

**Factors Affecting Job Performance in a Multinational Company
in Penang**

By

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**Project Paper Submitted in Partial Fulfilment of the Requirements
for the Degree of Master of Business Administration
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DECLARATION

The author hereby declares that this project paper is the original study undertaken by him unless stated otherwise. Due acknowledgment has been given to references quoted in the bibliography. The views and analyses in this study are that of the author's, based on the references made; and this does not constitute an invitation to use this study as a technical tool for management purposes.

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18 June 2021

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirements for the Master of Business Administration.

Factors Affecting Job Performance in a Multinational Company in Penang

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Employees are considered the key constituents of any organization. Job performance of employees is the sole reason for the growth of any organization. If employees will work efficiently, then only an organization can achieve its target. Therefore, it is essential to provide good incentives to improve the performance of employees. Many factors will impact the job performance of the employees in the workplace. These factors include financial stress, motivation, technology advancement, work experience and workload. A survey method was used to collect data from employees who work in a multinational company in Penang. The survey was distributed to 200 employees. Findings of the study suggest that work experience is the most important factor that positively impacts the job performance of the employees, followed by motivation, technology advancement, work load and lastly financial stress. The analyses and results support the contention that employees' job performance is very important to any organization's performance as employees are the main factors of production.

CHAPTER 1 : INTRODUCTION

1.1 Background of the study

Employee's job performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality and efficiency of their output. Organizations monitor employee performance to push them to perform better and grade them. Employees are the key constituent of every organization. The success or failure of the organization depends highly on the performance of its employees (**Latif, Ahmad, & Qasim, 2013**). Organization can achieve their targets through their employees. The extent to which an employee works towards the tasks included in his/her job is known as performance. Job performance of employees is the basis for the functioning of the organization and its success.

Employee performance influencing by numerous factors at work place and there are a lots of factor that may increase or lower the employee performance. (**Yaseen & Nayab, 2013**).

The structure of this study will looks into different factors which influencing employee's job performance in multinational company in Penang, Malaysia. Thus, what are the factor that will influencing a person to perform in his or her duties and achieve career success will be elaborated in this chapter.

Effective and efficient employee performance leads to an effective and efficient organization (**Hammoud & Osborne, 2017**). Hence it is compulsory to monitor the employee's performance and enhance it as per requirement. Employee's job performance refers to the assessment of how employees fulfill the tasks allocated to them and how they able to execute the tasks that are allocated to them in an organization. Employee performance refers to the effectiveness, efficiency, quality of the work done by the employees and it helps define how valuable an employee is in an organization (**Pradhan & Jena, 2016**). Measure employee performance is not an easy task to do. The company needs to plan it well to execute it well too. The organization as well needs to have control over setting the expectations and monitor them regularly.

However, several factors can influence an employee's job performance by different factors at the workplace and it can either be positive or negative influenced.

Importance of employee's job performance to an organization.

- I. Increases workplace morale- when people are doing their business well in an efficient manner the workplace morale is going to increase. This is because the employees are performing their tasks well and hence the organization's tasks are not dragged and this encourages everyone in the workplace to work harder.
- II. This leads to the accomplishment of organizational goals- when the employee performance success rate is higher the goals of the organization are going to be achieved. Employees will be able to meet all the work deadlines and develop brands and ensure positive customer expectations and this leads to the accomplishment of goals.
- III. Helps in assessing the growth of the employees- this is because when the employee performance is measured employees can know how they are doing in terms of growth. If the performance is high their growth rate within their profession is high (Salah, 2016).
- IV. Employee performance influences the culture of the business. A culture of respect and confidence is created when the workers are committed, punctual, reasonably supervised, and willing to take responsibility (Kuranchie-Mensah, Boye, Amponsah-Tawiah, & Kwesi, 2013). As a result, workers are more likely to remain with the company for a longer period, reducing costly employee turnover.
- V. It provides two ways feedback-Reviews are intended to provide time and space for input, highlighting both an employee's strengths and areas for improvement. Employees can also share their interests at the same time. Taking employee/manager input seriously will help improve the team's relationships because they know their thoughts will be heard and appreciated.

Human resources were recognized as paramount in companies that were achieving their goals. They discovered that people or employees are the most valuable resources that should be given priority during the organizational planning process. Human Resource is the most critical in an organization. Human resource is the one who recruits talented people into the organization and makes an organization a strong one. Not only recruiting the right candidates, but they also ensure that the employees are well-performing and improve employee morale in the workplace. They are competitive in their approach and ensure the best of the talent is recruited at an affordable cost and solve challenges facing a multinational corporation and introduce better ways of production to remain competitive **(Li, 2015)**.

Another very important role that HR plays is that they advocate for employees who have any issues with the management. They get into the matter of things and maintain discipline within the organization. The best thing about an HR professional is that they treat every employee equally without any bias and encourages employees to maintain a healthy work-life Balance.

Organizational performance constitutes the output of a firm as it is measured over the goals and objectives. An organization requires its work to be done effectively and efficiently as it requires effective human resource management. It focuses on hiring skilled workers who are capable of promoting the growth of the organization and also helps in retaining them for the long term through manpower planning, recruitment and selection and promotion. Enrich the employees by developing skills and providing proper training and development, making optimum use of the existing human resources. It also improves the economic growth of the country which leads to an increase in the living standard and employment.

Multinational corporations usually develop different strategies for managing their labor force across all subsidiaries in the international market. The organizational strategy has a consistent relationship with employee performance **(Pandita & Bedarkar, 2015)**. Primary activities at this level include the following:

I. To outperform competitors

Multinational companies can have effective ways to increase employee performance. In the long run, they will operate at a level that enables them to get maximum profits and out-compete other industry players. Some of the global companies use offshoring strategies, which allow them to minimize expenses. The management also achieves a competitive advantage through innovation. In this case, employees are given a level of freedom where they can work in the areas they are knowledgeable and interested in. Such individuals will dedicate their time to ensuring the final product of the project they understand meets the customer requirements. Other strategies at this level include hiring highly competent employees who can work on superior goods on the market. The focus of such products could be a particular class of individuals in society who are willing to pay more for quality goods and services. Thus, the company will not spend more on employee compensation as compared to the returns.

II. Adapting to changing conditions worldwide

Human resource managers have the responsibility of ensuring that employees adapt to their workstations so that they can achieve both personal and organizational goals (**Diamantidis & Chatzoglou, 2018**). In the global business context, the company must ensure that it enhances employee experience through the following methods:

1. Training employees on language fluency

The company should ensure their employee has acquired necessary communication skills such as global language today – English, a good knowledge of English enable employees to communicate efficiently with the international customer and resulting in a strong and lasting business relationship.

2. Assessing employee readiness

The management should evaluate the psychological status of the potential candidate to work on an international assignment.

3. Offering support

According to (Murali, Basit, & Hassan, 2017), the company should make sure employees working in the subsidiary company are comfortable, they have sufficient resources which not only help them at their workstations but also improve their well-being in a foreign country.

4. Identifying mentors in the host country

Identifying individuals in the host countries that can help expatriates in adapting to the new business environment and understanding how business transactions are conducted.

5. Establishing a lasting relationship with employees

The human resource division at the parent company also develops communication's channels to ensure constant information exchange between the company and employee who works in the global business unit

III. Sharing innovation knowledge throughout the firm

Information sharing in Multinational corporations is done through formal and non-formal methods. Some of these companies have formed committees that are responsible for overseeing how people exchange information and ideas. The focus could be on how to improve performance and remain competitive in the market. In other cases, companies exchange data between the company headquarters and the subsidiaries. At this level, no guideline or policy regulates how they communicate or what they share. However, the content in the context contributes to the betterment of the corporation (Ahmad & Karim, 2019).

1.2 Problem Statement:

In the modern, rapidly-changing workplace, employees must take charge of their performance for the variety of positions they will occupy throughout their lifetime. To not only survive, but thrive in this new reality, organizations need to be adaptive. The same is true for the employees within them. Therefore, employees need to enhance their job performance to achieve the organization's goal.

Organizations must ensure that they get the best out of their employees by carefully analyzing the factors that affect the employee. According to the (Mahiswaran Selvanathan, 2016), employee performance is the most challenging issue faced by the organization and there are a lot of factors influencing employee's job performance.

(Wahab & Abdul, 2020) stated that the outbreak of covid-19 has severely affected the national and global economy. The Government of Malaysia enforced a Movement Control Order starting on March 18, 2020, to break the chain of COVID-19. Concerning The Movement Control Order (MCO) & conditional movement control order (CMCO), it seriously impacting employee performance and productivity and causing further losses in the long run.

Many multinational companies in Penang have faced the challenge of high turnover and job-hopping of their employees. According to the (Saeed & Waseem, 2014), the high job performance of the employee will encourage them to lead towards while low job performance will lead them to leave the organization. This study will help the employer or the manager to formulate a winning human capital development strategy that crucial to employee's job performance and sustain business competitive advantage.

Achievement of plans can be done through achieving deadlines and brand-building through customer interaction. Poor performing employees scare away potential customers and make the existing ones look for other options. Good performing employees are professional and very competent in their jobs.

1.3 Research Objectives

The scope of this research is to study the factors affecting the job performance of employees. The following objectives are set:

- I. To assess the factors that affect the job performance of employees.
- II. To recognize the employee-employer relationship and how it affects the job performance of employees.
- III. To determine the areas of work employees find hard and stressful and affect their performance.

- IV. To review the relationship of employees to their co-workers that affects their job performance in the company.
- V. To address the challenges and problems faced by organizations and employees in improving employees' performance and organizational performance.

The business environment is highly competitive and companies need to constantly innovate and remain creative to remain competitive and sustain their business. To not only survive, but thrive in this new reality, organizations need to be adaptive and help employees see their growth and performance to navigate in this modern era of rapid innovation and global expansion.

1.4 Research Questions

Specifically, the research questions that these study answers are based on findings and data analysis on factors affecting job performance among employees in a multinational company in Penang. The research questions are as follows:

- A. To what extent have the identified factors influence the job performance of employees in a multinational company in Penang?
- B. Which are the most significant factors affecting job performance among employees in a multinational company in Penang?

1.5 Significance of the Study

The research of the study could provide information on the factors and the impact of on job Performance of employees. This study would be beneficial to the human resource manager and their employees as this study enhances the knowledge of the human resource role and the practice of the organization. Furthermore, this study would be beneficial to the organization as this study would provide the necessary information and different challenges towards improving employee's job performance. To the future researcher, this study can help to provide baseline information on the importance of handling the variables that may be impacted to employee's job performance organization.

The finding also can help to reduce the problem facing by the employees and also for a better working environment in a multinational company in Penang, Thus, it will help organizations to enhance job performance among the employees.

1.6 Limitation of the study

This study has investigated the factors affecting employee performance in a multinational company in Penang. The study will enlighten the managers and employers on the various workplace environment that may impact employee performance and hence the necessary improvement that enhances positive working environments.

The limitation of the study is how the multinational company strives to improve and enhance their employee's performance. The data collection by using a questionnaire was limited due to among the one particular group which is a multinational company in Penang only. Therefore, it was important to research overall Malaysia to evaluate further on the study to gain knowledge on this subject.

1.7 Organization of the study

This study divided into five chapters:

- Chapter 1 :
 - Cover on the introduction which is included background of the study, Problem Statement, research question, the significance of the study and followed by the organization of the study.
- Chapter 2 :
 - Cover on Literature review which is included an introduction, Theoretical Foundation, Empirical Research, Proposed Conceptual Framework, Hypothesis Development and summary of chapter 2.
- Chapter 3:
 - Cover on the introduction which is included Research Design, The Study Population & Sampling Procedure, Data Collection Method and Operationalization and Measurement

such as the use of the independent variable, dependent variable, Data Analysis Technique based on Descriptive Analysis Techniques & Inferential Analysis Techniques and end up with a summary of chapter 3.

➤ Chapter 4:

- Cover on the introduction which is Date collection from survey questionnaire, SPSS Analysis results which include descriptive statistics analyses, reliability analyses, correlation analyses, T-Test & Anova Analyses, factor analyses and hypothesis testing.

➤ Chapter 5:

- Cover on the introduction which is recap of major finding, recommendations and conclusion.


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CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

The significance of job performance has been addressed by various researchers. Improved employee performance is the key to success within the organization. According to **(Rahman, Akther, & Khan, 2017)**, every individual employee has to work towards the vision of the organization and there is no overarching mantra that could replace employee performance. According to **(Ndungu, 2017)** organizations must motivate and manage their employees towards success in the businesses. Some of the factors that affect employee performance include job satisfaction employee training and employee engagement. Different researchers have addressed the factors which may influence employees' job performance, these include the role and expectation, employee morale, training and developments and as well as the equipment and tools that are available in the organization **(Mamun, 2017)**.

Employees cannot operate within a vacuum and therefore factors such as personal preference and other external factors can influence the way they perform **(Rahman, Akther, & Khan, 2017)**. Companies have to be thoughtful of how they engage their employees so that it can make a difference because certain key areas can create a powerful outcome in an organization **(Darma & Supriyanto, 2017)**. Training and Development offer immediate improvement because it ensures that the business and employees focus on the long-term objectives. Training depends on different situations and investing in training can improve the profit of an organization because the employees can perform better in their jobs thereby improving their performances. The other factor that affects employee performance is employee engagement where there is an increase in employee engagement as it leads to more profit because the employees can find ways of Clarifying goals and provide the right tools that are needed to move forward within the organization **(Ndungu, 2017)**. It is also important to note that company culture is the other factor that can affect employee motivation because companies should focus on the needs and wants of the employees that drive towards a stronger culture for improved performance.

Human Resource

Human resource practices and management and their impact on job performance and organizational performance had been widely researched and analyzed. According to a few kinds of research, some of the human resource factors have a significant impact on job performance and organizational performance while several researchers suggested that a practical approach is important on these work (**Delery, 2001**). It could be indispensable to identify the human resource factor suggested by (**Fred Luthan, 2006**) in the literature enlightens that employee performance playing an important role in organizational performance and it also examined the employee performance on the direct relationship with the organization.

Employee Performance

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the Information, experience, quality, and efficiency of their output. It can also be defined as the productivity generated by the employees with their efforts made towards the achievement of the desired goals (**Jena, 2021**) . Further, the performance of the employees can be measured through:

- I. Speed and efficiency of the employees: It means how the employees have completed their work in an average day, month, or quarter?
- II. Quality and depth of the work: It means how well the employee has worked in terms of quality and depth in comparison to their colleague in the same area or field.
- III. Trust and consistency of the employee: It means that whether the employee can perform his duties on time and he can make his own decisions or not.

It's a well-known fact that the success of any organization depends upon the performance of its employees. So, it is always important to understand the benefits of employee performance so that a proper method can be considered for the evaluation of the employees.

- a. Successful employees obtain goals: It can be said that the most important factor in the performance of the employees is to achieve the desired goals. It is a fact that successful employees always meet their deadlines, make sales, or complete their work on time, and also build the brand effectively via positive interactions with their customers. On the other hand, when employees don't perform well, consumers always feel that the company is not taking interest in their needs, and will look for a different option. And, the employees who give their best get things done on their first effort.
- b. Form a positive work environment: When employees perform their duties effectively, morale in the office goes high. But, the employees who aren't motivated to perform their job done as shown always bring the entire department down. So, it is always important to work in a positive and energetic work environment. Motivating the employees by rewarding the best performer with incentives, perks, and group recognition during team meetings (**Chakraborty, 5**).
- c. Measure employee growth over time: Employee evaluations regularly help employees to see their growth so that they can think good about their progress over time. This also helps them to set new goals and keeping the energy high in the office. Rewarding the employees when they perform well often motivates them to exceed their limits with extra effort.
- d. Set up a team trend: When the employees in the organization are not performing as per the expectation, it negatively hampers productivity and the bottom line. It should not think that poor performance leads to a poor employee. The common trends must be identified in which groups of employees are performing well and succeeding and where are the deficiencies. Smart managers always evaluate these deficiencies to understand if there is a talent issue or a management and development issue.

Job performance of employees measures by the organization through their responsibilities and duties to achieve the organization's goals and targets. Employee job performance is judged based on the effectiveness and efficiency of the individual employees of the organization. Employee's performance is judged based on achieving the target with minimum input and maximum output, an employee is doing

well only if he/she is achieving the targets within the time with minimum input and maximum output. It also can contribute to the assessment on how performances of individual employees are valuable whether the employees are an asset for the company or an employee is underperforming or debt for the organization (**GABČANOVÁ, 2011**) The performance of employees impacts the organization in the following ways-

- Successful employees of the organization help to meet the deadlines set by the organization.
- Successful employees help to achieve the sales target of the organization.
- The revenue of the organization is dependent on the performance of the employees, if they are performing well then it will create more revenue or vice-versa.
- The performance of the employees impacts the reputation of the organization in the market, goods and services provided by the organization directly depend on the performance performed by the employees of the organization.
- The performance of the employees also impacts the customer feedback from the market or place where the organization is offering its goods and services.

Organizational performance.

Organizational performance can be measured by the actual performance of the company against the company goals and objectives (**Bashaer & Sherine, 2016**). There are three specific areas if the outcomes of the company:

1. Financial performance – Profit, return of investment, return on assets, etc
2. Product market performance – Market share, sales, etc
3. Shareholder return – Economic value-added, total shareholder return, etc

The enterprises have managed to maintain a balanced scorecard, and the statements of profits and income.

The performance of the managers means the organizational performance. The external factors and internal factors determine the performance of the enterprise. The internal factors consist of the organization's

instruments, as the external factors are socio-economic and political. The managers set up qualitative or quantitative objectives to manage the performance. The standards give them a benchmark so that they can compare and make the necessary changes or improvements. The organization also has to manage its human capital because human resources are the company's assets. It is the only factor that differentiates one company from the other competitors. The last factor is to keep the consumers in their minds. It will help them to target the consumers more efficiently. It will also increase their profits and the subsequent growth

The primary objective of this research was to investigate factors that impact employee performance. It also to identify if there is a linkage between human resources, employee performance, and organization performance.

2.2 Theoretical Foundation

(**ABANG AZLAN MOHAMAD, 2009**) Mention that human resources is the function of an organization that is oriented towards the management of resources such as employees. This function is very important for an organization to perform properly since the quality of the resources depends upon the recruitment of experienced and skilled human resources for the job which is motivated to perform the job.

Human resource management is the strategic approach towards properly managing these human resources and identifying their needs and requirements and fulfilling them efficiently. With proper human resources function and human resources management, organizational efficiency and effectiveness are achieved and competitive advantage is also achieved by the organization. Moreover, employee performance gets enhanced and the employee gets oriented towards the culture and vision of the organization as well (**Lambooj, 2006**).

According to (**ZAINAL, 2016**), For this profoundly changing and aggressive environment in Malaysia, all workers are expected to adapt themselves in the progression of strategies and expanded their standards to enhance their performance. Employees who are unable to deal with the demanding environment will be

under pressure, which will result in higher levels of tension when doing their duties. Aside from that, situations such as job results, executing their tasks, mission deadlines, team output, and meeting department targets have a major effect on Key Performance Metrics (KPIs).

(Ringim, 2019) As described in the research employee's job performance help in making a long-term plan and it is aligned with the strategic goal toward organizational success. E.g. a company's strategic goal is to work on new technology in the next ten years, for this, it will need training planning for the employee and make sure that they are adopted with the latest knowledge and technology.

The research noted by **(Nasir, 2014)** that employee performance is one of the crucial resources which determines the effectiveness and efficiency of the organization. In an organization, the employer or the managers seeks to have fit and very well workers; and operational and venture conditions that are beneficial to maintain growth, are essential key drivers for organization growth. It will be possible to develop contingent indicators or warning signals of changes in work performance levels, which are the primary output of every organization, by doing an explorative study to identify potential variables that may be used to assess high-impact job outcomes.

(Stoyanova, Tzvetana, Iliev, & Ivaylo, 2017) concluded that a positive working environment will be increasing the morale of the employee and increase employee engagement. A positive work environment includes healthy competition, supportive superior and colleague, celebrate success, and learn from failure. An organization with a positive working environment will reward and recognize its employees for any significant job done.

(Ekuma, 2015) mentioned that Human resources management is one of the important functional units and a backbone of every business organization, that deals with most important activities, such as recruitment, deployment, compensation, performance appraisal, development and retaining the top talent, dealing with human resources planning, and many more aspects. Human resources management supports the organization with the right amount of people and with the right qualifications, capabilities, and skills

that helps to undertake various activities for the achievement of goals. The human resource department provides necessary human capital, to all the departments, with appropriate levels of skills and capabilities, to fulfill the job roles and manage them with support and training. The process has three vital stages: strategy formulation, implementation, and evaluation. Which are further divided into six phases. Firstly, to develop a vision and mission statement, for guiding the activities, with a purpose and to reach the desired state. Next, the environmental analysis is considered, which involves analysis of external and internal forces of the environment, for establishing objectives. Thirdly, the objectives are set, with a focus on long-term gains. The fourth step involves generating the strategies, analyzing them, and selecting the appropriate one. In the fifth step, these strategies are implemented in the form of programs and, procedures. And finally, these strategies are evaluated and necessary actions are taken to make any corrections or changes if the Strategies don't work. It is a proactive approach to deal with the human resources, to retain them, reward them and develop them for long-term benefits, with high competitive strength. (Maryam, 2014)

According to (Imtiaz & Ahmad, 2009) Globalization has enabled international companies to understand different market needs which in turn has helped managers to ensure that they get the best out of their employees by carefully analyzing the factors that affect employee performance. Global businesses use this approach to find better ways of managing human capital in different parts of the world. The manager will monitoring and using employee evaluation to help employees see their growth and performance. It is an important aspect that enables the company to gain a competitive advantage through the effective management of their employee performance.

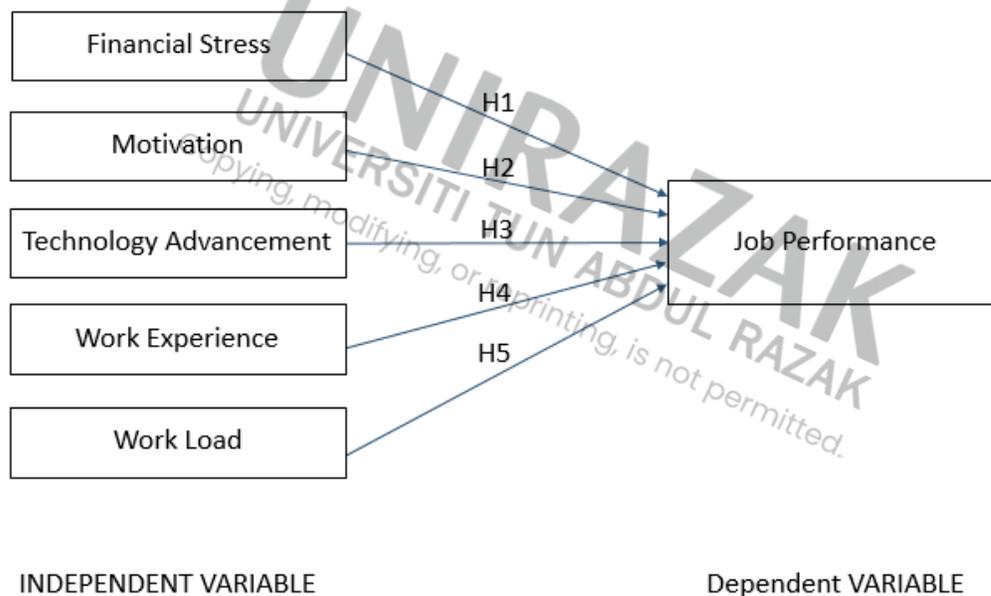
(Truitt, 2011) described that training programs help in instilling the required skills in the organizational employees and developmental programs help in expanding the employees' knowledge base. With the proper training and developmental programs, Survey research in hypothesis shows that the employees are in a better position to improve their work performance and efficiency.

2.3 Empirical research

In this quantitative research, all the information are gain through the data that obtain from the survey form that given to the respondent to fill in, It used to quantify opinions, behavior or other defined variable that we set in the questionnaire in a structural format. All the research question and objectives in this research paper can be answered after the data that given by the respondent been analysis based on the method that prescribed in this research method. By having the finding of the research, the issue or the problem in the cases can be solved based on scientific rather than only based on speculation which is not accurate.

2.4 Conceptual Framework

Figure 1 : Conceptual framework



From this framework, five independent variables, which are Financial Stress, Motivation, Technology Advancement, Work Experience and Work Load which contribute to Job Performance (dependent variable).

2.5 Hypothesis statement

Research Hypotheses:

- H1: There is a positive relationship between financial stress and job performance among employees in the organization
- H2: There is a positive relationship between motivation and job performance among employees in the organization
- H3: There is a positive relationship between technology advancement and job performance among employees in the organization
- H4: There is a positive relationship between work experience and job performance among employees in the organization
- H5: There is a positive relationship between work load and job performance among employees in the organization

Relational theoretical background

H1=There is a positive relationship between financial stress and job performance among employees in the organization

Financial stress is also called economic hardship, economic burden, financial toxicity, or financial burden. It may also induce physical symptoms such as insomnia, headaches, and fatigue. According to the data survey from (Adnan & Zin, 2021), 53% of Malaysian having financial stress especially during the covid-19 pandemic. Employee's job performance will be affected by financial stress, It can reduce morale, hinder problem-solving abilities, and make it impossible for workers to work and negotiate efficiently due to moodiness or irritability caused by a lack of sleep.

A study from (Kim, 2004) mentioned that financial stress has a significant impact on the employee's job performance. Employee's behavior and attitude are affected due to financial stress, they can't concentrate at the workplace and keep worrying about their finances.

H2=There is a positive relationship between motivation and job performance among employees in the organization

A study made by (Islam & Nabi, 2017), Motivation and employee performance are interrelated with each other as the performance of the employee depends upon the inner feelings as what the feels while performing the task. If the employees feel demotivated or are not satisfied with the task then the way of performing the task changes as the employee will not perform with his full capacity and heart, while if the employee is motivated then the working style of the employee changes and works with full efforts and tries to perform effectively and efficiently which will enhance the performance of the employee.

Hence the motivation and the employee performance are interrelated with each other as motivation is a psychological phenomenon that boosts up the morale of the employee and helps them to perform with greater efficiency and effectiveness and guides the behavior of the employee towards achieving the group goals (Fatema & Ali, 2019).

According to (ZAMEER1, 2014), Motivating refers to is influencing the behavior of the employees to appraise their performance. Motivation should come from the inside of the employee. It indicates their willingness to do work. In an organization, there is no need for supervising the motivated employee; he will always work appropriately. That's why the role of employee motivation in an office environment is quite important. This theory emphasis an employee to behave productively so they can work for a firm to achieve their goal. Rewarding employees performance for their good performance and achieving the target is a monetary motivator. While motivating, we make use of various incentives to improve their performance. The difference in the result shows us what they lacked to perform at their best. A regular increment in salary every year acts as a good motivator. It is directly linked with the performance of the

employees to get increment and allowances employee to perform to their best capability. On the other hand, the performance of an employee depends upon his skills, educational qualifications, work experience, motivation to achieve the targets and the inner willpower and dedication to improve his/her performance for personal as well as the company's benefits.

H3=There is a positive relationship between technology advancement and job performance among employees in the organization

In the modern, rapidly high technology changing workplace, employees must take charge of their knowledge and skill for the variety of positions they will occupy throughout their lifetime. To not only survive, but thrive in this new reality, organizations need to be adaptive to the new technology. Technology advancement is the generation of information or the discovery of knowledge that improves the understanding of technology. A scientific breakthrough, to put it that way, advances our knowledge of technology (Imran & Maqbool, 2014).

Employee morale is improved, and employee working commitment and task execution time are reduced as a result of technological innovation. When humans or workers use technology for the good of the company and following ethical principles, it improves human efficiency, facilitated job task, increase productivity and enhancing employee's job performance (YUVARAJ, 2018).

H4=There is a positive relationship between the work experience and job performance among employees in the organization

Work experience can refer to any experience acquired when employed in a particular area or career. The employee can apply their knowledge and skill from what they had learned from previous working experience to the new company. Employers are more prefer to get inexperienced workers compare to fresh graduates. It will help to shorten the learning curve and transition period. In today's competitive

business life, appropriate working experience will not only help to meet organizational performance but maintaining competitive advantages over the business competitor. Research from (Ochonma & Nwodoh, 2018) mentioned that working experience will be enhancing employee's job performance over time and it believes that working experience plays an important role in individual performance.

H5=There is a positive relationship between the workload and job performance among employees in the organization

(Shah & Jaffari, 2011) mentioned that workload is the amount of job assignment a person has to do is referred to as their workload. Workload may be categorized as either quantitative (the sum of work to be done) or qualitative or the sort of work to be done. Employees' stress levels begin to change as their workload changes, which affects their efficiency. Workload burden may be helpful, resulting in higher efficiency. Increased tension may also be caused by the under-utilization of human skills or failure to maximize the potential of workers.

Workload pressure can enrich employee exposure and it can positively be leading to increasing employee experience, skill and performance. However, if the workload becomes a negative impact, it will create job dissatisfaction to the employee and impact performance and health on the employees. The same is true for the employees within them. Therefore, to achieve the long-term goals, training programs will be introduced in different functional units of the business. The approach will improve the quality of goods and services produced in the company.

2.6 Summary of chapter 2

This chapter focus on develops the theoretical framework based on the problem statement and research objective that is set in this research. Before we proposed the conceptual framework, the theory related to research objective and research questions are been look into details to avoid misleading information and

the conceptual framework also been developments in the way that the sequel can be understood the relationship between each of the variables and independent variables.

In the area of empirical research, the researcher tries to give as many details the past research related to the topic of study as previous research on the topic which is related to this research. The finding of the previous research and the area of their study helping the researcher to look into which area of the study that need to enhance and how the study been done on this topic and what area of research that attracts the past researcher to study about and why they focus on it. The finding of the past research also important for the current research to look into how it contributes to knowledge and better understanding to the issue, the problem, the benefits pro and con and how the industry can use it as a tool to improve better in term on their management after received the finding or outcomes of the research. Along the way, the empirical research tries to understand more deeply in the area of research conduct and with this understanding a good conceptual framework can be developed with a better concept to fulfill the need of this research objective and research finding.

The theoretical framework has also been identifying and label correctly. The correlation between each of the variables has also been described in detail and how we expect this relationship based on the hypothesis that we develop. Hypothesis development that research creates in this is adequate for its purpose, it also can be testable and also can be directional and non-directional. That is no issue in this area as the researchers understand the needs and the requirement of this hypothesis standard procedures. By end of this chapter 2, the area of research backgrounds such as the problem statement, research objective and questions, the significance of the study, the organization of the study followed by theoretical foundation, empirical research, proposed conceptual framework and hypothesis development are cover detail in this research study. It helping the researcher to go through stages by stages in this research without jump to a conclusion and every section of this research such as every element in chapter 1 and chapter 2 is a test as per the standard of research requirement.

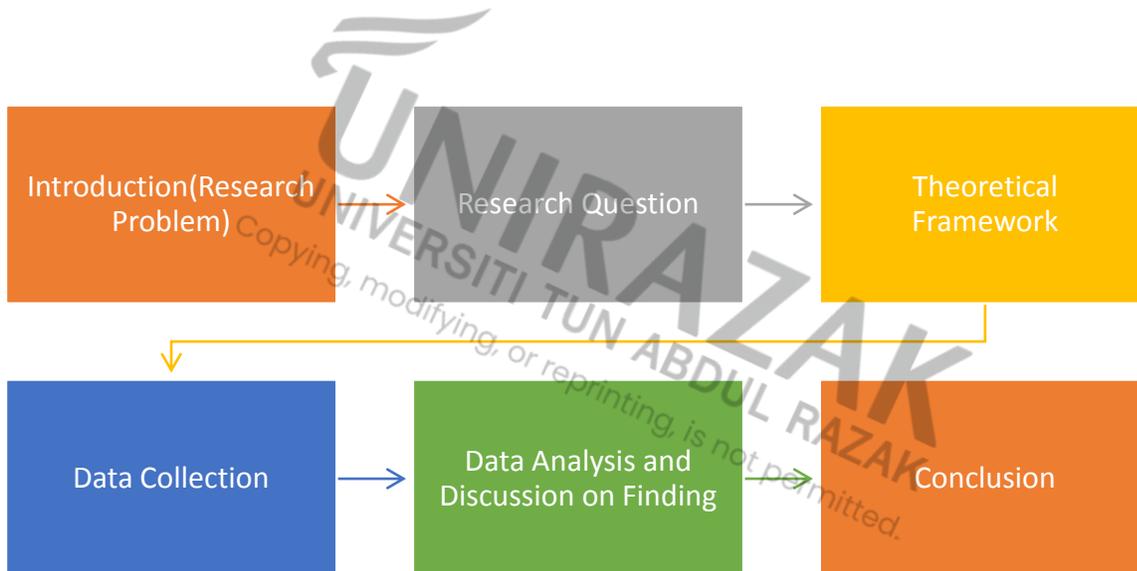
CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

Previously chapter provides theory related to the factors with employee's job performance and how the proposed conceptual framework of this study develops and its environment and the researcher discuss detail on literature review based on the past study. This chapter presents the research design, method of data collection operationalization and measurement, data analysis techniques and ends out with the summary of chapter 3.

3.2 Research Design

Figure 2 : Research design



3.3 Study Population, Sample and Sampling Procedures

The primary sources of information collected through the administration of questionnaires to gain insight into the research topic. The focus of this research is 200 users from PLEXUS Corp (Electronics Manufacturing Services Company located at Bayan leaps, Penang). 100 administrative staff and 100 operation staff who were working in different departments.

The secondary data sources include textbooks, websites, journals and other related publications both online and offline related to the researcher topic. To avoid any missing in this research, the researcher also looks very details at the literature review of the past thesis and finding for the solution and the recommendation that the previous researcher suggests for the next study of the subject matters. In other words, all the information regarding secondary data sources from already existing data.

The questionnaire's design that is given to the respondent is pre-formulated, in the form of a few question related to factors affecting job performance which is developed based on a sample by past research and it related and subject matters that researchers address in the problem statement and hypothesis of the study. The researcher also makes sure all the wording of the questions is straightforward to ensure that maximum response and the respondent can respond to the questionnaires based on their working experience.

The researcher also makes sure the question sequence is based on easy to a difficult question from the general question into specific question all the personal and sensitive data will be put at the end of the question to allow the respondent to feel comfortable with the question given and answer the question with the most proper way. The researcher also attaches the cover letter for the introduction of the page, this cover letter will include the identification of the researcher and the objective of this research and why this is important for the respondent to fill in the questionnaire and how confidentially of the questionnaires. With all information given, it will assist the respondent to answers the question in the most honest and transparent and it will be helping researcher in finding the best correct or accurate answer to the research question and meet the objective of the research study.

The researcher also using the questionnaire method to do this research as it was the most useful method of data collection in research methodology. A set of questions that is related to the research problem that acquired the respondent to answer the question based on their basic understanding and beliefs that providing with the related issues.

3.4 Data Collection Method

The study has complied with the help of primary data and secondary data. A questionnaire survey method was used to do this research. The primary data was collected by using questionnaires that were distributed to 100 administrative staff and 100 operation staff from different departments. In this research, the total number of the variable was 5 and each variable had seven-question on it. The sample size was 200 because it was a qualitative research design and due to the shortage time limit, it was enough. The sample size was limited due to the limitation and these results could not be generalized. The questionnaire survey tool was used to collect the data.

3.5 Operationalization and measurement

A conceptual model that has been developed in this research are clear with the direction of what variable need to study and the impact of each variable on the outcomes of the study, With this clear conceptual and hypothesis development, this research will be a focus on it and with avoiding waste of time and out of scope in the area of research investigation.

3.5.1 Independent Variables

There are fix independent variables including financial stress (H1), motivation (H2), technology advancement (H3), work experience (H4) and workload (H5). The most important in this research also to look into how these independent variables influence the dependent variables either positively or negatively. The variance in the dependent variable is accounted for by the independent variables.

3.5.2 Dependent Variable

The dependent variable or the outcome for this current model is organizational performance. This was the main objective of this research. The main objective of this research project is to understand, predict or explain the variability of this variable.

3.6 Data Analysis Techniques

The questionnaire will be developed from the past research questionnaire with some alteration on it. The data analysis will be using factor analysis, SPSS which will involve structural equation modeling, two important methods in this analysis which is a descriptive analysis using mean, median, mode, percentage, frequency and range and inferential analysis using correlation, regression and analysis of variance.

Besides, the researcher also will use a table, bar, graph, histogram bar, horizontal bar, pie chart, line chart and another method to analyze it show the result or outcome of the survey and find.

3.6.1 Descriptive Analysis Technique

In this descriptive analysis, the researcher tries to explain the character of the population of the phenomenon that is studied. For example, the demographic segment is Penang employees in Malaysia who are working in industries. In other words, the researcher focus on the quantitative research method that by collecting the data based on quantifiable information and after that it will be used together with statistical analysis of the population sample. This method was suitable for the research conduct as the researcher try to find the answers on why the population on certain are based on their nature demographic segment react in that manner. The researcher also using the descriptive analysis technique as it will help the researcher in terms of define respondent characteristics, by using a close-ended question, the respondent will show their drive pattern, traits and behavior, and their attitude towards the question that been asked to them.

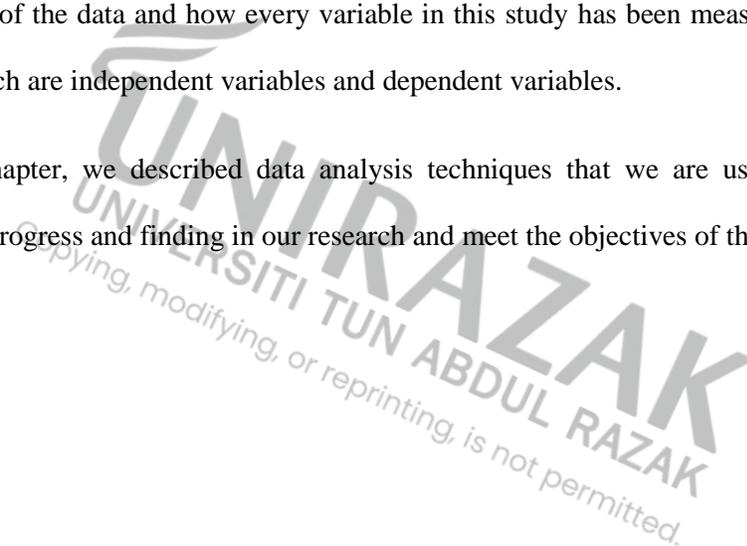
3.6.2 Inferential Analysis Technique

To fulfill this research, the researcher does the analysis based on the data from the questionnaires and information that gather from primary data and secondary data and it was done through the descriptive and qualitative methods. The researcher will use a table, graph, chart and another method of analysis to show the results or outcome of the survey and find.

3.7 Summary of Chapter 3

In this chapter, we are focus on research design, which was develop based on the research question of the study. The collection, measurement and analysis of the data are taken based on the research design that we develop. In this research design, we also explain details in terms of the purpose of the study and what type of research that we going to do. This exploratory research was intended to check whether the association actually existed between the variable which the research presented and if yes then what could be the possible factor for that. In this topic also the researcher explains detail in terms of the study population and sampling procedures such as who's the sampling, why we are choosing them as sampling, area of sampling and sampling procedure. The data collection method has also been described in detail to show the validity of the data and how every variable in this study has been measurement based on three two variables which are independent variables and dependent variables.

Finally in this chapter, we described data analysis techniques that we are using in this research to contribute better progress and finding in our research and meet the objectives of this research.



CHAPTER 4 : RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, the data that we are received from the feedback done by the respondents will be analyzed based on SPSS and outcomes from Google form. Total of 200 questionnaires that distributed to the respondents and from that I received 100% responses or feedback from respondents. As mentioned earlier due to constraining from COVID 19 and the government Movement Control Order, we need to do questionnaires through Google form and distribute it online for the respondent to answers them. The questionnaires are distributed to employees at Plexus which represent the market shares of a multinational company in Penang

The questionnaire that we develop was also based on a sample from the past researcher, (Zainal & Hussein, 2015) which study about factors affecting job performance: a case study in Wisma Negeri, Negeri Sembilan.

4.2 Respondent Profile

The chart below shows a detailed respondent profile and which includes include their gender, age, race, working status, academic qualification, and job position. Based on the response that we received most from 200 respondents, most of them are male which represents a total of 63.5% and females 36.50%. Most of the respondents between the ages of 36 to 40 represent a total of 23.50%.

This followed by the ages of 25 or below representing 11.50%, ages of 26 to 30 representing 16 %, ages of 31 to 35 representing 17.50%, ages of 41 to 45 representing 17.50% and lastly ages of 46 or above representing 14%. There were 62% are Chinese, followed by 19% are Malay, 7.5% are Indian and 1.5% are others in this survey.

Gender
200 responses

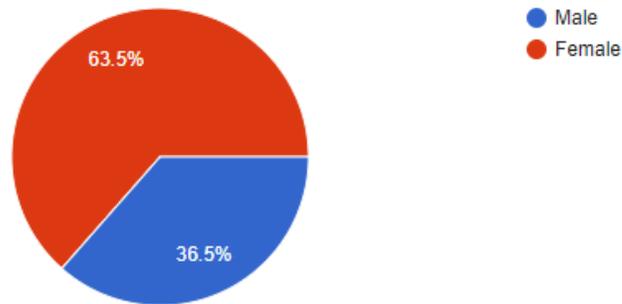


Figure 3 : Gender of the participants

Which age group do you fall into?
200 responses

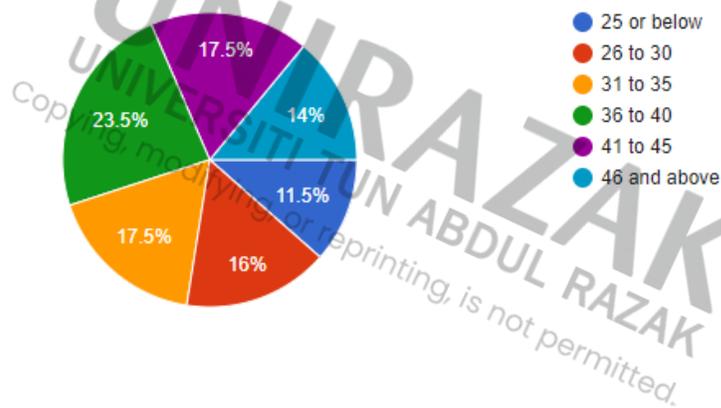


Figure 4 : Age of the participants

Race
200 responses

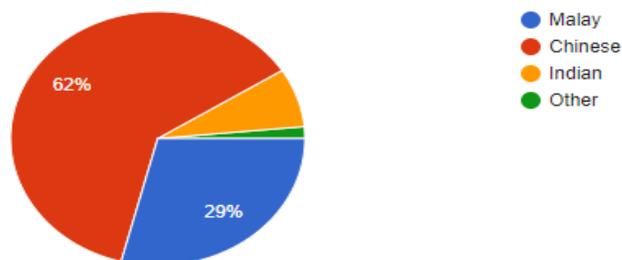


Figure 5 : Race of the participants

For the education qualification, 51% are degree holders; followed by 24% with diploma holder; 12.5% with secondary or below education; 11.5% with master holder and 1% were Ph.D. holder.

Highest Academic Qualification

200 responses

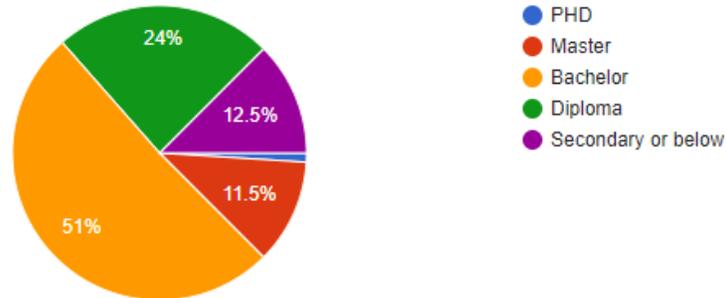


Figure 6 : Academic Qualification of the participants

As for the working status, 87% are permanent workers, 7.5% are contract workers and 5.5% are other. For the job position, it has been recorded that there were 30% are working as an executive; 27.5% are senior executive; 14.5% are non-executive; 13% are the manager and 10.5% are others while 4.5% are head of the department.

Working Status

200 responses

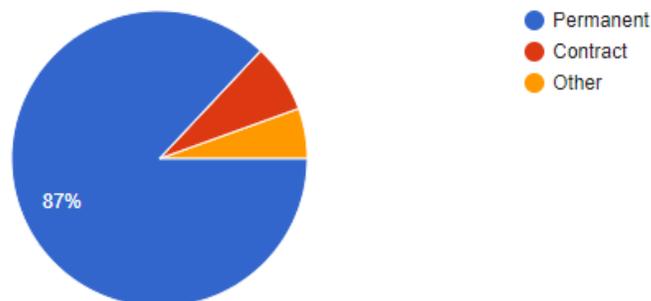


Figure 7 : Working Status of the participants

Job Position:
200 responses

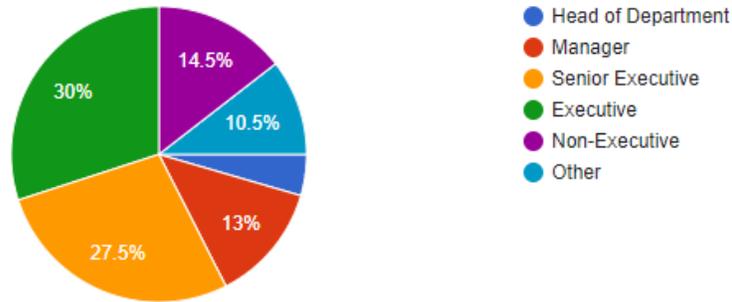


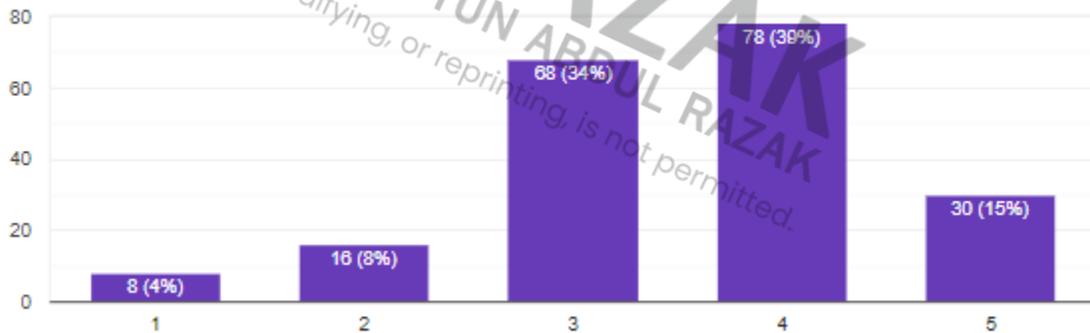
Figure 8 : Job Position of the participants

Responses to all items were on Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5)

Figure 9-15: Items for Financial Stress

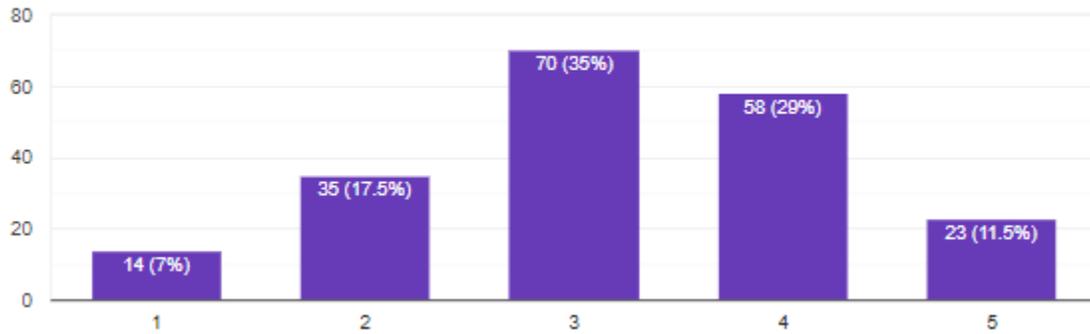
9. I can manage my finances well

200 responses



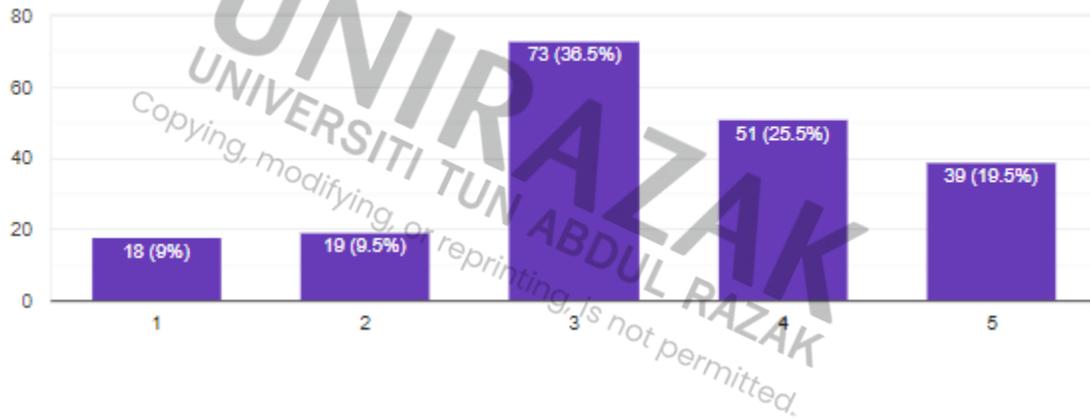
10. I do not experience financial stress.

200 responses



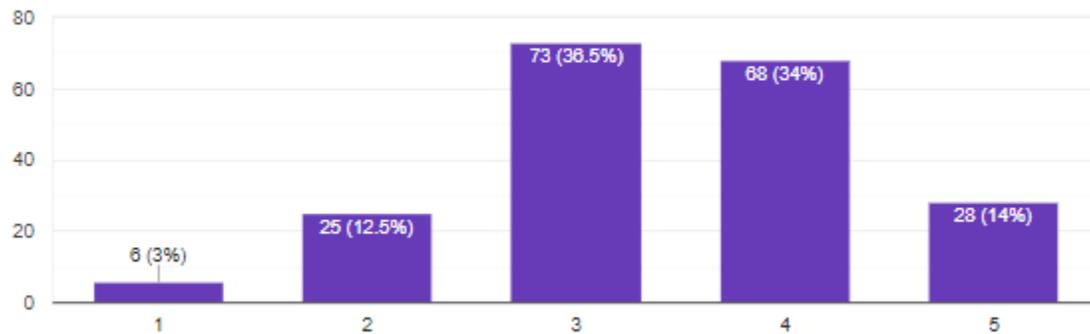
11. I am worried about money more than thinking about my work

200 responses



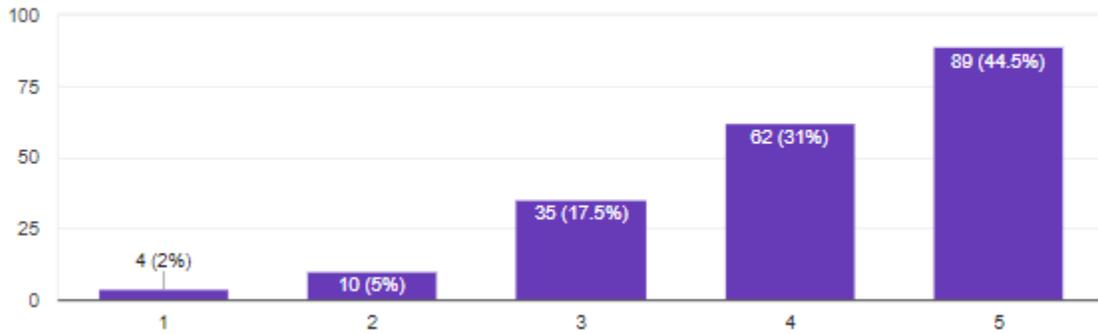
12. I can handle financial stress alone.

200 responses



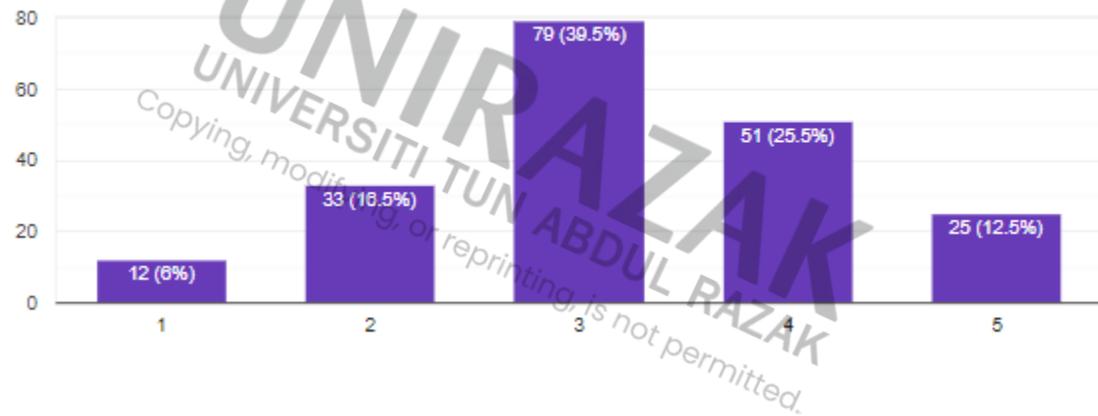
13. I would be more satisfied with my current job if I made more money

200 responses



14. I have enough money for emergency fund.

200 responses



15. Financial problem negatively impacts my life.

200 responses

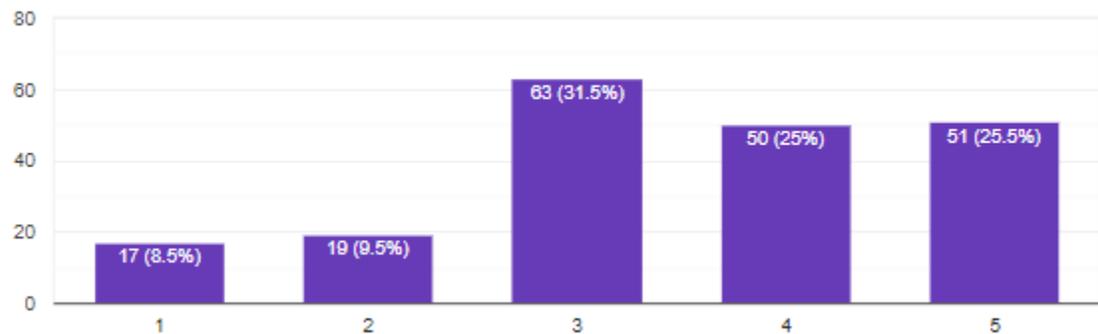
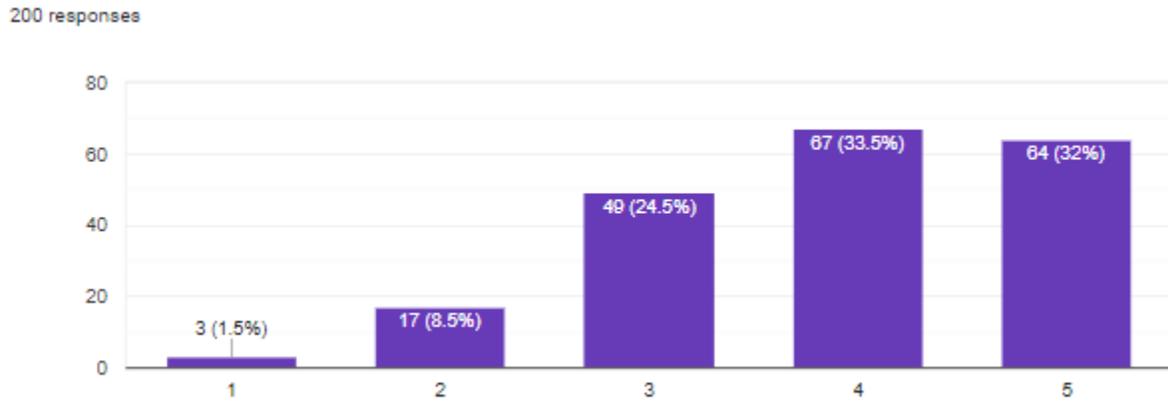
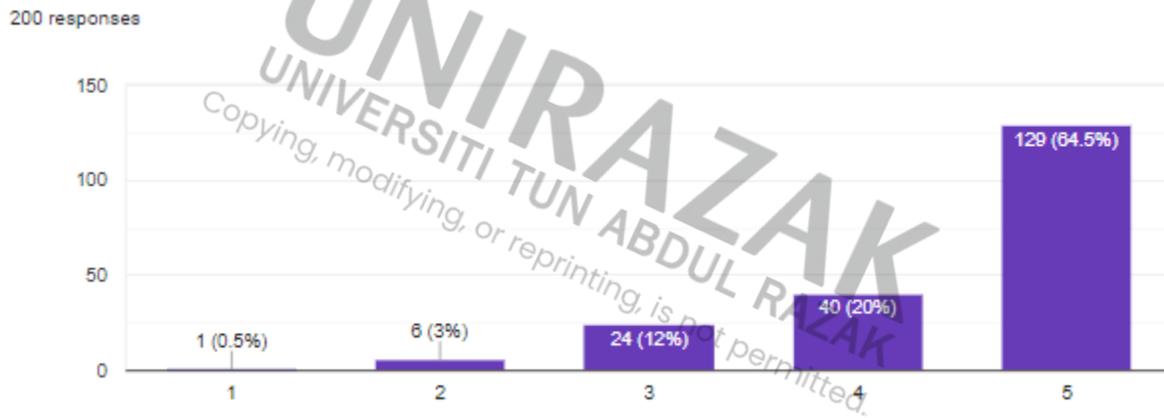


Figure 16-22 : Items for Motivation

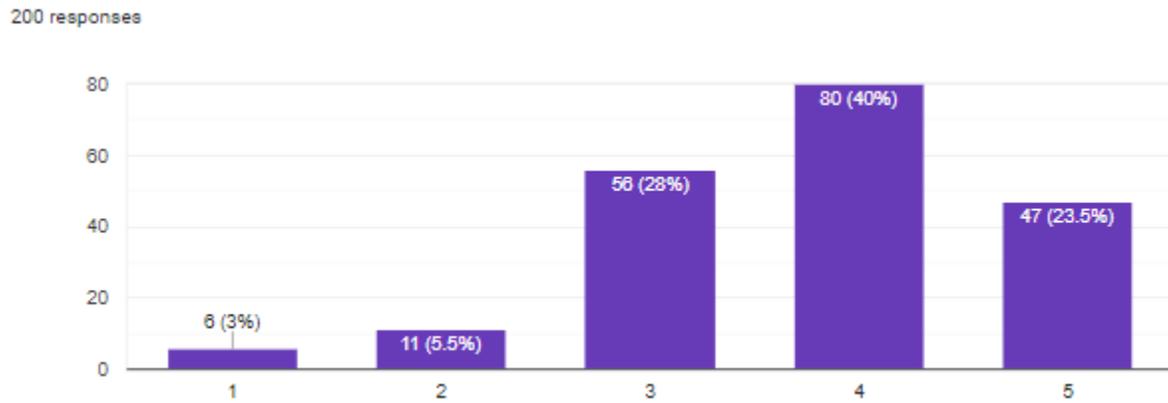
16. I feel bored if I do not have any work to do.



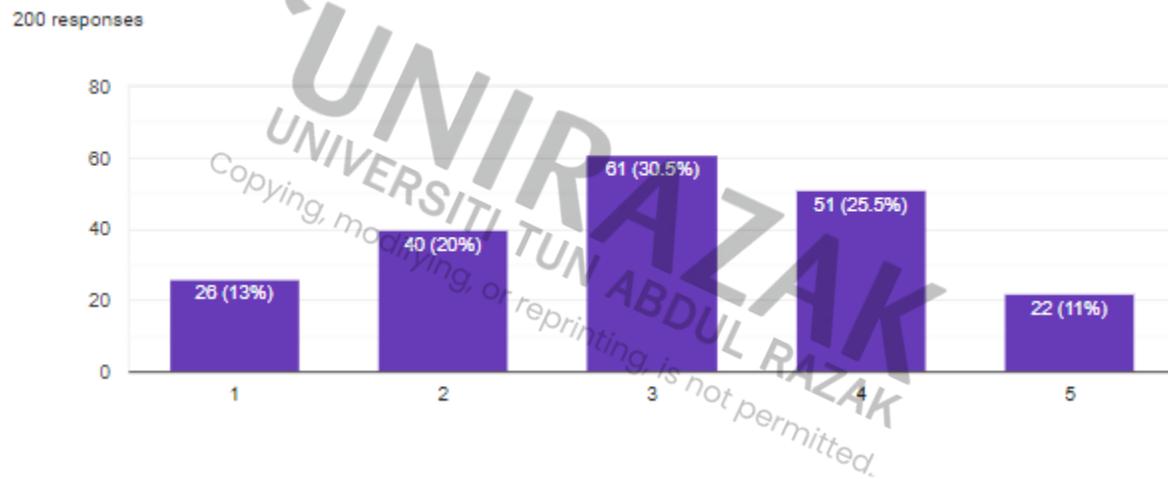
17. Salary increments will motivate employees.



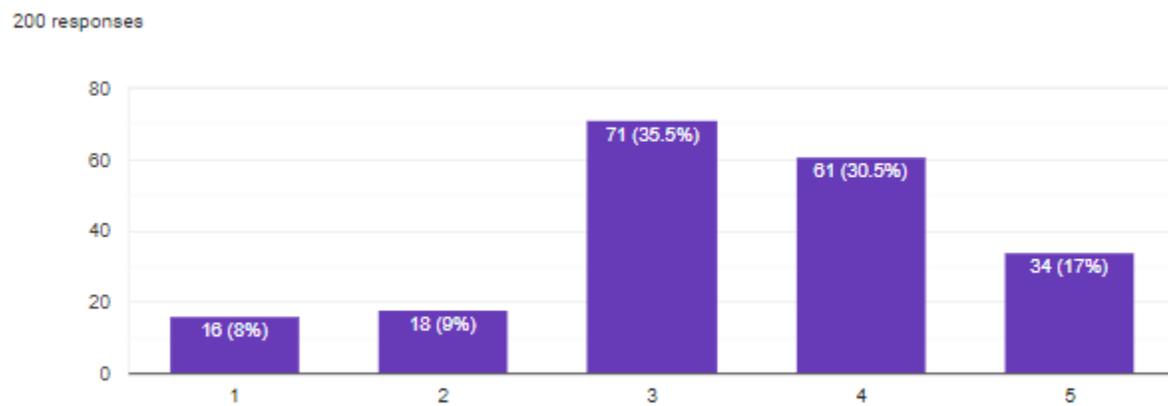
18. I am satisfied with the responsibility that I have in my work.



19. I am satisfied with my current salary.

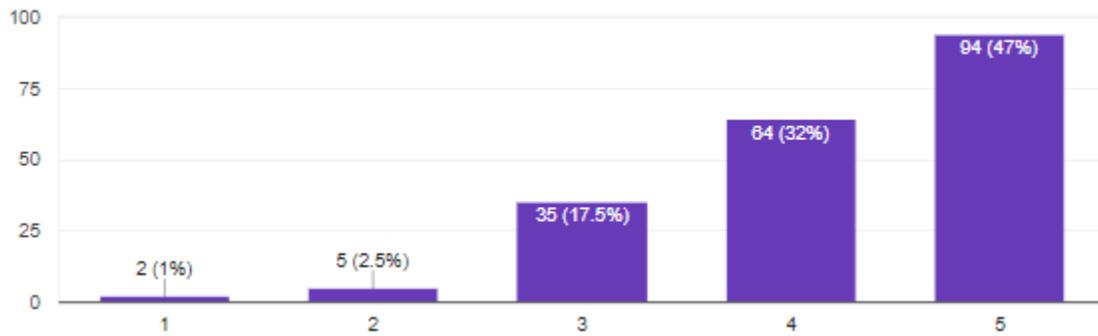


20. I am satisfied with the working hours in the organization.



21. I feel motivated when my hard work is being recognized by my superior

200 responses



22. Support from my team members motivates me to do work.

200 responses

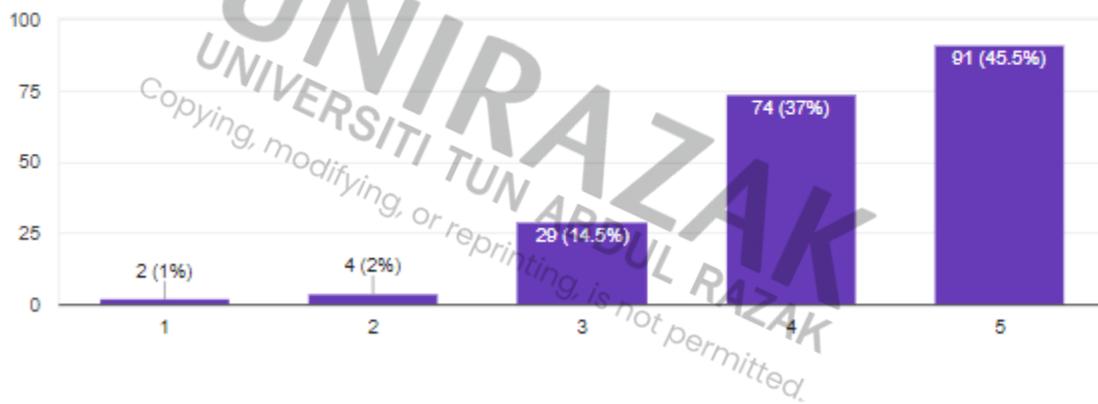
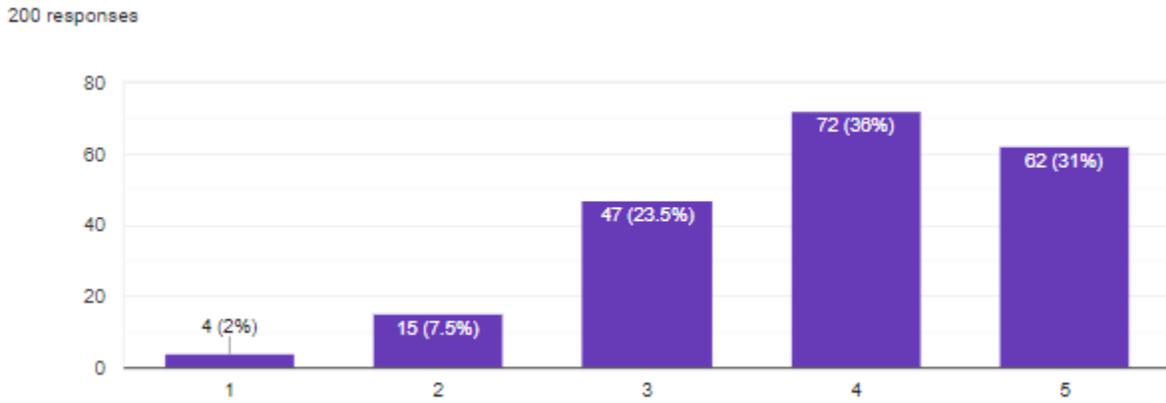
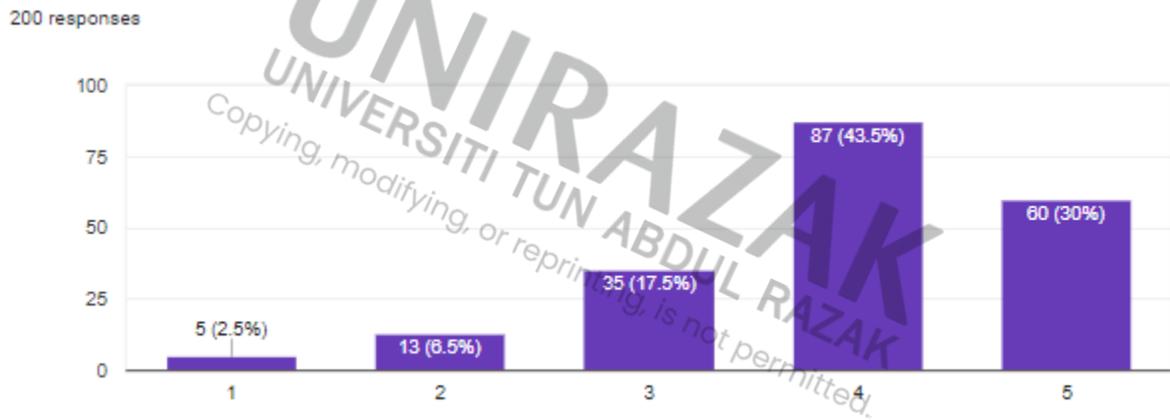


Figure 23-29: Items for Technology Advancement

23. Using new technology in the workplace will enhance my performance.



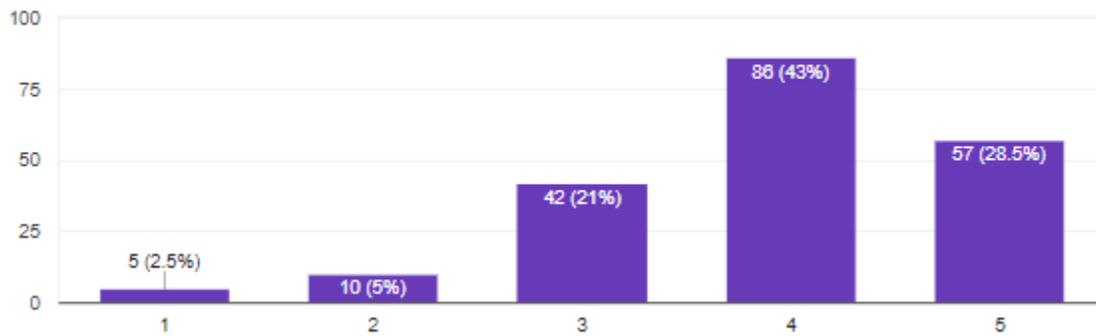
24. Using new technology in the workplace will improve my effectiveness.



25. Using new technology in the workplace will help me to complete task efficiently.

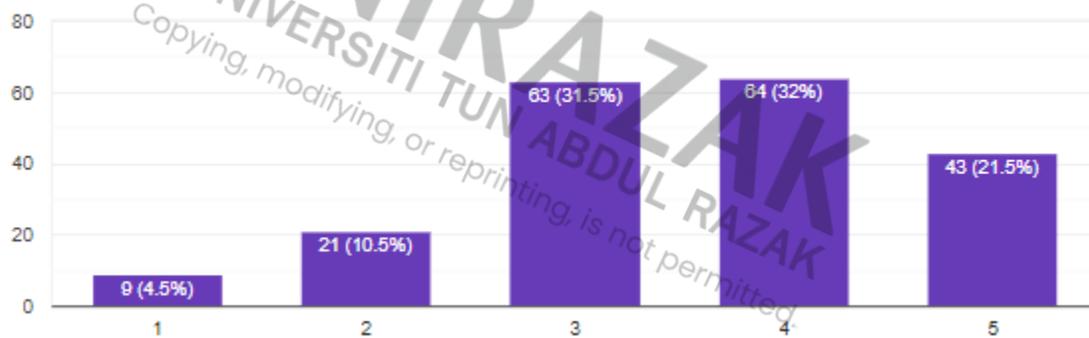
Using new technology in the workplace will help me to complete task efficiently.

200 responses

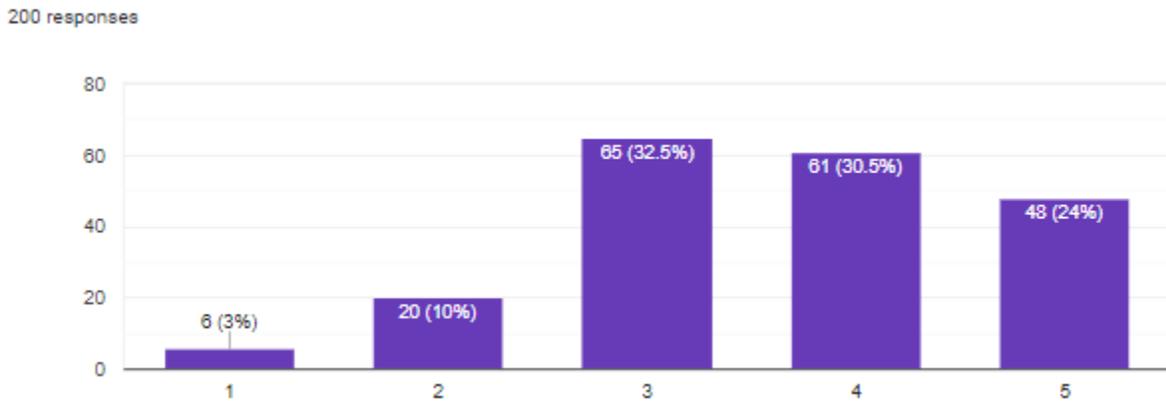


26. The new technology is easy to use.

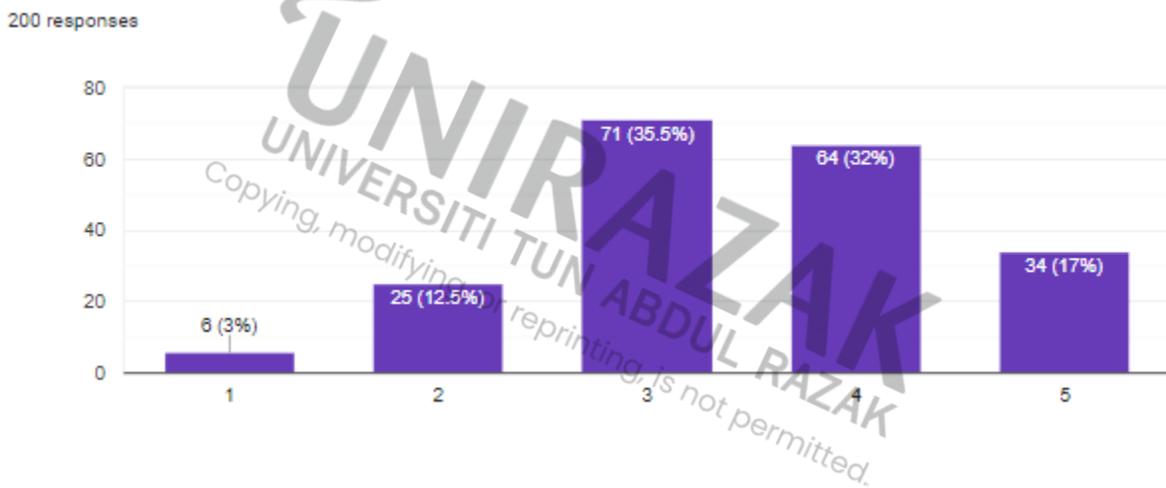
200 responses



27. My company encourages me to use new technology.



28. I am satisfied with the training I receive from the organization.



29. I can practice my knowledge in my work.

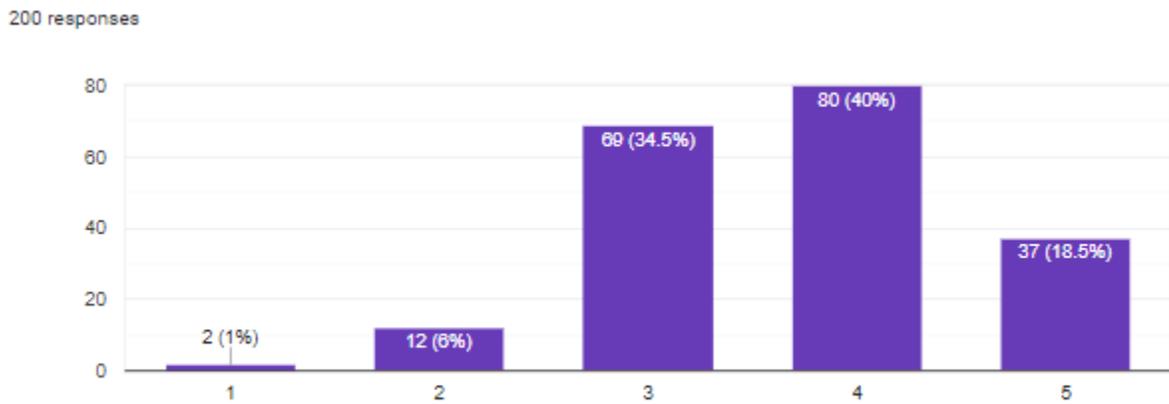
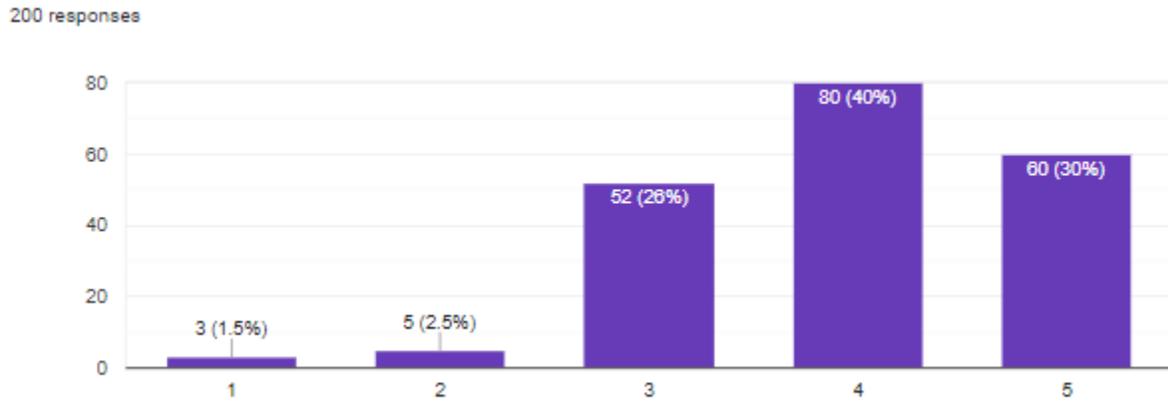
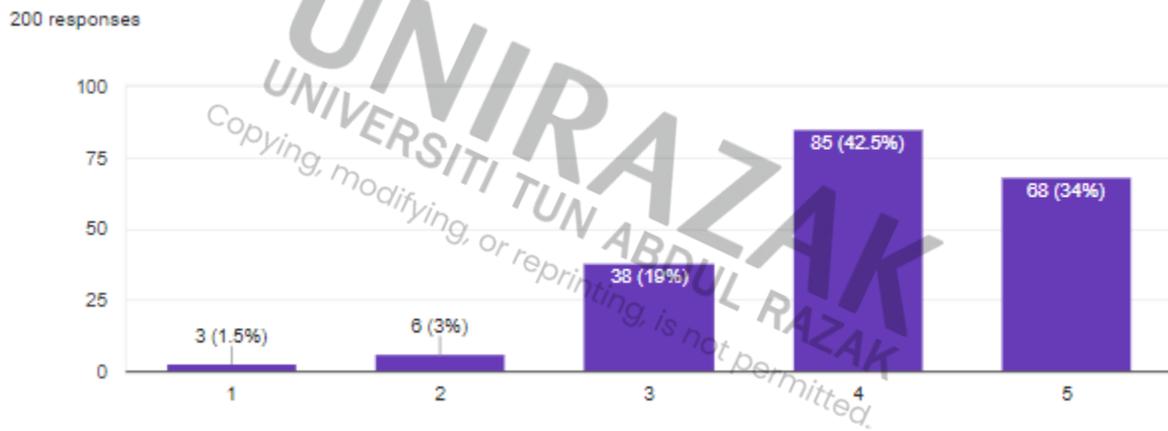


Figure 30-36 : Items for Work Experience

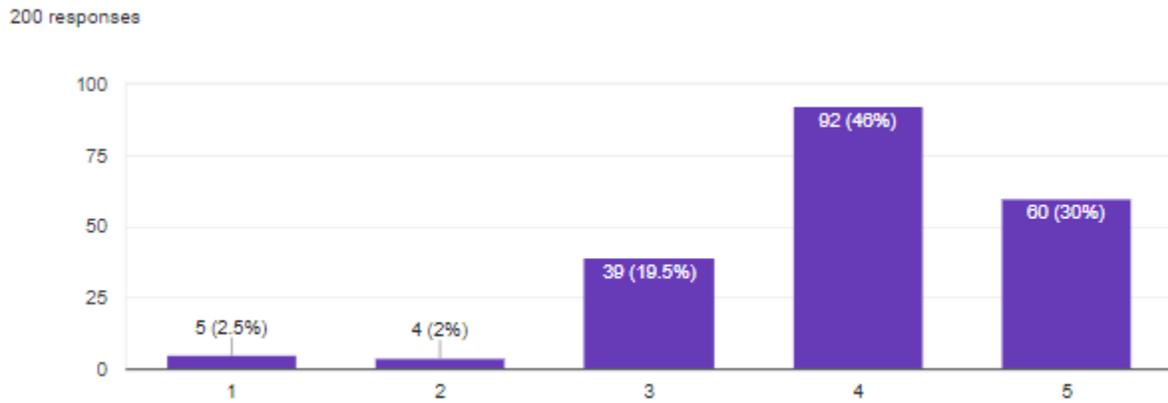
30. My previous work experience helps me have a good relationship with my team members.



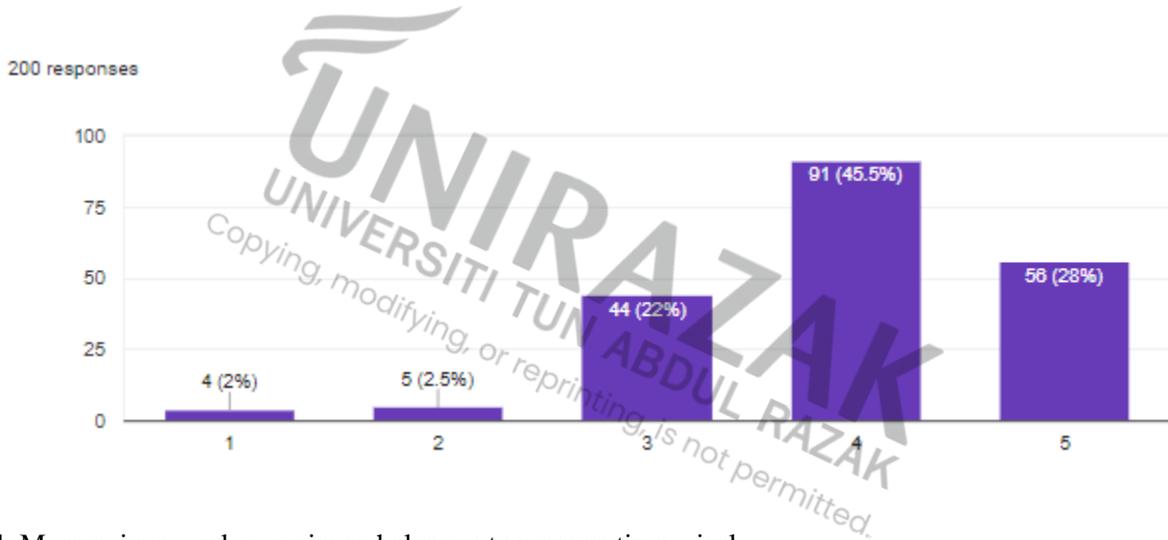
31. My previous work experience helps me to build self-confidence at work.



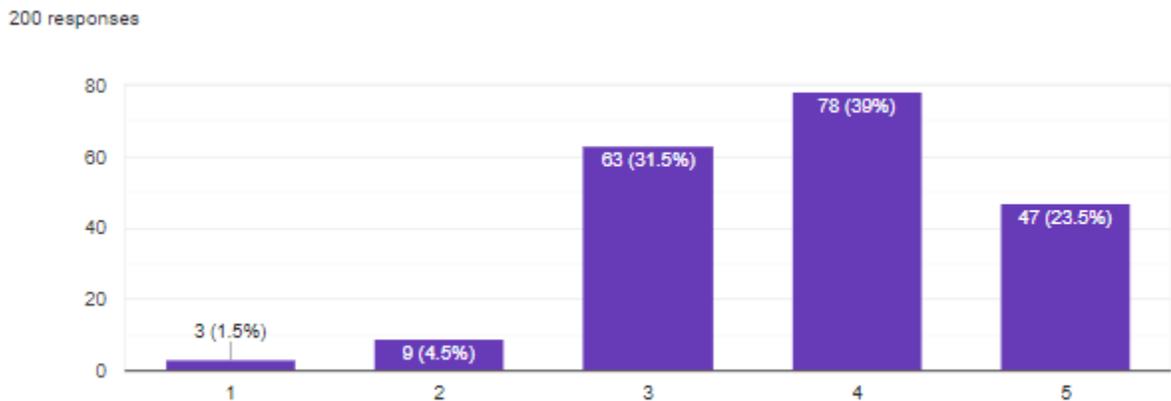
32. My previous work experience helps me manage multiple tasks efficiently.



33. My previous work experience helps me to apply good skills at work.

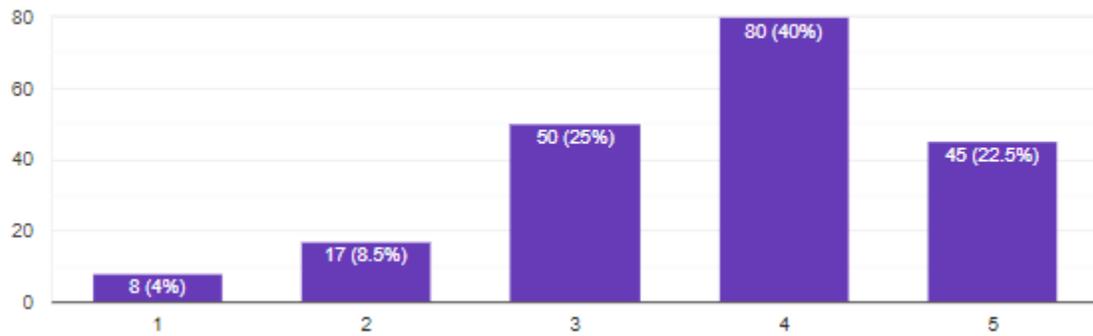


34. My previous work experience helps me to manage time wisely.



35. Experienced workers know precisely who they are.

200 responses



36. Experienced workers are multi skilled.

200 responses

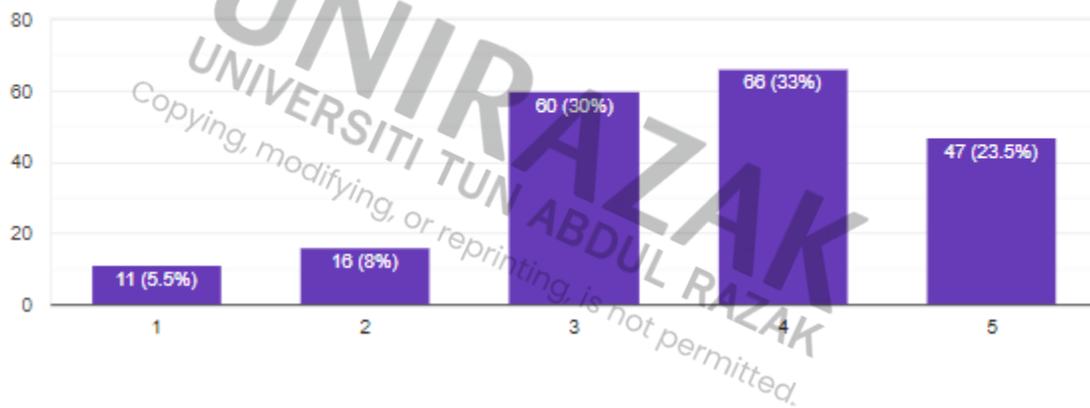
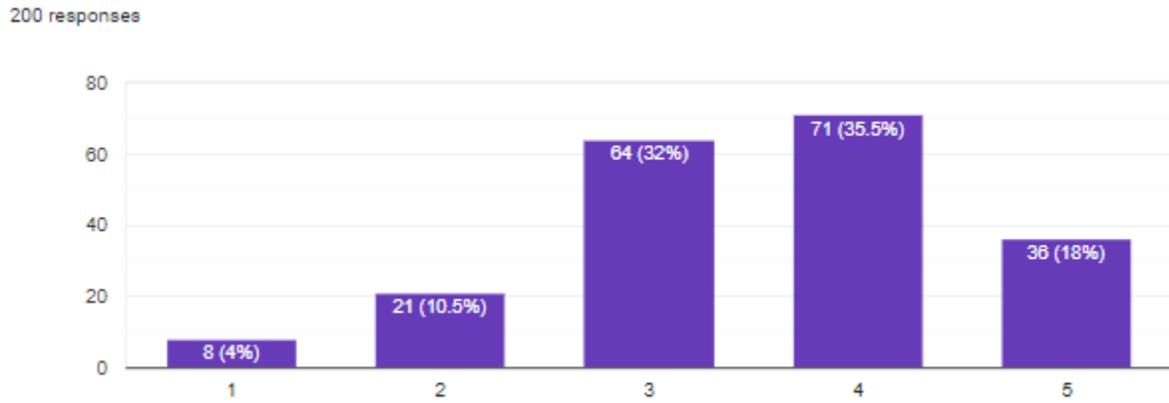
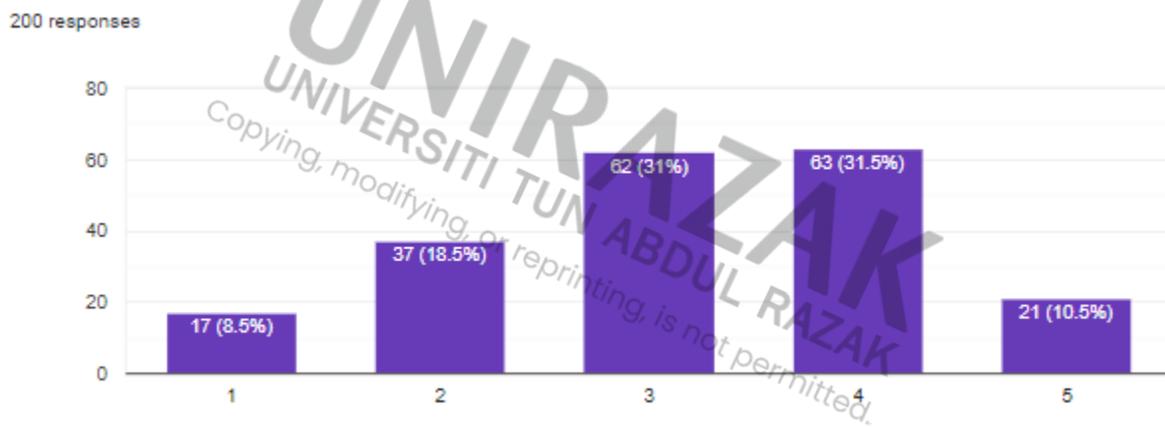


Figure 37-43 : Items for Work Load

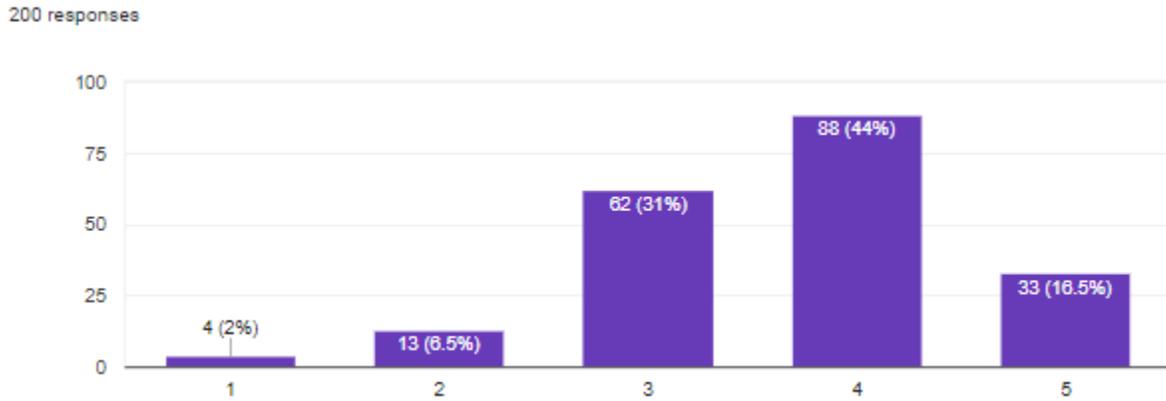
37. I have fixed working schedule.



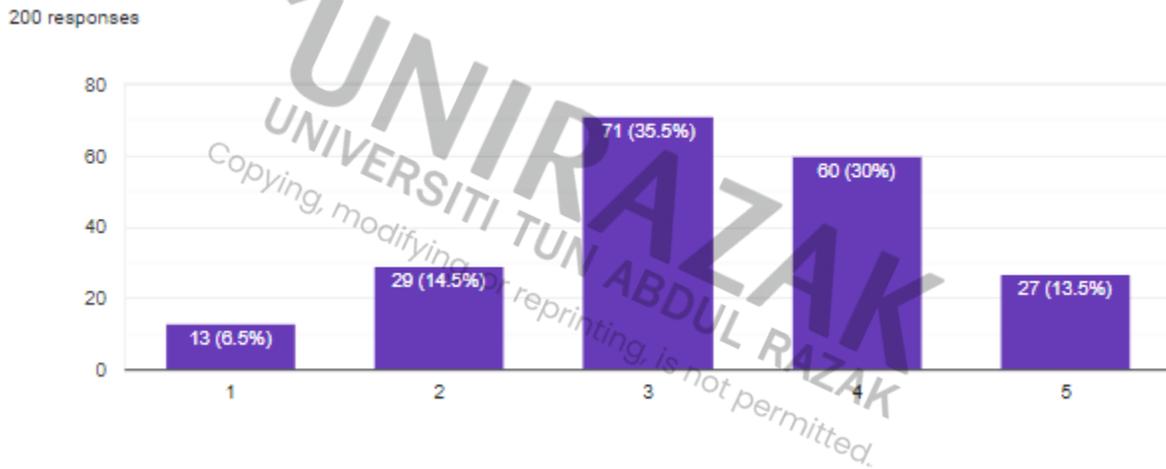
38. My company has sufficient manpower to perform needed tasks.



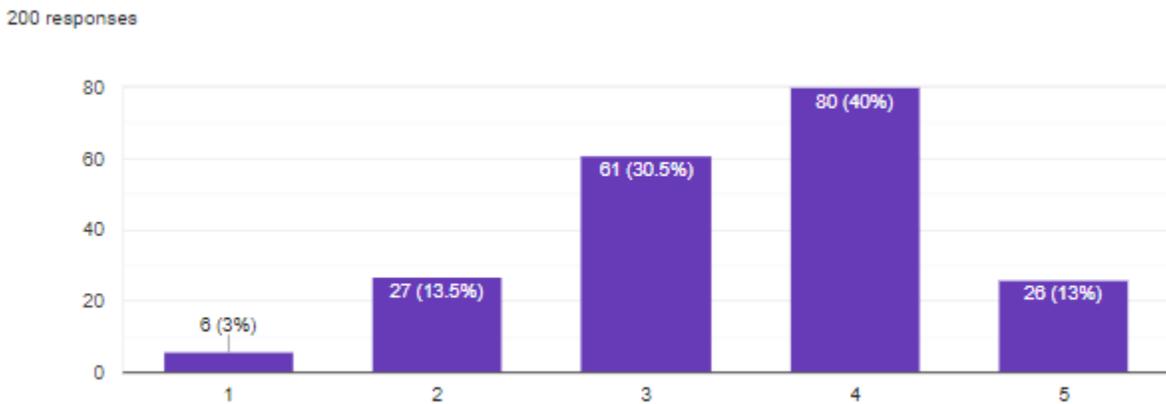
39. I can handle my work load.



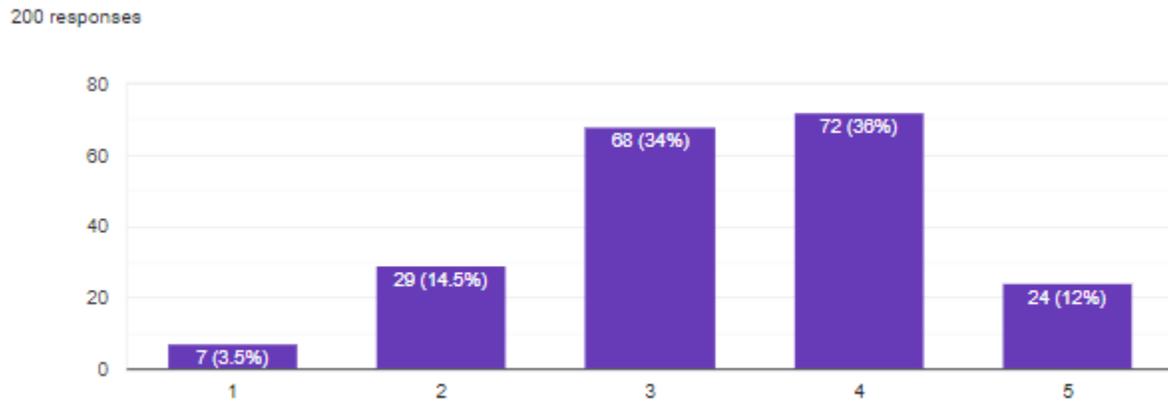
40. I have less pressure on my work load.



41. I can maintain a good work-life balance.



42. My team workload is divided fairly.



43. It is acceptable to say NO to your boss if your work load is heavy.

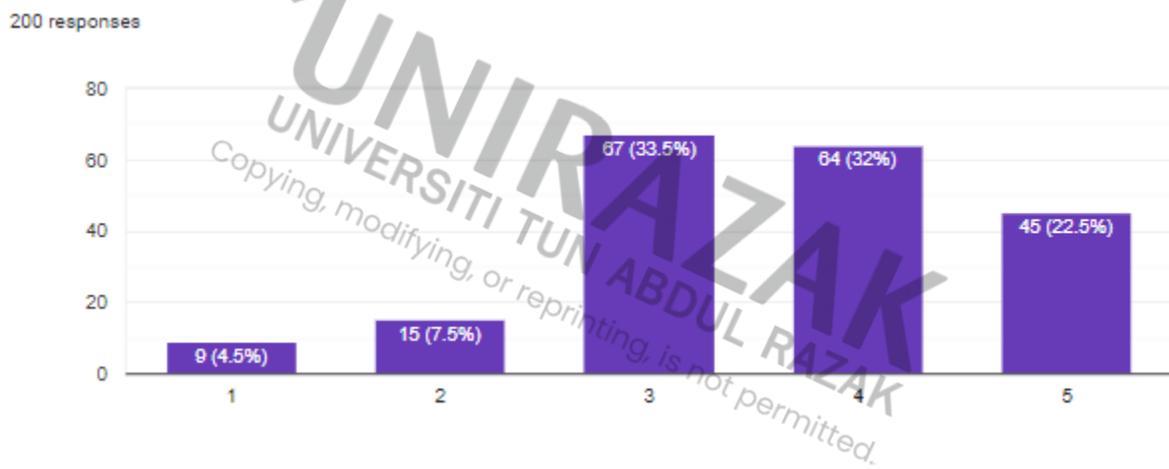
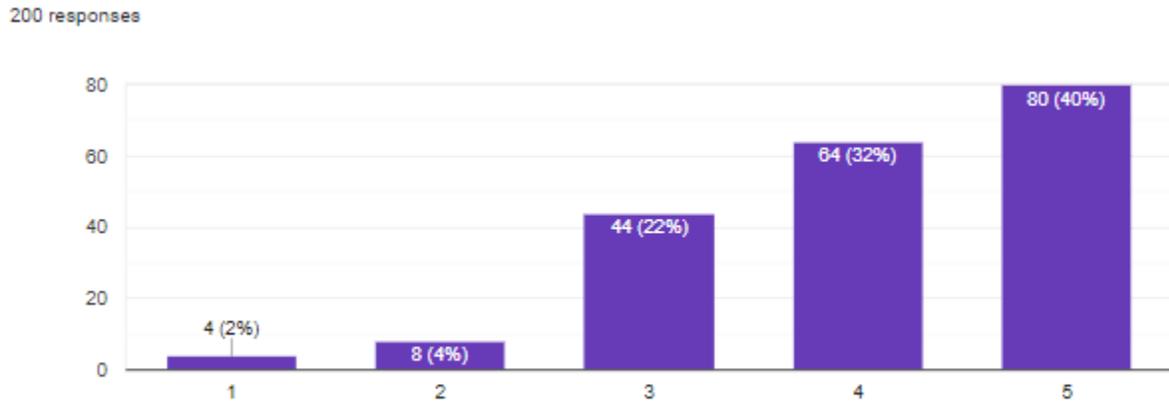
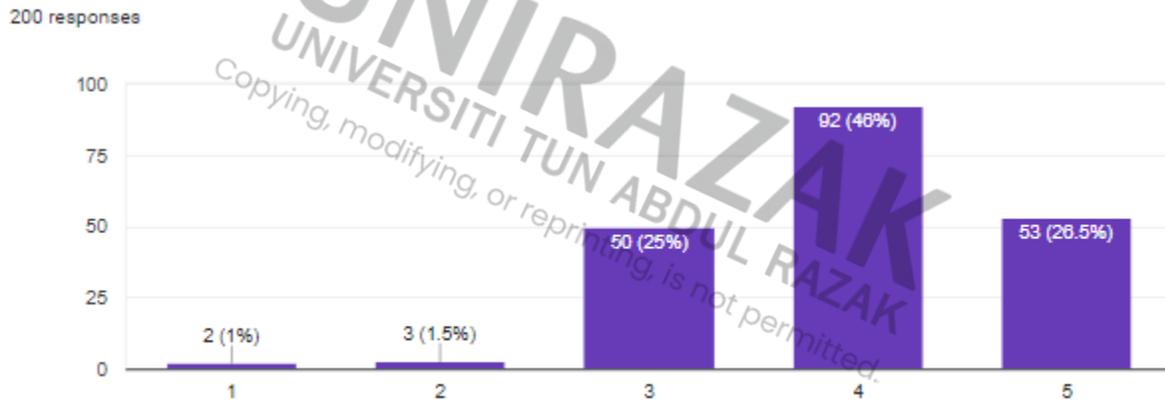


Figure 44-50 : Items for Job Performance

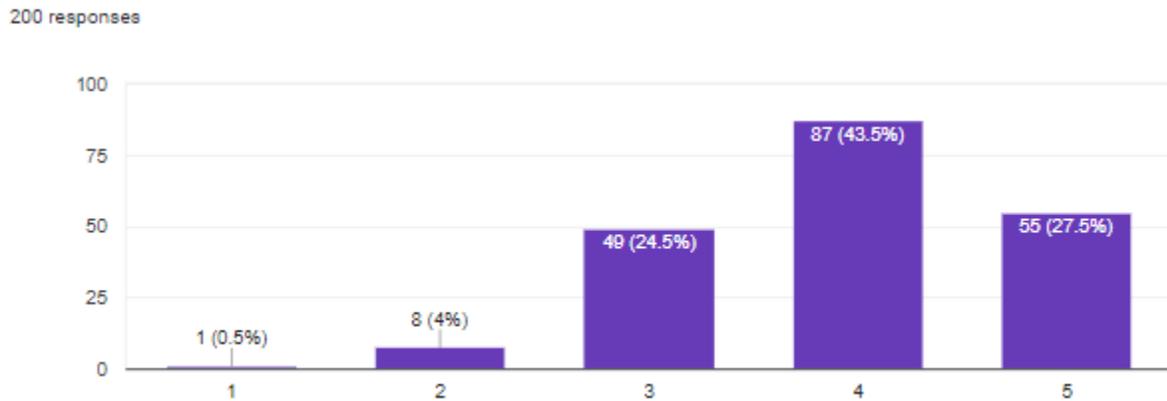
44. I arrive at work on time.



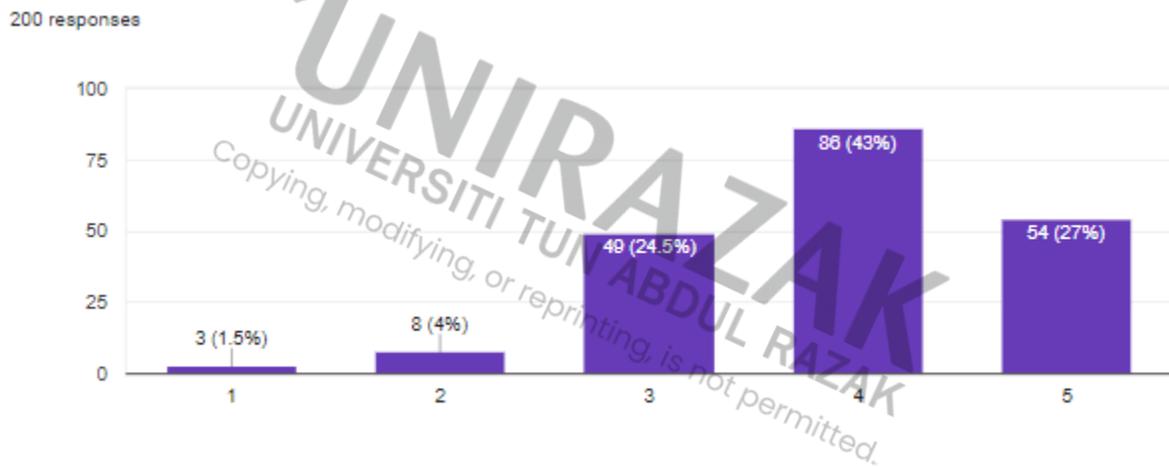
45. I am able to carry out my work effectively.



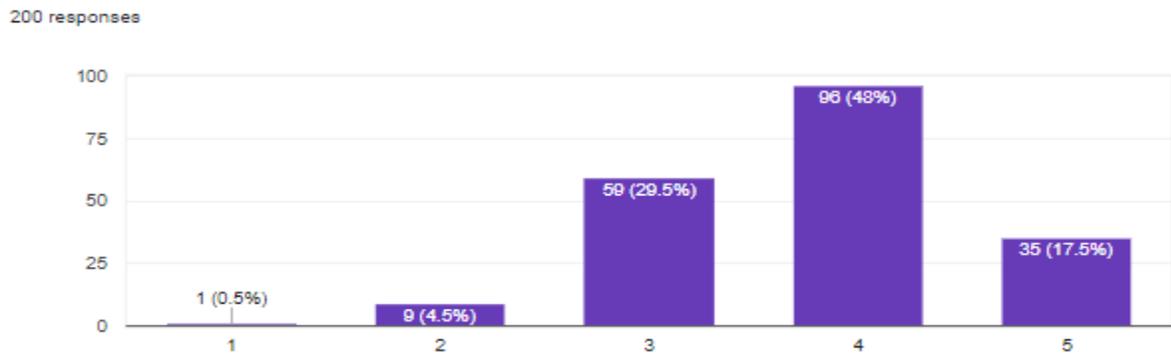
46. I can prioritize tasks successfully.



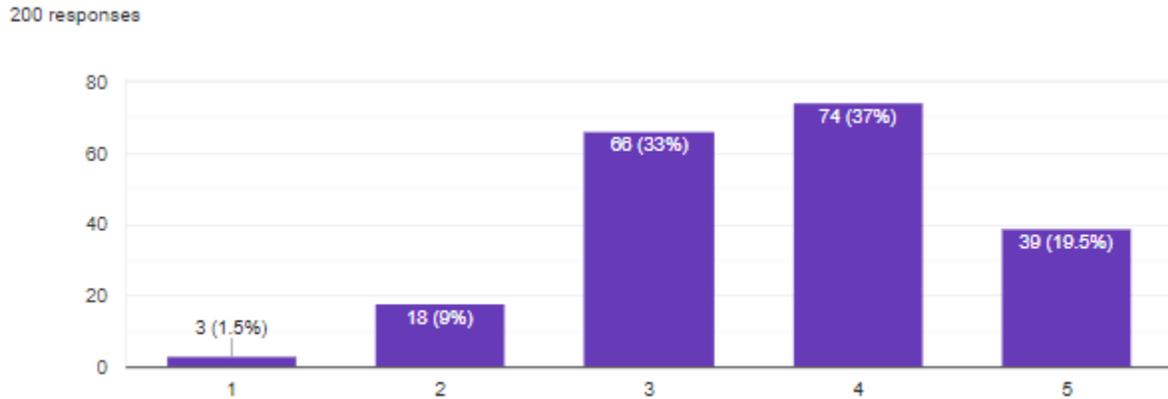
47. I manage to complete given tasks on time.



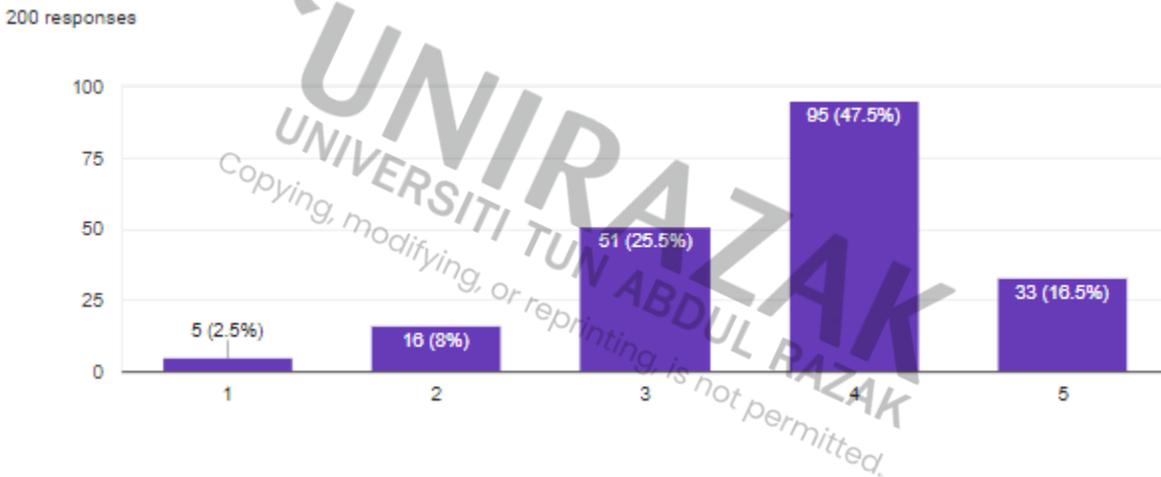
48. I can meet the company's goals.



49. I come up with creative solutions for new problems.



50. I take on challenging tasks when they are available.



4.3 Factor analysis and Reliability analysis of the instruments

Factor Analysis

The factor analysis was conducted by using Principal component analysis to analyze the validity of the test. The research data was tested using Kaiser-Meyer-Olkin and Bartlett's test, According to the (Hadi & Abdullah, 2016), the sampling is sufficient if the value of Kaiser Meyer Olkin is larger than 0.5. The value between 0.6 and 0.7 are mediocre, the value between 0.7 and 0.8 are good, the value between 0.8 to 0.9 is great and value greater than 0.9 and above are superb. The result indicates that the value of KMO of

this research is 0.910 and the Barlett's test was found significant at $P < 0.001$ and thus this is good for factor analysis and supported the factorability of a correlation matrix.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.910
Bartlett's Test of Sphericity	Approx. Chi-Square	5810.009
	df	861
	Sig.	.000

Communalities

	Initial	Extraction
I can manage my finances well.	1.000	.751
I do not experience financial stress.	1.000	.694
I am worried about money more than thinking about my work.	1.000	.618
I can handle financial stress alone.	1.000	.681
I would be more satisfied with my current job if I made more money.	1.000	.627
I have enough money for the emergency fund.	1.000	.696
Financial problem negatively impacts my life	1.000	.665
I feel bored if I do not have any work to do.	1.000	.543
Salary increments will motivate employees.	1.000	.644
I am satisfied with the responsibility that I have in my work.	1.000	.552
I am satisfied with my current salary.	1.000	.607

I am satisfied with the working hours in the organization.	1.000	.705
I feel motivated when my hard work is being recognized by my superior.	1.000	.663
Support from my team members motivates me to do work.	1.000	.664
Using new technology in the workplace will enhance my performance.	1.000	.725
Using new technology in the workplace will improve my effectiveness.	1.000	.754
Using new technology in the workplace will help me to complete a task efficiently.	1.000	.743
The new technology is easy to use.	1.000	.740
My company encourages me to use new technology.	1.000	.662
I am satisfied with the training I receive from the organization.	1.000	.697
I can practice my knowledge in my work.	1.000	.648
My previous work experience helps me have a good relationship with my team members.	1.000	.677
My previous work experience helps me to build self-confidence at work.	1.000	.748
My previous work experience helps me manage multiple tasks efficiently.	1.000	.760
My previous work experience helps me to apply good skills at work.	1.000	.785
My previous work experience helps me to manage time wisely.	1.000	.733
Experienced workers know precisely who they are.	1.000	.676
Experienced workers are multi-skilled.	1.000	.660
I have a fixed working schedule.	1.000	.597

My company has sufficient manpower to perform needed tasks.	1.000	.695
I can handle my work load.	1.000	.706
I have less pressure on my work load.	1.000	.726
I can maintain a good work-life balance.	1.000	.730
My team workload is divided fairly.	1.000	.684
It is acceptable to say NO to your boss if your work load is heavy.	1.000	.584
I arrive at work on time.	1.000	.649
I can carry out my work effectively.	1.000	.696
I can prioritize tasks successfully.	1.000	.676
I manage to complete the given tasks on time.	1.000	.752
I can meet the company's goals.	1.000	.671
I come up with creative solutions for new problems.	1.000	.688
I take on challenging tasks when they are available.	1.000	.671

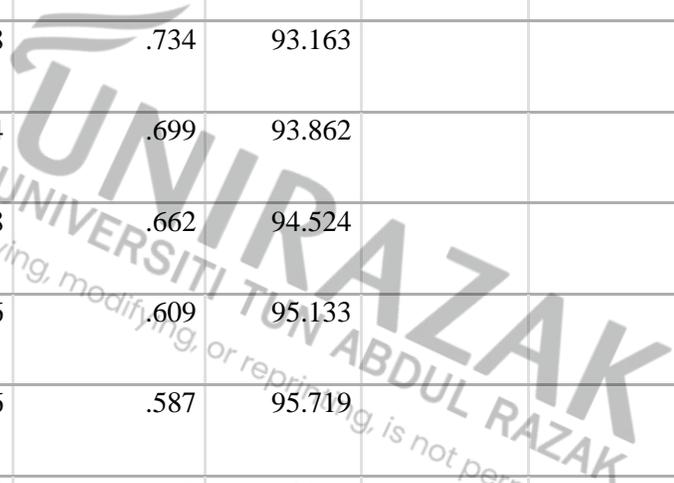
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.756	37.515	37.515	15.756	37.515	37.515

2	3.487	8.303	45.818	3.487	8.303	45.818
3	2.535	6.036	51.855	2.535	6.036	51.855
4	1.871	4.455	56.309	1.871	4.455	56.309
5	1.490	3.549	59.858	1.490	3.549	59.858
6	1.264	3.010	62.868	1.264	3.010	62.868
7	1.164	2.772	65.640	1.164	2.772	65.640
8	1.074	2.558	68.198	1.074	2.558	68.198
9	.898	2.139	70.337			
10	.881	2.097	72.434			
11	.816	1.942	74.376			
12	.728	1.733	76.109			
13	.712	1.695	77.804			
14	.659	1.569	79.373			
15	.636	1.514	80.887			
16	.561	1.335	82.222			
17	.546	1.300	83.523			
18	.537	1.279	84.801			
19	.474	1.129	85.931			

20	.461	1.097	87.028		
21	.427	1.016	88.043		
22	.416	.990	89.033		
23	.398	.948	89.981		
24	.356	.846	90.828		
25	.349	.830	91.658		
26	.324	.771	92.429		
27	.308	.734	93.163		
28	.294	.699	93.862		
29	.278	.662	94.524		
30	.256	.609	95.133		
31	.246	.587	95.719		
32	.226	.538	96.257		
33	.221	.526	96.783		
34	.207	.493	97.277		
35	.195	.465	97.742		
36	.176	.420	98.162		
37	.169	.402	98.563		


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38	.146	.347	98.910		
39	.131	.312	99.223		
40	.124	.295	99.517		
41	.116	.276	99.793		
42	.087	.207	100.000		

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
I can manage my finances well.	.603	.307	-.243	.043	.370	-.188	.234	-.070
I do not experience financial stress.	.443	.455	.037	-.054	.372	-.306	.217	-.083
I am worried about money more than thinking about my work.	.042	.022	.502	.226	.166	.388	.328	.162
I can handle financial stress alone.	.627	.271	-.278	.107	.219	-.078	.261	.063
I would be more satisfied with my current job if I made more money.	.240	-.347	.540	.201	.201	.118	.217	.127
I have enough money for emergency fund.	.571	.420	-.156	-.010	.341	-.229	.013	-.018
Financial problem negatively impacts my life	.132	-.278	.529	.288	.336	.195	-.055	.233
I feel bored if I do not have any work to do.	.446	-.267	.025	.019	.478	-.114	-.105	-.137

Salary increments will motivate employees.	.518	-.497	.049	.258	.068	-.019	.146	-.182
I am satisfied with the responsibility that I have in my work.	.654	.070	.035	.020	.102	.111	-.305	.040
I am satisfied with my current salary.	.453	.482	.109	-.045	.200	.031	-.177	.290
I am satisfied with the working hours in the organization.	.520	.359	.365	-.019	-.018	.006	-.393	.131
I feel motivated when my hard work is being recognized by my superior.	.543	-.350	.237	.169	.033	-.293	-.126	-.239
Support from my team members motivates me to do work.	.511	-.383	.307	.110	.001	-.300	.014	-.242
Using new technology in the workplace will enhance my performance.	.739	-.228	-.065	-.271	.110	.129	.042	-.142
Using new technology in the workplace will improve my effectiveness.	.743	-.270	-.119	-.241	.116	.203	-.003	-.047
Using new technology in the workplace will help me to complete task efficiently.	.769	-.263	-.056	-.182	.123	.173	.020	-.019
The new technology is easy to use.	.716	.174	-.196	-.254	.192	.154	-.107	-.148
My company encourages me to use new technology.	.588	.049	.231	-.349	.076	.226	-.095	-.271
I am satisfied with the training I receive from the organization.	.580	.219	.421	-.175	-.027	.126	-.192	-.227

I can practice my knowledge in my work.	.712	.032	.055	-.114	-.300	-.004	-.176	-.060
My previous work experience helps me have a good relationship with my team members.	.667	-.294	.083	-.296	-.147	-.119	.123	.038
My previous work experience helps me to build self-confidence at work.	.710	-.315	.134	-.257	-.100	-.137	.091	.154
My previous work experience helps me manage multiple tasks efficiently.	.714	-.217	.147	-.300	-.163	-.117	.176	.140
My previous work experience helps me to apply good skills at work.	.730	-.278	.050	-.289	-.123	-.124	.162	.178
My previous work experience helps me to manage time wisely.	.717	-.193	.064	-.117	-.192	-.025	.163	.316
Experienced workers know precisely who they are.	.711	-.046	-.253	-.273	.049	.095	.012	.131
Experienced workers are multi skilled.	.697	.169	-.240	-.215	-.047	.150	.009	.131
I have fixed working schedule.	.553	.374	.323	.114	-.117	.043	.119	-.066
My company has sufficient manpower to perform needed tasks.	.584	.516	.128	.112	-.132	.163	.085	.083
I can handle my work load.	.734	.065	-.089	.169	-.286	.038	.137	-.157
I have less pressure on my work load.	.589	.461	.105	.134	-.284	-.062	.203	-.109
I can maintain a good work-life balance.	.596	.410	.136	.234	-.256	-.153	.198	-.072

My team workload is divided fairly.	.631	.416	.262	.099	-.088	.059	-.154	-.027
It is acceptable to say NO to your boss if your work load is heavy.	.374	-.044	.354	.048	-.037	-.461	-.294	.116
I arrive at work on time.	.603	-.136	-.186	.236	-.049	.292	-.042	-.296
I am able to carry out my work effectively.	.724	-.142	-.227	.305	-.022	.059	-.045	.040
I can prioritize tasks successfully.	.681	-.174	-.276	.279	-.047	.070	-.079	.116
I manage to complete given tasks on time.	.743	-.208	-.178	.306	-.127	-.025	-.114	-.042
I can meet the company's goals.	.681	-.037	-.216	.355	-.076	.148	.015	-.075
I come up with creative solutions for new problems.	.613	-.223	-.300	.280	.011	-.042	-.202	.225
I take on challenging tasks when they are available.	.645	-.049	-.314	.224	.029	-.093	-.129	.281

Extraction Method: Principal Component Analysis.^a

a. 8 components extracted.

Reliability Analysis

Cronbach's alpha reliability coefficient was calculated to test the reliability analysis of measures across all construct items. According to (Ursachi, Ioana Alexandra Horodnic, & Zait*, 2013), when the coefficient alpha is greater than 0.60, it indicates the high internal consistency of all instruments, hence convergent validity is supported.

Table 1 shows Cronbach's alpha coefficient for all variables. The results revealed that all of the variables have acceptable reliability (internal consistency). From Table 1, finance stress Cronbach's alpha value is 0.629, followed by employee motivation which is 0.742, technological support (0.890), work experience (0.911), workload (0.859) and job performance is 0.903. In summary, the majority of instruments had high internal consistency (>0.60).

Rule of Thumb About Cronbach's Alpha Coefficient Size

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

Source: Hair et al. (2003)

Additionally, Average Variance Extracted (AVE) was also measured which can support better reflect the characteristics of each research variable in the model. The minimum recommended Average Variance Extracted (AVE) value is 0.5, however, the value of 0.4 is still acceptable. Table 2 shows the results of AVE. Table 2, indicates that the AVE value for the finance stress variable is 0.677, follow by employee motivation which is 0.628, technological support (0.711), work experience (0.721), workload (0.677) and job performance has shown a value of 0.687. Thus, the overall indicators for each variable are declared reliable as they have an AVE value greater than the minimum score of 0.5.

Table 1 : Reliability Cronbach's Alpha, α . Cutt-off Value (>0.70)

Items	Constructs and Measurement	Cronbach's Alpha, α
Finance stress		0.629
Employee motivation		0.742
Technological advancement		0.890

Work experience	0.911
Workload	0.859
Job performance	0.903

Table 2: Average Variance Extracted (AVE). Cutt-off Value (>0.50)

Variable		Estimate	Calculation			CV	AVE
F1	I can manage my finances well.	.751	0.563517				
F2	I do not experience financial stress.	.694	0.481231				
F3	I am worried about money more than thinking about my work.	.618	0.381954				
F4	I can handle financial stress alone.	.681	0.463809	3.211141	7	0.458734	0.677299
F5	I would be more satisfied with my current job if I made more money.	.627	0.393294				
F6	I have enough money for the emergency fund.	.696	0.484975				
F7	Financial problem negatively impacts my life	.665	0.442361				
M8	I feel bored if I do not have any work to do.	.543	0.294424	2.758161	7	0.394023	0.627713

M9	Salary increments will motivate employees.	.644	0.414169				
M10	I am satisfied with the responsibility that I have in my work.	.552	0.3047				
M11	I am satisfied with my current salary.	.607	0.368767				
M12	I am satisfied with the working hours in the organization.	.705	0.496514				
M13	I feel motivated when my hard work is being recognized by my superior.	.663	0.439049				
M14	Support from my team members motivates me to do work.	.664	0.440538				
T15	Using new technology in the workplace will enhance my performance.	.725	0.526264				
T16	Using new technology in the workplace will improve my effectiveness.	.754	0.569082	3.540031	7	0.505719	0.711139
T17	Using new technology in the workplace will help me to complete a task efficiently.	.743	0.552332				

T18	The new technology is easy to use.	.740	0.546962				
T19	My company encourages me to use new technology.	.662	0.43878				
T20	I am satisfied with the training I receive from the organization.	.697	0.486196				
T21	I can practice my knowledge in my work.	.648	0.420414				
E22	My previous work experience helps me have a good relationship with my team members.	.677	0.458778				
E23	My previous work experience helps me to build self-confidence at work.	.748	0.559993				
E24	My previous work experience helps me manage multiple tasks efficiently.	.760	0.57702	3.641659	7	0.520237	0.721275
E25	My previous work experience helps me to apply good skills at work.	.785	0.616601				
E26	My previous work experience helps me to manage time wisely.	.733	0.537158				

E27	Experienced workers know precisely who they are.	.676	0.4563				
E28	Experienced workers are multi-skilled.	.660	0.435808				
W29	I have fixed working schedule.	.597	0.356575				
W30	My company has sufficient manpower to perform needed tasks.	.695	0.482923				
W31	I can handle my work load.	.706	0.49887				
W32	I have less pressure on my work load.	.726	0.527439	3.207638	7	0.458234	0.67693
W33	I can maintain a good work-life balance.	.730	0.533064				
W34	My team workload is divided fairly.	.684	0.468179				
W35	It is acceptable to say NO to your boss if your work load is heavy.	.584	0.340588				
P36	I arrive at work on time.	.649	0.421461	3.301027	7	0.471575	0.686713
P37	I can carry out my work effectively.	.696	0.484482				
P38	I can prioritize tasks successfully.	.676	0.456371				
P39	I manage to complete the	.752	0.564906				

	given tasks on time.						
P40	I can meet the company's goals.	.671	0.450317				
P41	I come up with creative solutions for new problems.	.688	0.472755				
P42	I take on challenging tasks when they are available.	.671	0.450735				

4.4 Correlation Analysis

Pearson correlation was employed to examine the correlation among performance and independent variables namely financial stress, motivation, technology, experience and workload. The results in table 2 indicate a correlation between the dependent variable and independent variables. The results show that experience with the value $r=0.661$ and $\text{sig}=0.000$ ($p<0.01$) has the strongest correlation with performance among five variables. Finance stress with the value $r=0.458$ & $\text{sig}=0.000$ ($p<0.01$) and work load with the value $r=0.554$ & $\text{sig}=0.000$ ($p<0.01$) are weakly correlate with performance. Based on the test result of the correlation, technology with the value $r=0.653$ & $\text{sig}=0.000$ ($p<0.01$) and motivation with the value $r=0.633$ & $\text{sig}=0.000$ ($p<0.01$) have moderate correlation with performance.

Table 3: Correlation between Independent Variable and Dependent Variable (Performance)

		Correlations					
		Performance	FinanceStres s	Motivation	Technology	Experience	WorkLoad
Pearson Correlation	Performance	1.000	.458	.633	.653	.661	.554
	FinanceStress	.458	1.000	.609	.515	.471	.578
	Motivation	.633	.609	1.000	.698	.653	.615
	Technology	.653	.515	.698	1.000	.798	.615
	Experience	.661	.471	.653	.798	1.000	.578
	WorkLoad	.554	.578	.615	.615	.578	1.000
Sig. (1-tailed)	Performance	.	.000	.000	.000	.000	.000
	FinanceStress	.000	.	.000	.000	.000	.000
	Motivation	.000	.000	.	.000	.000	.000
	Technology	.000	.000	.000	.	.000	.000
	Experience	.000	.000	.000	.000	.	.000
	WorkLoad	.000	.000	.000	.000	.000	.
N	Performance	200	200	200	200	200	200
	FinanceStress	200	200	200	200	200	200
	Motivation	200	200	200	200	200	200
	Technology	200	200	200	200	200	200
	Experience	200	200	200	200	200	200
	WorkLoad	200	200	200	200	200	200

Pearson correlation:

Pearson correlation was used to analyze the relationship between job financial stress, motivation, technology advancement, work experience, work load and job performance. Pearson correlation for the Job Performance with Financial Stress($r=0.458$), Motivation($r=0.633$), Technology Advancement($r=0.653$), Work Experience($r=0.661$) and Work Load($r=0.554$) show positive relationships. The results indicate that all the independent variables and dependent variables are statistically correlated at ($p < 0.05$).

		FinanceStres	Motivatio	Technolo	Experienc	WorkLoa	Performanc
		s	n	gy	e	d	e
FinanceStress	Pearson	1	.609**	.515**	.471**	.578**	.458**
	Correlation						
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
Motivation	Pearson	.609**	1	.698**	.653**	.615**	.633**
	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
Technology	Pearson	.515**	.698**	1	.798**	.615**	.653**
	Correlation						
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
Experience	Pearson	.471**	.653**	.798**	1	.578**	.661**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
WorkLoad	Pearson	.578**	.615**	.615**	.578**	1	.554**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
Performance	Pearson	.458**	.633**	.653**	.661**	.554**	1
	Correlation						

Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	200	200	200	200	200	200

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

4.5 Descriptive Statistics

The results of descriptive analysis for both the dependent variable and independent variables are shown in table 3. A total sample of 200 questionnaires was responded. All the six research variables recorded ratings from a minimum of 1.14 (least favorable) to a maximum of 5.0 (most favorable). Among these five independent variables, an experience recorded the highest mean of 3.8586 and standard deviation of 0.75620, followed by motivation with a mean of 3.8471 and standard deviation of 0.62089, technology with a mean of 3.7186 and standard deviation of 0.77216, finance stress with a mean of 3.4807 and standard deviation of 0.59606 and lastly work load with mean of 3.4450 and standard deviation of 0.75337. Based on the results of descriptive analysis, the dependent variable – performance among employee recorded a mean of 3.8457 and standard deviation of 0.70864

Table 4 : Descriptive statistics for the dependent variable and independent variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
FinanceStress(IV)	200	1.29	5.00	3.4807	.59606
Motivation(IV)	200	1.29	5.00	3.8471	.62089
Technology(IV)	200	1.29	5.00	3.7186	.77216
Experience(IV)	200	1.14	5.00	3.8586	.75620

WorkLoad(IV)	200	1.29	5.00	3.4450	.75337
Performance(DV)	200	1.43	5.00	3.8457	.70864
Valid N (listwise)	200				

4.5.1 Finance Stress

The scale of financial stress is measured by 7 items that relate to issue such as personal financing, saving, stress and financial problem. Respondents of this study were asked to indicate their level of agreement ranging from 1 to 5 on the prescribed issues.

As pretended in table 4, respondents tended to agree that if they made more money (M=4.11, SD=0.99), follow by good financial management (M=3.53, SD=0.97). In addition to this, the respondents seemed to agree that there was more concern with job performance with impacted by financial problem (M=3.49, SD=1.21), the handle of financial stress (M=3.44, SD=0.98) and more concerned about money than their work (M=3.37, SD=1.17).

However, they felt uncertain of emergency fund (M=3.22, SD=1.06) and experience of financial stress (M=3.20, SD=1.08). In relating these findings to financial stress, these results imply that the respondents are aware of their financial management and the financial problem.

Table 5 : Descriptive Statistics for Financial Stress

Descriptive Statistics

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
I can manage my finances well.	200	3.53	.977	-.510	.172	.169	.342
I do not experience financial stress.	200	3.20	1.081	-.200	.172	-.518	.342
I am worried about money more than thinking about my work.	200	3.37	1.166	-.354	.172	-.471	.342
I can handle financial stress alone.	200	3.44	.980	-.253	.172	-.271	.342
I would be more satisfied with my current job if I made more money.	200	4.11	.996	-1.023	.172	.534	.342
I have enough money for emergency fund.	200	3.22	1.057	-.115	.172	-.412	.342
Financial problem negatively impacts my life	200	3.49	1.211	-.442	.172	-.587	.342
Valid N (listwise)	200						

4.5.2 Motivation

Table 5 shows the results of descriptive analysis for motivation and it contains 7 items. Respondents were asked to indicate their level of agreement based on a five-point Likert scale.

Of all the items, the item with the highest mean score demonstrated that the majority of the respondents agreed that they feel motivated with salary increments ($M=4.45$, $SD=0.86$). In addition, they somewhat agreed that support from team members ($M=4.24$, $SD=0.85$), employee recognition ($M=4.21$, $SD=0.89$) and feel bored if no task is assigned by ($M=3.86$, $SD=1.01$).

On the other hand, the respondents seemed to agree that their responsibility ($M=3.76$, $SD=0.98$) and working hour ($M=3.40$, $SD=1.11$) are the factors of motivation. However, they were seen dissatisfied with their current salary ($M=3.01$, $SD=1.19$). In relating these descriptive statistics results to motivation, these results imply that the respondents are more concerned about their pay and the recognition from their superior and team members.

Table 6 : Descriptive Statistics for Motivation

Descriptive Statistics							
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
I feel bored if I do not have any work to do.	200	3.86	1.013	-.566	.172	-.391	.342
Salary increments will motivate employees.	200	4.45	.855	-1.499	.172	1.579	.342
I am satisfied with the responsibility that I have in my work.	200	3.76	.975	-.642	.172	.293	.342
I am satisfied with my current salary.	200	3.01	1.192	-.101	.172	-.841	.342
I am satisfied with the working hours in the organization.	200	3.40	1.116	-.435	.172	-.273	.342
I feel motivated when my hard work is being recognized by my superior.	200	4.21	.890	-.998	.172	.631	.342
Support from my team members motivates me to do work.	200	4.24	.846	-1.084	.172	1.200	.342
Valid N (listwise)	200						

4.5.3 Technology Advancement

Descriptive statistics for the technology advancement are reported in Table 6 and it contains 7 items. Respondents of this study were asked to indicate their level of agreement ranging from 1 to 5 on the prescribed issues.

The respondents tended to agree that new technology will improve effectiveness ($M=3.92$, $SD=0.98$) and efficiency ($M=3.90$, $SD=0.96$). In addition, they seemed to be agreed that the relationship between technology and performance ($M=3.87$, $SD=1.01$) and knowledge ($M=3.69$, $SD=0.88$). Among the items with moderate mean score include encouraging using new technology ($M=3.62$, $SD=1.05$) and implementation of new technology ($M=3.56$, $SD=1.08$). For the last result. However, the respondents were slightly uncertain about the training provided by their company ($M=3.47$, $SD=1.01$)

In relating these findings to technology advancement, these results imply that the respondents do perceive that technology will help to improve their job performance through effective training.

Table 7 : Descriptive Statistics for Technology Advancement

Descriptive Statistics							
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Using new technology in the workplace will enhance my performance.	200	3.87	1.006	-.653	.172	-.111	.342
Using new technology in the workplace will improve my effectiveness.	200	3.92	.979	-.910	.172	.602	.342
Using new technology in the workplace will help me to complete task efficiently.	200	3.90	.956	-.843	.172	.638	.342
The new technology is easy to use.	200	3.56	1.078	-.423	.172	-.356	.342
My company encourages me to use new technology.	200	3.62	1.049	-.362	.172	-.447	.342
I am satisfied with the training I receive from the organization.	200	3.47	1.012	-.240	.172	-.402	.342
I can practice my knowledge in my work.	200	3.69	.876	-.256	.172	-.164	.342
Valid N (listwise)	200						

4.5.4 Work Experience

Table 7 shows the results of descriptive analysis for experience and it contains 7 items. Respondents were asked to indicate their level of agreement based on a five-point Likert scale.

The respondents tended to agree on the relationship between experience and self-confidence (M=4.05, SD=0.89), follow by multitasking (M=3.99, SD=0.90). In addition to this, the respondents seemed to agree that experience can help to identified good skills (M=3.95, SD=0.89), good relationship (M=3.94, SD=0.90) and time management (M=3.79, SD=0.91). Interestingly, there seemed to be moderate

agreement that experienced employees are precise in their working method (M=3.68, SD=1.04) and are multi-skilled (M=3.61, SD=1.10).

In relating these descriptive statistics results to experience, these results imply that the respondents do perceive that experience will help to build self-confidence, improve skills set, multi-skilled and adaptable.

Table 8 : Descriptive Statistics for Work Experience

	Descriptive Statistics						
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
My previous work experience helps me have a good relationship with my team members.	200	3.94	.892	-.621	.172	.331	.342
My previous work experience helps me to build self-confidence at work.	200	4.05	.887	-.874	.172	.841	.342
My previous work experience helps me manage multiple tasks efficiently.	200	3.99	.897	-.994	.172	1.460	.342
My previous work experience helps me to apply good skills at work.	200	3.95	.884	-.828	.172	1.018	.342
My previous work experience helps me to manage time wisely.	200	3.79	.907	-.417	.172	.001	.342
Experienced workers know precisely who they are.	200	3.68	1.040	-.666	.172	.052	.342
Experienced workers are multi skilled.	200	3.61	1.097	-.560	.172	-.176	.342
Valid N (listwise)	200						

4.5.5 Work Load

The scale of work load is measured by 7 items that relate to the work allocations from superior and the organization. Respondents of this study were asked to indicate their level of agreement ranging from 1 to 5 on the prescribed issues.

Of all the items, the item with the highest mean score demonstrated that the majority of the respondents agreed that they can handle their work load (M=3.66, SD=0.90). In addition, they somewhat agreed that they can say no to their boss if heavy work load (M=3.60, SD=1.06), fixed working schedule (M=3.53, SD=1.03) and maintaining a healthy work-life balance (M=3.46, SD=0.98). Among the items with a moderate mean score include workload divided fairly (M=3.38, SD=0.99) and less pressure (M=3.30, SD=1.08). For the last result. However, the respondents were slightly uncertain about the manpower requirement in the company (M=3.17, SD=1.11).

In relating these descriptive statistics results to experience, these results imply that the respondents do perceive that work load is manageable and the importance of workload management.

Table 9 : Descriptive Statistics for Work Load

	Descriptive Statistics						
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
I have fixed working schedule.	200	3.53	1.032	-.428	.172	-.214	.342
My company has sufficient manpower to perform needed tasks.	200	3.17	1.112	-.253	.172	-.638	.342
I can handle my work load.	200	3.66	.898	-.505	.172	.294	.342
I have less pressure on my work load.	200	3.30	1.079	-.271	.172	-.424	.342
I can maintain a good work-life balance.	200	3.46	.982	-.400	.172	-.259	.342
My team workload is divided fairly.	200	3.38	.991	-.303	.172	-.314	.342
It is acceptable to say NO to your boss if your work load is heavy.	200	3.60	1.056	-.474	.172	-.148	.342
Valid N (listwise)	200						

4.5.6 Job performance

Table 9 shows the results of descriptive analysis for job performance and it contains 7 items. Respondents were asked to indicate their level of agreement based on a five-point Likert scale.

From the results of the mean scores, there seemed to be an agreement that punctuality in the workplace (M=4.04, SD=0.98), follow by work efficiency (M=3.96, SD=0.82) and prioritize tasks (M=3.93, SD=0.85). In addition to this, the respondents seemed to agree that get things done on time (M=3.90, SD=0.90), achieving company goals (M=3.78, SD=0.90). On the other hand, there seemed to be moderate agreement that taking on challenging tasks (M=3.68, SD=0.93) and creative solution (M=3.64, SD=0.95).

In relating these descriptive statistics results to job performance these results imply that the respondents do perceive that efficiency and effectiveness will help to improve job performance.

Table 10 : Descriptive Statistics for Job Performance

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I arrive at work on time.	200	4.04	.981	-.854	.172	.301	.342
I am able to carry out my work effectively.	200	3.96	.816	-.533	.172	.467	.342
I can prioritize tasks successfully.	200	3.93	.851	-.468	.172	-.139	.342
I manage to complete given tasks on time.	200	3.90	.897	-.646	.172	.380	.342
I can meet the company's goals.	200	3.78	.805	-.329	.172	.029	.342
I come up with creative solutions for new problems.	200	3.64	.946	-.302	.172	-.319	.342
I take on challenging tasks when they are available.	200	3.68	.929	-.674	.172	.393	.342
Valid N (listwise)	200						

4.6 Anova

Table 11 shows the level of education has a statistically significant effect on all the dimensions of the questionnaire in which the P-value is less than 0.05.

Tabel 11 : One way ANOVA test for Level of education analysis

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
FinanceStress	Between Groups	6.217	4	1.554	4.700	.001
	Within Groups	64.484	195	.331		
	Total	70.701	199			
Motivation	Between Groups	5.254	4	1.313	3.584	.008
	Within Groups	71.461	195	.366		
	Total	76.715	199			
Technology	Between Groups	6.718	4	1.679	2.926	.022
	Within Groups	111.932	195	.574		
	Total	118.649	199			
Experience	Between Groups	7.596	4	1.899	3.487	.009
	Within Groups	106.200	195	.545		
	Total	113.796	199			
WorkLoad	Between Groups	4.742	4	1.185	2.136	.078
	Within Groups	108.204	195	.555		
	Total	112.946	199			

a. Dependent Variable: Performance

b. Predictors: (Constant), WorkLoad, Experience, FinanceStress, Motivation,

Technology

4.7 Multiple Regression

The R-value shown in this table is .728 it shows the strange positive correlations of the model and the reliability up to 73%. R square represents the variation and the outcome that can be explained by the independent variable. The coefficient of determination (R Square) is 53% of the changes in the explanatory variable can be explained by the predictor variable. This leaves only 47% unexplained by the model. The adjusted R square in this study is 0.518 hence the explanatory variables can explain well the changes in the predictor variable.

Table 12 : Multiple Regression Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.518	.49193

a. Predictors: (Constant), WorkLoad, Experience,

FinanceStress, Motivation, Technology

Sum of Squares	df	Mean Square	F	Sig.
52.987	5	10.597	43.792	.000 ^b
46.946	194	.242		
99.933	199			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.698	.241		2.901	.004
	FinanceStress	.020	.078	.017	.259	.796
	Motivation	.270	.089	.237	3.040	.003
	Technology	.158	.083	.172	1.907	.058
	Experience	.270	.079	.288	3.412	.001
	WorkLoad	.119	.065	.126	1.814	.071

a. Dependent Variable: Performance

4.8 T-test for Gender and Job Designation

T-Test was conducted to determine if there exists any significance between male and female employees with regards to their perception towards the level of job performance. 2 sections appear in the below table.

Section 1 - The Group Statistic provides the basic information on group comparison which including the sample size (n=200), mean, standard deviation standard error job designation by the group. The mean job designation for a Male is 3.19 and the mean job designation for a female is 2.80. The results are depicted in Table 12.

Section 2 – Independent Sample Test provides the most relevant results and there are Levene’s Test for Equality of Variance and t-test for Equality if Means. The p-value of Levene’s showed “.345” and greater than 0.05, $P > 0.05$ and hence homogeneity of variances exist. Thus, it can be concluded that the variance in job designation of the male is no significantly different than the female with regards to their perception towards job performance. The results are depicted in Table 13.

Table 13 : T-Test for Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Designation	Male	73	3.19	1.497	.175
	Female	127	2.80	1.431	.127

Table 14 : Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Designation	Equal variances assumed	.896	.345	1.818	198	.071	.389	.214	-.033	.810
	Equal variances not assumed			1.796	144.716	.075	.389	.216	-.039	.816

4.9 Hypothesis testing of Research Model

Simple Linear Regression analysis was used for the hypothesis testing. The empirical results of the hypothesis testing determine whether the hypothesis is supported or not and it will also use to answer the research question. The study developed five hypotheses and allow the study to validate the research model.

Financial Stress

- H1: There is a positive relationship between financial stress and job performance among employees in the organization.

Table 14 provides the results of Simple Linear Regression to test the above hypothesis. The result in the Coefficient Table shows that the p-value for financial stress is less than 0.05 and thus we can accept hypothesis 1 which financial stress is positively related to job performance. The strength of the relationship between the two variables is 0.206 as measured by the Adjusted R Square, hence indicating the financial stress exerts a low influence on the job performance among employees in a multinational company in Penang

Table 15 : Results of Simple Linear Regression between Financial Stress and Job Performance

Model		Unstandardized		Standardize	t	Sig.	95.0% Confidence	
		Coefficients		d			Interval for B	
		B	Std. Error	Beta			Lower	Upper
1	(Constant)	1.949	.265		7.350	.000	1.426	2.472
	FinanceStres	.545	.075	.458	7.257	.000	.397	.693

a. Dependent Variable: Performance

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.458 ^a	.210	.206	.63141	.210	52.661	1	198	.000

a. Predictors: (Constant), FinanceStress

Motivation

- H2: There is a positive relationship between motivation and job performance among employees in the organization.

Simple Linear Regression was used to test the above hypothesis and the results are shown in Table 16. The result in the Coefficient Table shows that the p-value for financial stress is less than 0.05 and thus we can accept hypothesis 2 which motivation is positively related to job performance. The strength of the relationship between the two variables is 0.397 as measured by the Adjusted R Square, hence indicating the financial stress exerts a moderate to strong influence on the job performance among employees in a multinational company in Penang

Table 16 : Results of Simple Linear Regression between Motivation and Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	1.067	.245			4.361	.000	.585	1.550
	Motivation	.722	.063	.633		11.499	.000	.598	.846

a. Dependent Variable: Performance

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.633 ^a	.400	.55010	.400	132.234	1	198	.000

a. Predictors: (Constant), Motivation

Technology Advancement

- H3: There is a positive relationship between technology advancement and job performance among employees in the organization.

Table 17 provides the results of Simple Linear Regression to test the above hypothesis. The result in the Coefficient Table shows that the p-value for financial stress is less than 0.05 and thus we can accept hypothesis 3 which technology advancement is positively related to job performance. The strength of the relationship between the two variables is 0.424 as measured by the Adjusted R Square, hence indicating the technology advancement exert a moderate to strong influence on the job performance among employees in a multinational company in Penang

Table 17 : Results of Simple Linear Regression between Technology and Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.616	.187		8.618	.000	1.246	1.985
	Technology	.600	.049	.653	12.147	.000	.502	.697

a. Dependent Variable: Performance

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.653 ^a	.427	.424	.53778	.427	147.538	1	198	.000

a. Predictors: (Constant), Technology

Work Experience

- H4: There is a positive relationship between work experience and job performance among employees in the organization.

Simple Linear Regression was used to test the above hypothesis and the results are shown in Table 18. The result in the Coefficient Table shows that the p-value for work experience is less than 0.05 and thus we can accept hypothesis 4 which work experience is positively related to job performance. The strength of the relationship between the two variables is 0.434 as measured by the Adjusted R Square, hence indicating the work experience exerts a moderate to strong influence on the job performance among employees in a multinational company in Penang.

Table 18 : Results of Simple Linear Regression between Work Experience and Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	1.457	.197			7.412	.000	1.069	1.844
	Experience	.619	.050	.661		12.384	.000	.521	.718

a. Dependent Variable: Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.661 ^a	.436	.434	.53331	.436	153.357	1	198	.000

a. Predictors: (Constant), Experience

Work Load

- H5: There is a positive relationship between work load and job performance among employees in a multinational company in Penang.

Table 19 provides the results of Simple Linear Regression to test the above hypothesis. The result in the Coefficient Table shows that the p-value for work load is less than 0.05 and thus we can accept hypothesis 5 which work load is positively related to job performance. The strength of the relationship between the two variables is 0.303 as measured by the Adjusted R Square, hence indicating the work load exert a moderate influence on the job performance among employees in a multinational company in Penang.

Table 19 : Results of Simple Linear Regression between Work Load and Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta				Lower Bound	Upper Bound
1	(Constant)	2.051	.196			10.450	.000	1.664	2.438
	WorkLoa	.521	.056	.554		9.363	.000	.411	.631

a. Dependent Variable: Performance

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.554 ^a	.307	.59146	.307	87.665	1	198	.000

- a. Predictors: (Constant), Work Load

Discussion:

From the results obtained, the five hypotheses are supported.

It can be summarized as below (Table 21):

Table 19 : Summary of the hypothesis result

Item 1	Hypothesis	Result
1	H1: There is a positive relationship between financial stress and job performance among employees in the organization.	Supported
2	H2: There is a positive relationship between motivation and job performance among employees in the organization.	Supported
3	H3: There is a positive relationship between technology advancement and job performance among employees in the organization.	Supported
4	H4: There is a positive relationship between work experience and job performance among employees in the organization.	Supported
5	H5: There is a positive relationship between work load and job performance among employees in the organization.	Supported

CHAPTER 5 : CONCLUSION

5.1 Introduction

In this chapter, there will be a place for discussion on previous chapters that have been done before the result analysis that has been gathered in chapter 4. Apart from that, several recommendations will be highlighted as references for future research regarding this topic. With that, it is hoped that these research findings could bring some contribution that could be used as reference or reading material for future researchers.

5.2 Recap of major findings.

Based on the findings of the results, we can conclude that all hypotheses are accepted and all of them are plays a significant role in employee's job performance. Research is done so that we get the proof to state that a hypothesis is statistically significant in the findings, after all, research is about running an analysis to get results that will lead to decisions. That's why everything in the research is relevant in only some part of the continuum and needs to be reviewed based on the current research and findings. Validation is needed from time to time so that research can be concluded as relevant in the current time.

Every hypothesis stated above has its weight that leads to employee's job performance, and one of the major factors that can play a role in the research is the time frame of when the research is done. It can be said that different group of respondents have their different perspectives, but when it comes to a time where there are not much can choose from, most of the respondents will have almost the same answer. We can give this a very good example, COVID 19 that globally affects the employee routine and activity towards their performance.

The results in the regression analysis show that the R square of independence variable that financial stress, motivation, technology advancement, work experience and work load could be the influence factors toward employee's job performance up to 72%. Apart from that, the Sig value from the

Coefficient table shows that the p-value is $.000 < 0.05$ and thus it could be assumed that these factors influence the employee's job performance in this sector.

5.3 Research Implication

There were some of the numbers of research implication that could be derived from this research which includes:

- I. This study will help to react as an early warning for the multinational company to take some necessary actions that could be eradicated and prevent the problems that will lead to low-level job performances of their employees.
- II. This study will encourage any group responsible for managing human resources to find the best ways to remain or increase the positive effect from the factors that significantly influence employee's job performance.

5.4 Limitation of the study

The small sample of 200 participants involved in this survey is far than enough to cover the actual population of a multinational company in Penang. Furthermore, the discoveries cannot be generalized to all multinational companies in Malaysia due to the same outcomes from this survey. Hence it only can be gauged as part of the discovery that needs more study to prove its validity and reliability.

As the research was done during our country facing with the issue of COVID 19, most of the plan how to develop and distribute the questionnaires to need to amend and change due to government policy on Movement Control Order which means we cannot do the questionnaires and distribute it on the field for the respondent to fill it. That why to avoid the problem of gathering the respondent for the questionnaires, we develop the questionnaires based on Google form and distribute them online for the respondent to respond to it.

The study also focuses on 5 hypotheses that study from the past researcher and literature review which are involved and related to employees' job performance. The researchers need to look into indicators or variables that need to study as part of the research questions and finding. New finding need to discovery on why and factors that influence employee's job performance and not solely dependable based on past researchers finding.

5.5 Recommendations

Evaluation of the employee's job performance in a multinational company in Penang is to determine that whether the independent variables are influenced by the job performance of the employees. Recommendations for improvements and perhaps some of the explanatory factors should include in future research so that it can help to focus on how the factors can be improved for the benefit of the employee's performance.

5.5.1 Financial Stress

Nevertheless, most of the employees usually experiencing financial stress due to paying mortgage or rent, car loan, education loan, insurances or not being to deal with the increasing costs of living. Thus, the employer or the managers should make an appropriate salary adjustment follow the market rate or make an aggressive promotion for their employees such as salary increment, subsidy for the car loan, phone allowance, medical and life insurance. It will be helping the employee to develop a good performance and help to increase employee retention (**HITKA & LORINCOVÁ, 2021**).

5.5.2 Motivation

Motivation is the positive factor that can increase employee performance and is known as the desire and willingness that a person has to perform something. Many organization believes that motivation is key to achieve organizational goals and objectives (**Ekundayo, 2018**). There are so many ways the organization can do to increase the employee's motivation level. Firstly, the organization can offer rewards to the employee. The simple reward to the employee will increase employee motivation to work harder. The

employee who has been outstanding in his or her duty should be rewarded accordingly. Secondly, the organization also can praise its outstanding employee publicly. It could help them maintain their performance and also could make another employee trigger to perform better. Lastly, the managers should provide continuous feedback to the employees. It will help the employee to learn from their mistake, help them to improve the work to make it better and also to build their confidence

5.5.3 Technology Advancement

Employee training helps in enhancing the effectiveness and performance of the employees in the organization. If proper training is given to employees then they can perform their works efficiently and this improves organizational growth. The confidence of employees also increases after taking the proper training as it helps employees to feel a greater level of job satisfaction when they are appreciated for their work. Training programs help in instilling the required skills in the organizational employees and developmental programs help in expanding the employees' knowledge base. With the proper training and developmental programs, Survey research shows that the employees are in a better position to improve their job performance and productivity. (Truitt, 2011)

5.5.4 Work Experience

The organization should consider hiring an experienced, expertise and multi-skilled workforce and this will allow them to start contributing faster. Experience workers are not required to be trained from scratch and they all very clear about what supposed to do and adapt to the ever-changing technology & business environment (Dokko & Wilk, 2009).

Training and development should provide to fresh graduates and inexperienced employees as well to keep them updated with the evolving business environment such as technological advancements, changing customer needs and expectations, or any other newly introduced company policy and corresponding change that takes place in an employee's day-to-day functioning. Effective training and development programs help organizations to achieve organizational goals because such training helps the fresh graduate and inexperienced employees develop required skillsets and they can learn and

perform different jobs as per the processes and procedures stipulated within the organization. Due to such an increase in employee productivity, organizational mission and vision are also achieved which further help in achieving organizational goals as well.

5.5.5 Work Load

It's important to balance the workload among the employee with the team members. The managers should be able to assign the tasks equally to the team members accordingly to their availability, skill and capabilities. Thoughtful arrangement on employee's work load will help to prevent imbalances and is extremely beneficial for the employee himself or herself but also the organization. A good work load balance also enables the employees to feel happier and less stressed, resulting in boosting employee performance and increased productivity (Situmorang & Rahmat Hidayat, 2019).

5.6 Conclusion

Overall, it is concluded that it could be assumed that these factors influence the employee's performance in a multinational company in Penang. We all know that motivation is related to employee performance. Without motivation, employees could not perform well. Also, when the employee has high motivation level, it could avoid making them facing negative factors that could decrease their performance.

Similarly, as the technology varies and improves year by year it is always important to keep the employees updated and knowledgeable about the new technologies. Employees themselves sometimes may not be motivated to learn more about the new technologies, they may be ready to work with whatever knowledge and skill they have to earn money. Therefore, the organization should take the initiative to promote the employees to learn new technologies. This can motivate the employees and makes them more enthusiastic to work more. Training can also promote the employees to acquire leadership qualities in every employee. Dedicated training and development will always foster employee engagement and employee retention. This will directly affect the development and growth of the organization.

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APPENDICES


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INFORMATION SHEET FOR QUESTIONNAIRE



**GRADUATE SCHOOL OF BUSINESS
MBA PROGRAMME**

**FACTORS AFFECTING JOB PERFORMANCE IN MULTINATIONAL
COMPANY IN PENANG**

PREPARED BY OOI JIN KHENG

My name is Ooi Jin Kheng, a student in the MBA program at University Tun Abdul Razak (UNIRAZAK). I am working on my research paper entitled: *A Study on Factors Affecting Job Performance in Multinational Company in Penang*. The study will gather information to examine the effect of job performance on employee in a Multinational Company.

Research data will be collected through the questionnaire. I appreciate your collaboration to validate the instrument that will be used in the research due to your experience in working with Multinational Company.

The enclosed questionnaire is constructed straightforwardly and easy to answer which should take about 30 minutes of your time. Your response will contribute greatly to the significance of this case research. No information obtained from this study shall be disclosed in any manner that would identify the respondents. All information obtained shall be kept strictly confidential.

Respectfully,
Ooi Jin Kheng
Master of Business Administration
Graduate School of Business
Universiti Tun Abdul Razak

SECTION A: DEMOGRAPHIC ITEMS

This section is about your background and the university. Please select or tick (✓) in the relevant box.

I. INDIVIDUAL BACKGROUND

1. Gender:

Male

Female

2. Which age group do you fall into?

25 or below

26 to 30

31 to 35

36 to 40

41 to 45

46 and above

3. Race:

Malay

Chinese

Indian

Other

4. Working status:

Permanent

Contract

Other

5. Highest academic qualification:

PhD

Master

Bachelor

Diploma

Secondary or below

6. Current academic designation:

Head of
Department

Manager

Senior
Executive

Executive

None-
Executive

Others

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SECTION B: QUESTIONNAIRE

Please indicate the extent to which you agree with the following statements. Your answer should be based on your perception of the university as a whole.

The options are arranged in the following order or scale:

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

Please circle your answer that best reflects your perception about the factor affecting job performance in your organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial Stress:					
1. I can manage my financial well.	1	2	3	4	5
2. I don't experiencing financial stress.	1	2	3	4	5
3. I am worrying about money than thinking about my work.	1	2	3	4	5
4. I can handle financial stress alone.	1	2	3	4	5
5. I would be more satisfied with my current job if I made more money.	1	2	3	4	5
6. I have enough money in an emergency fund.	1	2	3	4	5
7. Financial problem negatively impact to my life.	1	2	3	4	5
Motivation:					
8. I am feeling bored if I don't have any work to do.	1	2	3	4	5
9. Salary increments & incentive will motivate the employee.	1	2	3	4	5

10. I am satisfy with the role and responsibility that I have in my work	1	2	3	4	5
11. I am satisfy with my current salary.	1	2	3	4	5
12. I am satisfy with working hour given in the organization.	1	2	3	4	5
13. I feel motivated if my hard work is being recognized by my superior.	1	2	3	4	5
14. Support from your team members is helping in getting motivated.	1	2	3	4	5
Technology Advancement:					
15. Using the new technology in the workplace will enhance my performance.	1	2	3	4	5
16. Using the new technology in the workplace will improve my effectiveness.	1	2	3	4	5
17. Using the new technology in the workplace will help me to complete task efficiently	1	2	3	4	5
18. The new technology is easy to use.	1	2	3	4	5
19. My company encourage me on using the new technology	1	2	3	4	5
20. I am satisfied with the training I had received from the organization.	1	2	3	4	5
21. I can practice my skill and knowledge into my works.	1	2	3	4	5
Work Experience:					
22. My previous work experience help me have a good relationship with the team	1	2	3	4	5
23. My previous work experience help me to building confident at work	1	2	3	4	5
24. My previous work experience help me managed multiple tasks efficiently	1	2	3	4	5
25. My previous work experience help me to deliver good skills process with my colleagues	1	2	3	4	5

26. My previous work experience help me to managed time wisely and effectively.	1	2	3	4	5
27. Experience workers know precisely who they are.	1	2	3	4	5
28. Experience workers are multi skilled and adaptable	1	2	3	4	5
Work Load:					
29. I have fixed working schedule	1	2	3	4	5
30. My company having sufficient man power in performing tasks.	1	2	3	4	5
31. I can handle my work load	1	2	3	4	5
32. I have less pressure on my work load	1	2	3	4	5
33. I can maintaining a good Work-Life balance	1	2	3	4	5
34. My team workload is divided fairly	1	2	3	4	5
35. It is ok to say NO to your boss if your work is heavy load	1	2	3	4	5
Job performance:					
36. I arrive at work on time.	1	2	3	4	5
37. I was able to carry out my work effectively.	1	2	3	4	5
38. I can set prioritizes tasks and meet the deadline successful	1	2	3	4	5
39. I managed to plan the task given and completed on time	1	2	3	4	5
40. I can meet company's goal and KPI	1	2	3	4	5
41. I came up with creative solution for new problems	1	2	3	4	5
42. I took on challenging tasks when they are available	1	2	3	4	5

***** THANK YOU FOR YOUR CO-OPERATION*****

APPROVAL PAGE

**TITLE OF PROJECT PAPER: FACTORS AFFECTING JOB PERFORMANCE IN A
MULTINATIONAL COMPANY IN PENANG**

NAME OF AUTHOR: OOI JIN KHENG

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____
Name : _____
Date : _____



ENDORSED BY:

Dean
Graduate School of Business
Date: