

**Factors Effecting Employee Performance:**

**A Case Study on LYNAS a Rare Earth Processing Company**

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**Project Paper Submitted in Partial Fulfillment of the Requirements**

**for the Degree of Master of Business Administration**

**Universiti Tun Abdul Razak**

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## DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT</b> .....	v
<b>LIST OF TABLES</b> .....	vi
<b>LIST OF FIGURES</b> .....	vii
<b>ABSTRACT</b> .....	viii
Chapter 1 Introduction.....	1
1.1 Background of Study .....	1
1.2 Problem Statement .....	2
1.3 Research Objectives .....	3
1.4 Research Questions .....	3
1.5 Significance of the Study .....	4
1.6 The Organisation of the Study.....	4
Chapter 2 Literature Review .....	6
2.1 Introduction .....	6
2.2 Theoretical Foundation.....	6
2.3 Empirical Research.....	6
2.3.1 Employee Performance .....	6
2.3.2 Job Satisfaction.....	7
2.3.3 Motivation .....	7
2.3.4 Employee Engagement.....	7
2.3.5 Employee Autonomy.....	8
2.4 Proposed Conceptual Framework .....	8
2.5 Hypothesis Development .....	9
2.6 Summary of Chapter 2 .....	9
Chapter 3 Research Methodology .....	10
3.1 Introduction .....	10
3.2 Research Design .....	10
3.3 Study Population and Sampling Procedures.....	10
3.4 Study Population and Sampling Procedures.....	11
3.5 Operational and Measurement.....	12
3.5.1 Independent Variables.....	12
3.5.2 Mediating Variables .....	13
3.5.3 Dependent Variables .....	14

3.6 Reliability and Validity .....	14
3.7 Data Analysis Techniques .....	14
3.7.1 Descriptive Analysis Techniques .....	15
3.7.2 Inferential Analysis Techniques .....	15
3.8 Summary of Chapter 3 .....	15
Chapter 4 Results and Discussion .....	16
4.1 Introduction .....	16
4.2 Survey Response Analysis .....	16
4.2.1 Response Rate .....	16
4.2.2 Respondent and Demographic Profiles .....	17
4.3 Goodness of Data .....	19
4.4.3 Reliability of Data .....	24
4.5 Hypotheses Testing .....	26
4.6 Chapter Summary .....	30
Chapter 5 Discussion and Conclusion .....	31
5.1 Introduction .....	31
5.2 Factor affecting employee job performance .....	31
5.3 Research Contributions and Implications .....	31
5.3.1 Contributions to Theory .....	31
5.3.2 Managerial Implications .....	31
5.4 Limitations of the Research Study .....	32
5.5 Directions for Further Research .....	32
5.6 Conclusion .....	32
REFERENCES .....	33
Appendix A: Survey Questionnaire Cover Letter .....	36
Appendix B: Survey Questionnaire .....	37
Appendix C: Google Form .....	40

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## LIST OF TABLES

Table 1 Population distribution (Source: Lynas Human Resource).....	11
Table 2 Demographic summary .....	12
Table 3 Questions to measure independent variables. ....	13
Table 4 Questions to measure mediating variables .....	13
Table 5 Questions to measure dependent variables .....	14
Table 6 Construct and latent variables .....	15
Table 7 Descriptive statistical analysis .....	16
Table 8 Cronbach alpha measuring reliability .....	25
Table 9 Hypothesis testing summary .....	30

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## LIST OF FIGURES

Figure 1 Conceptual Model.....	8
Figure 2 Respondent age .....	17
Figure 3 Respondent gender percentage .....	17
Figure 4 Respondent years in the job .....	18
Figure 5 Respondent area in the organisation .....	18
Figure 6 Respondent distribution by executive and non-executive .....	18
Figure 7 Respondent distribution by permanent staff and contract staff .....	19
Figure 8 Regression analysis chart with population curve.....	19
Figure 9 Hypothesis 1 regression test result.....	26
Figure 10 Hypothesis 2 regression test result.....	26
Figure 11 Hypothesis 3 regression test result.....	27
Figure 12 Hypothesis 4 regression test result.....	27
Figure 13 Hypothesis 5 regression test result.....	28
Figure 14 Hypothesis 6 regression test result.....	28
Figure 15 Hypothesis 7 regression test result.....	29

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

**Factors Effecting Employee Performance:  
A Case Study on LYNAS a Rare Earth Processing Company**

**By  
Norazihan Zulkifli**

**June 2022**

Good employee performance keeps organization strategically competitive. Organisations need to attract, retain suitable employees to maintain peak performance. LYNAS (S&P/ASX 200) is a multinational company that employs some 900 people in its organization. The organisation salary and benefit package are benchmarked against the industry of oil and gas. However, the relationship between the total compensation and employee performance at LYNAS has not yet been established. Total compensation motivates employee performance. Job satisfaction enhances employee performance. Other factors such employee autonomy, and employee engagement, also effects employee job satisfaction. This study will establish the inter relationship between job satisfaction, motivation, employee autonomy, and employee engagement on employee performance at LYNAS. The research study is applied research with quantitative data. The population of the study is the total employees of Lynas. A sample population will be randomly selected from a stratified population. Responses on employee rating on their job satisfaction, motivation level, engagement and autonomy is to be collected using questionnaires, Statistical analysis will be done to determine the impact of the independent factors and mediating factors to the dependant factor that is employee performance. Data would be analysed using statistical package software Minitab. Conclusions will be based on findings that will indicate significant relationship between employee motivation, employee autonomy, and employee engagement, job satisfaction and employee performance at LYNAS. It is concluded that employee motivation, employee autonomy, employee engagement, and job satisfaction have significant impact on employee performance at LYNAS.



# Chapter 1 Introduction

## 1.1 Background of Study

Employee performance reflects onto an organisation performance. How well the employee is managed by the human resource management (HRM) reflects on the employee performance. Organisations benchmark each other for employee performance (Nevianto et al., 2021.) Employees are the backbone of an organisation. Organisations care for the wellbeing of their employee to ensure their full potential (Harshitha. L & Senthil, 2021). They are the ones getting the business to move. They are selected by organisation to contribute their physical and mental effort towards the success of the organisation. They are hired with set salary and benefits to execute their duties (Tuffaha, 2020).

COVID-19 crisis has resulted in organizations across the world facing new business challenges. Individual employees must adapt new ways of working, with interpersonal interactions and relationships profoundly altered (Bailey & Breslin, 2021). HRM faces great challenges to balance both individual employee well-being and higher levels of performance. HRM actions focusing on employee well-being, defined in three dimensions as happiness, health, and relationship, may very well have negative affect on health-related well-being such as exhaustion, stress, and burnout of the workforce (Van De Voorde et al., 2012).

Many organizations currently face significant challenges with securing continuity, adding economic value and/or increasing labour productivity while simultaneously safeguarding the well-being of their employees during and after the COVID-19 pandemic.

According to Tuffaha (2020), the rate of work done and the output as required by the organisation, that is the employee performance, would depend on how enthusiastic they are towards subscribing to the organisation. Driving their performances are the factors that satisfy

their needs. Generally, safe work environment, training, skill enquiring, supervision, good leadership, rewards, career movement, bonuses and expected by employees. Given the condition, employee would perform and continue to perform for a long term and results in a win-win situation.

Ismail et.al. (2015), found that employee performance is affected by employee aspects such as reward systems, job satisfaction and organizational commitment. Nzyoka & Orwa, (2016), found positive significant relationship between total compensation and employee performance in a service industry and recommendations with benefits, recognition and appreciation being key factors in compensation. This study is a comparative study in manufacturing and will use varied factors to similar conclusive findings.

## 1.2 Problem Statement

LYNAS (S&P/ASX 200) is a multinational chemical manufacturer operating in Pahang, Malaysia, where its mere existence is resisted by the community and government during its start up. Its location is chosen because the government promised sufficient technical staff available in the Gebeng Industrial Area, and that it is a Petro Chemical Hub.

LYNAS has found it difficult to find good staffing due to the news that it is a dangerous place to work at, that it deals with radioactive material, that is its feed material concentrate rare earth coming in from Australia. LYNAS also face the problem with the staff having related experience in rare earth processing or hydrometallurgy in Malaysia. It is in a small city of Kuantan with minimal entertainment for young adults. However, it has attracted some due to the said good salary scheme following the oil and gas industry salary rate.

This research is to study the factors that affects employee performance at LYNAS. The findings from this study will benefit LYNAS to help in their decision making to increase employee satisfaction and for employee retention. The latter is of importance as LYNAS is lacking in good technical engineers to support its vision 2025 to expand its operation globally particularly in the US.

### 1.3 Research Objectives

The objective of the study is to ascertain if job satisfaction relates to employee performance for a manufacturing company at LYNAS. In addition, the objective is to also identify the relationship of factors that contributes to job satisfaction such as employee motivation, employee engagement, and employee autonomy, and how each relates to employee performance at LYNAS.

### 1.4 Research Questions

This study follows the following question:

Is job satisfaction directly affecting employee performance at LYNAS?

Is employee motivation level directly affecting employee performance at LYNAS?

Is employee engagement level directly affecting employee performance at LYNAS?

Is employee autonomy directly affecting employee performance at LYNAS?

Is there a relationship between employee motivation, engagement, and autonomy to employee job satisfaction?

## 1.5 Significance of the Study

This study tries to understand the factors that affect the performance of the employee of LYNAS. The outcome of the study will provide some insight to employee satisfaction for the management of human resource. The human resource management may use the findings to improve the method and policy for managing human resource.

This study will be invaluable to the management of LYNAS to understand their employee happiness at work, stress at work, leadership at work, and cultural issues that would or not become obstacle for employee to perform to their full potential.

The results of the study will verify various components and mix of employee motivations, employee engagement, and employee autonomy, job satisfaction to employee performance. The result will contribute to future study the organisation would take into consideration on the performance of employee at LYNAS.

## 1.6 The Organisation of the Study

Chapter 2 provides a brief description on the Literature Review of the identified factors. The factors studied are employee job satisfaction, employee motivation, employee engagement, employee autonomy at work, and employee performance. Employee motivation would encompass total compensation including various of its components.

Chapter 3 describes the sampling method and population. From LYNAS website, the main operation areas in LYNAS are the Central Laboratory (CLAB), Engineering and Maintenance (E&M), Cracking and Leaching (C&L), Offsite, Utilities and Residues (OUR), Solvent Extraction (SX), and Product Finishing (PF) which are the operational areas. These units are further divided into shifts with crews of four.

In addition to the operational staff, there are the support staffs from the Human Resource (HR), Finance, Procurement, IT, Sales and Marketing (S&M), Research and Innovation (R&I), Project, Warehouse, Operational Excellent (OE), and Safety, Health, Environment, and Security (SHEC). Chapter 3.3 describes the sampling population and selection for the study.



## Chapter 2 Literature Review

### 2.1 Introduction

This chapter consist of review of past empirical studies by other research on employee performance the factors affecting.

### 2.2 Theoretical Foundation

The theory of this study is employee performance is a function of employee job satisfaction, motivation, engagement, and autonomy (Pascariati, 2021). The mores employees are motivated, engage, given autonomy, and satisfied with their job, the better the employee will perform at work (Okine, 2021). The factors considered are selected from previous work by other researcher.

### 2.3 Empirical Research

#### 2.3.1 Employee Performance

Employee performances are said related to organizational culture, job satisfaction, training and development, and stress. The latter is found insignificant from the work of Aboazoum et al., (2015.) Other researcher s examined the interrelations between organisation's environment-related factors (training culture, management support, environmental dynamism, and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on employee performance (Diamantidis, 2018.) Atatsi et al. (2019), synthesized organizational citizenship behaviour (OCB), leader-

member exchange (LMX), learning, innovative work behaviour (IWB) and employee performance.

### 2.3.2 Job Satisfaction

Boye (2016) studies the effect of reward, training, and development opportunities, working conditions, worker-employer relationship, job security as factors for employee satisfaction. His work was studying the motivation factor on mining employees in Ghana and concluded that good pay as the most effective factor on employee satisfaction. Satisfied employees are loyal employees. Thus, the importance of job satisfaction.

### 2.3.3 Motivation

Mullins (2002) classifies motivation into Intrinsic and Extrinsic types. Joy, and fun of executing work resulting good feeling on the employee are intrinsic motivation for employee to perform. Reward and recognition which are non-monetary benefits motivates employee and are extrinsic motivation (Yasoithai et al., 2002). U J (2021) states that unmotivated workers lead to substantial losses for businesses. That puts focus on the importance of intrinsic and extrinsic motivation on work performance. Manzoor (2021) claims that intrinsic reward and motivation effects the retention of workers in enterprises. His study focuses on small and medium enterprises in Pakistan. Bahagia & Putri (2020), found amongst factors which influence employee performance decisions during the Covid 19 pandemic such as cost of living, ability, family records, security, incentives, motivation, rewards, and work environment, three predominant factors have the most significant effect that are living cost, abilities, and family secrets.

### 2.3.4 Employee Engagement

Increased competition between firms and their need to respond effectively to rapidly changing operational conditions, as well as to personnel requirements, has escalated the necessity

to identify those factors that affect employee performance executing. Job autonomy supports strongly to job performance (Diamantidis, 2018.)

### 2.3.5 Employee Autonomy

Leadership is an important factor for employee autonomy. Lartey (2021) found employee autonomy impacts employee performance for small medium enterprises in North America on top of manager recognition of employee engagement.

### 2.4 Proposed Conceptual Framework

Figure 1 shows the conceptual model for this research study.

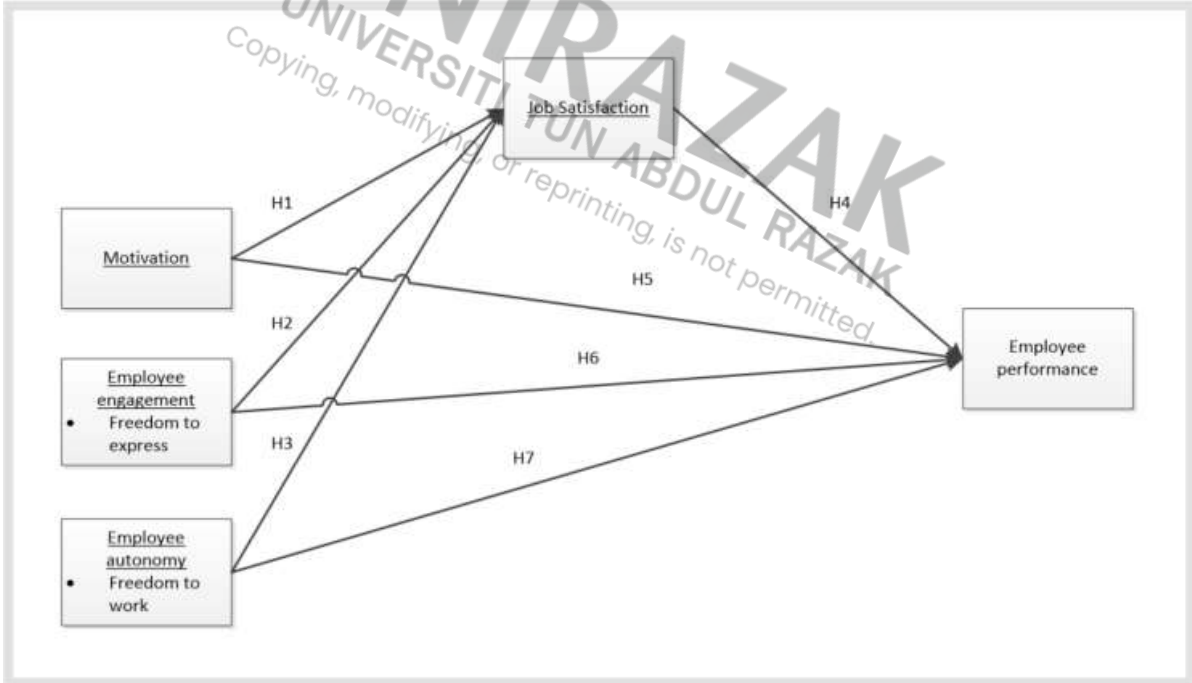


Figure 1 Conceptual Model



## 2.5 Hypothesis Development

Based on the conceptual model and research questions, the hypotheses to be tested for acceptance or rejection are:

H1: The effect of employee motivation is significant on employee job satisfaction.

H2: The effect of employee engagement is significant on employee job satisfaction.

H3: The effect of employee autonomy is significant on employee job satisfaction.

H4: The effect of employee job satisfaction is significant on employee job performance.

H5: The effect of employee motivation is significant on employee job performance.

H6: The effect of employee engagement is significant on employee job performance.

H7: The effect of employee autonomy is significant on employee job performance.

## 2.6 Summary of Chapter 2

The study is based on the theory that employee performance is a function of employee job satisfaction, motivation, engagement, and autonomy. Previous empirical research confirms the effects. This study will proof the relationship as per the conceptual model.

## Chapter 3 Research Methodology

### 3.1 Introduction

This section describes the research method used for the study. The sections are research design, study population and sampling procedures, data collection method, operationalisation and measurement, reliability and validity, and data analysis techniques.

### 3.2 Research Design

The study is a descriptive research design which attempts to define the affecting factors on employee performance at LYNAS. The research is of a quantitative type.

### 3.3 Study Population and Sampling Procedures

The study will look at the population of LYNAS employee. The subgroup of the population will be used as sample of the population from which the responses will represent that of the population. The group is from stratification of the population according to executive and non-executive employee. The selection of sample is random in the stratified group.

Table 1 shows the population distribution of LYNAS under study. This secondary data was obtained from Lynas Human Resources department.

Table 1 Population distribution (Source: Lynas Human Resource).

	<u>Normal shift</u>				<u>Total</u>
Human Resource	13				13
Finance	9				9
Procurement	12				12
IT	5				5
Sales & Marketing	9				9
Research & Innovation	5				5
SHE	10				10
Maintenance	97				97
Project	8				8
OE	6				6
<u>Operation</u>	<u>Normal &amp; B shift</u>	<u>C shift</u>	<u>A shift</u>	<u>D shift</u>	
Cracking & Leaching	42	27	28	27	124
Solvent Extraction	33	17	17	17	84
Product Finishing	46	35	41	35	157
OUR	36	13	14	13	76
Engineering	111	11	11	11	144
Security	8	8	8	8	32
CLab	25	16	9	9	59
CW	2	1	2	1	6
Warehouse	20	3			23
Total					879

Sampling will be 30% of LYNAS employee (Frey, 2018). The study will survey 120 employees for their participants. Expected respondents is 30 to 50%. Assuming 100 replies would give a 38% respondent rate.

### 3.4 Study Population and Sampling Procedures

Data collection is by structured survey questionnaire. The questions are borrowed from Alpern et al., 2013, Abu Hasheh, 2019, and Saragih, 2011. The questionnaire cover letter is shown in Appendix A, while the questionnaire form in Appendix B.

It is more efficient for data collection using digital technology and thus the questionnaire is prepared in Google Form as attached in Appendix C and distributed through chat forum in LYNAS Microsoft Teams as well chat group in WhatsApp application.

Demographic data are the respondents' gender, years in job, job area, position level, and employment type. Table 3 list the selection for each on the demographic indicator.

Table 2 Demographic summary

<u>Gender</u>	<u>Years in job</u>	<u>Area</u>	<u>Position level</u>	<u>Employment type</u>
Female	< 1 year	Production	Executive	Permanent Staff
Male	1-3 years	Maintenance	Non-Executive	Contract Staff
	3-5 years	Logistic		
	5-8 years	Research & development		
	8-12 years	Supply chain		
	>12 years	Finance		
		Administration		
		Other		

### 3.5 Operational and Measurement

#### 3.5.1 Independent Variables

Job satisfaction, motivation, employee engagement, and employee autonomy are independent variable. To measure job satisfaction, motivation, employee engagement, and employee autonomy questions from Table 3 are used to gauge their level.

Table 3 Questions to measure independent variables.

Constructs	Items	Referred from
1) Job Satisfaction	1) I am very satisfied with my job.	(Saragih, 2011)
	2) I frequently think of quitting my job.	
	3) I am generally satisfied with the kind of work I do in this job.	
	4) Most people in this company are very satisfied with their job.	
	5) People on this job often think of quitting.	
2) Motivation	1) I receive recognition for my work on a regular basis.	(Mohammd Abuhashesh et al., 2019)
	2) I am learning new skills and growing personally	
	3) I get rewarded for my commitment towards the work.	
	4) The company works towards skill enhancement for employee personal growth.	
	5) I like working at the current company and will work here in the next 2 years.	
	6) I am satisfied with my job overall.	
3) Engagement	1) I have completed more work than my regular to-dos.	(Mohammd Abuhashesh et al., 2019)
	2) I am valued by my superior.	
	3) I fulfill my task even if takes more effort than minimum.	
	4) My job makes a positive difference in otherâ€™s life.	
	5) My supervisor gives room for my family time.	
	6) I have enough training to solve my work issues.	
4) Autonomy	1) I am allowed to decide how to go about getting my job done (the methods to use)	(Saragih, 2011)
	2) I am able to choose the way to go about my job (the procedures to utilize).	
	3) I am free to choose the methods to use in carrying out my work.	
	4) I have control over the scheduling of my work.	
	5) My job is such that I can decide when to do a particular work.	

### 3.5.2 Mediating Variables

Job satisfaction is also a mediating variable between motivation, employee engagement, and employee autonomy and employee performance. It is chosen as a mediating variable to explain the relationship of the independent variables to the dependent variable, employee performance.

To measure job satisfaction, questions from Table 4 are used to gauge their level.

Table 4 Questions to measure mediating variables

Constructs	Items	Referred from
1) Job Satisfaction	1) I am very satisfied with my job.	(Saragih, 2011)
	2) I frequently think of quitting my job.	
	3) I am generally satisfied with the kind of work I do in this job.	
	4) Most people in this company are very satisfied with their job.	
	5) People on this job often think of quitting.	

### 3.5.3 Dependent Variables

Employee performance is the dependent variable. To measure employee performance, questions from Table 5 are used to gauge their level.

Table 5 Questions to measure dependent variables

Constructs	Items	Referred from
1) Employee Performance	1) I am efficient in generating a quality work output.	(Saragih, 2011)
	2) I am efficient in working safely.	
	3) I am efficient in contributing to my team's performance.	
	4) I am efficient in exceeding my department's annual targets and objectives.	
	5) I complete my work on time most of the time.	
	6) I always do it right the first time.	

### 3.6 Reliability and Validity

The data collection will be by using a structured questionnaire. The respondent will have full exclusory to response without the researcher directly taking part. Each respondent will submit one response uniquely identified with their email.

### 3.7 Data Analysis Techniques

By asking 300 survey questions and collecting 100 data from this subset of 1000 target population, we will make inferences about the whole population with 95% confidence level and 10% error (Lucid, 2022).

Employee performance, job satisfaction, motivation, engagement, and autonomy cannot be measured directly thus they are latent variables. To gauge them structured questionnaires for each of them are designed, as indicators or observed variable, to give light to the latent variable.

Table 6 Construct and latent variables

Construct/Latent Variable	Indicators/Observed Variable
Employee Performance	Q8, Q9, Q10, Q11, Q12, and Q13
Job Satisfaction	Q14, Q15, Q16, Q17, and Q18
Motivation	Q19, Q20, Q21, Q22, Q23, and Q24
Engagement	Q25, Q26, Q27, Q28, Q29, and Q30
Autonomy	Q31, Q32, Q33, Q34, and Q35

### 3.7.1 Descriptive Analysis Techniques

Characteristic to describe the samples will be gender, age, staff/contract, executive/non-executive, year at Lynas (in years). Google form will provide responses summary with distribution chart for age group, pie charts for demographic data, and bar charts for each question. Google data allows data transferring to Excel. Cross tabulation of the characteristics with the responses in Excel will provide insights as to its effect. Further analyses will be conducted using Minitab statistical software for the reason of availability and familiarity of usage.

### 3.7.2 Inferential Analysis Techniques

Statistical tests will be conducted to see if the factors have any or no significant impact on employee performance. It is to see if the conclusion is correct compared with the probability that conclusion is due to chance by calculated P-values. This test result based on the samples will inferences about population.

## 3.8 Summary of Chapter 3

The research study is applied research. The study is descriptive with quantitative data collection. The study will collect data via survey forms with questionnaires. The study considers five variables for their relationship. The study will use cross tabulation for descriptive analysis and statistical test to proof hypotheses.

## Chapter 4 Results and Discussion

### 4.1 Introduction

This chapter offers results and analysis obtained from the study with questionnaire responded by LYNAS employee. The findings of the study will be presented by the general descriptive statistics, demographic profile. Subsequently the chapter presented the reliability and goodness of data, ending with the test for the hypotheses.

### 4.2 Survey Response Analysis

#### 4.2.1 Response Rate

The study received 61 responses from the study group. Table 7 show descriptive statistical data such mean, standard deviation, minimum and median of the responses for each item.

Table 7 Descriptive statistical analysis

Variable	N	N'	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3
2) What is your age? In years	61	0	35.44	1.31	10.27	22	27	32	41
8) I am efficient in generating a quality work output	61	0	5.656	0.107	0.834	4	5	6	6
9) I am efficient in working safely	61	0	6.049	0.111	0.865	3	5	6	7
10) I am efficient in contributing to my teas's performance	61	0	5.984	0.108	0.846	4	5	6	7
11) I am efficient in exceeding my department's annual targets and objectives	61	0	5.59	0.111	0.864	4	5	6	6
12) I complete my work on time most of the time	61	0	5.803	0.121	0.946	4	5	6	7
13) I always do it right the first time	61	0	5.164	0.155	1.214	1	5	5	6
14) I am very satisfied with my job	61	0	5.197	0.146	1.138	2	5	5	6
15) I frequently think of quitting my job	61	0	3.836	0.228	1.781	1	2	4	5
16) I am generally satisfied with my job	61	0	5.426	0.135	1.056	2	5	5	6
17) Most people in this company are very satisfied with their job	61	0	5.049	0.129	1.007	3	4	5	6
18) People on this job often think of quitting	61	0	3.852	0.201	1.569	1	2,5	4	5
19) I receive recognition for my work on a regular basis	61	0	4.525	0.173	1.349	1	4	5	5,5
20) I am learning new skills and growing personally	61	0	5.475	0.139	1.089	3	5	5	6
21) I get rewarded for my commitment towards the work	61	0	4.426	0.169	1.322	1	4	4	5
22) The company works towards skill enhancement for employee personal growth	61	0	4.787	0.167	1.305	2	4	5	6
23) I like working at the current company and will work here in the next 2 years	61	0	4.967	0.17	1.329	1	4	5	6
24) I am satisfied with my job overall	61	0	5.131	0.156	1.218	1	4	5	6
25) I have completed more work than my regular to-dos	61	0	5.082	0.162	1.269	1	4	5	6
26) I am valued by my superior.	61	0	5.197	0.136	1.062	2	5	5	6
27) I fulfill my task even if takes more effort than minimum	61	0	5.607	0.113	0.881	4	5	6	6
28) My job makes a positive difference in other's life	61	0	5.295	0.139	1.085	2	5	5	6
29) My supervisor gives room for my family time	61	0	5.557	0.135	1.057	2	5	6	6
30) I have enough training to solve my work issues	61	0	4.951	0.147	1.146	2	4	5	6
31) I am allowed to decide how to go about getting my job done (the methods to use)	61	0	5.508	0.123	0.96	3	5	6	6
32) I am able to choose the way to go about my job (the procedures to utilize)	61	0	5.41	0.133	1.039	3	5	5	6
33) I am free to choose the methods to use in carrying out my work	61	0	5.475	0.121	0.942	3	5	5	6
34) I have control over the scheduling of my work	61	0	5.541	0.147	1.149	3	5	6	6
35) My job is such that I can decide when to do a particular work	61	0	5.311	0.165	1.285	1	5	5	6



#### 4.2.2 Respondent and Demographic Profiles

Respondents average age is 35 ranging from 22- to 62-year-olds. Figure 2 shows the age distribution of the respondents.

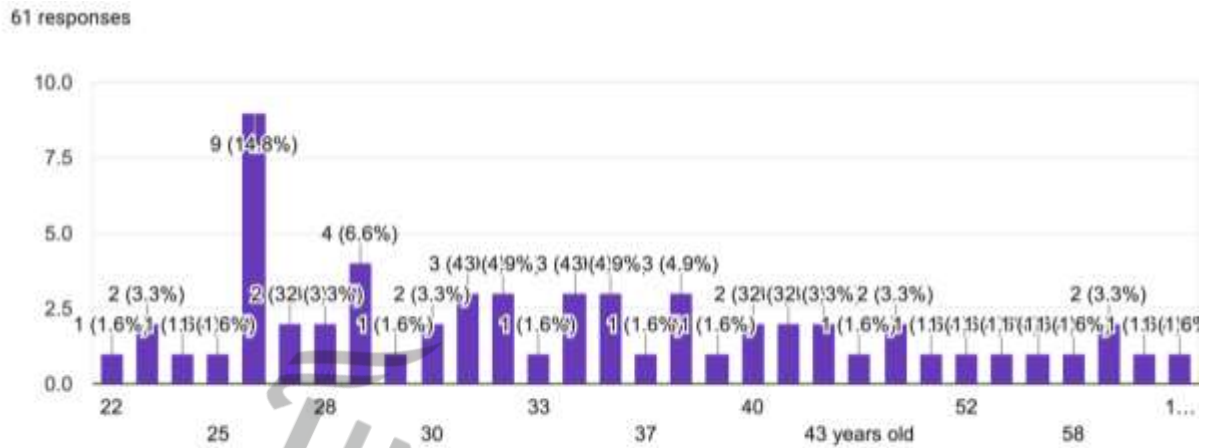


Figure 2 Respondent age

62.3% of the respondents are female while 37.7% are male. Figure 3 shows the pie chart of gender of respondents. Figure 4 shows the respondents age group. And Figure 5 shows the respondents area of work.

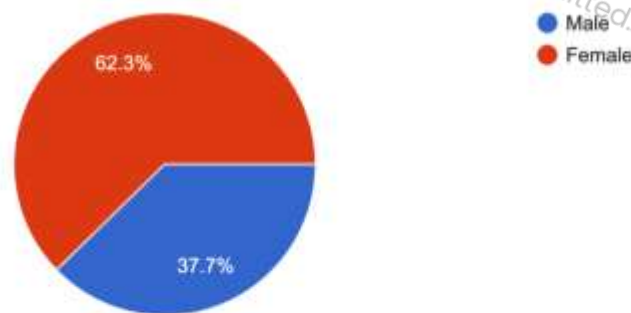


Figure 3 Respondent gender percentage

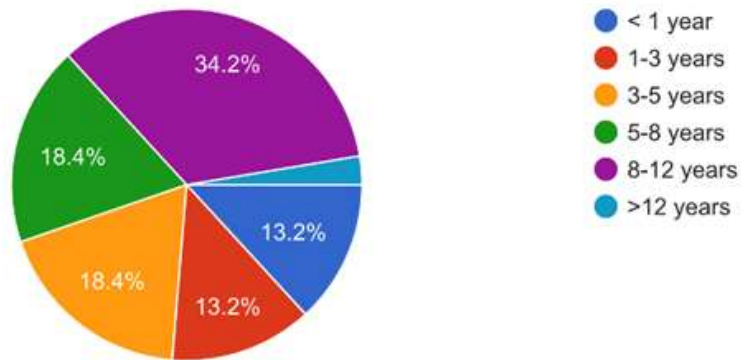


Figure 4 Respondent years in the job



Figure 5 Respondent area in the organisation

70.5% of the respondents are from executive levels while 29.5% are non-executive level. Figure 6 shows the pie chart of type of employment of the respondents.

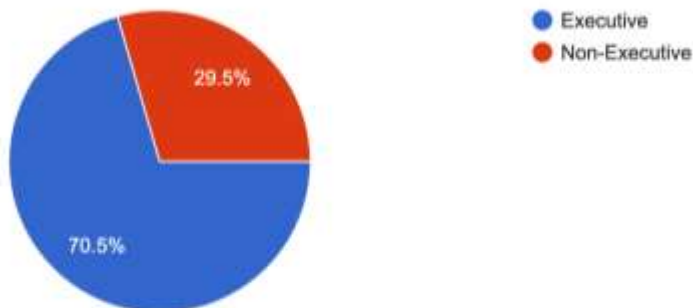


Figure 6 Respondent distribution by executive and non-executive

85.2% of the respondents are permanent staff while 14.8% are contract staff. Figure 7 shows the pie chart of type of employment of the respondents.

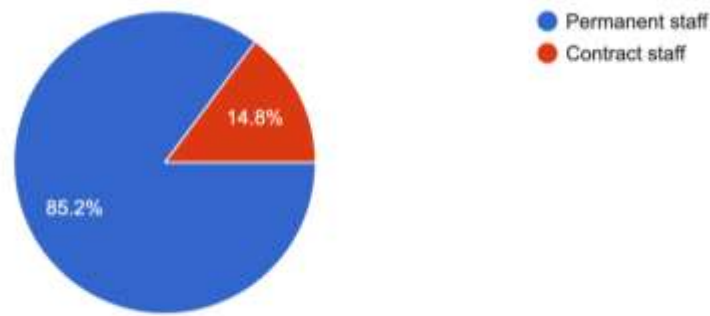
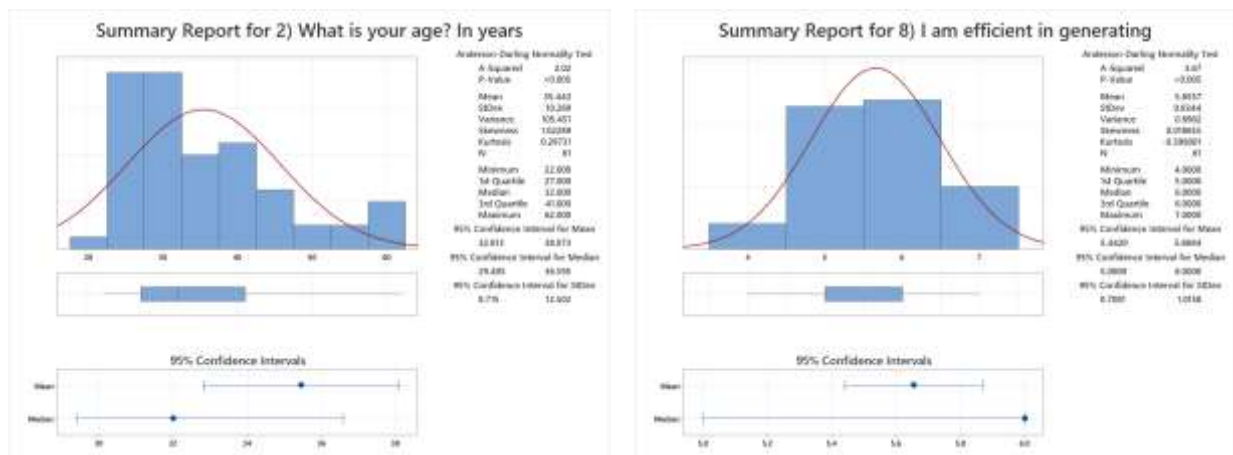


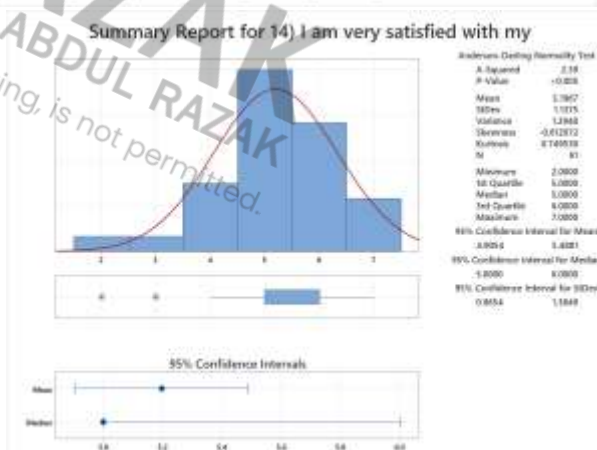
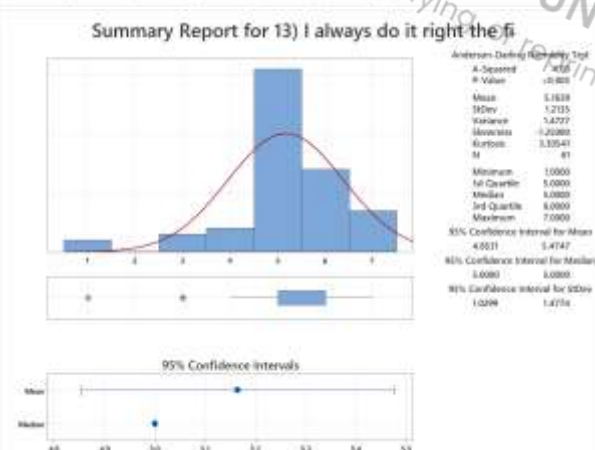
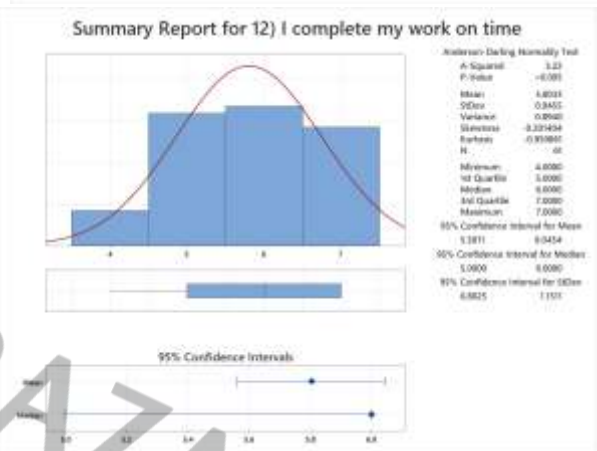
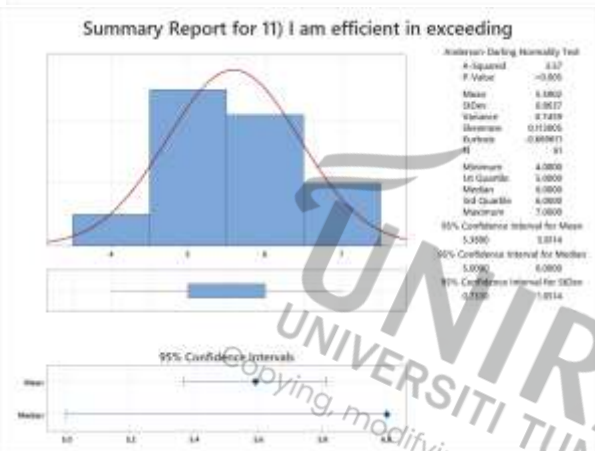
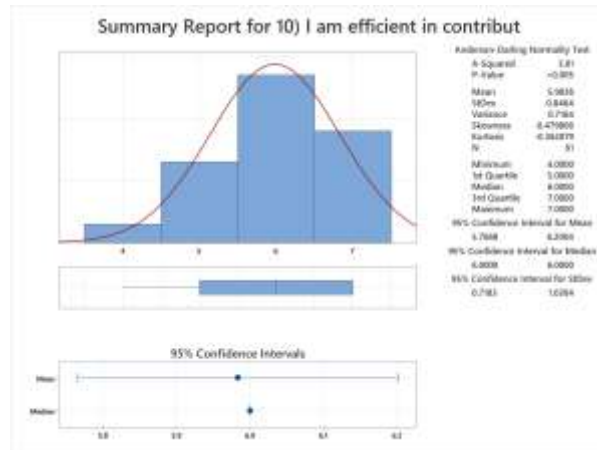
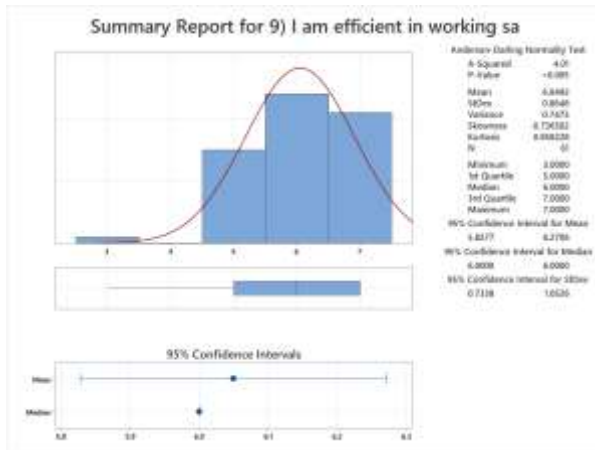
Figure 7 Respondent distribution by permanent staff and contract staff

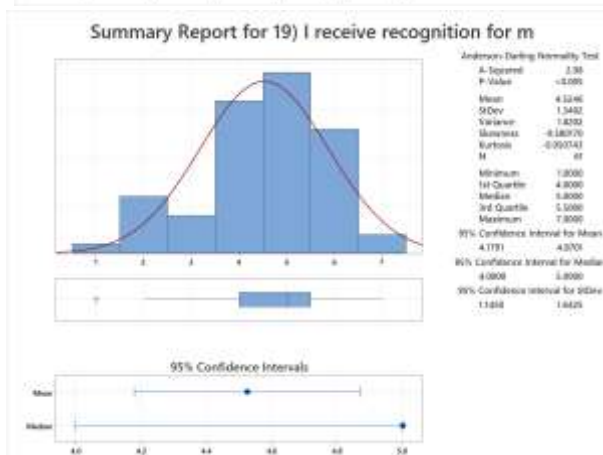
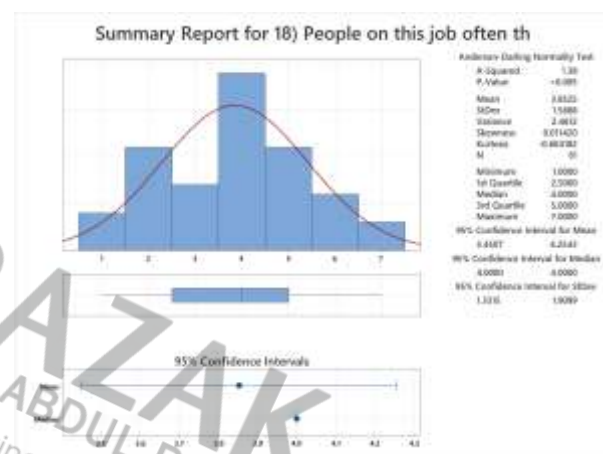
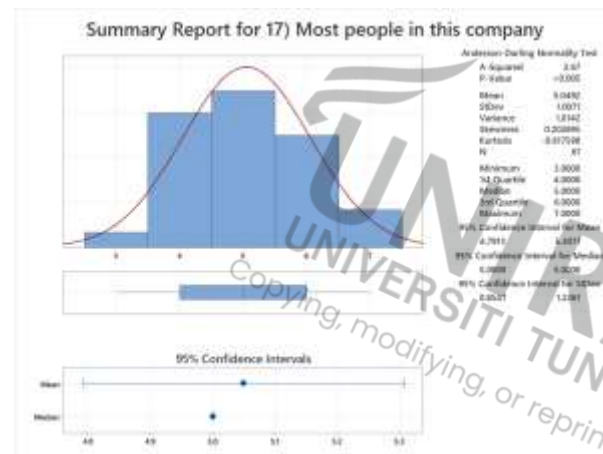
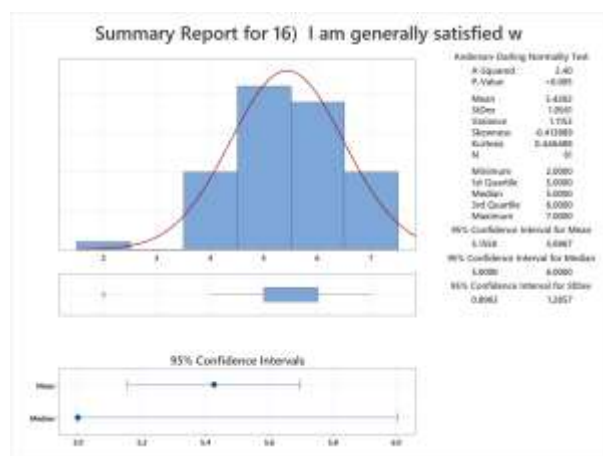
#### 4.3 Goodness of Data

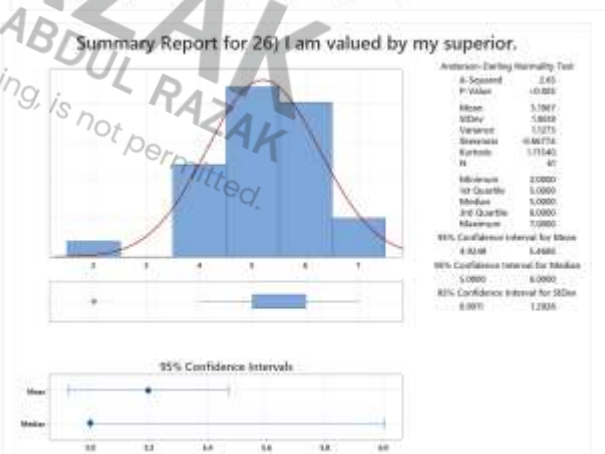
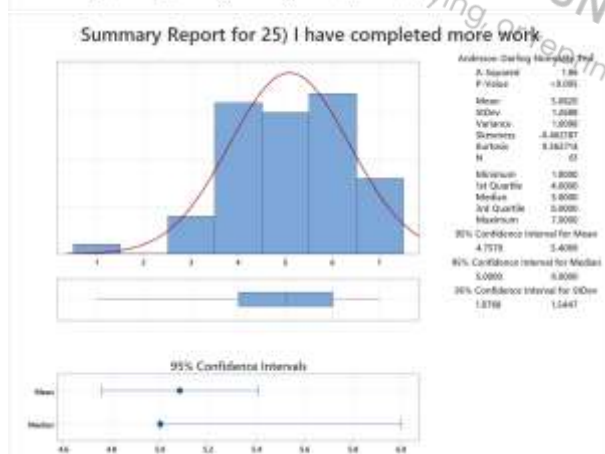
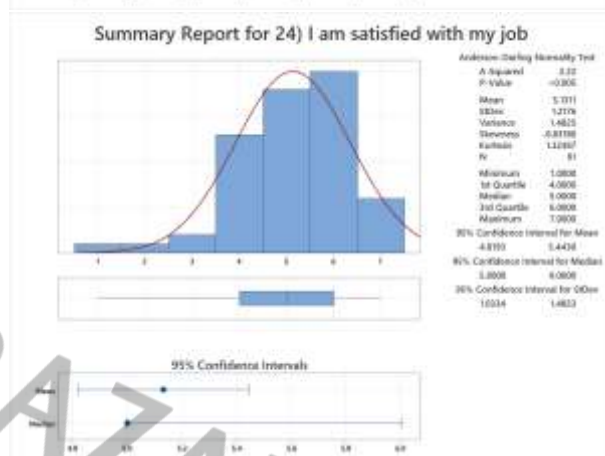
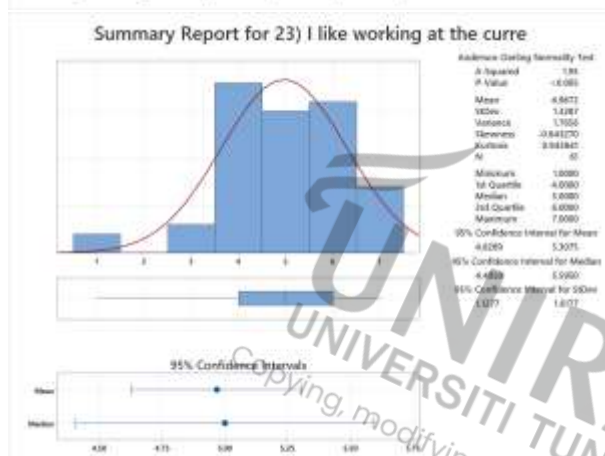
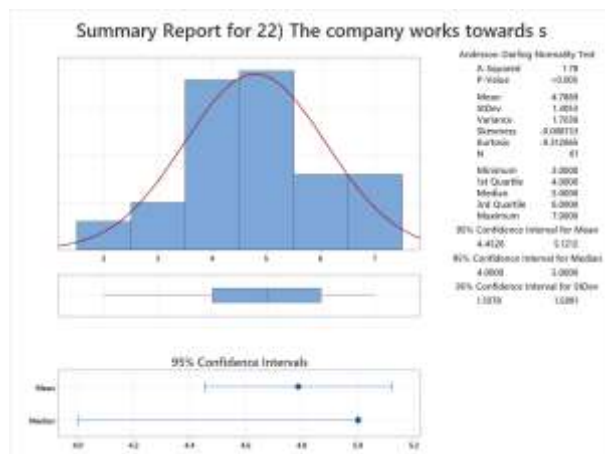
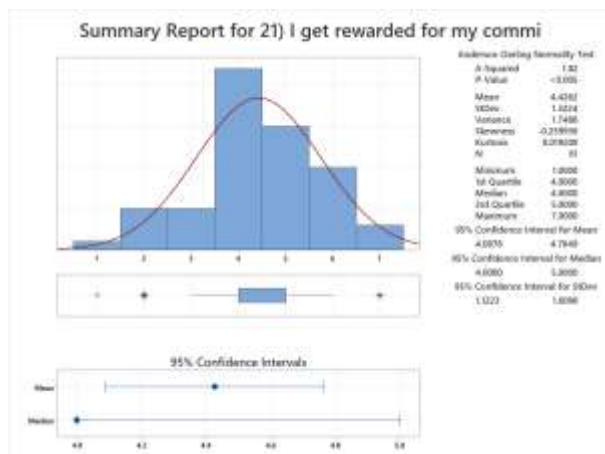
Regression analysis was done on all of the data collection. For all the information and responses to the question, the distribution is normal. The following figures show distribution curve of the responses from regression analysis.

Figure 8 Regression analysis chart with population curve

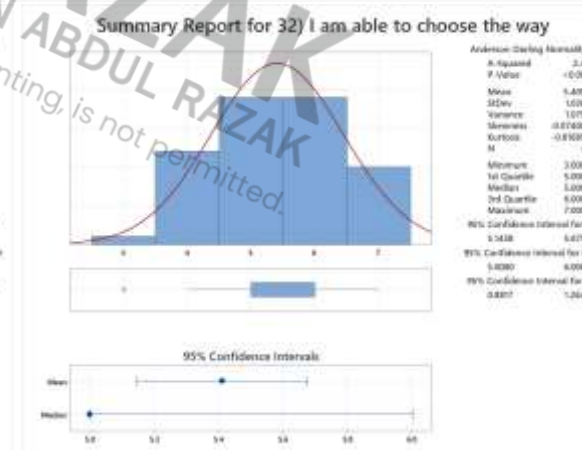
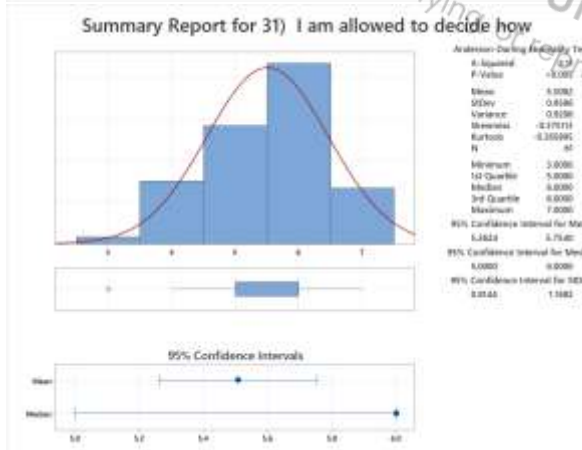
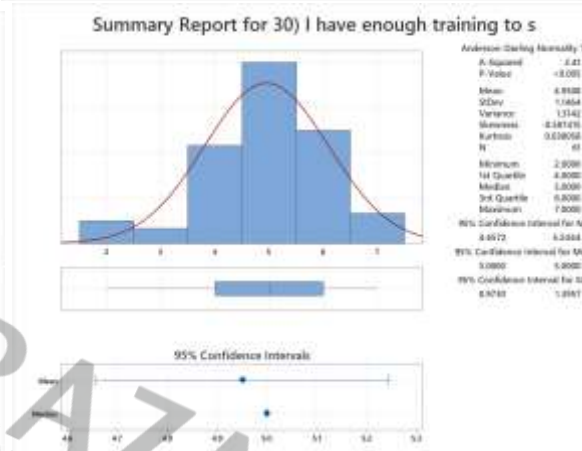
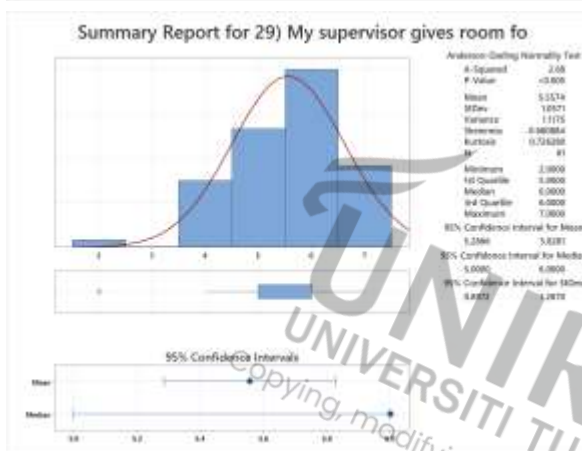


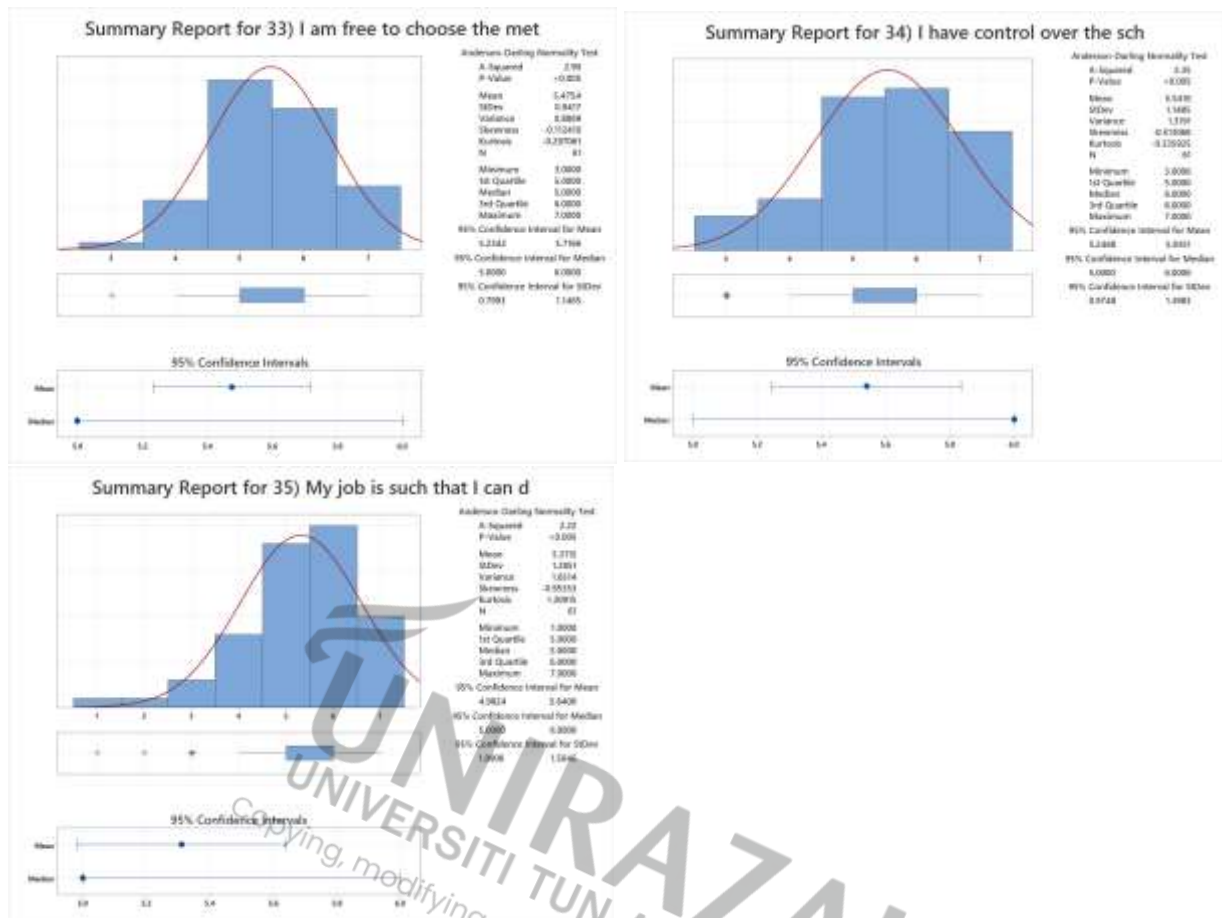












#### 4.4.3 Reliability of Data

This section discusses the reliability of data from the questionnaire. The measurement of internal consistency by Cronbach's alpha as tabulated in Table 8. Cronbach alpha of more than 0.7 is considered very reliable. (Usachi et. Al., 2015) Scores less than 0.35 can jeopardise the reliability (Netemeyer, Bearden, & Sharma, 2003).



Table 8 Cronbach alpha measuring reliability

Scale	Items in group	Chronbach Alpha
Section 1 questions - Employee Performance	8) I am efficient in generating a quality work output.	0.8489
	9) I am efficient in working safely.	
	10) I am efficient in contributing to my team's performance.	
	11) I am efficient in exceeding my department's annual targets and objectives.	
	12) I complete my work on time most of the time.	
Section 2 questions - Job Satisfaction	13) I always do it right the first time.	0.3040
	14) I am very satisfied with my job.	
	15) I frequently think of quitting my job.	
	16) I am generally satisfied with the kind of work I do in this job.	
Section 3 questions - Motivation	17) Most people in this company are very satisfied with their job.	0.8677
	18) People on this job often think of quitting.	
	19) I receive recognition for my work on a regular basis.	
	20) I am learning new skills and growing personally	
	21) I get rewarded for my commitment towards the work.	
Section 4 questions - Engagement	22) The company works towards skill enhancement for employee personal growth.	0.8463
	23) I like working at the current company and will work here in the next 2 years.	
	24) I am satisfied with my job overall.	
	25) I have completed more work than my regular to-dos.	
	26) I am valued by my superior.	
Section 5 questions - Autonomy	27) I fulfill my task even if takes more effort than minimum.	0.9205
	28) My job makes a positive difference in other's life.	
	29) My supervisor gives room for my family time.	
	30) I have enough training to solve my work issues.	
	31) I am allowed to decide how to go about getting my job done (the methods to use)	
	32) I am able to choose the way to go about my job (the procedures to utilize).	0.8463
	33) I am free to choose the methods to use in carrying out my work.	
	34) I have control over the scheduling of my work.	
	35) My job is such that I can decide when to do a particular work.	

The first scale of the questionnaire, consisting of six questions, was employed to measure the construct, 'employee performance'. The scale had a high level of internal consistency, as determined by a Cronbach's alpha of 0.8489.

The second scale of the questionnaire, consisting of six questions, was employed to measure the construct, 'employee performance'. The scale had a high level of internal consistency, as determined by a Cronbach's alpha of 0.8489.

The third scale of the questionnaire, consisting of five questions, was employed to measure the construct, 'motivation'. The scale had a low level of internal consistency, as determined by a Cronbach's alpha of 0.3040. However, this result is deemed well for consideration.

The fourth scale of the questionnaire, consisting of six questions, was employed to measure the construct, 'engagement'. The scale had a high level of internal consistency, as determined by a Cronbach's alpha of 0.8677.

The fifth scale of the questionnaire, consisting of six questions, was employed to measure the construct, 'autonomy'. The scale had a high level of internal consistency, as determined by a Cronbach's alpha of 0.8463.

## 4.5 Hypotheses Testing

Regression analysis is conducted to test the hypotheses.

### Hypothesis 1: Employee motivation and employee job satisfaction.

Employee motivation has significant impact of employee job satisfaction with P value of 0.001 giving more than 95% confidence level. Figure 9 shows the full result.

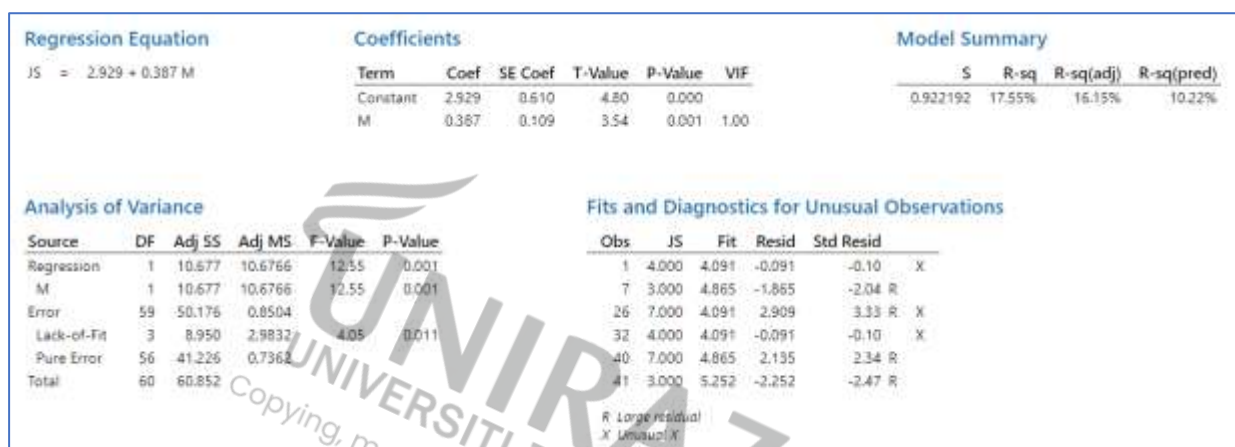


Figure 9 Hypothesis 1 regression test result

### Hypothesis 2: Employee engagement and employee job satisfaction.

Employee engagement has significant impact of employee job satisfaction with P value of 0.001 giving more than 95% confidence level. Figure 10 shows the full result.

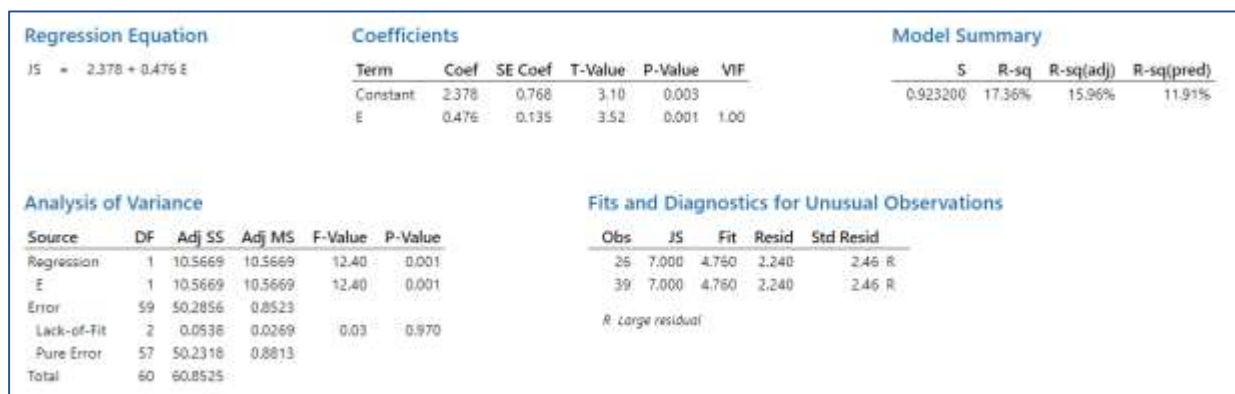


Figure 10 Hypothesis 2 regression test result

### Hypothesis 3: Employee autonomy and employee job satisfaction.

Employee autonomy has significant impact of employee job satisfaction with P value of 0.007 giving more than 95% confidence level. Figure 11 shows the full result.

Regression Equation						Coefficients						Model Summary			
JS = 3.035 + 0.368 A						Term	Coef	SE Coef	T-Value	P-Value	VIF	S	R-sq	R-sq(adj)	R-sq(pred)
						Constant	3.035	0.726	4.18	0.000		0.953606	11.83%	10.34%	2.88%
						A	0.368	0.131	2.81	0.007	1.00				
Analysis of Variance						Fits and Diagnostics for Unusual Observations									
Source	DF	Adj SS	Adj MS	F-Value	P-Value	Obs	JS	Fit	Resid	Std Resid					
Regression	1	7.200	7.2000	7.92	0.007	26	7.000	4.139	2.861	3.22	R	X			
A	1	7.200	7.2000	7.92	0.007	39	7.000	4.874	2.126	2.25	R				
Error	59	53.652	0.9094			R Large residual									
Lack-of-Fit	3	9.635	3.2117	4.09	0.011	X Unusual X									
Pure Error	56	44.017	0.7860												
Total	60	60.852													

Figure 11 Hypothesis 3 regression test result

### Hypothesis 4: Employee job satisfaction and employee job performance.

Employee job satisfaction has significant impact of employee job performance with P value of 0.002 giving more than 95% confidence level. Figure 12 shows the full result.

Regression Equation						Coefficients						Model Summary			
EP = 4.320 + 0.329 JS						Term	Coef	SE Coef	T-Value	P-Value	VIF	S	R-sq	R-sq(adj)	R-sq(pred)
						Constant	4.320	0.518	8.34	0.000		0.785223	15.37%	13.93%	9.38%
						JS	0.329	0.101	3.27	0.002	1.00				
Analysis of Variance						Fits and Diagnostics for Unusual Observations									
Source	DF	Adj SS	Adj MS	F-Value	P-Value	Obs	EP	Fit	Resid	Std Resid					
Regression	1	6.6056	6.60564	10.71	0.002	5	4.000	5.967	-1.967	-2.53	R				
JS	1	6.6056	6.60564	10.71	0.002	24	4.000	5.638	-1.638	-2.12	R				
Error	59	36.3780	0.61658			26	5.000	6.626	-1.626	-2.16	R				
Lack-of-Fit	3	0.1145	0.03816	0.06	0.981	32	4.000	5.638	-1.638	-2.12	R				
Pure Error	56	36.2635	0.64756			R Large residual									
Total	60	42.9836													

Figure 12 Hypothesis 4 regression test result

**Hypothesis 5: Employee motivation and employee job performance.**

Employee motivation has significant impact of employee job performance with P value of 0.009 giving more than 95% confidence level. Figure 13 shows the full result.

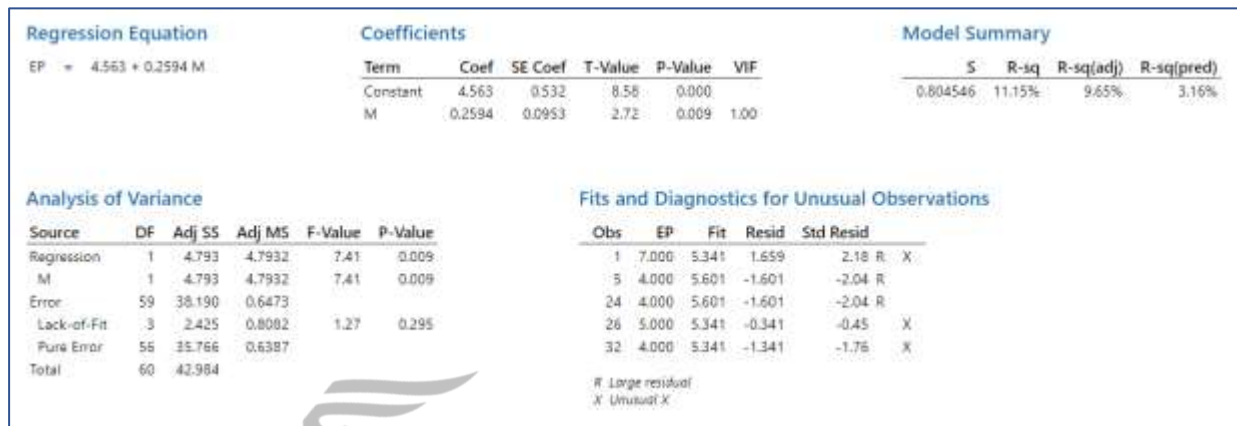


Figure 13 Hypothesis 5 regression test result

**Hypothesis 6: Employee engagement and employee job performance.**

Employee engagement has significant impact of employee job performance with P value of 0.000 giving more than 95% confidence level. Figure 14 shows the full result.

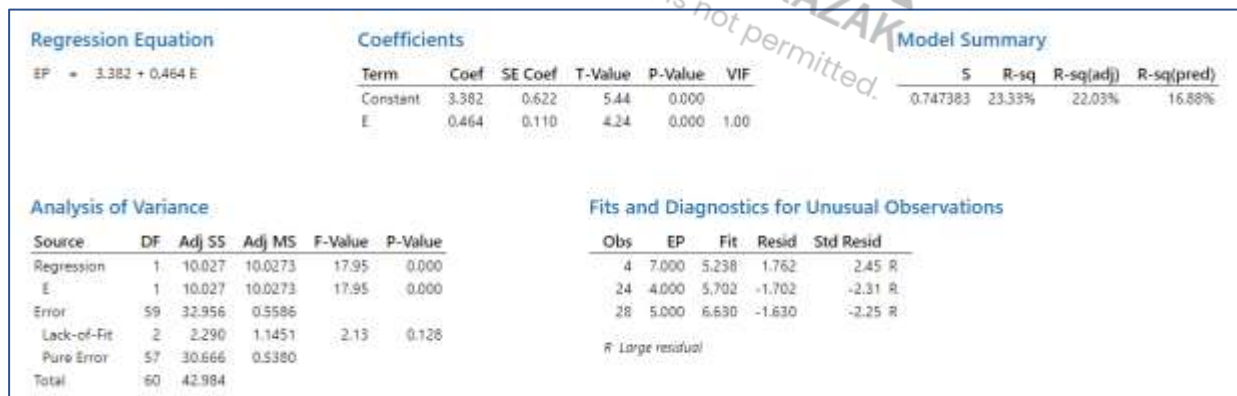


Figure 14 Hypothesis 6 regression test result

**Hypothesis 7: Employee autonomy and employee job performance.**

Employee autonomy has significant impact of employee job performance with P value of 0.004 giving more than 95% confidence level. Figure 15 shows the full result.

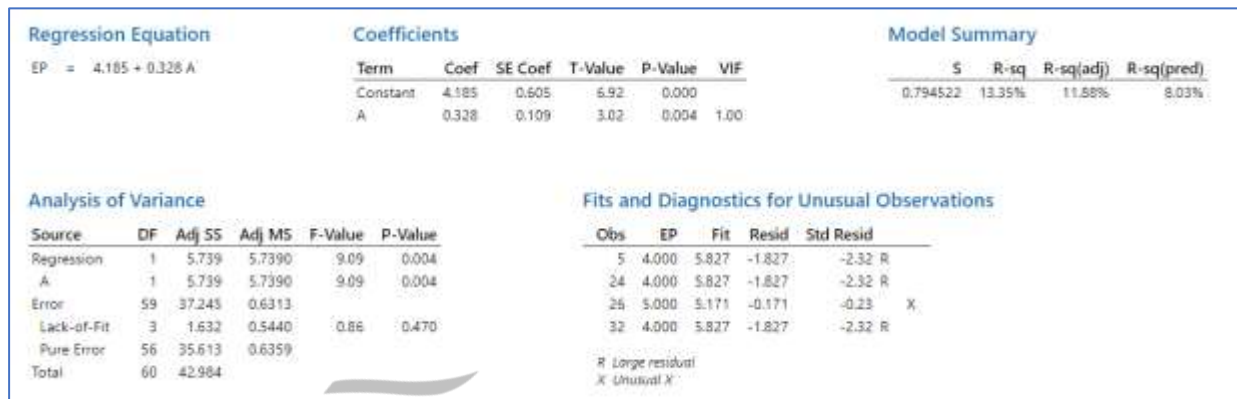


Figure 15 Hypothesis 7 regression test result

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Table 6 summarizes the P-value of the each of the hypothesis test.

Table 9 Hypothesis testing summary

Hypothesis	P-Value	Accepted	Ranking
H1: The effect of employee motivation is significant on employee job satisfaction.	0.001	Yes	2
H2: The effect of employee engagement is significant on employee job satisfaction.	0.001	Yes	3
H3: The effect of employee autonomy is significant on employee job satisfaction.	0.007	Yes	6
H4: The effect of employee job satisfaction is significant on employee job performance.	0.002	Yes	4
H5: The effect of employee motivation is significant on employee job performance.	0.009	Yes	7
H6: The effect of employee engagement is significant on employee job performance.	0.000	Yes	1
H7: The effect of employee autonomy is significant on employee job performance.	0.004	Yes	5

#### 4.6 Chapter Summary

In summary, all the factors considered for employee job performance that are job satisfaction, motivation, engagement, and autonomy, have significant impact employee job performance. In addition, all factors considered for job satisfaction that are motivation, engagement, and autonomy, have significant impact on employee job satisfaction.

## Chapter 5 Discussion and Conclusion

### 5.1 Introduction

From the data analysis, all the factors considered for employee job performance, that are job satisfaction, motivation, engagement, and autonomy, have significant impact on employee job performance. In addition, all factors considered for job satisfaction that are motivation, engagement, and autonomy, have significant impact on employee job satisfaction.

### 5.2 Factor affecting employee job performance

For the seven hypotheses tested, all results in P value of less than 0.05 indicating significant contribution.

### 5.3 Research Contributions and Implications

#### 5.3.1 Contributions to Theory

LYNAS must take initiative to make their employees happy by knowing what they want and provide them with the right social environment that enhance employee performance.

#### 5.3.2 Managerial Implications

LYNAS must take initiative to make their employees happy by knowing what they want and provide them with the right social environment that enhance employee performance.



#### 5.4 Limitations of the Research Study

The study was done independently to the organization of interest. The survey distribution was to interested employee voluntarily responding to the questionnaire. Thus, the limited response. Otherwise, if LYNAS would have insisted on supporting the study, higher percentage of response would have been obtained. LYNAS could use the data and employee feedback to improve the human resource management.

#### 5.5 Directions for Further Research

LYNAS initiate similar study to improve employee satisfaction and employee performance

Incorporate detail factors for motivation such as reward system, and career development.

Benchmark with similar industries in the same industrial park in relations with employee retention

#### 5.6 Conclusion

From the study it is concluded that all the factors considered for employee job performance, that are job satisfaction, motivation, engagement, and autonomy, have significant impact on employee job performance. Since the study was done irrespectively through the human resource management, LYNAS would obtain valuable information from this study for employee performance improvement for the organisation competitive advantage.



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## Appendix A: Survey Questionnaire Cover Letter

Dear participant,

Subject: Participant Information Sheet

Researcher: Norazihan Zulkifli, UNIRAZAK Graduate School of Business

I am Norazihan Zulkifli from School of Business at the UNIRAZAK, Kuala Lumpur, Malaysia. I am working on an applied research project to determine factors affecting employee performance at LYNAS. In gathering data, I am conducting a stratified survey with structured questionnaire. This survey is being undertaken as part of my Master of Business Administration (A11181) degree at UNIRAZAK as my final project.

I am glad to inform you that you receiving this survey provides a means for your engagement in the organisation of which you work that is LYNAS. Your response is only to be use for the purpose of the study as stated above. All information will be kept confidential with me. The summarize results of the study answering the related research question may or not be shared with LYNAS should there be a request.

I thank you in advance for your participation and expect your response in good faith.

Do sent to your enquiries on the survey to email [z.norazihan203@ur.unirazak.edu.my](mailto:z.norazihan203@ur.unirazak.edu.my).

Best regards,

Norazihan Zulkifli

## Appendix B: Survey Questionnaire

### Personal Details

Name:	
Age:	
Gender:	
Years working at Lynas:	
Executive / non-Executive:	
Permanent staff / Contract	

### Section 1. Performance

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your working experience at Lynas.

Section 1 questions - Performance	1	2	3	4	5	6	7
a. I am very efficient in generating a quality work output							
b. I am very efficient in working safely							
c. I am very efficient in contributing to my team's performance.							
d. I am very effective in exceeding my department's annual targets and objectives							
b. I complete my work on time most of the time							
c. I always do it right the first time							

\*(Saragih, 2011)

### Section 2. Job satisfaction

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your working experience at Lynas.

Section 2 questions – Job Satisfaction	1	2	3	4	5	6	7
a. I am very satisfied with my job							

b. I frequently think of quitting my job (reverse-coded)							
c. I am generally satisfied with the kind of work I do in this job							
d. Most people on this job are very satisfied with this job							
e. People on this job often think of quitting (reverse-coded)							

\* (Saragih, 2011)

### Section 3. Motivation

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your working experience at Lynas.

Section 3 questions - Motivation	1	2	3	4	5	6	7
a. I receive recognition for my work on a regular basis.							
b. I am learning new skills and growing personally.							
c. I get rewarded for my commitment towards the work.							
d. The company works towards skill enhancement for employee personal growth.							
e. I like working at the current company and will work here in the next 2 years.							
f. I am satisfied with my job overall.							

### Section 4. Engagement

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your working experience at Lynas.

Section 4 questions - Engagement	1	2	3	4	5	6	7
a. I have completed more work than my regular to-dos.							
b. I am valued by my superior.							
c. I fulfill my task even if takes more effort than minimum							
d. My job makes a positive difference in other's life.							
e. My supervisor gives room for my family time.							
f. I have enough training to solve my work issues.							

## Section 5. Autonomy

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your working experience at Lynas.

Section 5 questions - Autonomy	1	2	3	4	5	6	7
a. I am allowed to decide how to go about getting my job done (the methods to use)							
b. I am able to choose the way to go about my job (the procedures to utilize).							
c. I am free to choose the methods to use in carrying out my work							
d. I have control over the scheduling of my work							
e. My job is such that can decide when to do particular work activities.							

\*(Saragih, 2011)

**Thank you for taking this survey! Have a nice day 😊**

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## Appendix C: Google Form

### Factors Effecting Employee Performance - Survey Questionnaire

The survey is conducted for an MBA applied research project at UNIRAZAK, Kuala Lumpur, to determine factors affecting employee performance.

[Sign in to Google](#) to save your progress. [Learn more](#)

\* Required

Email \*

Your email

#### Personal Information

1) What is your name? \*

Your answer

2) What is your age? In years \*

Your answer

3) What is your gender? \*

- Male  
 Female

4) How long have you worked for the current company? \*

- < 1 year  
 1-3 years  
 3-5 years  
 5-8 years  
 8-12 years  
 >12 years

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5) Which area of the organization are you in? \*

- Production
- Maintenance
- Logistic
- Research & development
- Supply chain
- Finance
- Administration
- Other: \_\_\_\_\_

6) Are you an executive or non-executive? \*

- Executive
- Non-Executive

7) Are you Permanent Staff or Contract Staff? \*

- Permanent staff
- Contract staff

### Section 1. Employee Performance

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your current employment.

8) I am efficient in generating a quality work output. \*

- |                       |                       |                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9) I am efficient in working safely. \*

- |                       |                       |                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

10) I am efficient in contributing to my team's performance. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11) I am efficient in exceeding my department's annual targets and objectives. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12) I complete my work on time most of the time. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13) I always do it right the first time. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Section 2. Job satisfaction

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your current employment.

14) I am very satisfied with my job. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15) I frequently think of quitting my job. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16) I am generally satisfied with the kind of work I do in this job. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17) Most people in this company are very satisfied with their job. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18) People on this job often think of quitting. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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### Section 3. Motivation

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your current employment.

19) I receive recognition for my work on a regular basis. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20) I am learning new skills and growing personally \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21) I get rewarded for my commitment towards the work. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22) The company works towards skill enhancement for employee personal growth. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23) I like working at the current company and will work here in the next 2 years. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24) I am satisfied with my job overall. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 4. Engagement

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your current employment.

25) I have completed more work than my regular to-dos. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

26) I am valued by my superior. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

27) I fulfill my task even if it takes more effort than minimum. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

28) My job makes a positive difference in other's life. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

29) My supervisor gives room for my family time. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

30) I have enough training to solve my work issues. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 5. Autonomy

Please indicate your level of agreement, on a scale of 1 to 7, 1 being your strong disagreement, and 7 being your strong agreement, to the following statements relating to the section title based on your current employment.

31) I am allowed to decide how to go about getting my job done (the methods to use) \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32) I am able to choose the way to go about my job (the procedures to utilize). \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33) I am free to choose the methods to use in carrying out my work. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34) I have control over the scheduling of my work. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35) My job is such that I can decide when to do a particular work. \*

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Send me a copy of my responses.

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Page 8 of 8

Clear form

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**APPROVAL PAGE**

TITLE OF PROJECT PAPER:       FACTORS               EFFECTING               EMPLOYEE  
PERFORMANCE: A CASE STUDY ON LYNAS A  
RARE EARTH PROCESSING COMPANY

NAME OF AUTHOR               :       NORAZIHAN ZULKIFLI

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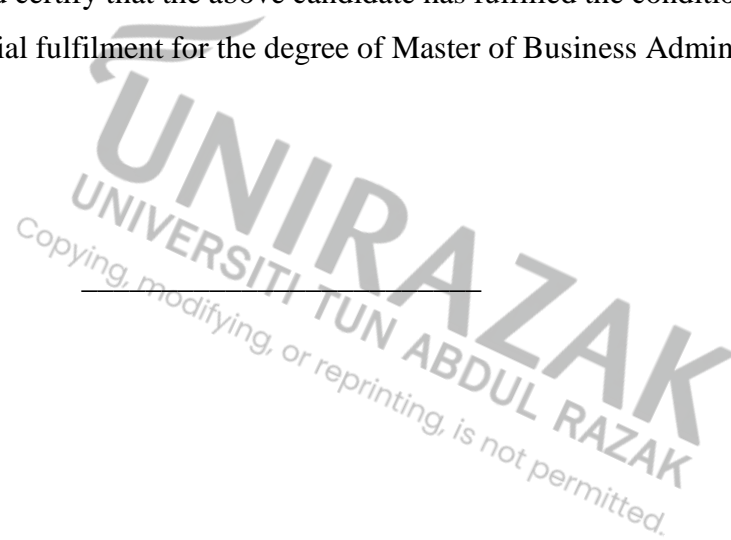
The undersigned certify that the above candidate has fulfilled the conditions of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

**SUPERVISOR**

Signature       :       \_\_\_\_\_

Name           :       \_\_\_\_\_

Date           :       \_\_\_\_\_



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