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FACTORS IMPACT EMPLOYEES JOB PERFORMANCE IN MSMD RESOURCES (M)SDN BHD

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Abstract:

This action research is conducted to examine the factors in MSMD Resources (M) Sdn Bhd influencing job performance among employees. The study objective was (a) to determine the factors that influence job performance of employees in MSMD Resources (M) Sdn Bhd;(b) to identify the improvement process for job performance in MSMD Resources (M) Sdn Bhd and; (c) to examine whether the monthly appraisal or quarterly performance review can help on job performance improvement in MSMD Resources (M) Sdn. Bhd. For the purpose of this action study, 35 employees out of 60 were selected via a stratified random sampling technique from MSMD Resources (M) Sdn Bhd. Data were collected via a questionnaire and interviews to attain the research objectives. The expected results of this study will also contribute to the MSMD Resources (M) Sdn Bhd company and future researchers on managing employees towards job performance excellence.

Keywords:

Job Performance, Employee, Employee Behaviour, Management Supervision, Personal Factors

Introduction

MSMD Resources (M) Sdn. Bhd is the largest authorized distributor of F&N Beverages Sdn Bhd's in Johor. The company operation is structured according to F&N Malaysia products and services that include both the product Dairies and Soft Drinks. MSMD Resources (M) Sdn Bhd

distributes Seasons, F&N flavors, drinking waters,100Plus, F&N Cordials, Teapot Tube Gold coin Evap creamer, condensed milk and so on. About 60 employees work under MSMD Resources (M) Sdn Bhd, including management staff, sales representatives, working staff driver and co-drivers. As a major manufacturer, MSMD distributes and sells F&N goods through its distribution channels to over 4,500 domestic customers.

This study on the discovery of factors affecting employee work performance will therefore enable organizations to understand the influences that impact and motivate their employees to contribute overall work and organizational excellence. Subsequently, this work will inform on whether an entity is fulfilling its obligation to evaluate job performance and or merely to improve its business in order to earn higher profits. This research will allow an employer to better identify the performance of the work. Consequently, it can help to reduce the turnover rate and keep most of the skilled workers by increasing the job performance. The research will review existing literature published on employees, where subsequently a quantitative analysis will be performed on a sample of employees in MSMD Resources (M) Sdn Bhd to analyze the factors affecting employees to contribute to their job performance. This study's expected findings will enable employers to understand how to accommodate their employees in order to direct them to excellence in performance. In addition, employers will be able to identify the personal factors that affect employees and, lastly attributes such as attitudes, behaviors and work culture, and the impact of employee satisfaction on a job impact is explored the efficiency of the job. The anticipated outcomes of this study would also lead to the performance excellence of the business MSMD Resources (M) Sdn Bhd and existing research and information on managing employees.

Literature Review Employee

Employees are very technological literate, have high multitasking capabilities and are interested to engage in decision makings (Stanley, 2010). Raines (2002) explains that they arrive to the workforce with high expectations. If an organization fails to meet their high expectations, they can pass this information to thousands of their cohorts using their social access. Moreover, team spirit is said to be a top motivator for employees, they enjoy interaction and prefers open and conducive working environments (Hewlett et al., 2009). Weyland (2011) believes that Employees can be very hard working and passionate about what they do, be it personal life or work, they are excited by a task or job presented to them and do their best to achieve task accomplishment.

Job Performance

Job performance is simply the result of a series of actions from the point of view of an employee. The various tasks performed everyday contribute to the overall job performance. From the viewpoint of a management, on the other hand, outcomes are the key elements for the evaluation of job performance, as the results are more important for an employer at the end of the day than the actions that lead to results (Cardy 2004 p.13). According Kahya (2008), there are two distinct dimensions of work behaviors in the job performance which are task performance and contextual performance. Besides that, it consists of job specific behaviors such as core job responsibilities. Furthermore, according to Scotter (2000), once they accomplish specialized tasks that support the core functions and they are engaging in task performance. According to Werner (2000), contextual performance is defined as individual efforts that are not directly related to their main task function but are important because they shape the organizational, social, and psychological context that serves as the critical catalyst for task activities and processes. Based on the Scotter (2000), it is not difficult to make the

rules or regulations for employees to follow instructions, display initiative, carry on difficult tasks, be cooperative with others effectively, or willingly perform on the behalf contribute more to the organization. Job performance defined as the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes, Babin and Boles (2008).

Personal Factors

Personality measures are a relevant theory for predicting the employment performance of employees. Personality variables used to predict job performance have shown weak and mixed results. Factors that influence job performance in employees using these personality variables have caused enormous inconsistencies and low levels of predictability in the literature.

Consciousness refers to people who are disciplined, trustworthy and prudent. This also reflects characteristics such as hard-working, performance-oriented and persevering versus inefficient, lazy and disorganized. Those who are very attentive, therefore, tend to carry out their activities in a more organized way. Kindness referred to people who are polite, moist, like helping others, kind and cooperative. Individuals with a high level of kindness tend to be kind, selfless, accommodating, versatile, cooperative, trustworthy, courteous, forgiving, and soft-hearted. Adeptness has been shown to be a reliable indicator of work related to interpersonal skills. Extraversion is an individual's propensity to be more socially and more concentrated on the people around them. According to Barrick, Stewart & Piotrowski (2002) found a significant association between extraversion and status seeking. Openness to practice is helpful in assessing the area of training skills. It can be inferred that this kind of personality is likely to be inspired to learn from the training program and is more likely to benefit from the training. Such personality traits have been established to predict important work outcomes.

Employees' Lack of Knowledge on Job Performance

Skill of knowledge means probability of successfully completing assigned job. Employees ' skills can be classified into cognitive abilities and emotional intelligence. The more knowledge a person has, the greater the possibility that knowledge will help to solve problems and to acquire new skills to achieve a specific goal. This accurately reflects the degree to which a person has incorporated these cognitive abilities into their day-to-day functioning, which have a major or minor effect on their job performance. According to Shaffer (2005), emotional intelligence has a significant impact on employees ' job performance, as their emotions can influence their working behavior. Emotional intelligence demonstrates how an individual learns the skills of Self-awareness, Self-Management, Social Awareness and Relationship Management to achieve job goals. Emotional intelligence gives us the ability to learn and absorb knowledge, but emotional competence defines of tendency of learning and skill mastering which translate it into job capabilities.

Working Behaviors

Employees have a different attitude about jobs. As this generation has already entered the workforce, their parents do not want to work as hard as they do, but rather spend their lives meaningfully. They don't live to work; rather, they work to live (Barr, 2007). The behavior of employees towards work is not in line with the traditional and rigid working schedule. Consumers don't stress how and when the job was completed, but just that it was done successfully and precisely. (The Alch, 2000). They also think less about wages and prefer flexible working hours, a better work-life balance, and employers must meet their demands (Broadridge et al, 2007)

Job Satisfaction

According to Hawthorne (2001), a happier employee has always been a better performed employee of organization. Satisfaction of worker is the result of how well a worker can perform his assigned job. A lot of research has been done on the relationship between productivity and job satisfaction. Absence of motivation, the workers would not have done well in their jobs. This could lead to reduced company productivity, poor job performance, a loss of a lot of talented workers, increased turnover of employees and a poor relationship between workers. These finding are strongly reflecting job satisfaction, which can also be reflected in job performance.

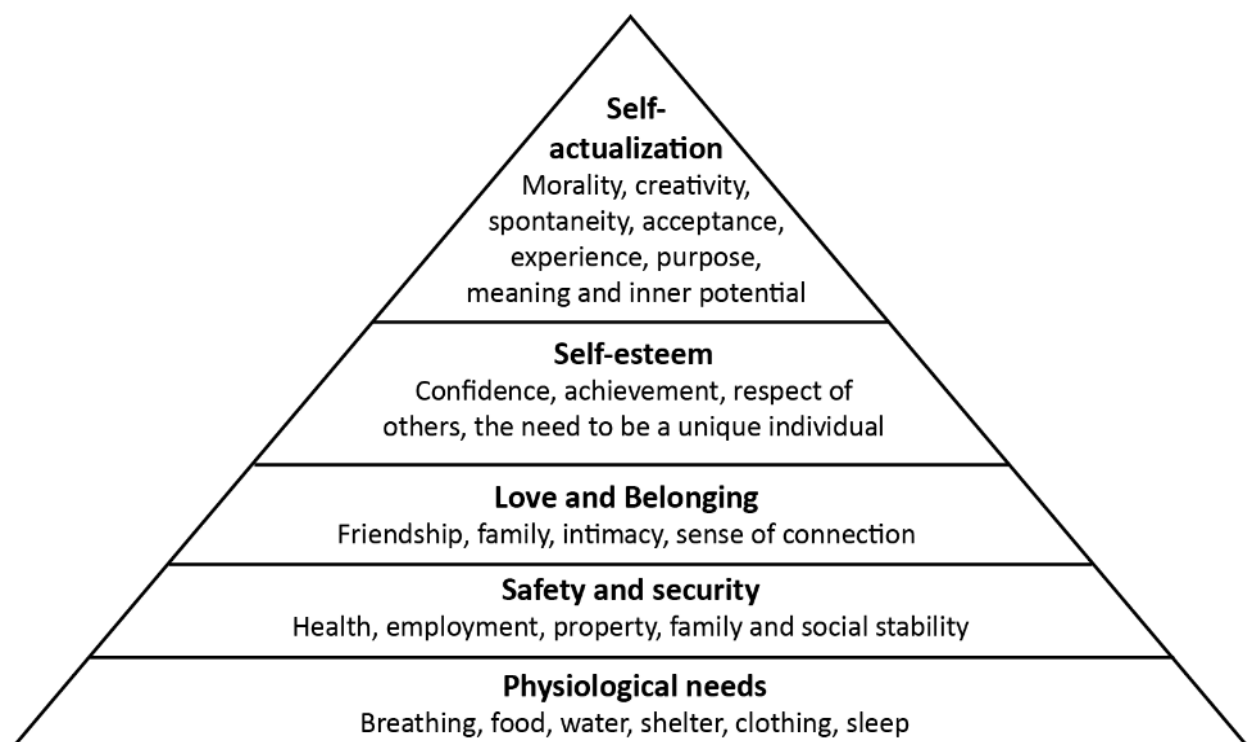## Maslow's Hierarchy of Needs

Figure 1: Maslow's Hierarchy of Needs

According to Maslow's philosophy, the way to apply it is to try to get the team members to work at the highest level. Understanding the team members as individuals and working to understand their specific needs will help to identify what actions are needed to empower them to perform well in their assigned work. The Maslow Theory of Motivation is an excellent tool for project managers to understand and use. It can help you keep the team focused as well as the motivational problems correct. Abraham Maslow developed the Needs Hierarchy of Motivation, in which human needs are ordered in a hierarchy of priority (Maslow, 1970). Maslow suggests that human needs can be arranged in a system that tells us 20 the needs we will usually follow first and the needs we will pursue last (Reeve, 2005). Needs Hierarchy Theory suggests that people always want what they don't have. Therefore, needs that are already met no longer provide any inspiration for action, so new needs must be brought to attention. When people have met their lower-level needs, they may pay attention to higher-level needs.

The five basic needs suggested by Maslow are; physiological, safety, social, esteem and self-actualization.

A company couldn't work without the presence of their employees. Essentially, for their organization changes. It can infer that the company needs worker contribution for any organization development. At the same time, Maslow's Hierarchy of Needs said that there are Physiological needs are most essential needs, which contribute to primary needs such as food, sleep, and weather and family responsibilities. For example, workers having financial difficulties in family afraid of sustaining their job and will be work hard to meet company's expectation, However, safety needs are next level of needs, Maslow emphasized both emotional and physical health. During times of economic stress, when jobs are scarce, most workers are so eager to survive that they cannot meet higher needs.

The third degree of needs refers to the needs for love and association which means social needs. Employees can develop a social support network and a sense of belonging through interactions with co-workers that could lead to better job satisfaction and excellence performance.

Esteem needs is the level represents the higher needs of humans. These are the needs for strength, the need for accomplishment and prestige. This need applies to self-esteem as well as other self-esteem. Esteem needs can be satisfied by buying a larger house or car, which might make them have feel of success and through on the job rewards such as praise from the boss, promotion or increment. To order to satisfy the need for self-actualization, workers should be provided with opportunities for growth and transparency so that they can develop abilities to the fullest. For example, a repetitive and boring work will not fulfil the need for self- actualization, no matter how high the salary is. Maslow's need for hierarchy theory has made an important contribution to understanding job motivation. It has made companies more mindful of the complex needs of workers at work. If the employee fails to meet and respond to economic incentives, the management has alternative sources of employee motivation to consider.

Methods

Action Research Process Design
Action research involved practitioners as a researcher to carry out the research by taking action from planning and transforming the problematic situation in the real world into the solution (Lier, 1994). The action research model was first developed by the German American psychologist, Kurt Lewin in the mid-1940s (Dickens & Watkins, 1999).
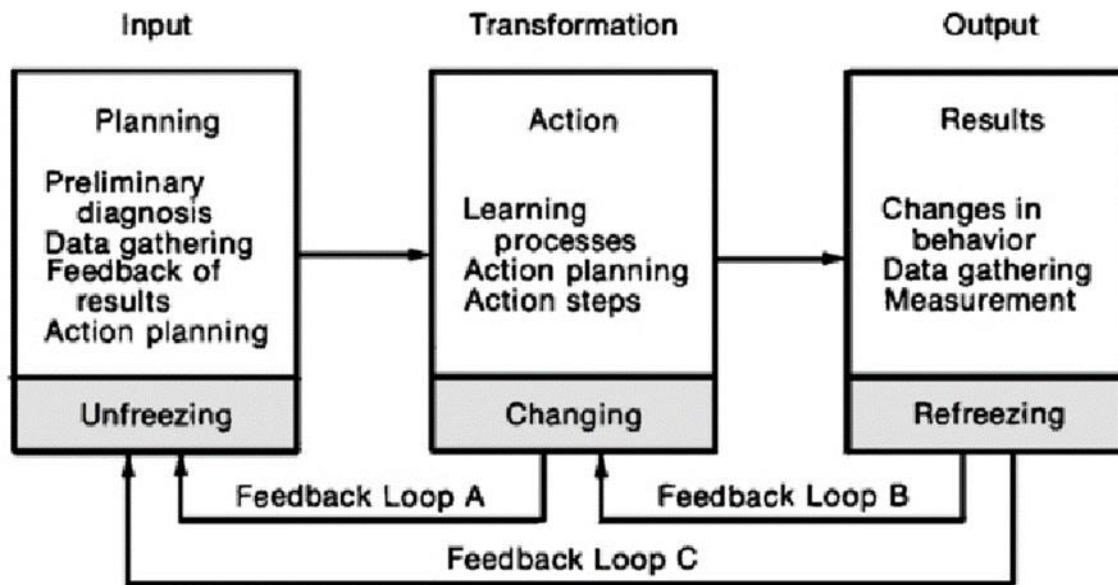
Figure 2: Action Research Model (Lewin, 1946)

According to Kurt's Lewin's (2004) Action Research Model consist of the three major step such as unfreezing, changing and refreeze. "Unfreezing" in which the company or employees knows about the issue faced by them and the conceptualization that people change as they feel the need for change.

Changing is the time which includes the learning forms, activity arranging and activity steps. The specialist completed activity arranging and executing conduct changes in the organization. Move steps are then made at work as a component of the change stage, joined by learning sessions. It will lead to move to a new standard of behavior and values.

Refreezing stage is organizing, in which rising methodologies are assessed at work and turn out to be a piece of the framework's critical thinking activity if the activity was viable and improving. Assortment of information being assembled from the association to quantify either the adequacy of the learning procedure. Minor alteration required can be executed during these cycles by means of Feedback Loop B. Be that as it may, if the learning procedure doesn't succeed, the general cycles should be done once more and maintain the change in normative behavior.

Philosophy of Research
Researchers are collecting and analyzing both qualitative and quantitative data in a sequential and simultaneous and rigorous manner that integrates both data forms. The way these data are incorporated will depend on the nature of the study and the philosophic perspective of the researcher. For this research, a research philosophy has been identified, namely pragmatism.

Pragmatism
According to pragmatism philosophy, the research question is the most important measure of research philosophy. Pragmatics may incorporate in positive and interpretive roles within the framework of a research, relied on research question. Pragmatism research theory can combine

more than one research methodology and research method into the same analysis. In addition, studies of pragmatism study methodology can incorporate the use of multiple research methods, such as qualitative, quantitative and action research methods.

Mixed mode

Mixed mode method is a research design with philosophical presumptions just as methods for request. As a system, it includes philosophical point of view that control data collection and data analysis. Mixed mode uses quantitative and qualitative approaches in combination provides a better understanding of research problems that either approach alone.

Time Horizon

In time horizon there are two possible options, either cross-section or longitudinal. Cross-sectional is designed to obtain information on variables in different contexts, but at the same time. Typically, various organizations or groups of people are chosen, and a study is conducted to decide how the variables vary. This requires, thus, collecting data on more than one event at a single point of time. (Bryman,2007). Longitude is a study of a variable or group of subjects over time. The goal is to investigate the dynamics of the problem by investigating the same situation or individuals several times or continuously during the problem. This will enable the researcher to examine processes of change. So, for this case company researcher choose longitude as a time horizon to observe the change process or improve employee performance in MSMD Resources (M) Sdn Bhd, it would be likely to suggest likely explanations from a review of the change process and pattern emerging. So, for this case company researcher choose longitude as a time horizon to observe the change process or improve employee performance in MSMD Resources (M) Sdn Bhd, it would be likely to suggest likely explanations from a review of the change process and pattern emerging.

Unit of Analysis

The target population is identified as a set of objects or elements with the researcher's required information (Malhotra & Birks, 2006). According to Ranjit Kumar (2011), whatever becomes the basis for selecting your sample, such as a person, family, household, organization members, area residents, is called a sampling unit or item

Population and Sample Size

For this analysis, therefore, the target population is the employees working in MSMD Resources (M) Sdn Bhd. The sample population size included in this study are 35 out of 60 employees.

Sampling Techniques

Researchers use stratified random sampling as a sampling technique in this study. This method was used to ensure the study's variables were represented equally. It is important that the characteristics selected as the basis for stratification in the study population are clearly identifiable (Ranjit Kumar,2011). For example, gender-based stratification of a population is much easier than age, income, or attitude. It is also essential to be related to the problem statement for the feature that becomes the basis of stratification. MSMD Resources Sdn Bhd was working with a proportionate stratified random sampling technique. In this case, sample are group of employees working more than 3 years. Researcher believes choosing respondent working more than 3 years will be suitable for giving their opinion and answering the questionnaire on their real experience.

Research Instruments

Sampling is a systematic operation, process or methodology used in the collection of an acceptable sample of the target population with the primary objective of evaluating the parameters of the total population. In an empiric research study, data could be obtained through interviews, observations, questionnaires or experiments.

Validity

The study-designed questionnaire was subjected to a face and content validation process. McBurney (1994:123) has established facial and material validity. Face validity is the idea that a test should appear superficially to test what it is supposed t test. In addition, material validity is the notion that the spectrum of actions expressed by the theoretical concept being evaluated should be replicated in a study. Copies of the questionnaire and copies of the research questions were given to practitioners and academics in the validation process of this report. Such experts carefully went through the research questions and the questionnaire to assess the instrument's suitability and adequacy. Researcher favours the modified Likert scale because according to normal Likert scale, strongly agree assigns 5 points, agree 4 points, neutral 3 points, disagree 2 points and strongly disagree 1 point. After the questionnaire was tested, a pilot test was performed on the instrument using 10 employees. This was done in order to see if the topics are sufficiently clear and easily understood or need to include more items in certain areas; or if there are any things they would not like to respond to. As well as assessing the viability of the study's proposed method of data analysis. Nevertheless, the researcher was able to understand the uncertainty of certain items from the pilot test and thus had to adapt it to the questionnaire level. That is, the researcher used simple English.

Reliability

Reliability refers to the extent of the consistency in result from the repeatability of measurements; high reliability means high consistency, so checking the reliability between different variables is in the same way of checking the survey's internal consistency. In this research, using (SPSS) software to conduct pilot reliability analysis. Reliability analysis was conducted on all 25 items. The Cronbach alpha coefficients for factors 1 to 4 ranged .827, indicating very good strength of association in terms of reliability. Cronbach's Alpha indicated in the below table: -

Table 1: Cronbach's Alpha Level of Reliability

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Data Collection

Qualitative

Qualitative approaches to data collection, analysis, interpretation and reporting differ from traditional quantitative approaches. Purpose sampling, collection of open-ended data, analysis

of text or images, representation of information in figures and tables, and personal interpretation of findings all inform qualitative procedures. Qualitative research focuses on exploring and understanding the meaning that individuals or groups attribute to a social or human problem "(Creswell, 2014, p. 4; echoed by Holliday, 2007). Denzin and Lincoln (2005) describe this approach as gaining a perspective on issues by investigating them in their own specific context and the meaning that individuals bring to them. This focuses on taking sense from the experiences and opinions of the participants. Qualitative approaches are usually described as inductive, with the underlying assumptions that truth is a social construct, that variables are difficult to measure, complex and interwoven, that there is a primacy of the subject matter and that the data collected must consist of an insider's point of view (Rovai et al., 2014).

Quantitative

Quantitative methods involve the process of collecting, analyzing, interpreting and recording the results of the study. Similar methods exist in both survey and experimental research for the identification of the sample and population, for the design of the survey plan, for the collection and analysis of data, for the presentation of findings, for the description and writing of the research in a manner consistent with the survey or experimental study. Quantitative research is regarded as a deductive approach towards research (Rovai et al., 2014). We claim that by subdividing this reality into a smaller sample for study purposes, this reality can be understood. It is within these experiments that observations can be made and that theories can be tested and replicated in relation to the relationship between variables. This approach is typified by a researcher putting forward a theory that is exemplified within a hypothesis that is then put to the test; conclusions can then be drawn from this hypothesis, following a series of observations and analysis of the data (Rovai et al., 2014). Since the purpose of this study is consistent with the characteristic qualitative and quantitative analysis to analyze the relationship between variable factors and the work performance contribution of employees an interview and survey questionnaire was performed as an instrument to measure variables.

Data Analysis

Primary data obtained through a questionnaire to be distributed to the intended respondents. The questionnaire was provided in English only and was used to collect 2 types of information; demographic data and 5-point Likert scale responses to statements on research questions. Hard copies of the questionnaire were sent out to MSMD Resources (M) Sdn Bhd, Malaysia staff. This approach was chosen as it was easier for the research concerned to hit the target group matching the respondent profile.

The questionnaire was designed based on the research objective in this action research paper as mentioned below: -

RO1: To measure the factors influencing employees' performance in MSMD Resources (M) Sdn Bhd.

RO2: To identify job performance improvement in MSMD Resources (M) Sdn Bhd.

RO3: To analyze whether the monthly appraisal or quarterly performance review in MSMD Resources (M) Sdn. Bhd.

The researcher chooses this form of questions because it is easy for the respondents to understand and provide feedback. The questionnaire in this study divided into three main sections;

Section A – Demographic Profile

Section B – Factors that influence Employees
Section C – Job performance

Table 2: Expected Questionnaire

Section A	Demographic Profile	- Age - Marital Status - Highest Education Achievement - Work Experience - Employment Status - Gross Monthly Income
Section B	Factors that influence Employees	Information of the Employees respondent's personal factors according to their knowledge level, working behaviors and their job satisfaction.
Section C	Job performance	Consists of questions regarding perception on factors contributing to job performance.

There are six questions that measure each single concept. To measure each construct, the researcher uses questions that can be evaluated with reliability. The questionnaire was drafted in English and the researcher used Likert-scale for the developed questionnaire.

Table 3: 5-Point Likert Scale for Quantitative Data Collection

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

For the secondary data interviews are conducted with the payroll and HR Manager and will measure by using data transcribe or NVivo. This process of interviews begins with making an appointment with the managers. Preparing questions for the managers which reliable and measure the variable of this study. All this data collections must be do the validity and reliability test before distributing. Based on the selected analytical tool used by the researcher, the outcome of the expected research findings can prove or disprove the research question

Table 4: List of Research Question with The Approach for Data Analysis

NO	Research Questions	Data Collection	Data Analysis
RQ1	What are the factors affecting the performance of employees at MSMD Resources (M) Sdn. Bhd?	Qualitative- Interview with the HR manager and payroll in charge	NVIVO/ Manual Data transcribe
RQ2	How to improve employee performance at MSMD Resources (M) Sdn Bhd?	Quantitative-Collecting feedback of employees through questionnaires	SPSS (Descriptive & Wilcoxon test analysis)

RQ3	How the appraisal or quarterly performance review in MSMD Resources (M) Sdn Bhd may help to improve job performance.	Quantitative and Qualitative- Distribute questionnaire and discuss with Management team to develop the job performance among employees and how it can be helpful for company growth	SPSS & NVIVO/Manual Data transcribe

Expected Finding

From the intervention, at first it is possible to inspire employees to do well for a company and this is a vital job for managers too. A self-reinforcing spiral relationship tends to exist between the productivity, satisfaction, and motivation of an employee, an employee achieves high results, and therefore internal pleasure exists, and the employee is well motivated to succeed in the future. This intervention plan is to prove intrinsically motivating employees, organization needs to score high on five characteristics of work such as variety of skills, nature of the task, importance of the task, freedom and feedback. To inspire workers in an extrinsic way, the organization needs to score high on pay, engagement with managers and colleagues, and work safety. As a result, it will improve job performance and these work characteristics give the potential for high achievement of employee, which is the beginning of the self-reinforcing process , it is important that managers consider all the job characteristics, because this can contribute to the best employment performance of the employee.

Conclusion

The organization needs to train the employees to perform well in their job since employee's participation and involvement is basic to the general achievement of the organization. The management of organization need to understand each of the benefit of employee performance. That will help them get of worker execution with the goal that they can create predictable and target strategies for evaluating employees. Doing so decides qualities, negative points and potential management holes in the business, company growth can be improved and developed to the next level.

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