixed results. Hollenbeck and whitener (1988) also pointed out earlier research had shown theoretical inadequacies and some methodological problem due to low validity in generated the final results. More specifically, it stated that due to the lack of a generally accepted classification/taxonomy of personality, researchers were measuring different things using the similar variables. Therefore, using these personality variables was causing huge amounts of inconsistencies and low levels of predictability in the literature. As a result, personality might bring different effects to the job performance as everybody own different kinds of personality while working out their job task and goal.

The second independent variable is employee ability. It has a significant relationship with job performance as according to Glynn (1996), cognitive ability is several basic processes which are perception, learning, encoding, memory and reasoning. A person solves problems, the more chances for manipulation of the knowledge, thus observing ranges of idea and concept. Thus, the better the person posse's basic cognitive functions, the more expertly the person gain knowledge. The more knowledge a person has, the greater the possibility that knowledge will help then to solve problems and acquire new skills in attaining a specific goal. As a result, mastering knowledge and manipulate their ability in certain goal and objective able to increase the job performance with great effectiveness and efficiency.

For this research, the third independent variable job satisfaction which has significant relationship with job performance. According to Hawthorne studies (2001) posited as a happy employee always a better employee. Better employee had been determined as more productive employee. Job satisfaction is a result of how well worker could be performed in their job. Many of researches have been carried out the relationship between productivity and job satisfaction. Increasing of the job satisfaction might be resulted more productive workers. Therefore, work itself, pay, promotion opportunities, supervision and coworker's relationship all these variables will enhance job satisfaction in return of high job performance.

5.3   Implications of the Study

5.3.1   Managerial Implications

The researchers have conducted a study on the three factors that will influence job performance in generation Y. The three factors are personality, employees' ability and job satisfaction. There three factors have been proven to influence job performance in generation Y. Hence, the findings from this research project provide implications for all the industry, especially employer and manager. Job performance not only will influence the performance of an organization, but also determine the successful of an organization.

This research project can be used by the employer and manager who have hired workers and work with the workers in generation Y. By identifying the most crucial and important factors that determine their job performance; this will be serve as a guideline and enabled to help the employer in deciding on how to improve job performance in generation Y further and enhance their job performance efficiently. Since, high quality product and services are demanded in today dynamic business world. Therefore, employer or managers have to make sure employees can produce high job performance.

This research project has provided new insight for practical business management. The managers can have a clear understanding on the factors that influence job performance in generation Y. Based on all the factors proven in this research project, the employer, or manager can take appropriate action to improve job performance in generation Y. So, employer and manager can work on the identified factors and try to develop some programs that could increase job performance in generation Y.

For instance, manager of human resource department in hotel and restaurant industry also can benefit from this research. Since manager will hire employees in generation Y for different department. Human resource department can refer this research and gain more understanding about the factors that influence job performance in generation Y. Human resource team

need to find suitable way to improve employees' job performance in generation Y. So, this will help to achieve organizational goal easily.

As a conclusion, this research project studied on the relationship of personality, employees' ability, and job satisfaction in predicting job performance in generation Y. Through this research, the employer can identify the factors to improve job performance of generation Y, it can also reduce turnover rate and retain most of the capable employees in the organization.

5.4   Limitations of Study

Due to the budget constraint, the researchers did not buy the Maslach Burnout Inventory (MBI) questionnaires. Instead the researchers combine the questionnaires from different sets of questionnaires from historical researcher based on the variables. So the data collected from the combined questionnaires may not be a better data if compared with MBI questionnaires.

The target population and sample size might not reflect all the workers in generation Y in Perak, Malaysia. As this study has only focusing on Perak, only minority of employees were able to receive the survey, where other companies have been ignored. Sample size of research study is only targeted on 379 respondents. Although the current study's sample size was adequate to obtain sufficient statistical power, it was small enough that the ability to generalize to a wider population might have been an issue. The small sample size of the respondents may affect the accuracy and the reliability of the research.

Another potential limitation was the possible presence other variable influences. As this study only examined the relationship between job performance with personality,

employees' ability, and job satisfaction, it was possible that the result might be influenced by other factors that were not measured in the study.

During the analysis of data, the researchers faced the problem of using Statistical Package for Social Science (SPSS). The researchers were having difficulty installing the SPSS into the computer and had to do the analysis in the university's lab. The researcher had to spend some time to run the program to get the result because researchers need to refresh back the researcher's memory which researchers attended the business research class one year ago.

Researchers were found to have a lot of insufficient time to conduct the research project. The university lifestyle is very busy for the researchers. Not only the researchers need to complete the research project buy also need to complete other thing such as midterm test, tutorial, lectures, co-curriculum activities and final exam for each semester. The researchers were having hard time to manage the time to conduct the research.

5.5   Recommendations for Future Research

The research only involved 379 respondents and all of the respondents are from Perak, Malaysia. Therefore, the researchers suggest that the future researchers can enlarge the sample size and scope by involving more respondents from others area or state. The more respondents involved the more reliable, valid and accurate result can be generated due to many others respondents who have different perception and opinion on factors that influence their job performance. This can assist the researcher to gain more accurate reliable research result.

Besides that, the researcher also should set up a better strategy in data collecting through survey in order to improve the quality of the research. In this research, the researchers ask the respondent who are in the category of generation Y to fill in the

questionnaires and once respondent finished fill in, they will put the questionnaires into a box that prepared by the researchers must also be there to assist the respondents because in this research, respondents can only ask questions to the researchers when the researchers came to collect the data.

Another challenge that future researchers need to take consideration is the working hours of respondents. The researchers need to know the working time of the respondents so that questionnaire can be distributed. In this research, normally respondent will have break time from between 12:00pm to 1:00pm or some may have from 1:00pm to 2:00pm. Therefore the questionnaires distribute need to be between of the period. If the target respondents of the future research are different, the future researchers need to determine the correct time (respondent working hour) to conduct the survey.

Lastly, future researchers need to aware the language used in creates the questionnaires. In this research, some of the respondents' education level is until secondary school or below. Therefore their understanding of English words is limited. Therefore, future researchers will have provided three languages in the questionnaire (e.g. English, Malay and Chinese). In this research, the questionnaires was designed in English language, it caused some of the respondents have difficulty understand some words in the questionnaires. As a result, some of the respondents still need to ask researchers the meaning of the question asked.

5.6   Conclusion

Through this research, a better understanding about the factors that influence job performance in generation Y is known. The research shows that the three independent variables (personality, employees' ability and job satisfaction) play an important role

in influencing job performance. Researchers hope that this research study will offer useful insights for future studies on job performance and generation Y.

This research project will be serve as a guideline and enabled to help the employer in deciding on how to improve job performance in generation Y further and enhance their job performance efficiently.

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APPENDICES

Appendix 1.1: Questionnaire

University Tunku Abdul Rahman

Faculty of Business and Finance
(Bachelor of Business Administration (HONS-BA)
Survey Questionnaire
FACTORS THAT INFLUENCE JOB PERFORMANCE IN GENERATION Y

Dear respondent,

We are final year Bachelor of Business Administration (Hons) students from Universiti Tunku Abdul Rahman (UTAR) and are currently conducting a survey for our research title "**Factors That Influence Job Performance in Generation Y"**. The purpose of this questionnaire is to explore the factors that influence job performance.

Your responses are important in helping us doing this study. All the information collected will be used for research purpose only and the information will be treated with strictly confidential. Thank you in advance for participating in this study. Please complete all the questions in this questionnaire and return it as soon as possible. Thank you for spending your time to complete this questionnaire.

Thank you again for your participation.

1. CHANG YEOU MENG   10ABB00392
2. LAI CHEN THIM   09ABB00834
3. LAU AN NIN   08ABB07654
4. LEE MEI SEAN   08ABB00762
5. TAN GEOK KHIM   10ABB00548

SECTION A: BACKGROUND INFORMATION

1. Gender   ☐ Male   ☐ Female

2. Age   ☐ 16-20 years old

☐

21-25 years old

☐ 26- 30 years old

☐ 31-35 years old

☐ 36-40 years old

☐ Above 41 years old

3. Racial Identity: ☐ Malay

☐ Chinese

☐ India

☐ Others, please state: ………………

4. Education Level: ☐ Secondary Education

☐ Diploma

☐ Degree

☐

Master

☐   Others, please state: …………………………

5. Please indicate your marital status: ☐   Single

☐   Married

☐   Divorced

☐   Widow / Widower

6. On average, how much is your salary?

☐   Less than RM 1000

☐   RM 1001 – RM 1500

☐   RM 1501 – RM 2000

☐   RM 2001 – RM 2500

☐   RM 2501 and above

SECTION B: Thinking back to your experience with, please indicate your degree of agreement with the following statements which focus to your job performance.

1. Strongly Disagree
2. Disagree
3. Neutral

4. Agree

5. Strongly Agree

Factor-Factor that Influence Job Performance

(A) Personality	SD	D	N	A	SA
7. I have excellent ideas when perform a job.	1	2	3	4	5
8. I always prepared before a task start.	1	2	3	4	5
9. I feel comfortable around people within organization.	1	2	3	4	5
10. I am not interested in other people's problems.	1	2	3	4	5
11. I seldom feel blue when working.	1	2	3	4	5
12. I am quick to understand things.	1	2	3	4	5
and perform it well.					
13. I get stressed out easily when facing a problem.	1	2	3	4	5

(B) Job Satisfaction

14. I feel bored and think about to stop working.	1	2	3	4	5
15. I always absent because I am not motivated and	1	2	3	4	5
satisfied with my job.					
16. The mission or purpose of company makes me feel	1	2	3	4	5
that my job is important.					

17. I get an opportunity to do innovative things at work.   1   2   3   4   5

18. **I am optimistic about my future success with**   1   2   3   4

5

    the company.

19. **I am pessimistic about my future success with**   1   2   3   4   5

    the company.

    (C) Employee Ability

20. I always prepared to handle problem solutions.   1   2   3   4   5

21. I always prepared to handle supervisor's problems.   1   2   3   4   5

22. I feel comfortable collaborating with my coworkers.   1   2   3   4   5

23. I understand my role at the company.   1   2   3   4   5

24. I believe communication across department is

    efficient.   1   2   3   4   5

25. I criticize constructively and address problems.   1   2   3   4   5

26. I have a deep-rooted understanding of the functions   1   2   3   4   5

    of my organization

SECTION C: Thinking back to your experience with, please indicate your degree of agreement with the following statements which focus to your job performance to the organization.

1. Strongly Disagree
2. Disagree

3. Neutral
4. Agree
5. Strongly Agree

Job Performance of employees to Organization

	SD	D	N	A	SA
27. I can expect high performance because employee has a lot of experience in his or her job.	1	2	3	4	5
28. Employees are committed to clear performance standards, target, and objectives.	1	2	3	4	5
29. I believe that employee has a great desire to change his or her behavior in order to improve performance.	1	2	3	4	5
30. I believe that employee is ideally placed in his or her current job.	1	2	3	4	5
31. Employee always responds in a positive manner to any new responsibilities or change in procedures.	1	2	3	4	5
32. I regularly give feedback and positive reinforcement to employees about his or her performance.	1	2	3	4	5
33. I have consciously changed the job structure to fit employee's talent and strengths.	1	2	3	4	5
34. I regularly sit down with employee and discuss his or her personal values and job satisfaction needs.	1	2	3	4	5

****

The End

Thank you very much for your cooperation

Appendix 1.2: Output of SPSS

Appendix 1.2.1: Result of Reliability Analysis:

Personality

Case Processing Summary

		N	%
Cases	Valid	404	100.0

Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Excluded[a]	0	.0	
Total	404	100.0	
	.750	.759	7

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

Employee Ability

Case Processing Summary

		N	%
Cases	Valid	404	100.0
	Excluded[a]	0	.0
	Total	404	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.737	.758	7

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	404	100.0
	Excluded[a]	0	.0
	Total	404	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.840	6

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

| .715 | .717 | 8 |

Case Processing Summary

		N	%
Cases	Valid	404	100.0
	Excluded[a]	0	.0
	Total	404	100.0

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

Overall Reliability Analysis

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.930	28

Case Processing Summary

		N	%
Cases	Valid	404	100.0
	Excluded[a]	0	.0
	Total	404	100.0

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

Appendix 1.2.2: Result of Frequency Analysis:

Gender

Statistics

Gender

N	Valid	404
	Missing	0
Mean		1.4851
Median		1.0000
Mode		1.00
Std. Deviation		.50040
Variance		.250
Range		1.00
Minimum		1.00
Maximum		2.00
Percentiles	25	1.0000
	50	1.0000
	75	2.0000

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	208	51.5	51.5	51.5
	Female	196	48.5	48.5	100.0
	Total	404	100.0	100.0	

Histogram

Mean =1.49
Std. Dev. =0.50
N =404
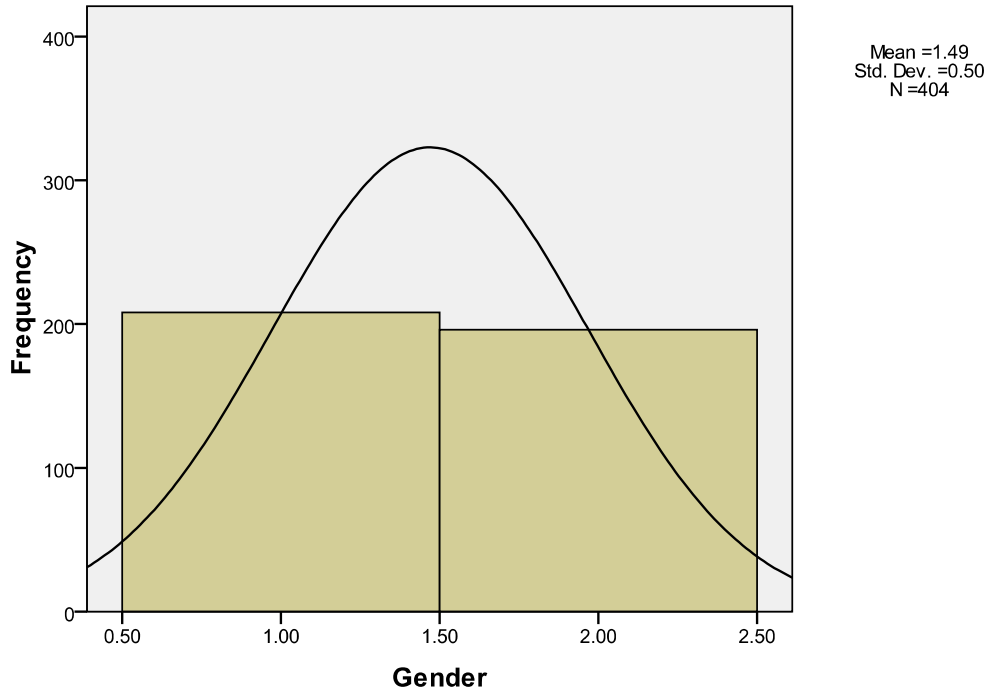
Age

Statistics

Age

N	Valid	404
	Missing	0
Mean		2.3713
Median		2.0000
Mode		2.00
Std. Deviation		.89430
Variance		.800
Range		4.00
Minimum		1.00
Maximum		5.00
Percentiles	25	2.0000
	50	2.0000
	75	2.0000

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-20 years old	20	5.0	5.0	5.0
	21-25 years old	284	70.3	70.3	75.2
	26-30 years old	54	13.4	13.4	88.6
	31-35 years old	22	5.4	5.4	94.1
	36-40 years old	24	5.9	5.9	100.0
	Total	404	100.0	100.0	

Histogram

Mean =2.37
Std. Dev. =0.894
N =404
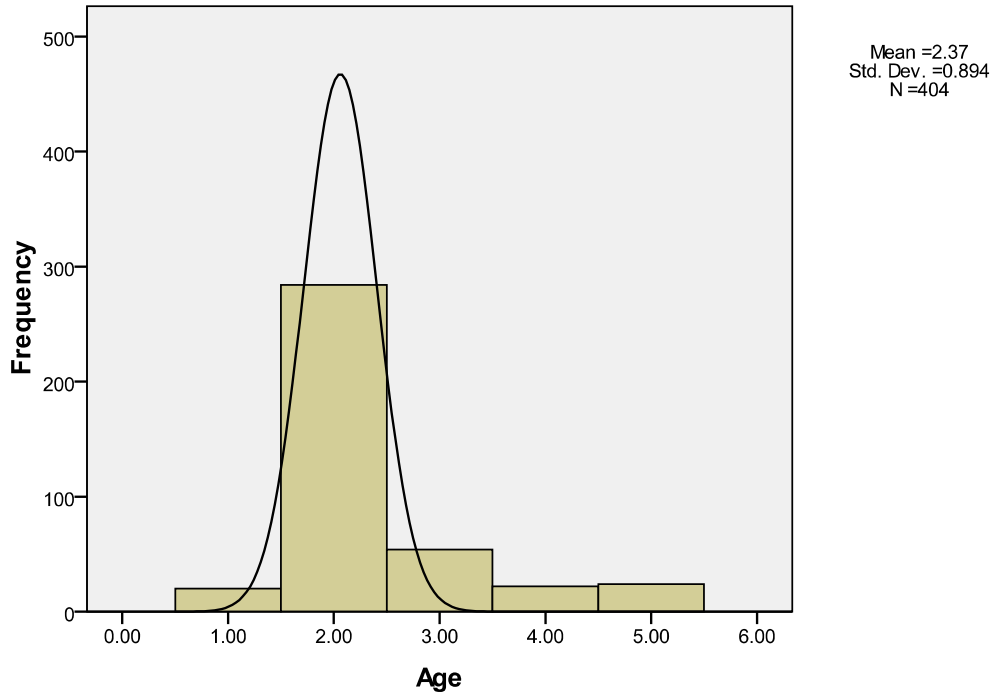
Race

Statistics

Racial

N	Valid	404
	Missing	0
Mean		2.0099
Median		2.0000
Mode		2.00
Std. Deviation		.46719
Variance		.218
Range		3.00
Minimum		1.00
Maximum		4.00
Percentiles	25	2.0000
	50	2.0000
	75	2.0000

Racial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	40	9.9	9.9	9.9
	Chinese	322	79.7	79.7	89.6
	India	40	9.9	9.9	99.5
	Other,please state...	2	.5	.5	100.0
	Total	404	100.0	100.0	

Histogram

Mean =2.01
Std. Dev. =0.467
N =404
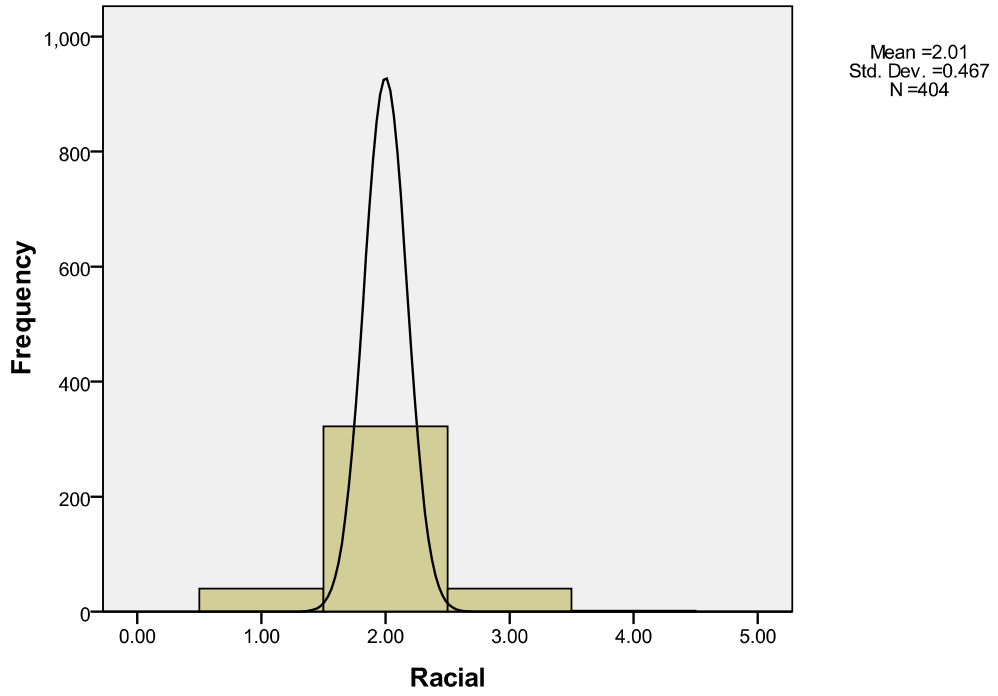
Education

Statistics

Education Level

N	Valid	404
	Missing	0
Mean		2.7228
Median		3.0000
Mode		3.00
Std. Deviation		.72006
Variance		.518
Range		4.00
Minimum		1.00
Maximum		5.00
Percentiles	25	2.0000
	50	3.0000
	75	3.0000

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary Education	32	7.9	7.9	7.9
	Diploma	78	19.3	19.3	27.2
	Degree	266	65.8	65.8	93.1
	Master	26	6.4	6.4	99.5
	Others, please state...	2	.5	.5	100.0
	Total	404	100.0	100.0	

Histogram

Mean =2.72
Std. Dev. =0.72
N =404

Marital Status

Statistics

Marital Status

N	Valid	404
	Missing	0
Mean		1.1584
Median		1.0000
Mode		1.00
Std. Deviation		.37892
Variance		.144
Range		2.00
Minimum		1.00
Maximum		3.00
Percentiles	25	1.0000
	50	1.0000
	75	1.0000

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	342	84.7	84.7	84.7
	Married	60	14.9	14.9	99.5
	Divorced	2	.5	.5	100.0
	Total	404	100.0	100.0	

Histogram

Mean =1.16
Std. Dev. =0.379
N =404
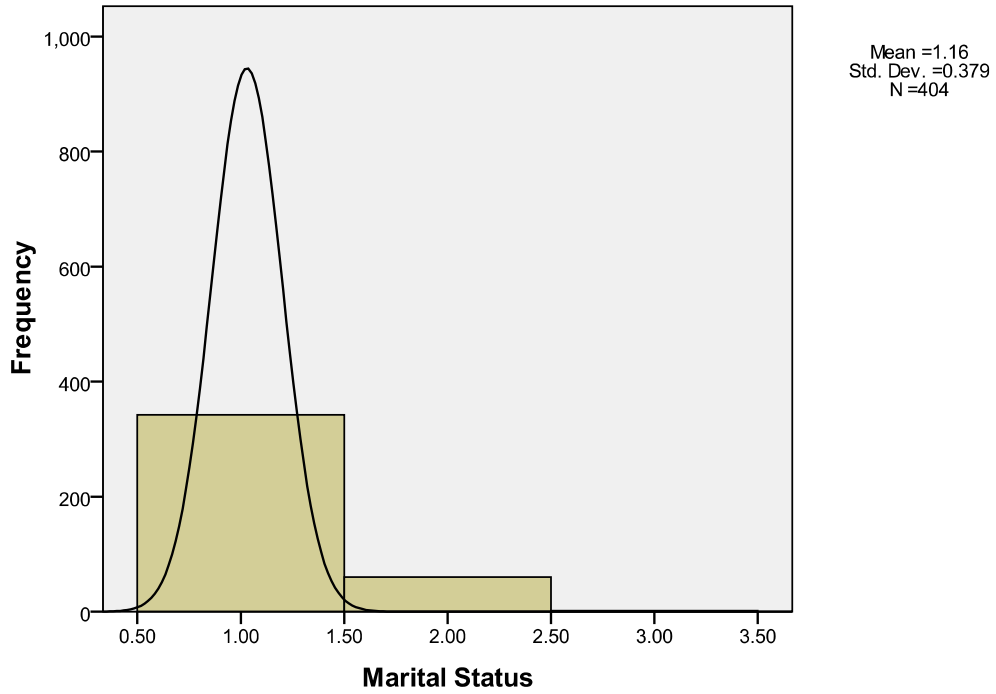
Monthly Salary

Statistics

Monthly Salary

N	Valid	404
	Missing	0
Mean		3.5990
Median		4.0000
Mode		3.00
Std. Deviation		1.06027
Variance		1.124
Range		4.00
Minimum		1.00
Maximum		5.00
Percentiles	25	3.0000
	50	4.0000
	75	4.0000

Monthly Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM1000	8	2.0	2.0	2.0
	RM1001-RM1500	56	13.9	13.9	15.8
	RM1501-RM2000	124	30.7	30.7	46.5
	RM2001-RM2500	118	29.2	29.2	75.7
	RM2501 and above	98	24.3	24.3	100.0
	Total	404	100.0	100.0	

Histogram

Mean =3.60
Std. Dev. =1.06
N =404
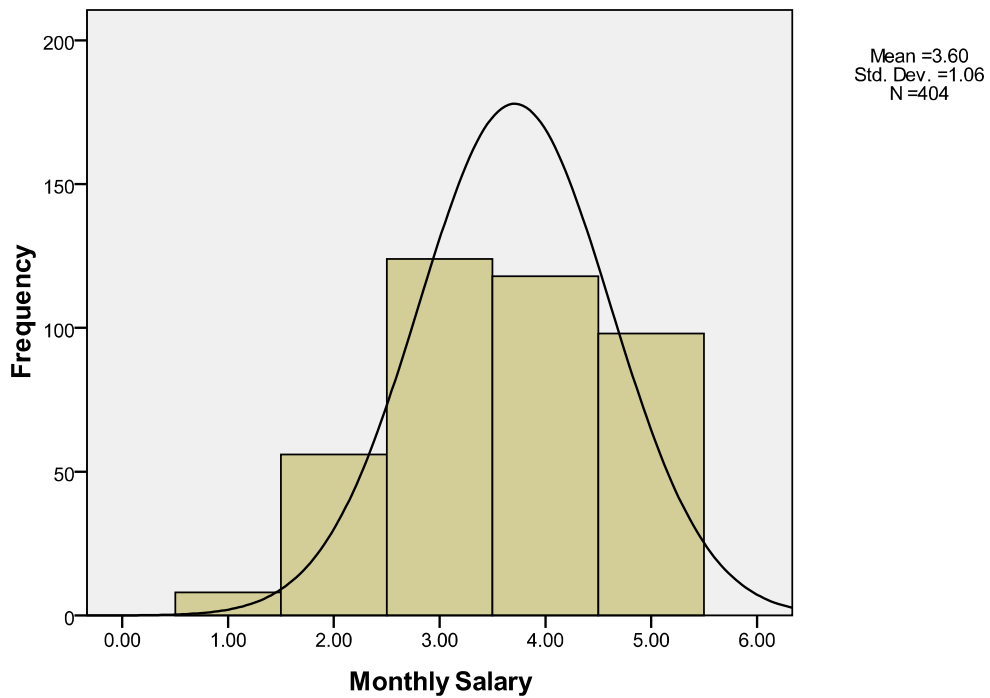
Appendix 1.2.3: Result of Independent Sample T-test Analysis:

Gender and Job Performance

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JobPerformance	Male	208	33.2404	2.59131	.17967
	Female	196	33.0612	2.17122	.15509

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job Perfo-rmance	Equal variances assumed	4.855	.028	.751	402	.453	.17916	.23859	-.28988	.64820
	Equal variances not assumed			.755	396.634	.451	.17916	.23735	-.28746	.64578

Appendix 1.2.4: Result of ANOVA Analysis:

Age Group and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36.940	4	9.235	1.619	.169
Within Groups	2275.545	399	5.703		
Total	2312.485	403			

Race and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	46.834	3	15.611	2.756	.042
Within Groups	2265.651	400	5.664		
Total	2312.485	403			

Education and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.932	4	6.733	1.175	.321
Within Groups	2285.554	399	5.728		
Total	2312.485	403			

Marital Status and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.528	2	5.264	.917	.401
Within Groups	2301.957	401	5.741		
Total	2312.485	403			

Monthly Salary and Job Performance

ANOVA

Job Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	94.155	4	23.539	4.234	.002
Within Groups	2218.331	399	5.560		
Total	2312.485	403			

Appendix 1.2.5: Result of Pearson's Correlation Analysis

Correlations

		Personality	Job Satisfaction	Employee Ability	Job Performance
Personality	Pearson Correlation	1	.864**	.713**	.733**
	Sig. (2-tailed)		.000	.000	.000
	N	404	404	404	404
Job Satisfaction	Pearson Correlation	.864**	1	.746**	.763**
	Sig. (2-tailed)	.000		.000	.000
	N	404	404	404	404
Employee Ability	Pearson Correlation	.713**	.746**	1	.790**
	Sig. (2-tailed)	.000	.000		.000
	N	404	404	404	404
Job Performance	Pearson Correlation	.733**	.763**	.790**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	404	404	404	404

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

Appendix 1.2.6: Result of Multiple Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Employee Ability, Personality[a]		. Enter

a. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.698	.696	1.32051

a. Predictors: (Constant), Job Satisfaction, Employee Ability, Personality

b. Dependent Variable: Job Performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1614.984	3	538.328	308.718	.000[a]
	Residual	697.501	400	1.744		
	Total	2312.485	403			

a. Predictors: (Constant), Job Satisfaction, Employee Ability, Personality

b. Dependent Variable: Job Performance

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	9.756	.814		11.979	.000
Employee Ability	.445	.040	.472	11.202	.000
Personality	.146	.051	.160	2.875	.004
Job Satisfaction	.249	.053	.273	4.662	.000

a. Dependent Variable: Job Performance

Residuals Statistics[a]

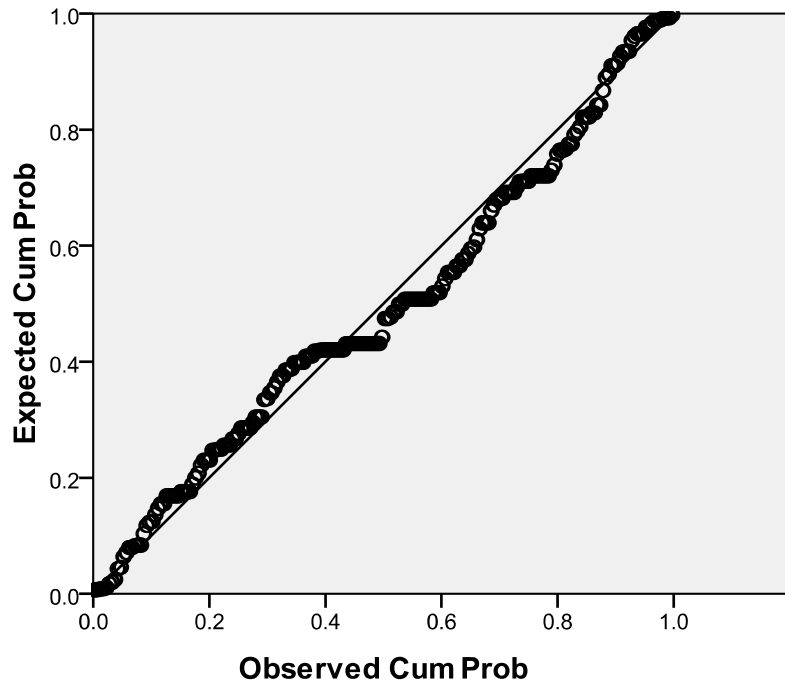|	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	27.5286	37.6017	33.1535	2.00185	404
Residual	-3.26647	3.73417	.00000	1.31559	404
Std. Predicted Value	-2.810	2.222	.000	1.000	404
Std. Residual	-2.474	2.828	.000	.996	404

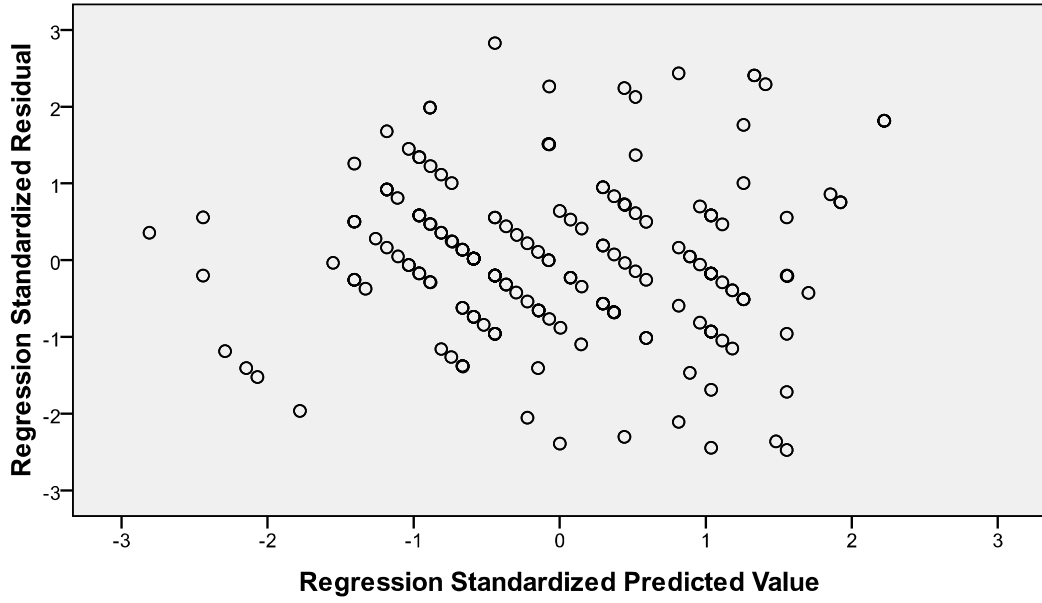a. Dependent Variable: Job Performance

Chart

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: JobPerformance

Scatterplot

Dependent Variable: JobPerformance

Appendix 1.3: Principal Statistics of Labour Force, Perak, 2009

Jadual 7: Bilangan penduduk bekerja mengikut kumpulan umur, Perak, 1982-2009
Table 7: Number of employed persons by age group, Perak, 1982-2009

Tahun Year	Jumlah Total	Bilangan/Number ('000)									
		15–19	20–24	25–29	30–34	35–39	40–44	45–49	50–54	55–59	60–64
1982	604.0	66.2	99.6	83.2	76.7	65.4	64.2	55.3	46.2	27.5	19.7
1983	669.2	81.5	109.0	93.8	87.4	69.6	64.6	62.3	46.8	30.5	23.7
1984	659.6	68.3	100.7	97.3	91.5	80.9	62.0	59.7	47.7	31.2	20.3
1985	669.6	68.1	111.4	99.2	89.5	80.6	62.0	59.6	48.1	32.5	18.7
1986	669.9	67.6	103.8	101.3	87.7	85.0	62.7	59.8	53.1	31.5	17.3
1987	670.5	65.2	106.1	100.0	85.8	84.0	62.4	62.4	47.7	33.7	23.3
1988	656.7	58.0	110.0	88.1	84.3	81.5	64.1	59.7	55.1	34.1	21.8
1989	686.7	62.0	106.7	102.8	88.2	78.2	75.4	65.0	54.1	32.4	21.9
1990	678.2	60.7	98.8	103.6	94.4	81.1	69.5	57.8	52.7	34.4	25.1
1992	692.9	53.4	98.8	103.5	93.3	87.2	79.7	62.1	53.4	37.5	23.9
1993	669.8	48.6	89.4	89.3	92.0	90.0	86.5	64.1	53.5	37.2	19.2
1995	634.3	40.8	82.2	76.5	85.0	94.5	78.5	72.4	52.7	33.3	18.6
1996	723.1	54.5	95.6	93.7	100.3	99.4	85.6	81.6	52.0	36.2	24.3
1997	744.2	48.3	103.1	103.6	104.8	104.9	88.9	79.8	54.9	35.5	20.4
1998	685.0	44.1	94.1	88.8	84.3	89.2	89.5	78.6	57.3	35.4	23.7
1999	684.5	37.6	94.2	93.4	93.4	92.8	87.2	74.3	56.8	32.7	22.2
2000	744.1	46.6	100.0	90.1	99.1	102.5	99.7	82.8	62.9	36.5	23.7
2001	730.7	41.9	98.5	89.0	100.1	97.3	94.4	85.1	66.8	35.8	21.8
2002	788.3	38.4	97.8	99.2	102.2	108.5	109.4	103.0	67.4	38.2	24.2
2003	734.6	34.5	99.9	91.2	92.9	94.0	98.4	90.6	67.7	40.8	24.6
2004	791.0	40.7	119.8	101.4	94.9	106.3	97.9	90.8	71.0	41.3	26.8
2005	801.2	35.4	129.0	109.1	94.0	104.5	97.2	90.8	73.7	43.2	24.2
2006	815.9	34.7	126.1	116.4	96.3	100.2	98.6	92.0	78.4	45.7	27.4
2007	852.2	30.8	135.8	130.6	97.1	99.8	100.4	94.1	81.1	52.0	30.5
2008	858.9	30.2	138.0	144.2	99.6	95.1	100.9	91.6	82.4	49.2	27.8
2009	891.6	31.7	142.6	156.4	105.9	93.0	102.0	93.4	85.9	51.1	29.7

Jadual 9: Bilangan penduduk bekerja mengikut industri, Perak, 2001-2009 (samb.)
Table 9: Number of employed persons by industry, Perak, 2001-2009 (cont'd)

Tahun *Year*	Jumlah *Total*	Bilangan/*Number* ('000)																
		Kategori industri/*Category of industry* [1]																
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
2001	730.7	101.4	15.4	1.4	174.3	3.7	64.1	122.5	48.2	26.9	13.0	17.0	67.0	36.0	14.7	12.5	12.6	-
2002	788.3	103.4	15.1	2.4	169.3	5.1	73.9	126.4	59.5	35.4	11.9	18.1	69.0	49.4	19.4	15.2	14.8	-
2003	734.6	94.0	9.8	2.4	162.8	3.3	69.8	119.2	60.6	29.0	11.5	17.6	65.1	44.2	18.2	14.5	12.4	-
2004	791.0	93.9	15.0	1.4	167.6	2.4	70.8	131.0	64.4	34.8	11.6	26.0	72.3	46.8	18.8	17.3	16.9	-
2005	801.2	107.4	11.5	2.8	165.6	2.7	75.3	133.2	65.0	28.6	10.1	29.0	73.0	45.7	18.7	14.3	18.3	-
2006	815.9	116.2	17.2	4.7	164.6	4.2	68.1	133.8	72.0	30.4	13.1	33.5	61.4	45.2	19.6	15.8	16.1	-
2007	852.2	116.4	14.9	2.9	154.3	3.4	71.4	138.0	80.3	31.7	15.8	33.0	74.7	50.3	21.1	18.3	25.6	-
2008	858.9	121.8	14.0	6.6	147.0	3.4	73.3	147.2	76.3	34.0	14.3	31.1	74.7	48.6	23.6	18.6	24.4	-
2009	891.6	111.4	11.3	6.1	156.6	3.4	69.7	155.6	78.2	37.7	12.4	38.8	76.7	65.3	24.0	21.9	22.6	-

Nota/*Note* :

[1] Industri dikelaskan mengikut "Piawaian Klasifikasi Industri Malaysia (MSIC) 2000". Keterangan kategori industri adalah seperti berikut:
Industry is classified according to the "Malaysia Standard Industrial Classification (MSIC) 2000". Category of industry are as follows:

A Pertanian, pemburuan dan perhutanan
   Agriculture, hunting and forestry
B Perikanan
   Fishing
C Perlombongan dan kuari
   Mining and quarrying
D Pembuatan
   Manufacturing
E Bekalan elektrik, gas dan air
   Electricity, gas and water supply
F Pembinaan
   Construction
G Perdagangan jual borong dan jual runcit; pembaikan kenderaan bermotor, motosikal dan barangan persendirian dan isi rumah
   Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods
H Hotel dan restoran
   Hotels and restaurants

I Pengangkutan, penyimpanan dan komunikasi
   Transport, storage and communications
J Pengantaraan kewangan
   Financial intermediation
K Aktiviti hartanah, penyewaan dan perniagaan
   Real estate, renting and business activities
L Pentadbiran awam dan pertahanan; keselamatan sosial wajib
   Public administration and defence; compulsory social security
M Pendidikan
   Education
N Kesihatan dan kerja sosial
   Health and social work
O Aktiviti perkhidmatan komuniti, sosial dan persendirian lain
   Other community, social and personal service activities
P Isi rumah persendirian dengan pekerja bergaji
   Private households with employed persons
Q Organisasi dan badan-badan di luar wilayah
   Extra-territorial organisations and bodies

Appendix 1.4: Table for determining sample size from a given population

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
       "S" is sample size.