Impact of training, compensation, and workload on employee job performance in SMEs in Malaysia

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Copyright Statement

PREFACE

For all Bachelor of Business Administration (HONS) students to graduate from the university, they must conduct and complete the Final Year Project. The title of this research is "Impact of training, compensation, and workload on employee job performance in SMEs in Malaysia." The main reason for conducting this research is that employees are an important asset that help SMEs to operate effectively and smoothly. Therefore, if the employee performance has presented a problem state thereby the businesses will also be affected. Hence, it is important to do a comprehensive analysis of employee performance of SMEs in Malaysia.

Malaysian SMEs accounted for almost 96.9 business establishments, contribution to employment opportunities accounted for almost 48.5% in proportion of the total employment. It shows that Malaysian SMEs play an important role in the national economy and social system. However, recently, employees of SMEs productivity or performance are gradually decreased by several factors. Therefore, we need to investigate the factors that affect employee job performance, thereby generating an effective strategy to improve the issues.

We have identified three independent variables, which are the training, compensation, and workload that will affect the employee job performance in SMEs in Malaysia. The insight and benefits of this research study will help human resources departments of the Malaysia SMEs on how to design appropriate strategies to improve the issues of employee job performance that are mentioned in this study.

ABSTRACT

The purpose of conducting this research is to investigate the factors that are affecting employee job performance in SMEs in Malaysia. The factors that may have significant impacts on job performance are training, compensation, and workload.

The research was conducted by distributing questionnaires by using Google forms to the target respondents, which are employees in SMEs in Malaysia. Thus, the questionnaire was distributed through Google Forms, and the researchers successfully collected 384 responses. Statistical Package for the Social Sciences (SPSS) has been used to analyse and interpret the data collected for pilot study and pilot study. Additionally, our study employed multiple regression analysis to examine the significance of the impact between the independent variables (workload, training, and compensation) and the dependent variable (employee job performance).

In this research, the three independent variables (training, compensation, and workload) are examined that there has a significant impact on the dependent variables (employee job performance). Thus, the detailed results of the research, limitation, and recommendation will be further discussed in the chapters below.

Keywords: Employee Job Performance; Training; Compensation; Workload; Small and Medium-Sized Enterprises

Subject area: HF5549- 5549.5 Personnel management. Employment Management

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LIST OF ABBREVIATIONS

IVs   Independent Variables

DV   Dependent Variables

SMEs   Small and Medium-Sized enterprises

SPSS   Statistical package for the social sciences

SET   Social Exchange Theory

JD-R   Job Demand-Resources

PhD   Doctor of Philosophy

SD   Standard Deviation

HRM   Human Resources Management

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CHAPTER 1: INTRODUCTION

1.0 Introduction

Training, compensation, and workload are important factors that impact employee job performance in SMEs in Malaysia. The background of the research, problem statement, significance of the study, objectives of the research, research questions, hypotheses, and the layout for each chapter will be explored in this chapter.

1.1 Research Background

It is unquestionable that employee performance is closely linked to the structure, culture, system, and other features of the business and is a crucial component of boosting the enterprise's competitiveness in the quickly evolving global economy and intense competition amongst businesses today (Chen, 2024). A company needs to take into account a number of aspects, one of which is the performance of its employees (Said, 2024). The financial and non-financial effects of a company are directly impacted by employee performance. For companies to attain their corporate vision, mission, and objectives as well as to obtain a competitive edge, they must have high-performing workers (Susanto et al., 2022). When looking at the operating system, one crucial resource to attain its objectives is employee capability (Hariyanto et al., 2023). Because of this, in order to improve business outcomes, organisations need to invest resources in strengthening employee job performance (Rahaman et al., 2021).

According to Ahmad and Jamil (2020), micro, small, and medium-sized firms fall under SMEs. They are essential to the company's economy, employing 85% of the labour force and contributing 44.8% of GDP. Also, Malaysia ranked third regarding the number of SMEs registered within the country, right behind Thailand (Krishnan & Rani, 2024). Notwithstanding their size, SMEs in Malaysia have made a significant contribution to the nation's social needs and economic development, demonstrating their importance in preparing the nation to meet the tough challenges of the knowledge economy nowadays (Muda & Musman, 2022). SMEs' GDP share in emerging economies can reach 40%, which is a major contribution. Due to their labour-intensive character, they also generate a large number of jobs. Hence, SMEs are predicted to contribute significantly to company innovation, technological advancement, and economic strength (Ambad & Ali, 2024).

Instead of concentrating only on raising the minimum wage, the SME Association has encouraged the government to upskill workers in order to prepare them for higher-paying positions. In response to the recent 2% service tax increase, President William Ng stated that minimum salary increases are to be made carefully. The minimum salary of RM1,500 was established in May 2022, which was already about two years ago (Free Malaysia Today, 2024).

According to Onuorah et al. (2019), managers within the company place a great deal of emphasis on employee performance by creating rewarding systems and approaches that rely on both financial and non-financial perks and incentives. It goes without saying that paying the principal will influence employee performance if it abides by the contractual terms (Mulyono et al., 2024). Inadequate management of the HR department by a company or organization may result in low employee productivity and outcomes because workers may fail to be properly compensated, which would otherwise inspire them to put in more effort (Zahari et al., 2020). When employees desire to be compensated for their performance and output, only then do they put in time, effort, knowledge, abilities, and dedication (Rinny et al., 2020).

Today, innovation is the main focus for all SMEs, and without qualified and experienced employees, this becomes a challenge for them. Lack of properly-trained, educated, and skilled labour is one of the biggest issues facing developing nations, which forces SMEs to concentrate on their worker training initiatives. Therefore, in order for SMEs to be strong in an ever-changing technology environment, they must improve their training programs and HR procedures (Jalil et al., 2021). According to Nzimakwe and Utete (2024), organizations are facing intense rivalry and constantly changing technological development in their organizational context. Through training, HR can be ready with the challenges of the globalization era, acquire and enhance skills not involved in the relevant educational system using a methodology that puts execution above concepts in order to improve performance (Maizar et al., 2023). However, when organizations fail short in their training initiatives, it can cause a lot of issues since they are not able to handle the pressures of a cutthroat market. As a result, training is required to improve employee performance, which allows trained employees to know the requirements of their jobs and the abilities required to fulfil them (Karim, 2019).

SMEs are under pressure from digitalization and globalization to raise their competitiveness and continue in business. Digital technology may be leveraged by these enterprises to effectively manage their business operations and offer distinctive value to their customers in both local and international markets. Usually, SMEs tend not to use digital technologies frequently. In fact, 33% of these enterprises believe that having an e-commerce business model is not essential for their operations, hence, they usually have no plans to implement one. SMEs would rather manage a conventional sales outlet than doing virtually because it is more complicated and brings a burden and workload to the workers (Teoh et al., 2022).

When there is a high workload, high performers who take on additional duties are driven to complete them effectively. Under these circumstances, workload may be viewed to have a positive correlation with performance instead of a negative one

(Spagnoli et al., 2020). However, when employees perceive their tasks as a workload and feel pressured to perform beyond what the organization requires of them, this will negatively affect their work-related behaviour. This includes being inattentive and avoiding tasks, which ultimately leads to low employee performance (Juru & Wellem, 2022). Although workloads may be necessary for people to perform better, it is important to pay attention to when workloads reach a reasonable or optimal level (Kobis et al., 2023). Workload has the potential to assist in performance enhancement at individual, institutional, and organisational levels. When given a task that is tailored to the capabilities and expectations of the role, employees can be guided to complete it efficiently and successfully (Muslih & Damanik, 2022).

Furthermore, the first issue identified is SME's inability to provide their workers noticeably higher wages. Besides, SMEs also do not have enough funds to provide substantial incentives or benefits to employees as compared to large organizations. Another major issue faced by employees in SMEs is a high mental workload, which is brought on by lengthy working hours, little compensation, and excessive job duties. Also, SMEs cannot provide adequate employee training due to limited resources, limited adoption of the latest technology, human resources constraints, and others. Employee performance suffers when there are no training programs in place.

The majority of prior research focuses on large organizations and lacks HRM practices that are documented in SMEs. Meanwhile, most research concentrates on identifying the link between HRM practices and organizational performance. Thus, a research gap exists because there is little research on how HRM practices affect employee performance in SMEs.

This research will give advantages to SMEs by recognizing the critical elements that influence employee job performance. Therefore, SMEs can become more

competitive in domestic markets, which can promote the economic development of the country. Hence, the study aims to examine how training, compensation, and workload affect employee job performance.

1.2 Problem Statement

The flourishing and expansion of Malaysia's economy heavily depend on the productivity and competitiveness of SMEs. Together, these businesses contribute substantially to creativity, creating employment, and general economic advancement (Sharif et al., 2023). According to Atikur et al. (2021), the performance and results of SME enterprises have a bearing on the expansion of the SME sector. Thus, employee performance in the SME sector directly impacts the growth and success of SME businesses. Besides, the organization cannot expand and thrive without the assistance of its employees' abilities, even though having comprehensive and advanced facilities and infrastructure. According to researchers Nasir et al. (2022), human resources are crucial assets for an organization, especially in SMEs, because they can help to push all organizational operations towards achieving objective performance correlated with the company's general achievement. Moreover, organizing, leading, organizing, and activating other resources that are already present inside a business all depend heavily on its human resources (Ambarwati et al., 2023). Therefore, organizations must guarantee that their employees are motivated to achieve optimal performance. There are several criteria that the organization successfully manages: enhanced productivity, work satisfaction, and reduced unfavourable attitudes among employees (Nasir et al., 2022). Finally, successful human resources administration enables employees to adjust to shifts in the company environment and consistently use their talents (Herdiana & Sary, 2023).

Given that most Malaysian SMEs manufacturing workers anticipate receiving an alluring compensation package, including bonuses and annual raises, money.

Therefore, compensation is the most important factor influencing employee performance. Nonetheless, a study discovered that 46% of workers in SMEs were incredibly dissatisfied with the company's current remuneration packages, which impacted their job performance (Nair et al., 2023). It's because a lot of SMEs are unable to provide their workers noticeably higher wages (Por, 2023). Besides, SMEs also do not have enough funds to provide substantial incentives or benefits to employees as compared to large organizations (Malaysiakini, 2023). Many academics believe that providing employees with competitive pay and meaningful rewards would assist them in enhancing their work performance (Khudhair et al., 2020). Vice Versa, employees will put in less time and effort at work and be less dedicated to the organization's objectives if they are dissatisfied with the remuneration plans offered by the company (Sheeraz et al., 2021).

Workers are incapable of enduring the strict policies and increasing workloads of their companies (New Straits Times, 2023). According to Attar et al. (2023), a major issue faced by employees of SMEs is a high mental workload, which is brought on by lengthy working hours, little compensation, and excessive job duties, ultimately resulting in a decline in output, an increase in mistakes, and fatigue. A heavy workload could increase output. However, the reverse outcome, though, can also result from an excessive burden. This happens when an employee's skill and capacity do not match the required tasks, resulting in the employee's inability to complete the work (Juru & Wellem, 2022). In addition, heavy workloads can also make workers drowsy and lose attention at work, which lowers performance (Aspita et al., 2023).

The survey shows that almost all Malaysian SME employees would like the opportunity to upskill through training offered at their place of employment. However, only 36% of those surveyed said they were given the chance. This demonstrates that organizations do not provide enough employee training opportunities (FMT Reports, 2022). Skilled employees and formal, systematic training are two characteristics of efficient SMEs. However, Malaysian SMEs

cannot provide adequate employee training due to limited resources, limited adoption of the latest technology, human resources constraints, and others (Shamsudin et al., 2023; PSMB, 2018). Employee performance suffers when there are no training programs in place (Aripin, 2023). If there is an adequate training opportunity for employees, their bad attitudes will also be reduced, like absenteeism and turnover rate, and ultimately show both in terms of performance quality and quantity. In addition, when staff members are adequately trained, there is less waste of time, money, and resources (Nama et al., 2022).

Past studies by Donna & Soehari (2024), Muslih & Damanik (2022), Rahmawati et al. (2023) showed that workload affects employee performance. On the contrary, past studies conducted by Arifah et al. (2023) and Manalu et al. (2022) demonstrate that the workload does not affect employee performance. Meanwhile, Silaban et al. (2021) showed that workload has a significant negative effect on employee performance. In conclusion, there is a dispute or research gap in both studies. Moreover, several factors still have an impact on employee performance, such as training and compensation are considered part of HRM practices (Alsafadi, 2021). Prior research conducted by Chin et al. (2020) and Shamsudin et al. (2023) has highlighted that the majority of research is based on large organizations and lacks HRM practices that are documented in SMEs. Meanwhile, most research concentrates on identifying the relationship between HRM practices and organizational performance (Lim et al., 2021; Hameed & Mohamed, 2016). However, there is a research gap that exists because there is little research on how HRM practices affect employee performance in SMEs. Hence, this study aims to bridge this existing gap, which simultaneously combines how HRM practices and workload affect employee job performance within the SME context in Malaysia. Finally, this research aims to gain a profound comprehension analysis of employee performance through training, compensation, and workload factors within Malaysian SMEs.

1.3 Research Objectives

1.3.1 General Objective

To examine the factors that impact employee job performance in SMEs in Malaysia.

1.3.2 Specific Objectives

1. To examine whether training has a significant impact on employee job performance in SMEs in Malaysia.

2. To examine whether compensation has a significant impact on employee job performance in SMEs in Malaysia.

3. To examine whether workload has a significant impact on employee job performance in SMEs in Malaysia.

1.4 Research Question

1. Is there a significant impact of training on employee job performance in SMEs in Malaysia?

2. Is there a significant impact of compensation on employee job performance in SMEs in Malaysia?

3. Is there a significant impact of workload on employee job performance in SMEs in Malaysia?

1.5 Hypotheses of the Study

<u>Hypothesis 1</u>

H_0: Training has no significant impact on employee job performance in SMEs in Malaysia.

H_1: Training has a significant impact on employee job performance in SMEs in Malaysia.

<u>Hypothesis 2</u>

H_0: Compensation has no significant impact on employee job performance in SMEs in Malaysia.

H_1: Compensation has a significant impact on employee job performance in SMEs in Malaysia.

Hypothesis 3

H_0: Workload has no significant impact on employee job performance in SMEs in Malaysia.

H_1: Workload has a significant impact on employee job performance in SMEs in Malaysia.

1.6 Significance of the Study

This research aims to determine whether the training, compensation, and workload will impact employee job performance in SMEs in Malaysia. This study offers actual data on the state of the training, compensation, workload, and employee job performance. This information may be used as a guide for future research. By conducting this research, people could better understand the variables such as training, compensation, and workload influencing employee job performance in SMEs. This research will give SMEs advantages by recognizing the critical elements influencing employee job performance.

The information provided by this study may be used as a guideline for business decision-making. This study's output will give SMEs in Malaysia insight into how to modify employees' training, compensation, and workload. Based on the study's findings, companies may create more successful staff management tactics that increase employee performance. Businesses can use this study's findings as a general base to make good HR policies. The study's findings may assist people who

make decisions in comprehending and resolving real-world issues related to staff management. In this way, employee productivity and overall performance can be improved. These contributions would propel SMEs toward sustainable growth. The enterprises will become better and attract more people, such as customers and investors. In addition, the enterprises can attract more partners and outstanding talents to join the companies. Therefore, SMEs can become more competitive in domestic markets. The growth of SMEs is important to the country's economy.

In addition, the significance of this study is to create a better government policy. The result of the study may assist the government in gaining a better understanding of the challenges encountered by the SMEs. This will help the government in developing policies. Governments may establish a more stable and equitable labour market by modifying regulations about compensation and workload. Therefore, this will minimize labour market inequalities and enhance social stability. Moreover, this will increase employment while simultaneously promoting economic growth. Besides, the turnover rate can be reduced while enhancing employee job performance.

1.7 Chapter Layout

Chapter One: Introduction

This chapter will highlight the background of the research, problem statement, significance of the study, research questions, research objectives, hypotheses, and the layout for each chapter.

Chapter Two: Literature Review

This chapter will highlight the underlying theories, review the literature, propose a conceptual framework, and develop the hypotheses.

Chapter Three: Research Methodology

This chapter will highlight the design of the research, data collection methods, and sampling design. Besides, the instrument of the research, construct measurement, data processes, and data analysis will also be included in this chapter.

Chapter Four: Research Results

This chapter will highlight the results of our analysis using the SPSS software.

Chapter Five: Discussion and Conclusion

This chapter will highlight the statistical analysis summary and the major findings discussion. Moreover, research implications, limitations of our study, and some recommendations for future research are also included in this chapter.

1.8 Chapter Summary

Chapter One provides an overview of the study. This chapter includes the problem statement, background of the study, research questions, objectives of the research, hypotheses, chapter layout, and the significance of the study regarding the impact of workload, compensation, and training on employee job performance in SMEs in Malaysia. The literature relevant to the study may be explored in more detail in the following chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, a comprehensive examination of the DV and IVs will be carried out. This study investigated the link between the employee job performance in SMEs in Malaysia and several independent factors, including workload, training, and compensation. The chapter also created a theoretical framework to construct relationships between variables and covered theoretical models associated with the research topic. The research's hypotheses were also developed.

2.1 Underlying Theory

<u>Social Exchange Theory</u>

One of the most respected theories for understanding workplace behaviour is the social exchange theory (SET). SET is described as an actor initiating contact with an objective, the target responding in kind with an attitude or behavior, and the connection that develops as an outcome (Ahmad et al., 2023). According to SET, the distribution of benefits generally sets off a suitable chain of reactions, which is why reciprocity is seen as the primary driver of exchange mechanisms (Bui et al., 2021). Based on the theory, when workers perceive that their employers are investing in them, they are more likely to react by helping these firms with extra-role activities in the management domain (Meira & Hancer, 2021). Besides, workers are more inclined to feel obliged to return the favor, which heightens their sense of

accountability to the company (Wu, 2023). By exchanging resources with another party, people try to maximize their gains and minimize their losses (Jahan & Seung, 2020).

SET theory indicates that employers expect to see an improvement in performance in return for those receiving training. Besides, workers are more inclined to feel engaged with the organization when they receive training from their employers (Sannagy & Hassan, 2023). The training will therefore reinforce the idea among staff members that they are valued by the company, and they will feel motivated to work even harder for it as they reciprocate to the company (Fei et al., 2018). Enhancing the corporation will be impacted by the improved performance. As a result, employees receive something back from the company, and in exchange, the company expects them to put in effort to further the interests of the company. Training will also increase employee competence (Sulistyan, 2020). As a result, when staff members demonstrate increased productivity, employers may be more inclined to fund training and development initiatives. However, when employees show an attitude that they are no longer willing to work hard, companies are less willing to invest money and energy in them, including eliminating training and development opportunities (Sok et al., 2018).

The relationship between training and dedicated effort is explained by the SET theory and the norm of reciprocation, which also demonstrates how workers would react to perceived organizational support. Therefore, an employee's view of organizational support strengthened when they felt that the training opportunities they were given were a way to acknowledge their accomplishments (Iqbal & Khan, 2020). SET theory also supports developing HRM practices, making investments in staff training, fostering constructive employee-organization communication, and motivating staff members to behave in the best interests of the company (Wu, 2023).

In cases where employees obtain financial, social, and psychological support from their company, they will consider reciprocation a must. Workers who are given authority and training will commit their favorable resources, such as time, emotions, and energy, to improving performance. Employees will make every effort to perform well if their employer understands their needs and can communicate what will happen if their efforts meet expectations, such as offering compensation commensurate with output (Jaya & Rahyuda, 2020).

Also, the same theory can be applied to our second IV, compensation. SET theory views social interactions as a sequence of exchange involving two or more participants. Reciprocity is the process by which resources are transferred, whereupon an individual typically pays back the good or bad behavior or action of someone else (Cropanzano et al., 2017). The theory explained that ties between employees and companies are inherently reciprocal. When a company offers its workers supportive practices, such as acknowledging their opinions in decision-making and associating their output with fair compensation, the workers will put in more contributions in return (Muhammad & Abdullah, 2016).

According to the concept of the theory, whether the compensation provided by the company is high or low can lead to either favorable or adverse employee reciprocity in terms of employer-employee exchange interactions. The theory also stated that employees who are well-compensated tend to behave and perform well, whereas those who are poorly compensated behave badly. Because positive and negative behaviours are assumed to represent opposite ends of the same spectrum, SET theory essentially treats positive conduct as the avoidance of negative conduct (Wang et al., 2021).

People interact with one another in a succession of interdependent ways that lead to obligations between both sides. When valuable resources are offered by one of them, the another party has an obligation to give something back. A pattern of reciprocal

exchanges improves the nature of the relationship between both partners, which leads to advantageous behaviours and good employee performance (Mitchell et al., 2012). Good compensation will benefit the company and have a favourable impact on it. Employees will typically perform at a higher level for the organisation if they are paid according to the work they have done. Employees will thus make an effort to maintain and raise their level of performance within the organization. Nevertheless, they would typically perform their jobs and obligations for the organization less than optimally if they believe that the compensation offered does not match the accomplishments and efforts they have put in (Redy, 2023).

Job Demands-Resources Theory (JD-R)

The idea of Job Demands-Resources Theory (JD-R) illustrates how the organizational environment affects the performance and well-being of employees. Job resources and job demands are two categories into which workers' job characteristics may be divided, despite the fact that they may be applied in different kinds of industries. This is an essential principle of the JD-R theory. A job's demands are those components that ask for continuous effort. As a result, they bring physical and psychological expenditures. A heavy workload is one example. Moreover, job resources are elements of a job that contribute to the accomplishment of related work objectives, decrease related costs, and foster personal development. Job Demand-Resources theory's central claim is that various processes are driven by personal resources, job resources, and demands of work. The views that individuals have of their level to control the environment are referred to as personal resources. Self-efficacy and optimism are two examples of personal resources (Tummers & Bakker, 2021).

Higher status or prestige occupations typically have many job resources available to them, along with a heavy workload and responsibilities. This indicates that there will frequently be a positive relationship between the demands and resources of jobs

in these occupations. In other more routine occupations, a heavy workload frequently indicates a lack of opportunity for skill variation, growth, and feedback. This leads to a shortage of job resources. Therefore, there is typically a negative link between work demands and resources (Bakker & Demerouti, 2017).

Workload may be viewed as a job demand by the JD-R model. Certain demands or situations might influence good results to varying degrees. Workload is one of the requirements or factors that will influence employee job performance (Mook, 2019). The workload is significant to the JD-R Model as a job demand because it claims that work becomes stressful when demands like workload exceed an individual's capacity to manage them (Maindoka et al., 2022).

According to JD-R research, work circumstances that combine challenging job demands with job resources provide the highest job performance from employees because they are more engaged when doing their work (Bakker & Demerouti, 2017). High demand for jobs, such as an excessive workload, can cause ongoing overstretching and burnout. Burnout occurs when an individual is doubtful of one's capacity for the value of one's occupation. Job stress, which is caused by burnout, can lead to decreased job performance (Tummers & Bakker, 2021). Employees who are less burnt out and more involved in what they do can perform better in their jobs. Specifically, heavy workloads appear to decrease employee performance (Debets et al., 2022).

2.2 REVIEW OF LITERATURE

2.2.1 Dependent Variable – Employee Job Performance

No matter the size or prominence of the company, its staff members are its most important asset and the real indicator of its competence or achievement (Lee et al., 2023). In addition, employees could influence a business's financial performance and have the power to build or destroy its image (Achmad et al., 2020). Employee performance is commonly defined as individual controllable behavior and conduct that supports the organization's objectives. Besides, job performance is defined as employees carrying out the responsibilities and tasks assigned to them by the company. The performance must be satisfactory to meet the objectives the company has set forth (Alsafadi, 2021). Employee performance is defined as an employee's productivity, effectiveness, and efficiency in carrying out their responsibilities and meeting the benchmarks set by their company. The quantity and quality of an employee's work, their capacity to meet deadlines, their adherence to business regulations and procedures, their communication and teamwork abilities, and their general work ethic and attitude are some of the characteristics of their duties that are taken into account (Etalong & Chikeleze, 2023). Ugheoke (2019) declared that work performance is determined by skills and individual traits and is not independent of job happiness and rewards. Subsequently, performance is determined by environment, ability, and desire.

One way to classify an employee's performance is by calling it either extra-role conduct, context-specific performance, or in-role activity, called task performance. Task performance pertains to the actions and results that fulfill the goals of the company. Rather than the financial rewards they acquire, it is the conduct that employees exhibit. Task behavior needs a variety of knowledge, skills, and abilities, all of which change with task performance. On the contrary, an employee's contextual performance is determined by their inclinations and free will (Bhardwaj & Kalia, 2021). Contextual performance is an attitude that includes things like helping when needed, keeping a positive attitude while at work, assisting other individuals with challenging tasks, dealing with others when necessary, sharing important resources and information for the growth of the company, abiding by regulations and rules, and embracing decisions to change the organization for the better (Atiya et al., 2023). Considering workplace situations are unforeseeable,

adaptive performance refers to an individual's work behavior that can adapt to changing and unanticipated task circumstances. It evaluates how workers respond to and modify themselves in response to novel situations or assignments (Halim et al., 2023).

The performance phenomena that can be observed in employees include their inability to complete tasks accurately and thoroughly, their tendency to put off finishing tasks to create more work, their extremely low level of responsibility, which results in work being completed later than anticipated, and their failure to make the most of their working hours, which leads to an accumulation of work (Juru & Wellem, 2022). Hence, the employee will also assess how effective and detrimental their actions are at work to judge themselves (Ramadhany et al., 2020). However, good employee performance generally has two benefits: on the one hand, the administration would see an increase in revenue and earnings as an outcome of their workers' goal-oriented work, which would prevent time and resources from being wasted on futile disputes and other operations and contribute to regular output and performance; on the other hand, employees would gain directness regarding their positions and duties as a result of self-assess and performance management, which would determine their obligations and lead to better performance, clearly defined paths to career advancement, and the enforcement of a general sense of satisfaction and enrichment (Silveira & Barreto, 2022).

Employee performance management is an ongoing process that aims to improve performance through personal and collective goal-setting that aligns with the organization's strategic objectives, planning for how to reach the goals, advance review and evaluation, and professional development for individuals (Yimam, 2022). Effective performance among workers is something the organization strives for to boost efficiency and revenues. Personnel, on the other hand, are motivated by career advancement and personal growth (Wiguna, 2020).

2.2.2 Independent Variables-Training

One of the key ideas in human resource administration is regarded as training (Vokshi, 2020). A planned measure intended to strengthen or improve a staff's specific job performance components is known as training. It entails methodical processes for imparting technical know-how to staff members, enhancing their expertise and ability to do particular tasks competently (Dalal et al., 2022). Training not only expands a staff member's skill base but also refines their capacity to think creatively and critically, enabling them to make superior choices faster and more effectively. Furthermore, training not only boosts output but also cultivates employee inspiration and motivation by highlighting the importance of their task and giving them the expertise and knowledge essential to complete it (Nawarathna et al., 2021).

To carry out the kinds of training initiatives offered to personnel inside the organization, businesses must first determine the needs of the organization (Nzimakwe & Utete, 2024). The executive team of the organization has the accountability of providing administrative oversight control over the program of training implementation and providing broad procedures and regulations required for program execution (Razak, 2021). For staff members to succeed and take on leadership positions in an organization, effective training is essential. It helps to build the highly competitive competencies that the employee needs (Achackzai et al., 2024). Instead of concentrating on general staff training, which runs the risk of employees being targeted by rivals offering greater compensation, businesses should concentrate on specialized employee training, which makes it harder for rivals to use the expertise workers receive during specialized training and lowers the possibility that employees are going to shift jobs (Vokshi, 2020).

New hires become completely productive in less time with training. Training is equally important for experienced staff members at any time. For instance, novel

devices and machinery are installed, or when processes are changed. It is a continuous process that never ends. The upper management should guarantee that every training initiative aims to improve employees' abilities, expertise, and attitudes. Nevertheless, training initiatives might also aid employees in reducing stress or annoyance that stems from their jobs (Dalal et al., 2022). By analyzing the costs of running training initiatives and the benefits of skill-oriented training initiatives to productivity at work, the upper levels of the company can evaluate the efficacy of its training programs (Somu et al., 2020).

Periodic training exercises or activities will protect the staff from getting unskilled. In developing countries, it is now more important for workers to advance their knowledge, abilities, attitudes, and conduct while working. Hence, to avoid becoming outdated, employees should be updated with the latest developments in their field of expertise. The major goals of self-development are to increase an individual's job satisfaction and to make the most of their skills, capabilities, and task accomplishment (Nmadu et al., 2021).

Training can be divided into five primary classifications: mixed learning, which integrates multiple training modalities based on the business's training goals, instructor-led training (ILT), virtually instructor-led training (VILT), electronic learning, and smartphone learning (Achackzai et al., 2024).

There are several dimensions of training, which are the instructor, participants, materials, methods, training objectives, and evaluation. For instance, candidates for training must be chosen based on certain standards and suitable credentials. However, candidates also need to be enthusiastic about taking part in the training program (Choiriyah & Riyanto, 2021). In addition, a key role in the execution of education and training programs is played by instructors. The achievement of education and training is greatly aided by outstanding instructors. The qualified educators or trainers are obtained from internal and external sources (Hajiali et al.,

2021). The information and abilities required to meet the objectives stated by the business, in line with training accreditation standards make up the training material. The training material's metrics include its precision about the training subject matter, the delivery of the information within the allotted time, the increase in capacity, and the information's ease of comprehension. The training's objective is to meet the company's defined needs for efficiency, quality, and staff development (Hidayat & Aziz, 2022). Increased productivity in the workplace, career advancement, enhanced decision-making capacities, and societal advantages are required of evaluating criteria of training outcomes (Haryono et al., 2020).

Halim et al. (2023) discovered that there is a favorable correlation with employee job performance and the four different training dimensions, which are coaching or mentoring, off-the-job training, on-the-job training, and orientation. Employees receive on-the-job training when they study their tasks under strict direction. Trainees gain knowledge through engaging in real materials, people, or machines (or any combination of these) that make up the job, as well as from studying seasoned workers. The benefit of on-the-job training is its ability to keep employees out of hazards at work and lower implementation costs by reducing expenses on materials and the compensation of the trainer. Off-the-job training techniques are conducted away from the workplace, instructional resources are given, learning is prioritized over performance, and there is room for expressing oneself. Conferencing and roleplaying are the kinds of off-the-job training methods used (Rashid et al., 2020).

Corporations typically place a higher value on developing employees' personalities and transferable skills (such as collaboration, communication, and problem-solving abilities) than they do on job-specific skills and expertise. Finally, it's critical to keep in mind that staff training is an effort to develop the company's workers, and its benefits might not be apparent right away (Flegl et al., 2022).

2.2.3 Independent Variable – Compensation

Arif et al. (2019) define compensation as a benefit provided to employees who have assisted the company in achieving its goals through their work-related actions. It can be adjusted, changed, and regulated in accordance with the needs, demands, objectives, and resources that the business has. It can be applied for a number of reasons, including motivating employees, preventing them from resigning, and attracting highly-qualified candidates with favorable pay packages. Under HRM, the field also deals with compensation, or any kind of payment that someone receives in exchange for their work. The incentive could take the pattern of income, recognition, promotion, perks, or other motivating elements (Zafar et al., 2020).

Offering monetary and non-monetary compensation to employees is a planned procedure that aims to strike a balance in the working relationship between the two parties. Compensation is a crucial aspect of HR, which management motivates employees to increase company productivity. Thus, compensation management is an element of the HRM strategy for raising organisational efficiency. It focuses on developing, putting into practice, and overseeing compensation plans that are typically meant to improve the performance of individuals, teams, and organizations. Compensation management is centred on developing and putting into practice plans and procedures that aim to compensate people regularly, fairly, and in line with their values for the company (Jaiswal et al., 2022).

There are two ways to measure compensation: monetary and non-monetary compensation (Nguyen et al., 2020). According to Susanto et al. (2023), financial and non-financial compensation are two categories of compensation. A type of compensation known as financial compensation is given to workers in the form of services or money, which the company provides in exchange for their contributions. Compensation offered by the company that is not monetary in nature is known as non-financial compensation. It includes benefits linked to job satisfaction,

opportunities for advancement, performance bonuses, and a supportive environment that are tied to the company and work environment.

In addition to non-financial compensations like retirement plans, health insurance, and paid time off, compensation can take the form of financial payments like commissions, bonuses, salaries, and stock options. Compensation can be determined based on different variables such as working experience, performance, duties, sector, and place of employment. To guarantee that the policy on compensation of employees is competitive and equitable in the market, many businesses have a reward and pay philosophy in place (Haider, 2024). Additionally, a business must connect compensation to its primary objectives and plans; in particular, its HR strategy and compensation system complement each other. This indicates that a business's compensation approach serves as an HR tactic designed to inspire employees to raise their performance (Yakubu et al., 2023).

2.2.4 Independent Variable – Workload

Workload is the volume of jobs that must be completed by an individual or an organization within a predetermined amount of time (Montani et al., 2020). Another way to categorize workload is as qualitative, which is the degree of difficulty of the task, or quantitative, which is the quantity of work that needs to be done (Maindoka et al., 2022). A worker's workload can be further classified as either too little or too much quantitative workload, depending on how much or how little work they are assigned to do in a specific amount of time. The qualitative workload is when someone feels unable to complete a task or when a task does not make use of their talents or potential (Karyatun et al. 2023).

Different specialists have provided different definitions of workload. Since that labor is physical and mental, with varying loading levels for each, the workload is

defined as the difference between an employee's capacity to meet the demands of the job. If the loading level is too low, it can lead to a feeling of boredom. If the loading level is too high, it can cause excessive energy consumption and overload. Thus, it is essential that an ideal loading level of intensity is identified before these two extreme limits and that it differs between individuals (Susiarty et al., 2019). A shortage of processing power leads to the concept of workload (Said, 2024).

The interaction of task demands, employee abilities, attitudes, and perceptions, and the working environment results in the workload (Susiarty et al., 2019). People who work too much frequently have difficulties sleeping, depression, anxiety, restlessness, nervousness, as well as furious behavior. Unmanaged workloads can affect emotions, thinking, physiological stress, and general health. When employees are overworked, they will become tired (Herawati et al., 2023).

The indicators of workload include task demands, working conditions, and working time. Task demands may be found by looking at the work that staff members complete (Ibrahim et al., 2022). The amount of work assigned to staff members needs to be matched with their skills and competencies (Swedana, 2023). Working conditions include the opinions that people have about their work situations. For instance, be fast in deciding when working on products and managing unforeseen circumstances, like working over the allocated time. Besides, the indicator of workload includes working time. Working time refers to the time spent on tasks at work that are directly relevant to productivity (Raharjo et al., 2022).

2.3 Proposed Conceptual Framework

Figure 1: Conceptual Framework
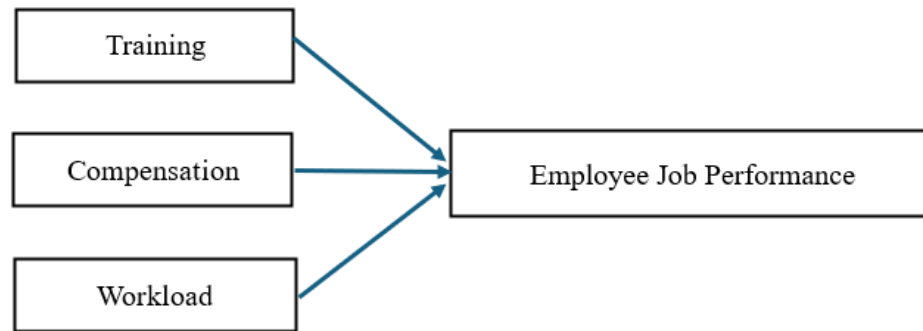
Sourced: Developed for the research

We proposed the conceptual framework by learning the existing model through reading prior study research. The proposed conceptual framework is to ascertain the relationship between IV (training, workload, and compensation) and the DV (employee job performance of SMEs in Malaysia). Thus, these three IV provide hypotheses to investigate the connection between IV and DV (employee job performance) in Malaysia.

2.4 Hypothesis Development

2.4.1 The relationship between training and employee job performance

According to Razak (2021), training variables significantly influence employee performance. If employees receive technical instruction, their job performance will improve, and they can use it to finish the work. The upper management of the corporation must prioritize training if it hopes to improve and grow the attitudes, actions, abilities, and expertise of its workers who carry out its directives to enable them to operate more productively and successfully and ultimately receive performance evaluation. In addition, the study of Nzimakwe & Utete (2024) showed that employee training positively influences in improving job performance.

In addition, Biswal & Taunk (2021) indicate that training significantly affects employees' work performance. Staff members stated that getting adequate training enhanced their expertise and abilities and brought them higher levels of satisfaction in their jobs. However, the contradicting findings of Pramono & Prahiawan (2021) indicated that training has a positive but insignificant effect on employee performance. This indicates that training's impact on raising employee performance is less decisive.

Training has positive and significant affects on employee job performance. This implies that enhancing employee training will ultimately result in an improvement in the workers' productivity (Niati et al., 2021). In addition, poor training will likewise result in subpar job performance. This research result is also in line with Kuruppu et al. (2021) indicating that companies can enhance worker productivity through training in the garment industry and other sectors.

According to Kanapathipillai & Azam (2020), training has strongly and significantly affected employee performance. Employees may eliminate negative behaviors and develop positive attitudes toward their work through training. The findings of the study of Esthi (2022) showed that training variables significantly affect employee performance. Employee efficiency at work can be enhanced by

training alone with respect to quantity, quality, being timely, efficiency, initiative, and independence.

Employee performance of quantity of work accomplished, quality of work produced, delivery times of completion, and accountability for assigned tasks increases with more efficient and focused training given to staff members in terms of determining training needs, planning suitable instruction, and assessing the effects of training. Employees engage in give-and-take exchanges and feel morally obligated to improve their performance as a return on their investment in training (Saputra et al., 2023). This research result is also in line with Zia et al. (2020), and this research also indicates that employees are conscious of the training objectives at the targeted organization, which makes it easier for them to utilize their newly developed abilities at their jobs and inspires them to raise their work efficiency meet the established goals. In addition to being an attempt to increase employee competency, training is a perk offered by the company.

However, the study of Salim et al. (2023) indicates that training has no effect on employee performance. Likely, a lack of a complete and consistent approach to executing the job training is the cause of the inefficiency of the training with respect to job performance. In addition, the research results of Ramadhany et al. (2022) stated that training did not significantly impact worker performance. This happened because the workers felt the training they were given was unsuitable for their positions. Hence, the hypothesis development is as follows:

H_1: Training has a significant impact on employee job performance in SMEs in Malaysia.

2.4.2 The relationship between compensation and employee job performance

The lifestyle and social level of employees are often determined by their compensations received. Moreover, employee performance and behaviour are significantly impacted by the significance of pay. Compensation is determined based on the amount, level, and value that employees provide to the organization where they are employed (Sitopu et al., 2021).

With more compensation, employee performance generally improves, and vice versa when lower compensation is received. Financial rewards like bonuses, overtime pay, and incentives all have a direct impact on employee motivation as they allow workers to put in more effort and earn more money overall. As a result, employees do better or above what is needed to receive direct rewards, which boosts performance at work. Therefore, depending on the organization, both monetary and non-monetary aspects are important, and that, to enhance performance, the organization needs to create a balance between both (Jaiswal et al., 2022).

Employees are more driven and have greater job satisfaction when they believe their compensation is attractive and reasonable, which raises the performance levels. Employee performance is probably positively impacted by financial compensation. On the other hand, non-cash incentives like acknowledgement and appreciation also have an influence on workers' output. Those whose efforts are praised and acknowledged typically exhibit increased motivation and engagement, which results in improved performance (Thapa, 2023).

However, in another study, there is no meaningful significant relationship between employee performance and compensation. Employee performance in the SME cannot be improved by the compensation derived from performance outcomes.

When contributions are not matched by income, and when compensation is not in accordance with the amount of work performed, it may not lead to an improve in an employee's performance (Setiawan et al., 2023).

Employee performance is not much impacted by compensation. An effective compensation plan is one that can ensure and help the organization attract, retain, and hire a large number of highly productive individuals for everyone's mutual advantage. Employee performance is not directly impacted by compensation. This is due to the fact that the pay that each person receives is determined by their role, level of responsibility, and duration of work. Pay, benefits, and remuneration packages influence employee performance favourably but not significantly, and there is an indirect weak association among them (Basalamah et al., 2022). Additionally, non-monetary compensation was proved to have a slight but positive impact on job performance. This suggests that the compensation provided is helpful but not noteworthy (Yakubu et al., 2023).

The study by Khabibulloh et al (2023) indicate that employee performance is positively and marginally impacted by compensation. Hence, there is a slight but positive impact on employee performance when compensation gain. This is due to the fact that improving employee performance does not primarily depend on compensation. The study's findings demonstrated that employee performance was not significantly impacted by compensation. Hence the hypothesis development is as follows:

H_2: Compensation has a significant impact on employee job performance in SMEs in Malaysia.

2.4.3 The relationship between workload and employee job performance

According to Nur Affini & Hikmah Perkasa (2021), workload positively and significantly impacts employee performance. The greater the amount of work assigned to employees, the more accountable they feel to complete their tasks and enhance their performance. The amount of work employees have will rise with their level of expertise. Insufficient workload can lead to a deficiency of stimulation, ultimately resulting in less desire and enthusiasm to work. This is because workers will believe they are not making progress and will be unable to demonstrate their abilities. Therefore, the employee's performance will be impacted.

An excessive workload can impact the mental and physical health of employees. However, performance will improve when workload management is done well. Providing workload might enhance an employee's performance. It implies that raising labor standards for employees will result in improved output. It is crucial to do duties in line with one's comfort level and abilities at work. Even if there is an increase in workload, both are crucial to improving employee performance (Herawati et al., 2023).

The study by Siswanto et al. (2019) indicates that workload has significant and positive impact on employee performance. The research indicates that workers' performance will improve with an increase in workload. Performance may be enhanced by allocating tasks to employees based on their aptitude and proficiency. The majority of the present outcomes are produced by youthful employees who enjoy difficulties. Workers who enjoy difficulties and a heavy workload are motivated to do well.

However, in another study, workload negatively and significantly impact on employee performance. This is because employers frequently request overtime from their staff and that complicated tasks need complete attention and mental effort while working. Therefore, workers frequently experience fatigue, delaying work that needs to be finished on time (Karyatun et al., 2023).

According to Silaban et al. (2021), workload has a negative and significant impact on employee performance. Heavy workloads make employees feel that they are not performing at their best. Based on this research, the amount of extra labor that employees have to perform is increasing. Therefore, this will cause worker performance to decline. The amount of working hours is unbalanced with the amount of work they do. The performance of the employees is decreased by workloads that are not disproportionate. Hence the hypothesis development is as follows:

H_3: Workload has a significant impact on employee job performance in SMEs in Malaysia.

2.5 Chapter Summary

The dependent variable and literature review on the factors influencing employee job performance of SMEs in Malaysia are both described in this part. The theories and correlations between the variables are supported by the pertinent results and theoretical frameworks of earlier scholars. Finally, a description of the research technique will be given in Chapter 3.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

A methodological study is any research that outlines or examines techniques (design, conduct, analysis, or reporting) in available or undiscovered literature. As a result, methodological studies cover a wide range of subjects, which includes but is not restricted to developing research questions, following reporting rules, maintaining continuity in reporting, using various ways for conducting analysis, and determining the validity of analysis (Mylvaganam & Zulkipli, 2023). The research design, sample design, datasheet compilation methodologies, construction measurement, data analysis, and processing (descriptive and inferential analysis) are all covered in detail in Chapter 3.

3.1 Research Design

The structure of strategies and techniques the researcher has selected to properly address the research issue by integrating different study components in a relatively logical manner is known as the research design. It provides guidance on "how" to do research using a certain approach. A research design is a rational, systematic structure developed to direct a study. It describes the study's objectives as well as the methods and tactics that will be employed to achieve them. It acts as a guide for obtaining, processing, and analyzing data (Khanday & Khanam, 2023).

Qualitative research is employed when a correlation between collected data and observation is ascertained using mathematical computations. Researchers aim to ascertain the "why" behind a particular theory as well as what participants are

saying about it by employing a qualitative methodology. However, when a researcher needs to draw statistical results to gather practical insights, they employ quantitative research. When making important business decisions, figures provide a more neutral perspective. Any business looking to grow has to use a quantitative research approach since inferences drawn from data and analysis alone will be advantageous to the enterprise (Khanday & Khanam, 2023).

This study decides to employ quantitative research as our research method through surveys like questionnaires, to distribute to the respondents to get accurate numeric data or results, carry out statistical analysis, and establish the objective of our research. Moreover, this study also needs to apply causal research because causal research allows us to establish a cause-and-effect relationship between IVs and DV. This causal research aims to ascertain the connection and to test hypotheses and related theories about the relationships between the IVs: training, compensation, and workload, and the DV, employee job performance in SMEs in Malaysia.

3.2 Data Collection Method

To meet the research's outcomes, respond to the research questions, or test the hypotheses, data collecting is a method. The term "data collection" describes a range of techniques used to obtain information regarding particular research variables. By lowering the possibility of mistakes happening during the project through the stage of the research process where data is collected, which is the first step, may undermine the quality of the outcomes. As a result, alongside having a well-constructed study, a substantial amount of time should be devoted to obtaining pertinent data, since inaccurate or missing data makes it impossible to ensure that the conclusions are accurate (Taherdoost, 2021). In this study, primary and secondary data were employed.

3.2.1 Primary Data

Primary data are those that the scholar himself collected directly from the source. For example, it includes surveys, observations, questionnaires, and focus groups. Primary data is gathered to solve the current problem (Ajayi, 2023). This study decided to employ questionnaires as the method is a quick, effective, and cost-effective method of gathering a lot of data from a large sample size. This study also used Google Forms to generate the questionnaires for this study, and the questionnaires were distributed to participants via email, WhatsApp, and other methods.

3.2.2 Secondary Data

Secondary sources are information gathered from earlier sources. Secondary data is information that was previously collected by someone unaffiliated with the study at a different time and for a different purpose. If such data is used by the researcher, it might turn into secondary data for the current readers. Examples of secondary data sources include official websites, journal papers, and internal documents (Ajayi, 2023). This study also reviewed articles and sources from any available websites, such as the UTAR database, ResearchGate, Google Scholar, and others. In conclusion, primary data is our main information. However, secondary data can only be supplementary sources.

3.3 Sampling Design

The techniques and tactics used to select a sample from the target population and the estimation approach formula for calculating sample statistics are known as the sampling design (Kabir, 2016). The elements of sampling design include the sampling elements, target population, sampling techniques, sample size, sampling frame and location.

3.3.1 Target Population

Target population refers to a certain group or subset of the general public that is the subject of the research, intervention, or marketing plan. It stands for a smaller, selective group of people who fit requirements or characteristics. Based on the study topic or the goals of a certain program, the target group is chosen (Willie, 2023). According to the latest data in the year 2023 from the SME Corp, there are a total of 7.86 million employees working in SMEs. Therefore, the target population for this research study is the employees who are employed by SMEs in Malaysia.

3.3.2 Sampling Frame and Location

Putting the characteristics (names, addresses, or phone numbers) of the population being studied on a list from which a sample is taken is referred to as the sampling frame design (Kölln et al., 2019). Due to the large number of employees, the research is impossible to know the exact list of employees within SMEs; therefore could not obtain the sampling frame.

The precise place or region from which samples are taken for investigation, especially in scientific and ecological investigations, is referred to as the sampling location. The study's findings and conclusions may be greatly impacted by the sampling site selection, which makes it extremely important. According to the SME Corp 2023, it is clearly shown that there are a total of 1,101,725 establishments around Malaysia in 2023.

In addition, Malaysia's largest SME number is found in Selangor (272,262), with Kuala Lumpur (168,176) and Johor (127,747) following closely behind. Due to

their higher concentration of SMEs than other states, these three states were used in this study to represent all SMEs in Malaysia.

Table 3.3.2.1 Total establishments of SMEs by state

Table 2: Number of MSMEs in 2022 by State

State	Total MSMEs	%
Selangor	272,262	23.2
WP Kuala Lumpur	168,176	14.3
Johor	127,747	10.9
Penang	84,355	7.2
Sarawak	83,708	7.1
Perak	79,244	6.8
Sabah	80,547	6.9
Kedah	54,063	4.6
Kelantan	50,502	4.3
Pahang	47,638	4.1
N. Sembilan	41,089	3.5
Terengganu	37,671	3.2
Melaka	34,905	3.0
Perlis	7,559	0.6
WP Labuan	2,778	0.2
WP Putrajaya	1,357	0.1
Total MSMEs	**1,173,601**	**100.0**

Source: Department of Statistics, Malaysia

Table 3: Number of Women-owned MSMEs by Sector

Sector	Total MSMEs	%
Services	173,323	92.7
Manufacturing	9,519	5.1
Construction	2,570	1.4
Agriculture	1,498	0.8
Mining & Quarrying	20	0.01
Total Women MSMEs	**186,930**	**100.0**

Source: Economic Census 2016: Profile of Small and Medium Enterprises (reference year 2015), Department of Statistics, Malaysia

3.3.3 Sampling Elements

Any position or category inside an SME company may be included in the elements of sampling for this study, covering nonmanagerial staff, manufacturing employees, services crews, top, senior, and middle-management personnel, entry-level roles, and personnel aged 18 to 60 and older. However, only full-time workers who work in SMEs are qualified to participate in this survey by completing the questionnaire, regardless of demographic characteristics.

The reason why investigating full-time employees is that the majority of payroll and benefits costs for a firm are often borne by full-time workers. In addition, recognizing that full-time workers typically have more regular job schedules and duties, it is simpler to monitor their output, effectiveness, and value to the company. Lastly, respondents can provide researchers with more information on how training, compensation, and workload affect employee job performance through questionnaire.

3.3.4 Sampling Techniques

Techniques for sampling can be classified as either probability or non-probability. In probability sampling, every individual has an identical chance of getting selected for the sample throughout the entire population. The likelihood that any given individual will be selected for a sample is significantly higher in extremely homogeneous populations. When using a nonprobability sampling technique, it is unknown how likely it is that any given member of the overall population will be chosen for the sample (Makwana et al., 2023).

This study utilized non-probability as a sampling technique. This is because it is a fast, straightforward, and cost-effective way to gather the data. Besides, we are also unaware of the population list. Thus, the non-probability sampling method was employed. One type of non-probability sampling is convenience sampling, and we utilized it in this study due to no population list available, a large population, and being divided into several areas. Physically distributing the questionnaire and helping to explain the content to target respondents who do not understand. Thus, Google Forms is an important mechanism to distribute the questionnaire to eligible employees to fill up the form to get accurate data.

3.3.5 Sample Size

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

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

Source: Krejcie & Morgan, 1970

According to the latest data provided by SME Corp, there are a total number of 7.86 million workers working in small and medium enterprises. This study decides to set the sample size on a wider demographic range of 75,000 to 1,000,000 people to try to accommodate the anticipated number of respondents in this research, which they expected to be 384.

3.4 Research Instrument

3.4.1 Questionnaire Design

This study used a survey instrument to gather data regarding the components that impact employee job performance in SMEs in Malaysia. This research contains five parts to its questionnaire and comprises 30 questions. Firstly, Section A presented the respondents' demographic profile of this study. The questions in Section B are based on the DV, employee performance. In Section C, the questions are based on the IV, training. The questions in Section D are based on the IV, compensation. Also, Section E consists of questions on the last IV, workload. In Section A, the ordinal and nominal scales are used in the questions, while all the questions included from Section B to E apply the interval scale's five-point Likert scale. The respondents are estimated to answer all the questions in five to ten minutes.

3.4.2 Pilot Study

The pilot study is a portion of a feasibility study carried out on a smaller scale with a special focus on a design element specified for the main trial, either whole or in part (Pearson et al., 2020).

A pilot study examines the feasibility of a particular concept, whether further research should be done on it, and how it should be done. Still, the study also has a distinct design feature in that the scale is smaller than that of full-size investigations. Stated differently, the pilot study is to improve the standard and effectiveness of the main investigation. More precisely, it often takes place before the larger trial of clinical studies to determine the results' validity (Anupama et al., 2023).

Thirty sets of questionnaires were given to eligible respondents in the pilot test. The researchers of Bujang et al. (2024) have stated that 30 sets is the least number that should be included in a pilot study. The questionnaire was completed by respondents in a short period. After completing the questionnaire, all data were inserted into the SPSS software to generate Cronbach's alpha. Thus, results with more than 0.6 are a must to ensure the reliability of the questions set. As a result, the pilot study may prove to get more respondents and carry out the full study.

Table 3.4: Reliability Statistics for Pilot Study

NO	Variables	Number of Items	Cronbach's Alpha
1	Employee Performance (DV)	6	0.827
2	Training (IV)	6	0.913
3	Compensation (IV)	6	0.827
4	Workload (IV)	5	0.806

Source: Developed for Research

The reliability was tested using the SPSS software to assess the 30 sets of questionnaires. The Cronbach's alpha value of the DV (employee performance) and three IVs (training, compensation, workload) is 0.827, 0.913, 0.827, and 0.806, respectively. The DV and two IVs (workload and compensation) showed good reliability as the variables' Cronbach's alpha value fell between 0.8 and 0.9. Meanwhile, training variables show a very good reliability level as the value falls between 0.9 and more.

3.5 Constructs Measurement

Five segments are classified in the questionnaire, representing Sections A to E. Section A gathers data about the responder's demographics. Section B measures dependent variables, whereas Sections C to E measure independent variables.

3.5.1 Scale of Measurement

In Section A, the ordinal and nominal scales are used in the questions, while all the questions included in Sections B, C, D, and E apply the interval scale's five-point Likert scale. It is expected that it will take the responders five to ten minutes to complete all of the questions.

3.5.1.1 Nominal Scale

The most basic evaluation level employed in research is the nominal scale. It consists of giving a variable or component a value to identify or classify it. There are no quantitative numbers shown, hence, the value might or might not be numerical.

Example from the questionnaire:

1) **Gender**
   - **Male**
   - **Female**

2) **Ethnic Group**
   - **Chinese**
   - **Malay**
   - **Indian**
3) **Location**
   - **Selangor**
   - **Kuala Lumpur**
   - **Johor**

3.5.1.2 Ordinal Scale

The second level of measurement, the ordinal scale, ranks and orders the data without actually assessing how different they are from one another. Demographic questions in this research study have applied the ordinal scale.

Example from the questionnaire:

Age
- 18-27
- 28-37
- 38-47
- 48-55
- 56 and above

Education Level

- No formal qualifications
- Primary Level
- Secondary Level
- Foundation Level
- Diploma/Advanced Diploma
- Undergraduate Degree
- Master's Degree
- Doctor of Philosophy (PhD)

3.5.1.3 Likert Scale

An opinion, attitude, or behavior rating scale is called a Likert scale. A statement or question is asked, and then five or seven answer statements follow. Respondents choose the response that most reflects how they feel about the statement or question. Options ranging from 1 to 5 were given to respondents, representing Strongly Disagree to Strongly Agree, respectively. Sections B to E will apply the Likert scale.

Example from Questionnaire:

Table 3.5.1.3 Likert Scale

Section B- Employee Job Performance						
Level of Scale Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and strongly agree (5)						
NO	**Question**	**S D**	**D**	**N**	**A**	**S A**
1	I always complete the assigned tasks in my work.	1	2	3	4	5
2	I fulfill all responsibilities required by the job.	1	2	3	4	5
3	I am always satisfied with the results of my work.	1	2	3	4	5
4	I do the tasks given by following the standard operating procedure set by the company.	1	2	3	4	5
5	I work according to the number of days and hours set by the company.	1	2	3	4	5
6	I have the ability to follow the agenda and work schedule.	1	2	3	4	5

3.5.2 Origins of Construct Measurement

Table 3.5.2 Table of Origins of Construct Measurement

Variables	Questions	No. of question	Article Resources
DV: **Employee Job** **Performance**	I always complete the assigned tasks in my work.	6	(Oraby & Elsafty, 2022)
	I fulfill all responsibilities required by the job.		
	I am always satisfied with the results of my work.		(Apriyanti et al., 2021)
	I do the tasks given by following the standard operating procedure set by the company.		(Jamaludin & Subiyanto, 2022)
	I work according to the number of days and hours set by the company.		(Jamaludin & Subiyanto, 2022)
	I have the ability to follow the agenda and work schedule.		(Malau & Kasmir, 2021)

Independent Variables: Training

Variables	Questions	No of question	Article Resources
IV-Training	My company has provided me with training opportunities enabling me to extend my range of skills and abilities	6	（Lim & Ahmad, 2021）
	My company has good training programs		(Mahfouz et al., 2021)
	After getting training, a reduction in work-related complaints against me is noticed.		(Achackzai et al., 2024)
	The training helped me increase my performance and productivity due to added job knowledge		(Achackzai et al., 2024)
	The training helped me to achieve work targets on time		(Achackzai et al., 2024)
	My working confidence has increased after training		(Giday & Elantheraiyan, 2023)

Independent Variables: Compensation

Variables	Questions	No. of question	Article Resources
IV: Compensation	I get incentives like bonuses, awards, commissions, promotions, etc.	6	(Mahfouz et al., 2021)
	My salary is appropriate with my education, skills, and training.		
	Salary increase encourages employees to participate in quality improvement.		(Mahfouz et al., 2021)
	The salary I get is sufficient.		(Setiawan et al., 2023)
	The place where I work always allocates an annual bonus for employees.		(Setiawan et al., 2023)
	While working I get benefits from performance results.		(Setiawan et al., 2023)

Independent Variables: Workload

Variables	Questions	No. of Question	Article Resources
IV: Workload	I have numerous duties in the past month.	5	(Arip Marianto, 2021)
	It takes me a lot of time to complete my duties.		
	Working hours drain my energy.		
	I have heavier duties than my colleagues do.		
	I often have additional duties outside of what I am responsible for.		

3.6 Data processing

The process of collecting data and turning it into useful information is known as data processing. Proper data processing is necessary to prevent negative effects on the output or end outcome of the data (Olukunmi, 2024).

3.6.1 Data checking

Verifying the completeness and accuracy of each questionnaire is known as data checking. If a data set is entirely or partially missing, it might not be sufficient (Mohapatra, 2018). This questionnaire is our primary data source for completing the research. Thus, we carried out the pilot test to assess the viability of the suggested major research to identify the mistakes and errors to make the necessary changes right away.

3.6.2 Data editing

The process of examining collected raw data, frequently from surveys, to look for and, if feasible, correct any omissions or errors is known as data editing. It is to make sure that the data is complete and consistent with the information obtained and organized to make coding and tabulation easier (Alem, 2020).

3.6.3 Data coding

The coding process involves giving them digits or other symbols to answer and classifying them into a finite number of groups or categories (Alem, 2020).

Table 3.6.4 Data Coding

NO	Question	Item	Code
1	Gender	Male	1
		Female	2
2	Age	18-27	1
		28-37	2
		38-47	3
		48-55	4
		56 and above	5
3	Education Level	No formal qualification	1
		Primary Level	2
		Secondary Level	3
		Foundation Level	4
		Diploma/Advanced Diploma	5
		Undergraduate Degree	6
		Master's Degree	7
		Doctor of Philosophy	8
4	Monthly Income	Below RM2,000	1
		RM2,001-RM3,000	2
		RM3,001-RM4,000	3
		RM4,001-RM5,000	4
		RM5,001-RM6,000	5
		RM6,001 and above	6
5	Ethnic Group	Chinese	1
		Malay	2
		Indian	3
6	Position	Junior Level	1
		Supervisory Level	2
		Executive Level	3
		Managerial Level	4
7	Location	Selangor	1
		Kuala Lumpur	2
		Johor	3

Coding in Sections B, C, D, E

Example from Questionnaire:

Section B- Employee Job Performance		
NO	**Question**	
1	I always complete the assigned tasks in my work.	Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5)
2	I fulfill all responsibilities required by the job.	
3	I am always satisfied with the results of my work.	
4	I do the tasks given by following the standard operating procedure set by the company.	
5	I work according to the number of days and hours set by the company.	
6	I have the ability to follow the agenda and work schedule.	

Section C- Training		
NO	**Question**	
1	I always complete the assigned tasks in my work.	Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5)
2	I fulfill all responsibilities required by the job.	
3	I am always satisfied with the results of my work.	
4	I do the tasks given by following the standard operating procedure set by the company.	
5	I work according to the number of days and hours set by the company.	
6	I have the ability to follow the agenda and work schedule.	

Section D - Compensation		
NO	Question	
1	I get incentives like bonuses, awards, commissions, promotions, etc.	Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5)
2	My salary is appropriate with my education, skills, and training.	
3	Salary increase encourages employees to participate in quality improvement.	
4	The salary I get is sufficient.	
5	The place where I work always allocates an annual bonus for employees.	

Section E- Workload		
NO	Question	
1	I have numerous duties in the past month.	Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5)
2	It takes me a lot of time to complete my duties.	
3	Working hours drain my energy.	
4	I have heavier duties than my colleagues do.	
5	I often have additional duties outside of what I am responsible for.	

3.6.4 Data Transcribing

Regarding data transcribing, SPSS software was used to transcribe the collected data from the responses of the questionnaire into useful information for conducting the data analysis.

3.7 Data analysis

Thoughts and facts that may be evaluated in a qualitative or quantitative way are created from the gathered data through data analysis. Finding underlying implications or facts requires evaluating the tabulated data. To assist in

interpretation, complicated factors were broken down into smaller components and rearranged (Alem, 2020).

3.7.1 Descriptive statistics

Descriptive statistics offer a broad overview of the research topic under study. The clarification of the data obtained through these methods is anticipated to present a preliminary understanding of the issue under investigation (Ilham et al., 2022).

3.7.2 Reliability analysis

Reliability is a measurement of stability or constancy (Bornstein, 2018).

3.7.3 Cronbach's alpha reliability coefficient

One tool available to researchers to assess the degree of data consistency is Cronbach's alpha. Prior to proceeding to the next stage of analysis, the researcher must take this important part into account (Nawi et al., 2020).

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

Source: Nawi et al. (2020)

3.7.4 Inferential analysis/statistics

In inferential statistics, formally based techniques are used to conclude the population from sample data as a whole. It uses descriptive statistics' data to draw conclusions or assumptions about unknown data (Allanson & Notar, 2020).

3.7.5 Pearson Correlation Coefficient

The Pearson's correlation coefficient represents the linear relationship between two variables. A scatter diagram, which visually represents the relationship between data pairs, is usually the first step in the analysis process. Correlation coefficient values range from -1 to +1 (Kirch, 2019).

Observed Correlation Coefficient	Interpretation
0.00 – 0.10	Negligible correlation
0.10 – 0.39	Weak correlation
0.40 – 0.69	Moderate correlation
0.70 – 0.89	Strong correlation
0.90 – 1.00	Very strong correlation

Source: Schober et al. (2018)

3.7.6 Multiple Regression Analysis

Multiple regression analysis allows researchers to assess the hypotheses and conceptual model by looking at the explained variance, statistical significance, and path coefficients (Bloemert & Saraceni, 2024).

3.8 Chapter Summary

In summary, this chapter covered the research methodology, involving how to obtain data, create and distribute questionnaires, and use SPSS software for the pilot test to verify study reliability. Additionally, it introduced the methods for analyzing data, such as inferential and descriptive analysis, which are covered in Chapter 4.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

In Chapter 4, 384 responses from SME employees were collected and analyzed with SPSS software. The descriptive analysis results were presented in pie charts and tables. Besides, the study conducted a reliability test to determine whether the results of the questionnaire were reliable. Lastly, Multiple Linear Regression was also conducted to examine the impact of the IVs on the DV.

4.1 Descriptive Analysis

Descriptive analysis was tested to reflect the respondents' demographic characteristics, which included gender, age, education level, monthly income, educational level, ethnic group, position, and location.

4.1.1.1 Gender

Table 4.1.1.1: Respondents' Gender

Gender	Frequency	Percentage (%)	Valid Percentage	Cumulative Percentage (%)
Male	170	44.3	44.3	44.3
Female	214	55.7	55.7	100.0
Total	384	100.0	100.0	

Figure 4.1.1.1

Statistics of Respondent's Gender

gender
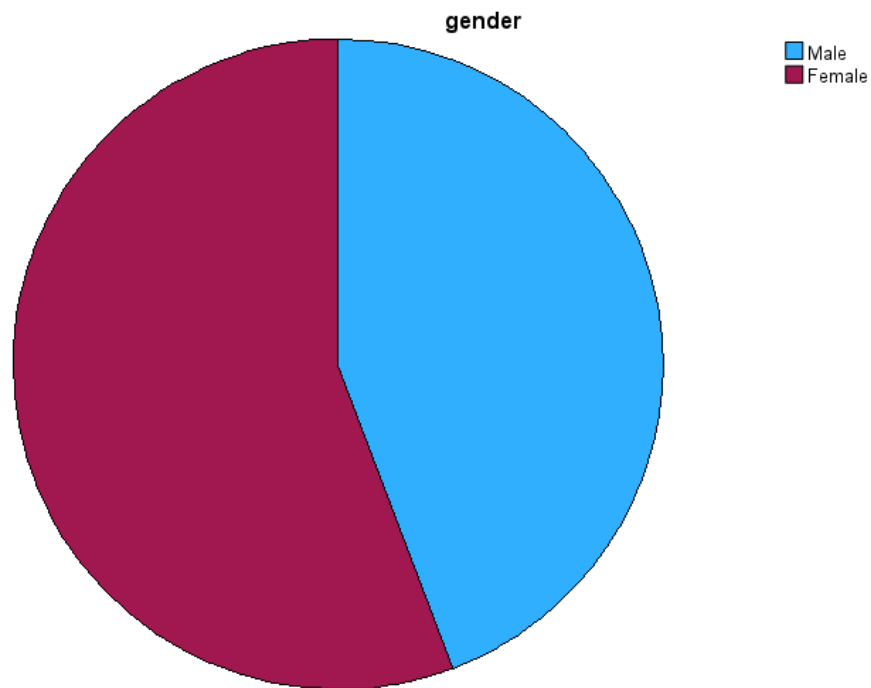
Male
Female

Source: Developed for the research

According to Table 4.1.1.1, there are 44.3% (170) of male respondents, and the female respondents consist of 55.7% (214).

4.1.1.2 Age

Table 4.1.1.2: Respondent's Age

Age	Frequency	Percentage (%)	Valid Percentage	Cumulative Percentage (%)
18-27	126	32.8	32.8	32.8
28-37	141	36.7	36.7	69.5
38-47	74	19.3	19.3	88.8
48-55	33	8.6	8.6	97.4
56 and above	10	2.6	2.6	100.0
Total	384	100.0	100.0	

Figure 4.1.1.2

Statistics of Respondent's Age
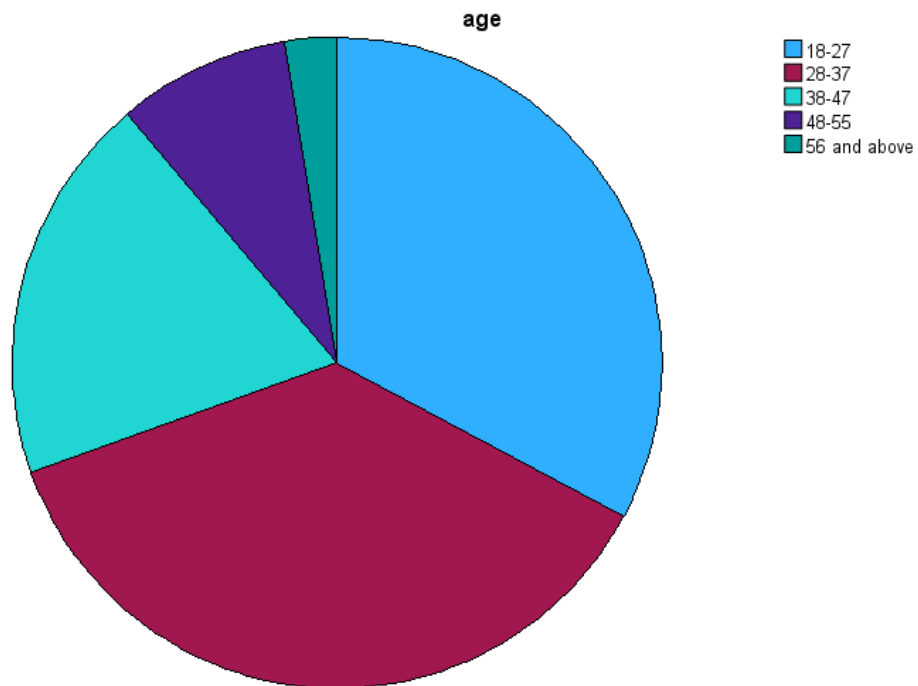
Source: Developed for the research

Based on Table 4.1.1.2, the largest proportion belongs to the 28-37 age group, making up 141 (36.7%) respondents, followed by the 18-27 age group with 126 (32.8%) respondents. The 38-47 age group consists of 74 (19.3%) respondents,

while only 33 (8.6%) are aged 48-55. The smallest age group is 56 and above, with only 10 (2.6%) respondents.

4.1.1.3 Education level

Table 4.1.1.3: Respondent's education level

Education Level	Frequency	Percentage	Valid percentage	Cumulative percentage
No formal qualification	3	0.8	0.8	0.8
Primary Level	6	1.6	1.6	2.3
Secondary Level	47	12.2	12.2	14.6
Foundation Level	8	2.1	2.1	16.7
Diploma/ Advanced Diploma	86	22.4	22.4	39.1
Undergraduate Degree	186	48.4	48.4	87.5
Master's Degree	44	11.5	11.5	99.0
Doctor of Philosophy (PhD)	4	1.0	1.0	100
Total	384	100	100	

Figure 4.1.1.3

Statistics of education level
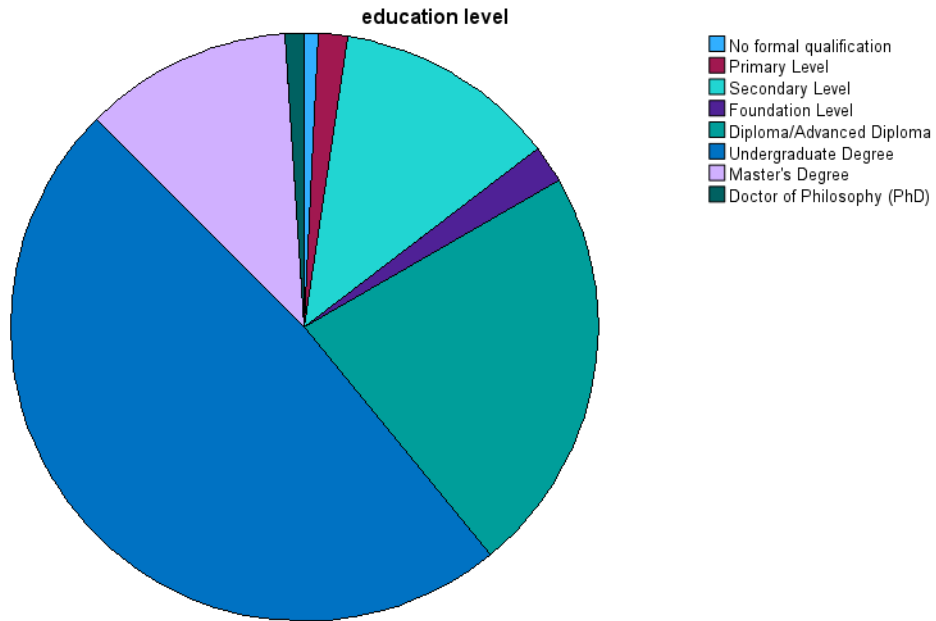
Source: Developed for the research

The pie chart or table of statistics reveals the respondent's education level and is classified into eight categories. Based on the results from the 384 respondents, 0.8% (3) of respondents don't have formal qualifications, and 1.6% (6) of respondents are from primary-level backgrounds, 12.2% (47) of respondents are from secondary-level backgrounds. There has a total of 2.1% (8) of respondents come from foundation-level backgrounds, 22.4% (86) of respondents have from Diploma/ Advanced-Diploma, 48.4% (186) of respondents are from Undergraduate Degrees, 11.5% (44) of respondents are from Master's Degrees, and 1.0% (4) of them are from PhD.

4.1.1.4 Monthly Income

Table 4.1.1.4: Respondent's monthly income

Monthly income	Frequency	Percentage	Valid Percentage	Cumulative percentage
Below RM2,000	48	12.5	12.5	12.5
RM2,001- RM3,000	58	15.1	15.1	27.6
RM3,001-RM4,000	93	24.2	24.2	51.8
RM4,001-RM5,000	82	21.4	21.4	73.2
RM5,001-RM6,000	47	12.2	12.2	85.4
RM6,001 and above	56	14.6	14.6	100
Total	384	100	100	

Figure 4.1.1.4

Statistics of monthly income
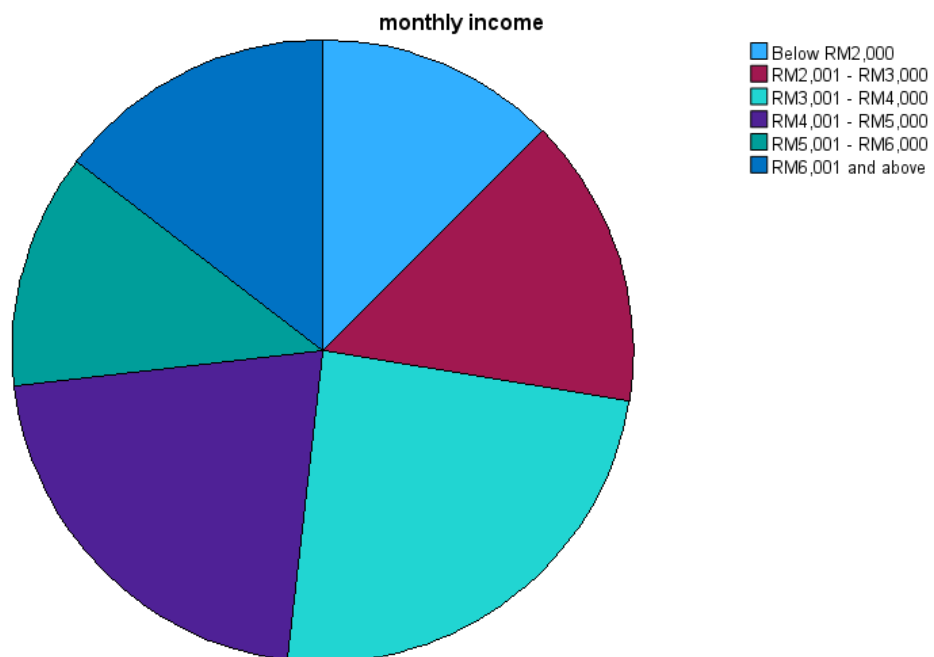
Source: Developed for the research

The pie chart and the table results explicitly reveal that Below RM2,000 monthly income level consists of 12.5% (48) of respondents, RM2,001-RM3,000 are 15.1%

(58) of respondents, RM3,001-RM4,000 are 24.2% (93) respondents, RM4,001-RM5,000 are 21.4% (82) respondents, RM5,001-RM6,000 are 12.2% (47) respondents, RM6,001 and above are 14.6% (56) respondents.

4.1.1.5 Ethnic group

Table 4.1.1.5: Respondent's ethnic group

Ethnic group	Frequency	Percentage	Valid Percentage	Cumulative percentage
Chinese	274	71.4	71.4	71.4
Malay	73	19.0	19.0	90.4
Indian	37	9.6	9.6	100
Total	384	100	100	

Figure 4.1.1.5

Statistics of ethnic group

ethnic group
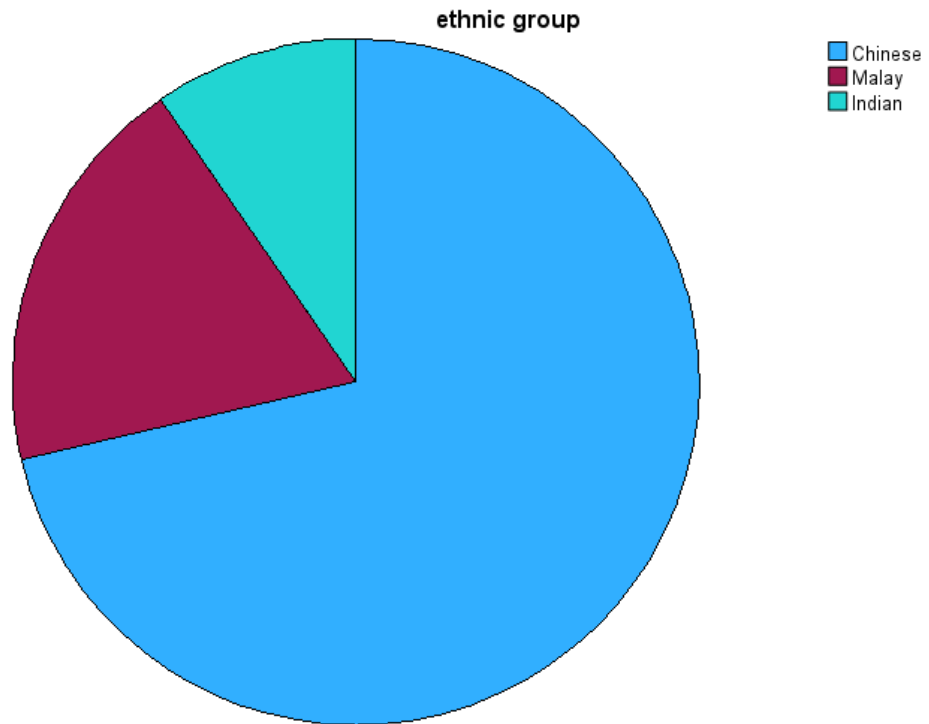
Source: Developed for the research

Based on the findings from the above table show that there are a total of 71.4% (274) respondents who are Chinese, 19.0% (73) respondents who are Malay, and 9.6% (37) respondents who are Indian.

4.1.1.6 Position

Table 4.1.1.6: Respondent's position

Position	Frequency	Percentage (%)	Valid Percentage	Cumulative Percentage (%)
Junior Level	106	27.6	27.6	27.6
Supervisory Level	86	22.4	22.4	50.0
Executive Level	123	32.0	32.0	82.0
Managerial Level	69	18.0	18.0	100.0
Total	384	100.0	100.0	

Figure 4.1.1.6

Statistics of Respondent's position

Source: Developed for the research

Based on the above statistic, 27.6% (106) of respondents are junior level, 22.4% (86) of respondents are supervisory level, 32% (123) of respondents are executive level, and 18% (69) of respondents are managerial level.

4.1.1.7 Location

Table 4.1.1.7: Respondent's location

Location	Frequency	Percentage (%)	Valid Percentage	Cumulative Percentage (%)
Selangor	162	42.2	42.4	42.2
Kuala Lumpur	130	33.9	33.9	76.0
Johor	92	24.0	24.0	100.0
Total	384	100.0	100.0	

Figure 4.1.1.7

Statistics of Respondent's location
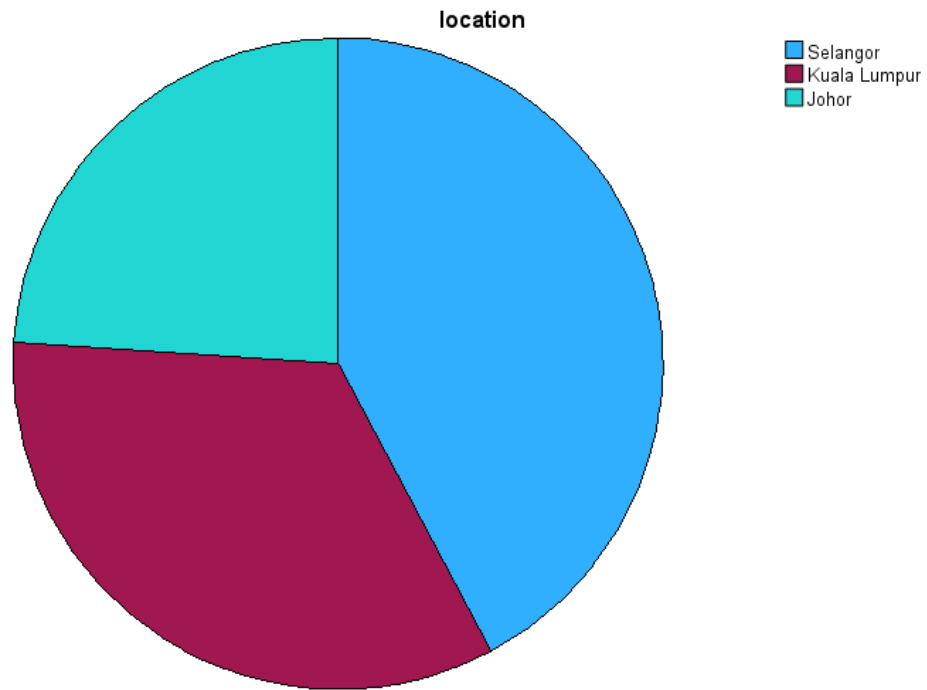
Source: Developed for the research

Based on the above statistics of tables, 42.2% (162) of respondents work in Selangor, 33.9% (130) of respondents work in Kuala Lumpur, and 24% (92) of respondents work in Johor.

4.1.2 Central Tendencies Measurement of Constructs

Table 4.1.2 Central Tendencies Measurement of Constructs

		Performance AVE	Training AVE	Compensation AVE	Workload AVE
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		4.2474	3.9852	3.9188	3.7130
Std. Deviation		0.65625	0.75919	0.72253	0.86259

The table above shows the central tendency measurement of constructs for our DV, employee performance, and the IVs, training, compensation, and workload. Information, including the size of the sample, means, and SD for the variables, was provided. The size of the sample is 384, and no missing data is presented. According to the table above, the DV, employee performance, has the highest mean, 4.2474. The second highest mean value is found in training, which is 3.9852. Moreover, compensation has the second lowest mean value, 3.9188, while the lowest mean value is observed for workload, 3.7130.

However, workload, the construct with the lowest mean value, shows the highest standard deviation, 0.86259. Training and compensation ranked the second and third highest, with SD values of 0.75919 and 0.72253, respectively. Conversely, training recorded the highest mean value while showing the lowest SD value, which is 0.65625.

4.2 Scale Measurement

4.2.1 Reliability Test

Table 4.2.1 Cronbach's Alpha Reliability Test

	Variable	Cronbach's Alpha Value	Number of Items	Reliability Level
DV	Employee Performance	0.801	6	Very Good Reliability
IV	Training	0.842	6	Very Good Reliability
	Compensation	0.776	6	Good Reliability
	Workload	0.800	5	Very Good Reliability

Source: Developed for the Research

Table 4.2.1 shows reliability test results for Cronbach's alpha value of the dependent variable and independent variables. Employee performance has a Cronbach's alpha value of 0.801, which shows very good reliability. Training has a Cronbach's alpha value of 0.842, which shows very good reliability. This variable obtains the highest Cronbach's alpha value among these four variables. Besides, compensation has a Cronbach's alpha value of 0.776, which shows good reliability. Workload has a Cronbach's alpha value of 0.800, which shows very good reliability. Overall, all the variables have extremely high reliability because the range of their Cronbach's alpha value scores is 0.70 to 0.85.

4.3 Inferential Analysis

4.3.1 Multiple Linear Regression Analysis

Table 4.3.1 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	$.719^a$	0.517	0.514	0.45772

Source: Generated from SPSS software

Based on the results in Table 4.3.1, it shows that the R-value is 0.719, meaning a strong and positive correlation exists between the DV and IVs. In addition, the 0.517 of R-Square value means that the ability of the three IVs to account for 51.7% of the variation in the DV. The remaining R square scores of 0.483 indicate that 48.3% is still unexplained in this study.

Table 4.3.2 Anova

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.329	3	28.443	135.761	$<.001^b$
	Residual	79.613	380	0.210	-	-
	Total	164.942	383	-	-	-

Source: Generated from SPSS software

The p-value (<0.001) is < 0.05 of the alpha value, as seen in the above table. This shows that the model for this study is a reasonable descriptor of the relationship between the DV and IVs, and the F-statistic is significant. The IVs (training, compensation, and workload) are significant in explaining the variation in employee performance. In sum, the data support the alternative hypothesis.

Table 4.3.3 Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.386	0.145		9.590	<.001
	Training	0.235	0.040	0.272	5.909	<.001
	Compensation	0.299	0.043	0.329	6.998	<.001
	Workload	0.203	0.032	0.267	6.287	<.001
Dependent Variables: Employee Job Performance						

Source: Generated from the SSPS software

According to Table 4.3.3's findings, the training, compensation, and workload p-values are all < 0.001, which is lower than the research's alpha value of 0.05. These results indicate that all the independent variables play an important role when measuring employees' job performance. As a result, this study will accept all alternative hypotheses.

Regression Equation

Y= a + b1(X1) +b2(X2) +b3(X3)

Y= Employee's Job Performance

a= constant

X1= Training

X2= Compensation

X3= Workload

Employee's Job Performance = 1.386 + 0.235 + 0.299 + 0.203= 2.123

Highest Contribution

Among the IVs, compensation has obtained the highest beta value in this research, which is 0.329, indicating that it has played a crucial role in affecting employee job performance as compared to other variables. Additionally, it offers the most distinctive explanation for the variation of employee job performance in SMEs in Malaysia.

Second Contribution

Among the IVs, training has obtained the second-highest beta value in this research, which is 0.272, showing that, when compared to the other variables, it has the second-strongest impact on employees' job performance. Additionally, it is the second most significant distinctive contribution to the explanation of the variation of employee job performance in SMEs in Malaysia.

Lowest Contribution

Finally, the workload has the lowest beta value in this study, which is 0.267, showing that it has a lower impact on employee job performance among the independent variables. Additionally, it has contributed the least to the explanation of the variance in determining employee job performance in Malaysian SMEs.

Recommendation

According to this study, workload has the lowest contribution, and compensation has the most. Instead of focusing on workload and training variables, SMEs should focus more on compensation variables to determine the aspects that impact employee job performance. This is because compensation has the highest beta value among other variables.

4.4 Chapter Summary

In this chapter, data from 384 respondents were analyzed using SPSS software. Descriptive statistics, which include SD and mean, were also calculated. Cronbach's alpha was used to decide the reliability, and Multiple Linear Regression was conducted, which showed that all the IVs have a significant impact on the DV. Discussion of findings, implications, limitations, and recommendations may be included in Chapter 5.

CHAPTER 5: DISCUSSION, CONCLUSION, AND IMPLICATIONS

5.0 Introduction

In addition to providing additional specifics regarding the data study overview, Chapter 5 will go into greater detail regarding the preceding chapter. Moreover, this chapter will present a summary of the original data. Our hypothesis and the objective of our study will be supported by some significant findings that we will present in the analysis of key findings. Moreover, the subsequent part will also address the research's implications. Finally, before drawing any conclusions, it is important to analyse the limitations and suggestions.

5.1 Summary of Statistical Analysis

The results from the reliability test, multiple linear regression, and descriptive analysis produced in Chapter 4 are summarized and analyzed in this chapter.

5.1.1 Summary of Descriptive Analysis

Table 5.1.1 Summary of Descriptive Analysis

	Frequency	Percentage (%)	Valid Percentage	Cumulative Percentage (%)
Gender				
Male	170	44.3	44.3	44.3
Female	214	55.7	55.7	100.0
Age				
18-27	126	32.8	32.8	32.8
28-37	141	36.7	36.7	69.5
38-47	74	19.3	19.3	88.8
48-55	33	8.6	8.6	97.4
56 and above	10	2.6	2.6	100.0
Education level				
No formal qualification	3	0.8	0.8	0.8
Primary Level	6	1.6	1.6	2.3
Secondary Level	47	12.2	12.2	14.6
Foundation Level	8	2.1	2.1	16.7
Diploma/ Advanced Diploma	86	22.4	22.4	39.1
Undergraduate Degree	186	48.4	48.4	87.5
Master's Degree	44	11.5	11.5	99.0
Doctor of Philosophy (PhD)	4	1.0	1.0	100
Monthly income				
Below RM2,000	48	12.5	12.5	12.5
RM2,001-RM3,000	58	15.1	15.1	27.6
RM3,001-RM4,000	93	24.2	24.2	51.8
RM4,001-RM5,000	82	21.4	21.4	73.2
RM5,001-RM6,000	47	12.2	12.2	85.4
RM6,001 and above	56	14.6	14.6	100
Ethnic group				
Chinese	274	71.4	71.4	71.4
Malay	73	19.0	19.0	90.4
Indian	37	9.6	9.6	100

Position				
Junior Level	106	27.6	27.6	27.6
Supervisory Level	86	22.4	22.4	50.0
Executive Level	123	32.0	32.0	82.0
Managerial Level	69	18.0	18.0	100.0
Location				
Selangor	162	42.2	42.4	42.2
Kuala Lumpur	130	33.9	33.9	76.0
Johor	92	24.0	24.0	100.0

The table above shows the characteristics of the 384 responders' demographics in the study. There are 44.3% (170) of male respondents, and the female respondents consist of 55.7% (214). The largest proportion belongs to the 28-37 age group, making up 141 (36.7%) respondents, and the smallest age group is 56 and above, with only 10 (2.6%) respondents. In the study, the majority are from Diploma/Advanced Diploma and Undergraduate Degrees, with percentages of 22.4% (86) and 48.4% (186) of respondents, respectively. Nearly half of the responses from respondents have a monthly income of RM3,001 - RM4,000 and RM4,001 - RM5,000. Furthermore, there are a total of 71.4% (274) of respondents are Chinese, 19.0% (73) of respondents are Malay, and 9.6% (37) are Indian. One-third of respondents are executive level, followed by junior level (27.6%), supervisory level (22.4%), and managerial level (18%). Lastly, the majority of the respondents work in Selangor (42.2%), 33.9% work in Kuala Lumpur, and 24% work in Johor.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Test

Based on Table 4.2.1, it shows that the DV (employee job performance) and the two IVs (training and workload) have very good reliability since their Cronbach's alpha values are equal to or higher than 0.80. One of the independent variables (compensation) has good reliability since its Cronbach's alpha value is higher than

0.70. Training has the highest Cronbach's alpha value, which is 0.842, followed by employee performance (0.801), workload (0.800), and compensation (0.776).

5.1.2.3 Multiple Linear Regression Analysis

Table 5.1.4: Summary of Multiple Regression Analysis Result

Variable	Standardized Coefficients	Sig.	R-Square	R-Value
Constant	1.386	<0.001	0.517	0.719
Training	0.272	<0.001	0.517	0.719
Compensation	0.329	<0.001	0.517	0.719
Workload	0.267	<0.001	0.517	0.719

According to the table above, the sum of all IVs can explain 51.7% of the discrepancy in the employee job performance of SMEs in Malaysia, as indicated by 0.517 of the R-Square value of while the other 0.483 may not be measured on dependent variables. The R-value of this research study is 0.719, which indicates that there is a strong and positive impact between the IVs and DV. Besides, the p-values of all variables are < 0.001 which means that they are less than the alpha value (0.05). Among all the IVs, compensation has the highest and most significant impact on employee job performance in SMEs in Malaysia, followed by the training variables, and the workload has the least impact on the DV based on the standardized coefficients.

5.2 Discussions of Major Findings

Table 5.2: Summary of findings

Hypothesis	Results	Decisions
H_1: Training has a significant impact on employee job performance in SMEs in Malaysia	**p = <0.001** (P < 0.05)	**Supported**
H_2: Compensation has a significant impact on employee job performance in SMEs in Malaysia.	**p = <0.001** (P < 0.05)	**Supported**
H_3: Workload has a significant impact on employee job performance in SMEs in Malaysia.	**p = <0.001** (P < 0.05)	**Supported**

Source: Developed for the research

5.2.1 Hypothesis 1: Training has a significant impact on employee job performance in SMEs in Malaysia

Table 5.2 shows that the IV, training, has a p-value of less than 0.001, which is < 0.05 of the alpha value, which has proven that training significantly impacts employee job performance in SMEs in Malaysia. This result is consistent with Garg & Khatik (2020), showing that training affects employee performance. They explain that employees receive training and updates on the behavioral competencies, knowledge, and abilities that foster a feeling of community, trust, and motivation to perform better. The research result is also in line with Yani et al. (2020), proving that employee performance will rise as a result of receiving quality training since it will make them more efficient and productive.

According to Vokshi (2020), training positively affects employee performance. It shows that providing employees with adequate training improves their performance by enhancing their knowledge, abilities, and attitudes and making them competent

at their jobs. Additionally, the research findings show that staff stability, organizational culture, climate, and internal environment are all improved by employee training, as are responses to crises, staffing shortages, and knowledge continuity issues; thereby, training has a significant impact on employee performance (Flegl et al., 2022). According to Gange & Barongo (2024), essential components, including interpersonal relationships, teamwork, critical thinking, and central managerial behavior, are enhanced through training. Thus, the hypothesis H_1 has been accepted.

5.2.2 Hypothesis 2: Compensation has a significant impact on employee job performance in SMEs in Malaysia

Based on Table 5.2, the p-value of the IVs, compensation, is <0.001. It shows a lower value than the alpha value of 0.05, which clarified that compensation has a significant impact on employee performance in SMEs in Malaysia. The result is consistent with Sitopu et al. (2021), which claimed that the importance of compensation has a major influence on worker performance. Besides, Jaiswal et al. (2022) have concluded that with more compensation, employee performance generally improves, and vice versa when lower compensation is received. As a result, employees do better or above what is needed to receive direct rewards, which boosts performance at work. Other than that, the result is also consistent with the research conducted by Thapa (2023), which has concluded that employees raise their performance level when they believe their compensation is attractive and reasonable. Therefore, employee performance is positively affected by compensation. The result is also aligned with the underlying theory, SET theory. When a company offers its workers supportive practices, the workers will put in more contributions in return. Employees will typically perform at a higher level for the organization if they are paid according to the work they have done. Employees will thus make an effort to maintain and raise their level of performance within the organization. The research question has been answered, it is proven that compensation has a significant impact on employee job performance in SMEs in Malaysia. Thus, the hypothesis H_2 has been accepted.

5.2.3 Hypothesis 3: Workload has a significant impact on employee job performance in SMEs in Malaysia.

Based on Table 5.2, the p-value of the IVs, workload, is <0.001. It shows a lower value than the alpha value of 0.05, which proves that workload significantly impacts employee job performance in SMEs in Malaysia. The outcome aligns with the findings of previous studies conducted by Nur Affini & Hikmah Perkasa (2021), Herawati et al. (2023), Siswanto et al. (2019), Karyatun et al. (2023), and Silaban et al. (2021). Employee performance will be impacted due to the amount of work assigned to employees. The motivation of employees may be increased, and they are motivated to do well if the assigned work increases. On the other hand, a heavy workload will affect the employees' performance because they will experience fatigue since the workloads are not appropriate well. As a result, the study question and objective have been answered and reached. It is proven that workload has a significant impact on employee job performance in SMEs in Malaysia. Thus, the hypothesis H_3 has been accepted.

5.3 Implications

5.3.1 Theoretical Implications

This study provides theoretical implications by integrating SET theory and JD-R theory to explain how training, compensation, and workload affect employee performance. These theories are supported by the findings of the study, demonstrating how they influence employee performance.

According to SET theory, training will reinforce the idea among staff members that they are valued by the company, and they will feel motivated to work even harder

for it as they reciprocate to the company. The relationship between training and dedicated effort is explained by the theory and the norm of reciprocation, which also demonstrates how they would react to perceived organizational support. Besides, SET theory also indicates that the ties between employees and companies are inherently reciprocal. When a company offers its workers supportive practices, such as associating their output with fair compensation, the workers will put in more contributions in return. Employees will typically perform at a higher level for the organization if they are paid according to the work they have done. Employees will thus make an effort to maintain and raise their level of performance within the organization. The results of the study have shown that employees who receive adequate training opportunities and fair compensation tend to show higher levels of performance. Therefore, it suggests that it is ideal for an organization to foster a supportive environment and invest in training and compensation to strengthen the ties between the organization and employees. The findings indicate that SET theory is a useful framework for explaining why well-trained employees and compensation lead to better performance.

Also, according to the JD-R theory, workload may be viewed as a job demand by the model. Workload is one of the requirements or determinants that will influence employee performance. The workload is significant to the JD-R Model as a job demand because it claims that work becomes stressful when demands like workload exceed an individual's capacity to manage them. Specifically, heavy workloads appear to decrease employee performance. Based on the findings of the study, workload has a significant impact on employee performance. The findings in consistent with the theory, emphasizing the need to balance job demands like workload to maintain or raise the level of employee performance.

These theoretical frameworks highlight the importance of developing a work context where training and compensation are used as positive incentives, and workload is handled and controlled properly. The results contribute to extending knowledge on employee performance by showing how workplace dynamics affect

performance. Subsequent research can build on these results by investigating other variables, such as organizational culture, to further extend these theoretical models.

5.3.2 Managerial Implication

In this research, the results reveal that training has a notable impact on employee performance. According to Yek et al. (2024), employees who participate in training initiatives could be able to perform better on the job and show a stronger commitment to sticking with and contributing to their company, which would lessen the chance that they will leave their jobs. Consequently, it is critical that the organization's management recognizes the value of employee training and increases its investment in this area (Vokshi, 2020). In addition, to enhance employee performance, firms should also prioritize fostering a good learning environment and providing chances for applying practical skills (Beza & Satyendra, 2023). In conclusion, Malaysian SMEs should allocate resources to training programs to increase employee performance and growth.

Also, this research study highlights the significance of compensation variables that will positively affect employee performance. Employee incentive and stimulation programs are useful tools for balancing the company's and its employees' interests. According to the above results in this research, small and medium-sized businesses should attempt to improve their pay or compensation policies by implementing an equity-based policy rather than an equality-based one. This would ensure that employees who contribute more to the business receive higher compensation than others. Therefore, SMEs may enhance employee performance by putting in place efficient pay and benefits plans that will help them retain top talent, lower attrition, and boost output (Kristanti & Yunanto, 2024).

Furthermore, this study also highlights the significance of workload variables that will affect employee performance. The workload of employees needs to be managed

effectively. Managers need to strike a balance between the amount of work that needs to be done and the quality of the work. Therefore, the employees can finish the appropriate amount of work while still doing good work. Besides, giving employees more work without making them overburdened can help them do their best. Moreover, it is important that employees are given tasks appropriate to their skills and that the amount of work aligns with their abilities. Therefore, employees will contribute more to the company even though they have more work.

5.4 Limitation

Firstly, the influence of training, compensation, and workload variables that affect employee performance in SMEs in Malaysia can apply to other contexts, like Multinational Companies and large enterprises were not examined by the researcher. However, SMEs were the exclusive focus of this study. The explanation why focusing on SMEs is because SMEs account for 96.9% of total business establishments in Malaysia.

Secondly, one of the limitations is the respondents' participation. The data collection was completed by distributing the questionnaire papers physically and via Google Forms. Some employees were busy doing their work, and they may not have had much time to take part.

Thirdly, the study applies a 5-point Likert scale as a measurement tool. Although this can quantify the respondents' perception effectively, limitations to the study may exist. Firstly, the Likert scale provides fixed response options, which can restrict the precision of respondents' expressions. Respondents can only select from the scale "strongly disagree" to "strongly agree", restricting them from providing more useful information or perspective. As a result, this may reduce the sensitivity of the data collected. Also, the closed-ended nature of the 5-point Likert scale prevents researchers from knowing the reason respondents choose a particular

option. The questionnaire does not allow respondents to elaborate on their answers, this can lead to a challenge when researchers try to interpret the results of the response. This will in turn limit the depth of the findings and the overall comprehensiveness of the results.

5.5 Recommendations for future research

Firstly, future researchers are suggested to expand the extent of the research. The researchers do not necessarily collect the survey data only from SMEs, but also need to take the large-scale enterprises and multinational Companies into consideration. This is because the employees in SMEs may be different from other types of corporate entities in terms of culture, perception, and norms. Besides, it ought to examine the factors listed above that will impact employee performance because these types of entities also account for almost half of the employment opportunities in Malaysia.

Secondly, one of the recommendations is to cut down the number of questions. The deduction of the number of questions may increase the response rates. When creating a questionnaire, the time and energy constraints of the targeted respondents need to be considered. Keeping the survey short may increase the participation of the targeted respondents.

Lastly, future researchers could consider using qualitative techniques, which allow them to have a deeper insight into respondents' opinions. It is recommended that interviews with open-ended questions be carried out. Interviews provide interviewees the opportunity to clarify their arguments and express their perspectives in greater depth, solving the limitations when the fixed Likert scale is applied. This way, researchers can uncover other points or findings that may be overlooked. Moreover, interviews allow researchers to ask follow-up questions at the moment they have doubts or are unclear about the response. This allows

researchers to seek immediate explanation, ensuring the response is interpreted more accurately and reducing the chance of misinterpretation.

5.6 Conclusions

In this research, the IVs like training, compensation, and workload already demonstrate that employee job performance is significantly impacted in Malaysian SMEs. Therefore, the research objective has been examined and achieved. This study also lists some limitations and recommendations to improve the studies to avoid making the same mistakes. In addition, compensation has the highest impact on employee job performance in SMEs. This may imply that SMEs need to increase the compensation no matter direct, indirect, monetary, or non-monetary remuneration, to increase the job performance of employees in SMEs. To sum up, this research may be useful to employers of SMEs, the government, or other stakeholders to propose effective strategies for increasing employee performance or to learn more about ways to be of assistance to employees in upskilling their skills.

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Appendices

Appendix 1: Questionnaire

Topic: A Study on the Impact of Training, Compensation, and Workload on Employee Job Performance in SMEs in Malaysia

Dear respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this study is to research a study on the impact of training, compensation, and workload on employee job performance in SMEs in Malaysia. This study can help SMEs know more about how training, compensation, and workload can have a significant impact on employee performance.

There are FIVE (5) sections in this questionnaire. Section A is on demographics. Section B, C, D, and E cover all the variables in this study. Please read the instructions carefully before answering the questions. Please answer ALL question in ALL sections. Completion of this questionnaire will take your approximately 10 to 15 minutes.

Your participation in this study is entirely voluntary. There will be no disadvantage if you decide not to complete attached anonymous questionnaire. You can withdraw at any time without any penalty. You can refuse to answer any question at any time if you feel uncomfortable.

The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purposes.
Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation. If you have any questions regarding this questionnaire, you may contact us at:

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If you decide to complete this anonymous questionnaire, there will be taken as you voluntarily agree and formal consent to participate in this study. Thank you very much for your cooperation and willingness to participate in this study.

Your sincerely,
Choy Chun Cheng 2202073
Leong Zi Xin 2202248
Chuah Le Ying 2202109

PERSONAL DATA PROTECTION NOTICE

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

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes Name, identity card, place of birth, address, education history, employment history, medical history, blood type, race, religion, photo, personal information and associated research data.

2. The purposes for which your personal data may be used are inclusive but not limited to:
a) For assessment of any application to UTAR
b) For processing any benefits and services
c) For communication purposes
d) For advertorial and news
e) For general administration and record purposes
f) For enhancing the value of education
g) For educational and related purposes consequential to UTAR
h) For replying any responds to complaints and enquiries
i) For the purpose of our corporate governance
j) For the purposes of conducting research/ collaboration

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

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

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

Consent:

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

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

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

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Chuah Le Ying 2202109 chuahleying321@1utar.my

Acknowledgment of Notice

[   ] I have been notified and that I hereby understood, consented, and agreed to per UTAR above notice.
[   ] I disagree, my personal data will not be processed.

Section A: Demographic

Gender:
[   ] Male
[   ] Female

Age:
[   ] 18-27
[   ] 28-37
[   ] 38-47
[   ] 48-55
[   ] 56 and above

Education Level:
[   ] No formal qualifications
[   ] Primary level
[   ] Secondary level
[   ] Foundation level
[   ] Diploma/Advanced Diploma
[   ] Undergraduate Degree
[   ] Master's Degree
[   ] Doctor of Philosophy (PhD)

Monthly Income:
[   ] Below RM2,000
[   ] RM2,001- RM3,000
[   ] RM3,001- RM4,000
[   ] RM4,001- RM5,000
[   ] RM5,001- RM6,000
[   ] RM6,001 and above

Ethnic Group:
[   ] Chinese
[   ] Malay
[   ] Indian

Position:
[   ] Junior Level
[   ] Supervisory Level
[   ] Executive Level
[   ] Managerial Level

Location:
[   ] Selangor
[   ] Kuala Lumpur
[   ] Johor

Section B: Dependent Variable - Employee Performance

The following statement indicates the general information on employee performance. The numbers 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Level of Agreement:

1- Strongly Disagree; 2- Disagree; 3- Neutral; 4- Agree; 5-Strongly Agree

1) I always complete the assigned tasks in my work.

Saya sentiasa menyelesaikan tugas yang diberikan kepada saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2) I fulfill all responsibilities required by the job.

Saya memenuhi semua tanggungjawab yang diperlukan oleh pekerjaan saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3) I am always satisfied with the results of my work.

Saya sentiasa berpuas hati dengan hasil kerja saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

4) I do the tasks given by following the standard operating procedure set by the company.

Saya melaksanakan tugas yang diberikan dengan mengikuti prosedur operasi standard yang ditetapkan oleh syarikat.

Strongly Disagree   1   2   3   4   5   Strongly Agree

5) I work according to the number of days and hours set by the company.

Saya bekerja mengikuti bilangan hari dan jam yang ditetapkan oleh syarikat.

Strongly Disagree   1   2   3   4   5   Strongly Agree

6) I have the ability to follow the agenda and work schedule.

Saya mempunyai keupayaan untuk mengikuti agenda dan jadual kerja.

Strongly Disagree   1   2   3   4   5   Strongly Agree

Section C: Independent Variable - Training

The following statement indicates the general information on employee performance. The numbers 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Level of Agreement:

1- Strongly Disagree; 2- Disagree; 3- Neutral; 4- Agree; 5-Strongly Agree

1) After getting training, a reduction in work-related complaints against me is noticed.

Selepas menerima latihan, aduan berkaitan kerja terhadap saya dapat dikurangkan.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2) My company has good training programs.

Syarikat saya mempunyai program latihan yang baik.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3) My company has provided me with training opportunities enabling me to extend my range of skills and abilities.

Syarikat saya telah memberikan peluang latihan yang membolehkan saya memperluas kemahiran dan keupayaan saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

4) The training helped me increase my performance and productivity due to added job knowledge.

Latihan membantu saya meningkatkan prestasi dan produktiviti saya kerana pengetahuan kerja yang bertambah.

Strongly Disagree   1   2   3   4   5   Strongly Agree

5) The training helped me to achieve work targets on time.

Latihan membantu saya mencapai sasaran kerja tepat pada masanya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

6) My working confidence has increased after training.

Keyakinan kerja saya telah meningkat selepas latihan.

Strongly Disagree   1   2   3   4   5   Strongly Agree

Section D: Independent Variable - Compensation

The following statement indicates the general information on employee performance. The numbers 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Level of Agreement:

1- Strongly Disagree; 2- Disagree; 3- Neutral; 4- Agree; 5-Strongly Agree

1) I get incentives like bonuses, awards, commissions, promotions, etc.

Saya mendapat insentif seperti bonus, anugerah, komisen, kenaikan pangkat, dan sebagainya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2) My salary is appropriate with my education, skills, and training.

Gaji saya sesuai dengan pendidikan, kemahiran, dan latihan saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3) Salary increase encourages employees to participate in quality improvement.

Kenaikan gaji menggalakkan pekerja untuk mengambil bahagian dalam penambahbaikan kualiti.

Strongly Disagree   1   2   3   4   5   Strongly Agree

4) The place where I work always allocates an annual bonus for employees.

Tempat saya bekerja sentiasa memperuntukkan bonus tahunan untuk pekerja.

Strongly Disagree   1   2   3   4   5   Strongly Agree

5) While working I get benefits from performance results.

Semasa bekerja, saya mendapat manfaat daripada hasil prestasi.

Strongly Disagree   1   2   3   4   5   Strongly Agree

6) The salary I get is sufficient.

Gaji yang saya terima adalah mencukupi.

Strongly Disagree   1   2   3   4   5   Strongly Agree

Section E: Independent Variable -Workload

The following statement indicates the general information on employee performance. The numbers 1 to 5 reflect a scale, with 1 representing strongly disagree and 5 representing strongly agree. Please choose the option that best represents your view regarding that statement based on your opinion.

Level of Agreement:

1- Strongly Disagree; 2- Disagree; 3- Neutral; 4- Agree; 5-Strongly Agree

1) I have numerous duties in the past month.

Saya mempunyai banyak tugas sepanjang sebulan yang lalu.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2) It takes me a lot of time to complete my duties.

Saya mengambil banyak masa untuk menyelesaikan tugas-tugas saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3) Working hours drain my energy.

Waktu bekerja menghabiskan tenaga saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

4) I have heavier duties than my colleagues do.

Saya mempunyai tugas yang lebih berat daripada rakan sekerja saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

5) I often have additional duties outside of what I am responsible for.

Saya sering mempunyai tugas tambahan yang melebihi skop tanggungjawab saya.

Strongly Disagree   1   2   3   4   5   Strongly Agree

Appendix 2: Descriptive Analysis

Demographic Profile: Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	170	44.3	44.3	44.3
	Female	214	55.7	55.7	100.0
	Total	384	100.0	100.0	

Demographic Profile: Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27	126	32.8	32.8	32.8
	28-37	141	36.7	36.7	69.5
	38-47	74	19.3	19.3	88.8
	48-55	33	8.6	8.6	97.4
	56 and above	10	2.6	2.6	100.0
	Total	384	100.0	100.0	

Demographic Profile: Education Level

education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No formal qualification	3	.8	.8	.8
	Primary Level	6	1.6	1.6	2.3
	Secondary Level	47	12.2	12.2	14.6
	Foundation Level	8	2.1	2.1	16.7
	Diploma/Advanced Diploma	86	22.4	22.4	39.1
	Undergraduate Degree	186	48.4	48.4	87.5
	Master's Degree	44	11.5	11.5	99.0
	Doctor of Philosophy (PhD)	4	1.0	1.0	100.0
	Total	384	100.0	100.0	

Demographic Profile: Monthly Income

monthly income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM2,000	48	12.5	12.5	12.5
	RM2,001 - RM3,000	58	15.1	15.1	27.6
	RM3,001 - RM4,000	93	24.2	24.2	51.8
	RM4,001 - RM5,000	82	21.4	21.4	73.2
	RM5,001 - RM6,000	47	12.2	12.2	85.4
	RM6,001 and above	56	14.6	14.6	100.0
	Total	384	100.0	100.0	

Demographic Profile: Ethnic Group

ethnic group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	274	71.4	71.4	71.4
	Malay	73	19.0	19.0	90.4
	Indian	37	9.6	9.6	100.0
	Total	384	100.0	100.0	

Demographic Profile: Position

position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Level	106	27.6	27.6	27.6
	Supervisory Level	86	22.4	22.4	50.0
	Executive Level	123	32.0	32.0	82.0
	Managerial Level	69	18.0	18.0	100.0
	Total	384	100.0	100.0	

Demographic Profile: Location

location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Selangor	162	42.2	42.2	42.2
	Kuala Lumpur	130	33.9	33.9	76.0
	Johor	92	24.0	24.0	100.0
	Total	384	100.0	100.0	

Appendix 3: Reliability Test for Pilot Study

Dependent Variable: Employee Performance

Reliability

Scale: performance scale

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	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
.827	.843	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.156	4.100	4.333	.233	1.057	.008	6
Inter-Item Correlations	.473	.169	.835	.665	4.928	.037	6

Independent Variable: Training

Reliability

Scale: training scale

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	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
.913	.911	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.922	3.633	4.133	.500	1.138	.030	6
Inter-Item Correlations	.630	.166	.899	.733	5.407	.043	6

Independent Variable: Compensation

Reliability

Scale: compensation scale

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	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
.827	.827	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.767	3.400	4.200	.800	1.235	.083	6
Inter-Item Correlations	.443	-.050	.694	.744	-13.799	.041	6

Independent Variable: Workload

Scale: workload scale

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	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
.806	.803	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.580	3.300	3.767	.467	1.141	.035	5
Inter-Item Correlations	.449	.159	.741	.581	4.645	.038	5

Appendix 4: Correlations for Pilot Study

Employee Performance Average & Training Average

Correlations

		performance average	training average
performance average	Pearson Correlation	1	.667**
	Sig. (2-tailed)		<.001
	N	30	30
training average	Pearson Correlation	.667**	1
	Sig. (2-tailed)	<.001	
	N	30	30

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

Employee Performance Average & Compensation Average

Correlations

		performance average	compensation average
performance average	Pearson Correlation	1	.576**
	Sig. (2-tailed)		<.001
	N	30	30
compensation average	Pearson Correlation	.576**	1
	Sig. (2-tailed)	<.001	
	N	30	30

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

Employee Performance Average & Workload Average

Correlations

		performance average	workload average
performance average	Pearson Correlation	1	.556**
	Sig. (2-tailed)		.001
	N	30	30
workload average	Pearson Correlation	.556**	1
	Sig. (2-tailed)	.001	
	N	30	30

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

Appendix 5: Reliability Test for Actual Study

Dependent Variable: Employee Performance

Scale: performance scale

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded[a]	0	.0
	Total	384	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
.801	.801	6

Item Statistics

	Mean	Std. Deviation	N
complete assigned tasks	4.4245	.76784	384
fulfill all responsibilities	4.4036	.80863	384
satisfied with results	4.0495	.95055	384
follow SOP	4.1979	.96811	384
work according to number of days and hours set	4.1302	1.06387	384
ability to follow agenda and work schedule	4.2786	.97110	384

Independent Variable: Training

Reliability

Scale: training scale

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded[a]	0	.0
	Total	384	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
.842	.840	6

Independent Variable: Compensation

Reliability

Scale: compensation scale

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded[a]	0	.0
	Total	384	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
.776	.777	6

Item Statistics

	Mean	Std. Deviation	N
get incentives	4.0182	1.02816	384
appropriate salary	3.9245	.99714	384
encourages to participate in quality improvement	4.3125	.83728	384
always allocates annual bonus	3.9089	1.06427	384
get benefits from performance results	3.9063	1.06035	384
sufficient salary	3.4427	1.27922	384

Independent Variable: Workload

Reliability

Scale: workload scale

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded[a]	0	.0
	Total	384	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
.800	.796	5

Item Statistics

	Mean	Std. Deviation	N
numerous duties	4.0365	1.01360	384
takes a lot of time to complete	3.6615	1.14713	384
drain energy	3.8542	1.14010	384
heavier duties than colleagues	3.4141	1.24238	384
additional duties	3.5990	1.22872	384

Appendix 6: Multiple Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719[a]	.517	.514	.45772

a. Predictors: (Constant), workload average, training average, compensation average

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.329	3	28.443	135.761	<.001[b]
	Residual	79.613	380	.210		
	Total	164.942	383			

a. Dependent Variable: performance average

b. Predictors: (Constant), workload average, training average, compensation average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.386	.145		9.590	<.001
	training average	.235	.040	.272	5.909	<.001
	compensation average	.299	.043	.329	6.998	<.001
	workload average	.203	.032	.267	6.287	<.001

a. Dependent Variable: performance average