

**IDENTIFYING FACTORS THAT INFLUENCES JOB PERFORMANCE  
AMONGST EMPLOYEES IN OIL PALM PLANTATION**

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# **IDENTIFYING FACTORS THAT INFLUENCES JOB PERFORMANCE AMONGST EMPLOYEES IN OIL PALM PLANTATION**

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## **ABSTRACT**

This study is conducted to examine the factors that influence job performance among employees in oil palm plantation. The objective of the study were: (a) to identify whether stress influences the job performance of the plantation employees; (b) to identify whether pay influences the job performance of the employees; (c) to identify work environment affects the job performance of the employees and (d) to identify whether the job performance is influenced by workload of the employees. For the purpose of this study, from one of the palm oil plantation at an interior area, 50 employees were selected through random sampling technique. To achieve the objectives, data were collected through a questionnaire probing various aspects of job performance. The data analysis showed that stress, pay, work environment and workload has significant differences on job performance of the oil palm plantation employees. Overall comparisons reflected that stress and working environment dominant over workload and pay more in job performance among the employees.

## **Chapter 1**

### **INTRODUCTION**

Humans need meaningful and rewarding job in order to meet the cost of survival and material needs in their life. The Oxford Dictionary (2011), defines job as a paid position of regular employment. We need to be employed in order to be financially independent and have control over our life. Employment helps to overcome financial obligation and also allows one to be involve in good companionship as well as contribute to the society.

Even though each individual has a desire to own a job of his/her choice, not all succeed in getting one. Family and personal financial needs usually forces the individuals to accept the jobs available rather than selecting a job related to their skills and knowledge. However, even employees who are hired according to their skills and relevant knowledge on their current work sometimes are not satisfied with their job. Lack of job satisfaction among employees in an organization, could lead to poor production and work performance. Job satisfaction is defined as the level of contentment a person feels regarding their job while work performance is the work related activities expected from an employee and how well those activities are executed by them.

Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from

supervisors and relationship with co-workers can affect employee's satisfaction. (Ahmad et al., 2002). According to a recent JobStreet.com survey that was conducted in September 2012 on Employee Job Satisfaction in Malaysia, 78% of the respondents claimed that they were unhappy with their current job. Dissatisfaction with their scope of work was the top reason many felt unhappy at work (Daily Express, 2012). Job dissatisfied employee is most likely to show poor performance at work which indirectly affects the productivity of the organization. Organizational commitment and job involvement of the employees will also be a question mark if the employee is not satisfied with his job.

Employees are the most important resources of each organization. How they feel about the work and the results from it, have a direct impact on the organization's performance and ultimately its stability (Milliman et al., 2008). For example, if the employees are happy and satisfied with their work, they will be highly motivated to perform the best of their ability to achieve the goals of the organization. Therefore, to compete in the global market and achieve organizational goals, the organization should do more for an employee than the job requires which could lead to higher job performance.

## **1.1 Background of study**

The success of an organization always depends on the participation and job performance of their employees. They are the one who is responsible in achieving the

vision and goals of the organization. Employee's positive characteristic and feelings towards the work they perform lead to job satisfaction. Job satisfaction is influenced by many factors and each employee's job satisfaction is totally different from one another. Some of the factors that influence attitude and job satisfaction among employees in organizations are the working environment, chances of promotions, increment, management and co-workers.

Job satisfaction trends can affect labor market behavior and influence work productivity. It is also considered a strong predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002), as well as a good predictor of overall individual well being (Diaz-Serrano and Cabral Vieira, 2005). An online survey by Adecco Malaysia (2009) shows that 44% of the respondents think that job satisfaction remains to be the key importance factor for being happy at work. Employee attitude and job performance are essential to the success of any organization, regardless big or small. In the modern workplace, human resources are valued above all others. Motivated, happy and committed employees are the productive employees (Coleman, 2010).

Similarly in the plantation companies, employees are the important resource of their organization that play the major roles and contribute to the success of the plantation. In order to maintain high productivity and keep the employees loyal to the organization, the management provides training & development programs, rewards in the form of bonus and promotion to satisfactory performance to motivate the

employees. However, issues related to job satisfaction and performance of employees continues to arise from time to time. Thus, this study is to investigate and identify the factors that affect job performance among plantation employees, which influence their work satisfaction.

## **1.2 Company Background**

The researcher selected one of the leading Malaysian conglomerate listed Plantation Company as the research setting. The plantation company took shape in 1961 when the company was incorporated in Malaysia as an investment holding company, but the Malaysian operations were separated from its overseas interests. At present, the subsidiary companies of this plantation are involved in plantation, heavy industries, Property, Finance Investment, Trading and Manufacturing & Services.

As one of the core contributors to the earnings of the group, the plantation division is primarily involved in the cultivation of oil palm and processing of oil palm fruits into palm products. In 2008, it has 133 subsidiaries of which 3 companies are listed and 16 associate companies, of which one is listed.

The palm oil plantation is one of the subsidiary company of the main branch involved in plantation in Sarawak through joint ventures with the Land Custody Development Authority. It is located at one of the rural area, which is 130 km away

from Miri town. Currently the plantation has a total land bank of 49,893 hectares of which 12,914 hectares is under the Native Customary Rights (NCR) scheme.

The company has one palm oil mill and three estates, which involves in planting; harvesting and process palm oil crops. The company has the vision to become the preferred globally, competitive and integrated agribusiness organization that delivers outstanding value for all. It is the company mission to provide premium products and service to the customers that can increase shareholders value and at the same time improve quality of life to employees. The company has incorporated environmental and corporate social responsibilities in to the business activities, whilst safety, health, job involvement and performance of employees and other stakeholders are given priority.

The core business line revolves around the processing of fresh fruit bunches and trading of crude palm oil and palm kernel. Over two decades of experience in the palm oil milling and plantation industry, they have successfully grown to be one of the largest cooperation in Malaysia. The plantation mill produce six different end products namely; crude palm oil, red palm oil, palm kernel, palm shell, decanter solids and empty fruit bunch and mesocrap5 fiber. These products are of great commercial value and economic importance.

This study will be conducted at one of the plantation estates, which is a medium size estate with a management structure, consist of one manager and two

assistant managers who are responsible for overall operation. Four field staffs will organize day- to-day operation. The nucleus of the estate administration is at the estate main office. A chief clerk who is responsible in routine reporting to head office, monthly accounts and payments as well as government statutory requirements and budget preparations heads this department. The workers of the plantation are recruited mostly from nearby native villagers and foreign countries such as Indonesia and Philippines.

Being an agri-business organization, this plantation has a role to play in the economic contribution as Malaysia's palm oil, rubber and cocoa productions are ranked among the top in world. At the same time, in terms of socio-economic, this plantation is also one of the major job providers with large number of employees. Thus, it would be a strategic organization to collect samples for the study and investigate job performance and work satisfaction factors among plantation employees especially in interior areas.

### **1.3 Problem Statement**

As a housewife and married to an oil palm plantation manager, gives the researcher an opportunity to stay and learn the culture of plantation lifestyle with many plantation employees from many different places due to frequent work transfers. Plantation areas are basically situated in interior, which are far from main

town or city. However, plantation employees are usually given quarters to stay and other basic facilities by the management.

At the current plantation, there are sixty employees working the estate. Six of them are female while the rest are males. The researcher had been staying at this estate for nearly two years. As a plantation manager, the researcher's husband's main job is to manage the staffs and workers of the plantation and motivate them to achieve the yearly production targets set by the management. Besides preparing the work performance appraisals of employees, the plantation manager is also responsible in solving all the problems related to the employees in that particular plantation.

However, at the current plantation, the researcher observed that most of the executives are having frequent stress and conflicts in dealing with their staffs and workers. Many unpredictable incidents and problem occur from time to time at this plantation. Employees at this plantation always have misunderstanding with the management and frequently quit their jobs. Truant is another major issue among the staffs and workers. Some of the workers here were caught under the influence of alcohol during work.

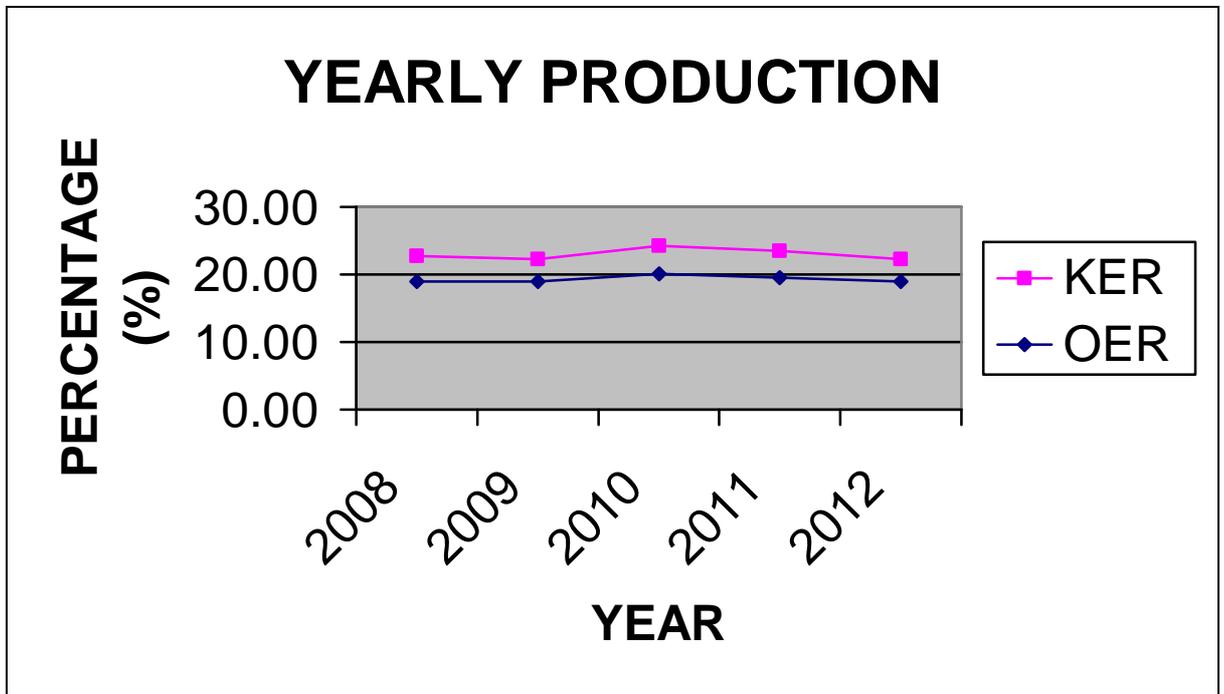
The management is facing difficulty in managing the employees especially when the employees' attitude and behavior towards their work is not at satisfactory level. The consequences are believed to cause poor work performance and the productivity of the plantation is also affected. This could be observed from chart 1 and 2 below, which shows fluctuations in yearly production and employee's attitude

and behavior towards work at this plantation. The researcher would like to investigate on the factors that lead to the problems at this plantation and at the same time identify the factors that could lead to job performance among the plantation employees towards better work satisfaction.

Chart 1: Plantation Employee On The Job Behavior Yearly Summary 2013



Chart 2: Plantation Yearly Production Summary 2013



#### 1.4 Study Objectives

Four objectives that have been identified to conduct this study are:-

1. To identify whether stress affects the job performance of the plantation employees.
2. To identify whether salary affects the job performance of the employees.
3. To identify whether work environment affects the job performance of the employees.

4. To identify whether employee's workload affect the job performance.

## **1.5 Research Question**

This study seeks to investigate whether job satisfaction has relationship with job performance amongst the plantation employees.

The research questions are: -

- 1.4.1 Is there any significant difference between employee's job performance and stress?
- 1.4.2 Is there any significant difference between employee's job performances and their salary?
- 1.4.3 Is there any significant difference between employee's job performance and their work environment?
- 1.4.4 Is there any significant difference between employee's job performance and their workload?

## **1.6 Study Contribution**

The findings of the study is believed to be helpful in giving information's to the plantation companies to understand the needs of their employees and to motivate them to achieve the vision and goals of their organization. This will help them to plan, evaluate and solve problems related to employees' satisfaction and job performance at work towards better performance. Indirectly, it will increase the quality and performance of the employees.

The management could take the right action needed to improve the employee job performances in the future, which at the same time lead to job satisfaction. This study could also provide new ideas and knowledge about how to deal with job performance issues to the management. Thus, strategic action plans could be planned to achieve maximum productivity quality.

It is assumed that, every questions arise in an organization relate to employees job performance has a correct method of solution based on findings of this study and it can be used by plantation managements to head towards a win-win achievement to both the management and the employees.

## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a summary of the literature review done by past researchers. The literature review from various scholars around the world will cover on the subject of job performance and its relationship with work satisfaction.

##### **2.1.1 Job Performance and Job Satisfaction**

According to the online dictionary of Wikipedia, Job performance is the quality and quantity expected in a particular job from an employee to perform their job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job.

Fisher (2003) also stated that there is only a modest positive correlation between job performance and job satisfaction. However people are thought to believe strongly that satisfied or happy employees are more productive at work. According to him, “happy workers are productive workers or that employees who are satisfied with their jobs are likely to be better performers’.

Job satisfaction is explained as a function of job features, other people and personal dispositions and generally there is only a modest to weak correlation between job satisfaction and job performance and the causal direction is inconclusive (Bergh, J.V, 2011)

The majority of the studies have shifted their focus on defining job performance in terms of outcomes and behavior, since these are easier and more objective to define and to observe than personal traits (Hersen 2004 p.375)

In a study involving 846 employees in high-tech industries in Israel and in England, the investigator found a significant positive relationship between the need for achievement and job performance. The higher the measured achievement motivation, the higher was the employee's job performance (Baruch, 2004).

A survey of more than 3200 workers in Britain showed that factors such as money and recognition were not the primary sources of motivation. In line with Herzberg's theory, the motivator needs played a more important role in the job performance of these employees (Bassett- Jones& Lloyd, 2005).

From an employee's point of view, job performance is essentially the result of a series of behaviors. The various tasks performed on a daily basis contribute to job performance in general. From a supervisor's perspective, on the other hand, outcomes are the key elements for job performance appraisal as in the end of the day results are

more important to an employer than the activities leading to those results. However both approaches have advantages and disadvantages. (Cardy 2004 p.13)

Judge et al. (2001) argued that there are seven different models that can be used to describe the job performance and satisfaction relationship. Which means, some of these models view the relationship between job performance and job satisfaction to be unidirectional, that either job satisfaction causes job performance or vice versa.

Sarmiento and Beale (2007) referred to job performance as the result of two aspects, which consist of the abilities and skills (natural or acquired) of employees to use their skills and abilities to perform a better job, but according to a research by (A-Ahmadi, 2009), there is no significant association been found between age and education among the employees while at the same time, education and job performance were found to have a negative relationship and this was further supported in a study by.

Ng and Feldman (2009), revealed differing results in which education positively related to employee job performance.

In the other hand, (Karatepe, Uludag, Menevis, Hadzimehmedagic & Baddar, 2006) believes that employees' self-efficacy, competitiveness and effort were also found to have a significant positive effect on the job performance of employees serving as front liners.

Self-efficacy and psychological climate were positively associated with the job performance of hospital employees in a study by D'Amato and Zijlstra (2008).

Past researchers on job performance such as (Jaramilloa, Mulki & Marshal, 2005; Al-Ahmadi, 2009) found several factors that can influence the employees' job performance ranging from individual-related factors, organizational level factors as well as organizational environmental factors. For instance, employees' commitment has been found to affect job performance.

Knight, Kim and Cruisinger (2007), in their attempt to examine the causal relation between role stress, customer orientation, selling orientation and job performance of retail salespeople, revealed that role conflict and role ambiguity affected customer orientation while affecting job performance when mediated by customer orientation.

Schermerhorn et al. (2001) defined job satisfaction as the degree to which an individual feels positively or negatively about his or her job.

Studies show that job satisfaction is the general attitude that people have about their jobs, job factors such as the pay, the job itself, promotion opportunities, support from supervisors and relationship with co-workers that can affect employee satisfaction or dissatisfaction if employees consider these job factors positive or otherwise ( Ahmad et al., 2002).

(Rynes, Colbert, & Brown, 2002) argued that the major practitioner knowledge gaps in employees' attitudes and job satisfaction are the causes of employee attitudes, the results of positive or negative job satisfaction and how to measure and influence employee attitudes.

In the other hand, (Judge & Bono, 2001) findings show that, one of the primary causes of job satisfaction is the perception of the job itself, while in another research, evidence indicates that some other personality traits, such as extra-version and conscientiousness, can also influence job satisfaction (Judge, Heller, & Mount, 2002).

Whereas (Saari, 2000; Saari & Erez, 2002; Saari & Schneider, 2001) in their most recent analyses have shown that country and culture is as strong a predictor of employee attitudes as the type of job a person has.

According to (Judge & Church, 2000), research studies across many years, organizations and type of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers and so forth, the nature of the work itself generally emerges as the most important job facet.

In the other hand, (Harter et al., 2002; Heskett et al., 1997 and Koys, 2001) argued that one of the important factors that create satisfaction among employees is the motivator to fulfilling individual's needs for meaning and personal growth. This

includes achievement, recognition, the work itself, responsibility and advancement. (Harter et al., 2002; Heskett et al., 1997 and Koys, 2001) continue by stating that many researchers found different results in the relationship between job satisfaction and job performance, but only few researches have advocated the existence of such 'linkages'.

While on other research conducted on job satisfaction, studies shows that a majority of the respondents in study on inexperienced undergraduates agreed that 'employees who are satisfied with their jobs are usually good performers' (Fisher, 2003).

Job satisfaction found to have a significant relationship with employees' job performance (Gu & Chi, 2009). However according to (Families & Work Institute, 2005,p.2), more overworked employees are more likely to make mistakes at work. They are also more likely to feel angry with their employers for expecting them to do so much work

## **2.2 Concepts and theory**

Two motivation theories that will be used as main reference in this research are The McClelland's 3- Need Theory (1960) and Maslow's Hierarchy of Needs Theory (1970).

### **2.2.1 McClelland's Theory of Needs**

David McClelland proposed theory of Needs in the early 1960's. This theory is also known as David McClelland's Three Needs Theory or as The Learned Needs Theory. This theory will be used as reference in this study. According to McClelland, individual specific needs are acquired over time and are shaped by one's life experiences. Regardless of gender, culture or age, all human have three motivating drivers and one of these will be the dominant motivating driver. This dominant motivator is largely dependent on the culture and life experiences. The three motivators are achievement, affiliation and power. A person's motivation and effectiveness in certain job functions are influenced by these three needs.

People who have achievement as their dominant motivator have a strong need to set and accomplish challenging goals. They will also take calculative risks to accomplish their goals and prefer to receive regular feedback on their progress and achievements. People motivated by achievement work very effectively either alone or with other high achievers. There is evidence showing that people who have a high need for achievement perform better at work. Employees with a high need of achievement would have a clear and complete plan to help themselves achieve their goal. However, employees having a low need for achievement perform better with money incentive.

Affiliation motivators need harmonious relationships with other people and need to feel accepted by other people. They want to belong to the group, to be liked

and will often go along with whatever the rest of the group wants to do. Those who motivated by affiliation also favors collaboration over competition and at the same time they does not like high risk or. Employees who are high in need for affiliation would be suitable in roles responsible to create strong long-term relationships. However, they could be less effective in allocation of decision-making, which could lead to conflict. These employees will create satisfaction and enjoyment in doing their job if the work environment provides close interactions among staff.

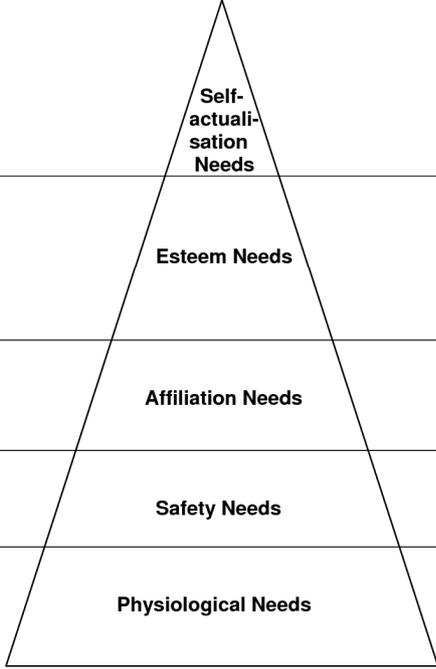
Power motivators want to control and influence others behaviors directly or indirectly. They likes to win arguments and enjoy competition and winning beside status and recognition. Therefore, it is important for the employees to be in the leadership position. McClelland proposed two types of need for power. The first kind is known as the personalized power, which refers to those who enjoys power for its own sake, use it to advance personal interest and want it for status symbol. The second type is the socialized power and it is used to help others (Vredenburgh and Brender, 1998). Leaders with a high need for socialized power tend to be more effective than those with a high need for personalized power.

### **2.2.2 Maslow's Needs Hierarchy Theory**

Abraham Maslow developed the needs hierarchy theory of motivation in which human needs are arranged in a hierarchy of importance (Maslow, 1970). Maslow believes that human needs can be organized in a framework that tells us

which needs we will normally pursue first and which needs that we will pursue last (Reeve, 2005). Needs hierarchy theory suggests that people always want what they do not yet have. Consequently, the needs that are already satisfied no longer provide any motivation for behavior and new needs must rise to prominence. Once people have satisfied their lower level needs, they can pay attention to higher level needs. Five basic needs proposed by Maslow are; physiological, safety, social, esteem and self-actualization as shown in Figure 1.

Figure 1: Maslow’s Theory of Needs

Maslow’s Hierarchy of Needs	General Explanation	Examples at Work
 <p style="text-align: center;"><b>Self-actualisation Needs</b></p>	<ul style="list-style-type: none"> <li>- Self-fulfilment</li> </ul>	<p>Successful accomplishment of a demanding task Personal growth</p>
<p style="text-align: center;"><b>Esteem Needs</b></p>	<ul style="list-style-type: none"> <li>- Self-respect</li> <li>- Self-confidence</li> <li>- Recognition</li> <li>- Reputation</li> <li>- Prestige</li> </ul>	<p>To acquire technical knowledge about one’s job Promotion Status</p>
<p style="text-align: center;"><b>Affiliation Needs</b></p>	<ul style="list-style-type: none"> <li>- Social Contact</li> <li>- Sense of Belonging</li> <li>- Friendship</li> <li>- Love</li> </ul>	<p>To be accepted by colleagues Teamwork</p>
<p style="text-align: center;"><b>Safety Needs</b></p>	<ul style="list-style-type: none"> <li>- Physical, emotional security</li> <li>- Stability</li> </ul>	<p>Safe working conditions Job security</p>
<p style="text-align: center;"><b>Physiological Needs</b></p>	<ul style="list-style-type: none"> <li>- Food</li> <li>- Water</li> <li>- Air</li> </ul>	<p>Adequate Pay Cafeteria</p>

1. **Physiological needs:** This is the lowest and most basic needs, which refer to primary needs such as need of hunger, sleep, and cover from weather and thirst. For example, an employee who is hungry or fear for his physical safety will be too busy

attempting to satisfy these needs to be concerned about job satisfaction or work performance.

2. **Safety needs:** Maslow stressed emotional as well as physical safety in this next level of needs. In times of economic hardship, when jobs are scarce, most employees are so intent on survival that they cannot attend to higher needs such as self-actualization.

3. **Social/ Belonging needs:** The third level of needs correspond to the affection and affiliation needs. An example of this need is social acceptance. Belonging needs can be important motivating forces on the job. Employees can develop a social support network and a sense of belonging through interactions with co-workers which could lead to better job satisfaction and work performance.

4. **Esteem needs:** This level represents the higher needs of humans. It is the needs for power, need for achievement and status. This need corresponds to self-esteem as well as esteem from others. Esteem needs can be satisfied by buying a bigger house or car, which contributes to the feeling of success and through on- the- job rewards such as praise from the boss, a promotion, an office with a window or a reserved parking space.

5. **Self-actualization:** This is at the highest human needs. Those who are self-actualized are self-fulfilled and are aware of their potential. To satisfy the self-actualization need, employees should be provided with opportunities for growth and responsibility so that they can exercise their abilities to the utmost. For example a routine and boring job will not satisfy the self-actualization need, no matter how high the salary.

Maslow's need hierarchy theory has important contribution to understanding work motivation. It has significantly made organizations more aware of the diverse needs of employees at work. If an employee does not satisfy and respond to economic

incentives, the management has alternative sources of employee motivation to consider.

### **2.3 Conceptual Framework**

Based on the review of the literatures, a conceptual framework as in Figure 2 has been proposed. Since the study is to observe and identify the relationship between job performance among the plantation employees besides other few objectives, the null hypotheses were created from the research questions: -

- Ho1 No significant difference between stress and job performance among employees.
- Ho2 No significant difference between salary and job performance among employees.
- Ho3 No significant difference between work environment and job performance among employees.
- Ho4 No significant difference between workload and job performance among employees.

## **The Conceptual Framework**

Figure 2: Relationship between job performance and plantation employees

Figure 1 above shows the relationship between job performances among plantation employees. Based on the literature review (Ahmad et.al., 2002), the researchers have identified that job factors i.e.: stress, pay, work environment and workload have contributed towards job performance among employees. The researcher would also want to investigate whether these factors influences job performances among the oil palm plantation employees.

(Brotheridge, 2001) define stress as an unpleasant psychological state related to emotions of fear, anxiety, disturbance, anger, sadness and grief. Stress involves physiological and psychological responses to excessive and usually unpleasant stimulation and to threatening events in the environment. For the plantation employees, the stresses they face on the job are psychological or emotional in nature, such as an argument with the supervisors, the belief that they have been treated unfairly or due to concern about their increment and promotion. If stressors occur frequently in the workplace, the body remains in a state of high physiological arousal and alertness for long periods, a condition that can lead to physiological damage as well as psychosomatic illness. As a result, motivation and job performance are bound to suffer.

Pay or salary is the main objective of the employees to work. There is always a positive relationship between pay and job performance which also affects job and organizational behavior. The perceived equality or fairness of one's pay can be more important issue than the actual amount. Dissatisfaction with pay could be another reason to decrease in the plantation yearly production and job performance.

An organization can recruit and select the best employees, train them thoroughly, provide outstanding leaders and an optimal organizational climate to maximize job performance, but if the working environment and physical working conditions are uncomfortable, the productivity will suffer. Uncongenial work settings

could be one of the reasons that lead to decreased productivity, lower job satisfaction and job performance among the employees.

(Brett & Stroh, 2003) indicated that employees who work longer hours reported significantly have higher job performance and job involvement. But the negative side is the feeling of alienation from their family and high level of conflict between work and family. Basically there are two types of fatigue, psychological fatigue that is similar to boredom and physiological fatigue that is caused by excessive use of the muscles. Both types of fatigue can cause poor job performance and lead to errors, accidents and stress at work. Employees, who are experiencing workload problems, are no doubt aware of experiencing strain, irritability and weakness when they are excessively tired, or finding it difficult to concentrate, think coherently and work effectively.

This study would like to see whether these variables are the real causes of job performance among plantation employees.

## **Chapter 3**

### **METHODOLOGY**

The purpose of this chapter is to explain the steps and techniques used to collect data related to the study by the researcher will be focused. The main discussion will be on the research design employed in this research, how sample and sampling will be selected, instrument used in this research, the procedure of data collection and how it will be analyzed in this research.

#### **3.1 Research Design**

Research design is the plan or strategy for conducting the research. (Kerlinger & Lee, 2000), cited in (Wiersma, & Jurs, 2009) identified two basic purpose of research design i.e.: to control variance and provide answers to research questions.

##### **3.1.1 Type of Study**

This is a correlation study. This study will be conducted among the oil palm plantation employees who are working and staying at the plantation quarters in the interior part of Miri. Hypotheses testing will be conducted to predict its relationship between independent variables. There are four independent variables in this research comprising of stress, pay, work environment and workload.

In this study, survey research design will be used as it could provide an accurate and efficient means for describing employees' thoughts, opinions and feelings. Survey research design generally involves sampling and the results obtain from the carefully selected sample or employee will be used to describe the entire population of the employees at plantation. Survey research design is also selected in this study as it involves the use of a predetermined set of questions, which are generally in the form of a questionnaire.

There are generally three survey-research designs; the cross-sectional design, the successive independent sample design and the longitudinal design. In this study, successive independent samples design is chosen as it can identify and describe the changes in attitudes or opinions of employees over time.

### **3.1.2 Study setting**

This study will be carried out under the natural environment setting. The study variables are neither controlled nor manipulated. The data will be collected from survey, which will be conducted through questionnaires, which will be distributed manually to respondents.

### **3.1.3 Time**

Around 50 sets of questionnaires will be distributed to the respondents in this study. Five (5) respondents who have good education background will be selected and the researcher will give briefing on how to answer the questions in the questionnaires to them. Then they 5 respondent will help the researcher to brief other respondents who are illiterate in ratio of 10 respondents per person to complete the 50 sets of survey questionnaires. The data for the research will be gathered over 4 weeks period and will be collected by the researcher from one of the administration office staff who is selected to gather the data by the researcher.

### **3.2 Research Sample**

Sampling is a procedure whereby a specified number of employees are drawn from a sampling frame that represents an actual list of the employees working in the plantation in the population. The ability to generalize from the sample to the population depends critically on the representative of the sample employee, the extent to which the sample employee has the same characteristics as the other population of employees. In this study, representative ness is achieved by using probability sampling, as every employee is equally likely to be included in the sample.

This study will be conducted in one of the palm oil plantation at an interior area of Miri, Sarawak. The total elements for the entire population based on the sampling frame amounted to 60 employees (executive/staff/workers), which are based on the calculation given by the admin department of the plantation. Thus, the minimum required sample size as suggested by Krejcie, and Morgan (1970), with a population of N= 60 are 50 employees. A systematic random sampling is used to select the respondents in order to make sure all the employees are equally likely to be selected as a sample. Stratified random sampling is used in this study to improve the representative ness of the sample. The population of employees is divided into subpopulations called strata and random samples are drawn from each of these strata. Equal-sized samples from each stratum will be drawn and on a proportional basis of executives, staffs and workers as shown in table 3.2.

Table 1: Stratified Random Sample from Palm Oil Plantation, Miri, Sarawak

	Executive	Staff	Worker	Total Employee
Plantation	2	14	44	60
Total Respondent	2	14	34	50

### **3.3 Research Sampling Instrument**

The primary instrument for survey research is the questionnaire and it is the instrument used in this study. Questionnaire method is widely used because it is cost effective, saves time and data can be collected at a short period of time (John Arul Phillips 2010). Questionnaires can be used to measure demographic variables and to assess employee's preferences. In order to construct questionnaires that will yield reliable and valid measurement, the questions in this study is divided into two parts so that they are clear, specific and as unambiguous as possible to the respondents.

#### **3.3.1 Part A: Personal Details**

In this section, personal variable questions consists of the demographic profile of the respondents will be given. The items in this section will be measured using nominal scale. The respondents of this study will be asked to read and signify their agreement or disagreement according to the choices of responses scale, which are most accurate and relevant to them.

### **3.3.2 Part B: Job Performance**

In part B, the job performance level among the respondent's will be tested. Questions base on factors that lead to job satisfaction will be selected and the respondents are requested to answer the questions confidentially and they are also allowed to take their own time to complete the answers within 4 weeks of time given. Since all the respondents are from the same working field, same set of questions will be given to all respondents. In order to answer the questions, respondents need to follow the instructions given and only have to circle their choice of answer.

Part B consists of 40 questions related to;-

- i. Level of work stress (10 questions)
- ii. Employees perception on the work load (10 questions)
- iii. Salary (10 questions)
- iv. Work environment (10 questions)

The Likert scale will be used to measure and evaluate the respondents' answers in Part B. The Likert scale is a rating scale, which measures the strength of agreement with a statement (John Arul Phillips, 2010). The choices of responses for each of the statement designed in Part B will be constructed using the 5-point Likert scale. The questions were selected and modified from the online job satisfaction questionnaire (K.Gobi ,2012) and (S.Chandran,2005). The type of rating scale used is 'Agreement' and the ratings scales are as follow:

1= Strongly Disagree

2= Disagree

3= Not Sure

4= Agree

5= Strongly Agree

### **3.4 Data Collection**

The study will be conducted in a palm oil plantation. The researcher will obtain permission from the plantation manager before contacting the plantation admin department to identify the names of the employees and collect data from their punch card. A total of 50 sets of questionnaires were distributed to the selected employees at the plantation. The researcher will select 5 admin staffs from the plantation office and brief them on how to answer the questions genuinely. Later each of the staffs will be given 10 sets of questionnaire where they will help the researcher to collect the responses of other employees. The questionnaires will be also translated in Bahasa Melayu to the employees in order to make sure that the respondents will be able to understand the meaning clearly. These paper-pencil questionnaires can be sent to a larger number of employees and saves the researches time and money. At the same time, employees will be more truthful while responding to the questionnaires regarding some issues in particular due to the fact that their responses are anonymous. In order to prevent drawbacks, the respondents will be given a couple weeks to

answer the questionnaire completely. The selected representative will collect completed survey forms from plantation admin office.

### **3.5 Data Analysis**

The SPSS (Statistical Package for Social Science) software version 16.0 will be used to code and analyze the data collected through the questionnaire. The statistical analyses methods used will be the descriptive statistics, reliability test and regression analysis.

Descriptive analysis will be utilized to understand the overall profiles of respondents. The descriptive analysis will be used to analyze the mean and standard deviation of independent variables and dependent variable. As for demographic data, the frequency and percentage will be used for computation.

Validity tests are crucial for testing the goodness of measures. Both validity and reliability are needed to assess the degree of measurement error present in any measures. (Sekaran, 2003) suggested that validity ensures the ability of a scale to measure the intended concept. Reliability is the accuracy of measuring the instrument, which continued to allow the respondent to answer questions the same in the same way each time. Reliability test measures the accuracy of the measuring the instrument, in extend to which the respondents can give the same answer to the same question each time. The reliability of the variables will be measured using the Cronbach's

coefficient alpha. The Cronbach's alpha value of 0.70 and above indicates that the items are reliable and considered good. As for alpha value of less than 0.6, the reliability value considered weak and the data are considered not reliable and deemed to be below the value of acceptability.

## **Chapter 4**

### **ANALYSIS AND RESULT**

#### **4.1 Introduction**

This chapter represents the result of the study from the statistical analysis conducted on the collected data. The first part of this chapter will present the demographic profile of the respondents of this research. The validity of measurement is determined by analyzing the results attained from the reliability analysis, factor analysis and descriptive analysis on the measurement. The final part of this chapter will focus on the results of the correlation testing and hypotheses testing.

#### **4.2 Samples and Profiles**

A total of 50 valid responses were obtained from the distribution of this questionnaire, giving the total percentage of responses rate of 100.0%. Table 4.1 shows the demography data of the respondents of this research.

<b>Demographic Variables</b>	<b>Categories</b>	<b>Frequency (Respondents)</b>	<b>Percentage (%)</b>
Gender	Male	42	84.0
	Female	8	16.0
	Total	50	100.0
Age	20 years and below	3	6.0
	21 years -30 years	24	48.0
	31 years – 40 years	14	28.0
	41 years and above	9	18.0
	Total	50	100.0
Marital Status	Single	14	28.0
	Married	35	70.0
	Widowed	1	2.0
	Total	50	100.0
Ethnicity	Malay	7	14.0
	Iban	20	40.0
	India	1	2.0
	Berawan	12	24.0
	Kenyah	6	12.0
	Indonesian	2	4.0
	Bugis	2	4.0
	Total	50	100.0

Work Experience at Current Job?	6 months – 1 year	1	2.0
	3 – 5 years	37	74.0
	More than 5 years	12	24.0
	Total	50	100.0
Current Working Position	Executives	4	8.0
	Staff	10	20.0
	Worker	36	72.0
	Total	50	100.0
Total Work Hours Per Day	8 hours or less	42	84.0
	9 – 10 hours	7	14.0
	11 -12 hours	1	2.0
	Total	50	100.0
Salary	RM1000 and below	40	80.0
	RM2000 – RM4000	6	12.0
	RM5000 and above	4	8.0
	Total	50	100.0
Type of Work	Managerial	4	8.0
	Clerical	4	8.0
	Technical	6	12.0
	Plantation	36	72.0
	Total	50	100.0
Educational Background	Bachelor / Masters	3	6.0

	Doctorate		
	Diploma	2	4.0
	SPM – PMR	28	56.0
	Lower Secondary and below	17	34.0
	Total	50	100.0

Table 2: Demographic Profiles of the Respondents

The respondents comprised mainly of males, 42 respondents (84.0%) and 8 females 16.0%. Most off the respondents aged between 21 years to 30 years which has the highest percentage of 48.0% (24 respondents), followed by 28.0% (14 respondents) for those who aged between 31 years to 40 years, 41 and above with 18.0% or 9 respondents and lastly with 3.0% or 6 respondents for those who aged 20 years and below.

As for respondents marital status, 70.0% or 35 respondents were married, while 28.0% or 14 respondents were single and 1 respondent (2%) were widowed. In term of ethnicity, 20 respondents (40%) of this research were Iban, 12 respondents or 24% were Berawan, 7 respondents with 14.0% were Malay, 6 respondents with 12.0% were Kenyah, and 2 respondents or 4.0% each for Indonesian and Bugis ethnicity were reported in the table 4.1, while one respondent with 2.0% of the total respondents of this research is Indian.

Further profiling of the respondents showed that 74.0% or 37 of the respondents of this research are those with 3 to 5 years working experience at current job, while those with more than 5 years or working experience at current job consist of 12 (24.0%) respondents and one respondent (2.0%) have 6 months to 1 year of working experience at current job. Most of the respondent's current working positions which consists of 36 respondents (72.0%) were workers, while 10 respondents (20.0) were staff and 4(8.0%) respondents were executives.

Majority of the respondents with 84.0% of the total number of respondents were working with total working hours of 8 hours or less per day, while 7 respondents (14.0%) were working for 9 to 10 hours per day and one respondent (2.0%) were working for 11 to 12 hours per day. In term of salary, 40.0% earned RM1000 and below, 12.0% earned RM2000 to RM4000 and 8.0% earned above RM5000.

The type of work for majority of the respondents were on plantation area with 36 respondents, while 6 respondents were working on technical part and 4 respondents were working on managerial and clerical aspect each. The education level of the respondents, with 56.0% of the respondents were SPM and PMR leavers, 34,0% finished secondary and below, 6.0% Bachelor or Master Doctorate holders and 4.0 % were Diploma holders.

### 4.3 Goodness of Measure

#### 4.3.1 Reliability of Measurement

The Cronbach's Alpha was used as tools of measurement in this research to test and evaluate the reliability of the data measuring each variable. Reliability measure the degree on how well items in a set or questionnaire is positively correlated to one another. (Nunnally, 1978) suggested that instruments used in research should have reliability of 0.70 or more. Reliability value of less than 0.70 was considered weak and reliability value exceeding 0.80 is considered as good reliability. Table 3 shows the result obtained from measuring the Cronbach's Alpha value for the items of variables.

<b>Type of variables</b>	<b>Total no of items</b>	<b>No. of Items Deleted</b>	<b>Cronbach's Alpha Value</b>
Employee Job Performance– Stress	10	-	0.892
Employee Job Performance - Working Environment	10	-	0.913

Employee Job Performance - Workload	10	-	0.913
Employee Job Performance - Pay	10	-	0.931

Table 3: Summary of Reliability Analysis

Based on the result obtained, all the Cronbach's Alpha value of the variables are greater than 0.70 which indicates that the data are reliable. None of the items were deleted in the test, as the reliability of inter-item was high.

#### 4.3.2 Descriptive Analysis

The summary of descriptive statistic of the variables is given in Table 4.3. All variables were measured in 5-point Likert scale with 1 being Strongly Disagree to 5 being Strongly Agree.

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Employee Job Performance – Stress	4.25	0.41
Employee Job Performance - Working Environment	4.22	0.51

Employee Job Performance – Workload	4.34	0.44
Employee Job Performance – Salary	4.06	0.57

Table 4: Overall Descriptive Statistics of the Study Variables

The mean values of the variables in the Table 4.3 were obtained by dividing the number of value with the number of questions in the questionnaire. Based on the Table 4.3, the mean value for variables ranges from 4.06 to 4.34 and the standard deviation ranges from 0.41 to 0.57.

### 4.3.3 Correlation Analysis

The Pearson’s Correlation analysis was used to investigate the bivariate relationship among all the study variables. Table 4.4 provides the summary of the results obtained.

### Correlations

		Employee Job Performance- Stress	Employee Job Performance - Working Environment	Employee Job Performance - Workload	Employee Job Performance - Pay
Employee Job Performance – Stress	Pearson Correlation Sig. (2-tailed) N	1 .000 50	<b>.776**</b> .000 50	<b>.698**</b> .000 50	<b>.669**</b> .000 50
Employee Job Performance - Working Environment	Pearson Correlation Sig. (2-tailed) N	<b>.776**</b> .000 50	1 .000 50	<b>.761**</b> .000 50	<b>.798**</b> .000 50
Employee Job Performance – Workload	Pearson Correlation Sig. (2-tailed) N	<b>.698**</b> .000 50	<b>.761**</b> .000 50	1 .000 50	<b>.680**</b> .000 50
Employee Job Performance –	Pearson Correlation Sig. (2-tailed)	<b>.669**</b> .000	<b>.798**</b> .000	<b>.680**</b> .000	1

Pay	N	50	50	50	50
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

	Employee Job Performance - Stress	Employee Job Performance - Working Environment	Employee Job Performance - Workload	Employee Job Performance – Pay
Employee Job Performance – Stress	1			
Employee Job Performance - Working Environment	.776**	1		
Employee Job Performance – Workload	.698**	.761**	1	
Employee Job Performance – Pay	.669**	.798**	.680**	1

Table 5 Pearson's Correlation Coefficients of the Study Variables

The result from the table 4.4 shows that there is significant correlation between the entire variable

**The summary of the hypotheses result is shown in Table 4.9.**

Item	Hypotheses	Result
1	Ho1: No significant difference between stress and job performance among employees.	Supported
2	<i>H02</i> : No significant difference between salary and job performance among employees.	Supported
3	<i>H03</i> : No significant difference between work environment and job performance among employees.	Supported
4	<i>H04</i> : No significant difference between workload and job performance among employees.	Supported

Table 6: Summary of hypotheses results

## **Chapter 5**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Introduction**

This chapter will discuss about the implication of the statistical findings in Chapter 4. It will also summarize the study and confers about the major findings in the later section of this chapter. All the limitation of the study will be discussed and the suggestion for the research will be highlighted for future use.

#### **5.2 Recapitulation of study**

The objective of this study is to understand employee's job performance in the oil palm plantation situated in the interior areas. In order to verify the research problem, four independent variables; stress, salary, work environment and work load were selected and integrated as the determinants of job performance among oil palm plantation employees.

#### **5.3 Discussion**

The statistical results from the previous chapter show that the four independent variable of job performance, which is stress; salary, work environment and workload were positively related to job performance.

### **5.3.1 The relationship between stress and job performance**

Based on the data results, all the four independent variables have a positive relationship with job performance. Stress was the most salient determinant of job performance. Although there are some gender differences in certain aspects, job stress affects both men and women. The odds of association of cumulative job stress with poor mental health conditions like anxiety, depression, and chronic fatigue among women to be 1.4 to 7.1 compared to 1.8 to 4.6 for men (Gordian & Isabella, 2005). Job stress is a harmful physical and emotional response that occurs when the demands of the job exceed the capabilities, needs or resources of the employees (NIOSH, 1999). Employees who feel they have little control over their work in one way or another report higher stress levels (Swanson & Naomi, G., 2000).

For example an employee who is over stress could lose confident in his job and may not be self-motivated to perform well his duties. Lack of encouragement from the management and less of positive feedback could also lead to dissatisfaction on job. Thus, the employee could start seeing the problems as obstacles than challenges. Although job stress could lead to dissatisfaction at work, positive stress is an important factor to push an employee to perform his duty to work. So, the relationship between stresses does related positively to job performance.

### **5.3.2 The relationship between work environment and job performance**

Work environment also has a strong positive relationship with job performance. Employee's greater satisfaction with the layout of their work environment is related to higher job performance and increased collaboration with co-workers (Robertson & Huang, 2006). Employees who are more satisfied with their work environment are also more likely to be satisfied with their jobs as a whole (Veitch, Charles, Farley & Newsham, 2007).

For example, an oil palm plantation employee who receive less encouragement from the management and uncomfortable with the working environment that he work might not able to perform well in his job. The facilities, safety equipment and opportunity for personal growth provided by the oil palm plantation to their employees may not up to their satisfaction level. This could be one of the reasons why the employees could not perform well in their job.

### **5.3.3 The relationship between workload and job performance**

Workload also exhibited positive relationship with job performance. An employee who work overload will directly linked to self-reported psychological stress, burnout, and the belief that work was interfering with family life (Harvey, Kelloway & Duncan-Leiper, 2003). Workload has significant impact on the job performance of employees. For high performance work load on employees must be

according to their abilities and potential to cope with the stress. Sudden increase or decrease in work load both lead to impaired job performance (Hussain Shah, 2011)

This would indicate that, an employee who is unable to use his skills and abilities in performing his job would end up with poor job performance compare employees who are given task that are relevant and suitable to their abilities. For example an employee who has too much work to do in the time available and involve in work that is too difficult would find themselves in situations in which they cannot cope with the job's demand.

#### **5.3.4 The relationship between salary and job performance**

Although salary has positive relationship with job performance, but the data findings indicates that this independent variable is not significantly related to job performance. So it is reasonable to expect that an individual pay difference sometimes causes job performance. Employees who are more satisfied with their pay rated higher in job performance than did those who were less satisfied with their pay in a meta-analysis of 203 studies conducted over a 35-year period (Williams, McDaniel, & Nguyen, 2006). The higher the employees believe that their co-workers are being paid, the less satisfied they will be with their on pay (Harris, Anseel,& Lievens,2008).

For example, most of the employees develop personal standards of comparison that are based on the minimum salary they consider acceptable, the pay

they believe their job deserves and on the amount they think co-workers are being paid. Thus, satisfaction with pay is determined by the discrepancy between standards and actual salary and an important factor in pay satisfaction is its perceived equity and relationship to job performance.

#### **5.4 Implication**

The previous researchers suggest that the independent variables (stress, work environment, work load and salary) and job performance are related to each other. Nowadays job performance has become a major problem for employers as well as employees especially for those who are working in big organizations and companies such as oil palm plantation. There are many factors or issues, which causes employees to perform poorly at their job. Poor job satisfaction among employees are been said to be the cause of the existence of job performance. Besides, job satisfaction is the main influence to variations in employee's commitment, absenteeism and turnover levels. The working environment also can affect employee satisfaction such as stress, salary, workload, and immediate supervisor support and career advancement opportunities. So, the implication of these studies is to help the employees to match between their characteristics of the job and their individual needs to be satisfied with their job. This could also help the management to understand the employees needs better and the organizations will have lesser problems in absenteeism, less turnover; employees would give their best job performance and would show more loyalty. The importance

of stress, salary, workload and work environment factors in managing job performance were proven based on the data analysis in Chapter 4.

### **5.5 Limitation**

In spite of the useful findings of this study, this empirical study has several limitations that need to be accredited. Firstly, the findings cannot be generalized to overall employees who are working at oil palm plantation, as the scope of study was limited to the rural and interior area employees only, notwithstanding the oil palm plantation at town areas, private plantations and semi-government plantations in Malaysia. Secondly, the study design was restricted to one particular group of employees only. The target sample of this research is the employees who are working at oil palm plantation at interior area only. In future, research will also be needed to employees who are working part time and doing practical at oil palm plantations as well, as the job satisfaction of these employees is also an important factor that leads to job performance. Thirdly, it is difficult to get true responses, which are related or most accurate to the character or attitude of a respondent. The findings in this study depend on the honesty of the respondents in answering the questionnaire truly. The tendency to agree more on socially desirable answers rather than fully and truly express their opinion will result in false data to be accepted as result.

## **5.6 Suggestion for future research**

Future researcher can expand this study by to all the part time and practical workers who are working in oil palm plantation in Malaysia, whether in private plantation or semi-government plantation should be included in this study. Besides the other suggestions is to increase the target group by including part time workers, practical workers and foreign workers who are working at oil palm plantation as well. The reason is, the factors that influence job performance that the target group is experience are the same as the employees who are working part time, doing practical and foreign workers at oil palm plantation. This could save much of the resources needed to finish up this study. The second suggestion is to improve the data by incorporating other relevant independent variables and dependent variables based on new findings from latest literatures at the time.

## **5.7 Conclusion**

The findings from this research conclude that stress; work environment, workload and pay are the determinant of job performance. These factors were found significant in affecting the job performance among the employees working at oil palm plantation in rural area in Malaysia. The present study allows these employees to identify, assess and manage and deal with their stress, working environment, workload and pay in order to cope with job satisfaction and job performance. By understanding the determinant of job performance, appropriate action can be taken in

order to manage and control job performance related event or acts. Though, continued research is needed to improve this study and to address the limitation of the present study. As such, it is hoped that this study will give a preliminary insight and understanding on stress, work environment, workload and pay towards coping with job performance of the employees.

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## **Appendix A: Research Questionnaire**

### **RESEARCH SURVEY QUESTIONNAIRE**

#### **Part A: Demography**

##### **1. Gender**

- Male
- Female

##### **2. Age**

- 20 years and below
- 21 years – 30 years
- 31 years – 40 years
- 41 years and above

##### **3. Marital Status**

- Single
- Married
- Widowed
- Divorced  
\_\_\_\_\_)
- Separated

##### **4. Ethnicity**

- Malay
- Iban
- Indian
- Others (please state: \_\_\_\_\_)

##### **4. Work experience at current job? position**

- Less than 6 months
- 6 months – 1 year
- 1-3 years

##### **5. Current working**

- Executives
- Staff
- Worker

- 3-5 years
- More than 5 years

**6. Total work hours per day**

- 8 hours or less
- 9 – 10 hours
- 11-12 hours
- 12 hours and more

**8. Type of Work Background**

- **Managerial**  
**Doctorate**
- **Clerical**
- **Technical**
- **Plantation**  
**below**

**7. Salary**

- **RM 1000 or below**
- **RM 2000 – RM 4000**
- **RM 5000 and above**

**9. Educational**

- **Bachelor / Masters**
- **Diploma**
- **SPM - PMR**
- **Lower secondary and**

### Part B : Job Performance

**Instruction:** Please read the following statements and choose the responses (from 1= Strongly Disagree to 5= Strongly Agree) that apply most accurately to you by ticking the relevant columns.

#### Employee Job Performance - Stress

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
<b>1. I am a self motivated person</b>	<input type="checkbox"/>				
<b>2. I enjoy my work.</b>	<input type="checkbox"/>				
<b>3. I am well trained in my work.</b>	<input type="checkbox"/>				
<b>4. I am clear about my duties and responsibilities.</b>	<input type="checkbox"/>				
<b>5. I am willing to accept my faults.</b>	<input type="checkbox"/>				
<b>6. I receive the respect I deserve from my colleagues.</b>	<input type="checkbox"/>				
<b>7. I tend to see problems as challenge rather than as obstacles.</b>	<input type="checkbox"/>				
<b>8. The rewards for success are greater than</b>	<input type="checkbox"/>				

<b>the penalties for failure.</b>					
<b>9. The manager encourages me at work.</b>	<input type="checkbox"/>				
<b>10. I always receive positive feedback from my employers.</b>	<input type="checkbox"/>				

**Employee Job Performance— Working Environment**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1. I gain personal growth by learning various skills in my work.</b>	<input type="checkbox"/>				
<b>2. The management appreciates my suggestions and leadership</b>	<input type="checkbox"/>				
<b>3. Supervisors encourage me to do well in my work.</b>	<input type="checkbox"/>				
<b>4. I am rewarded for the quality of my efforts</b>	<input type="checkbox"/>				
<b>5. I am valued by my supervisor.</b>	<input type="checkbox"/>				
<b>6. The company has a positive image towards my friends and family.</b>	<input type="checkbox"/>				

<b>7. My job brings positive changes to me.</b>	<input type="checkbox"/>				
<b>8. I am able to solve problems immediately to satisfy my manager.</b>	<input type="checkbox"/>				
<b>9. I understand the importance to value and respect my colleagues.</b>	<input type="checkbox"/>				
<b>10. I am happy with my job.</b>	<input type="checkbox"/>				

**Employee Job Performance – Workload**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1. I gain personal accomplishment through my work.</b>	<input type="checkbox"/>				
<b>2. I have the tools and resources to do my job well.</b>	<input type="checkbox"/>				
<b>3. I feel encouraged to come up with new and better ways of doing things.</b>	<input type="checkbox"/>				
<b>4. I could clearly define quality goals in my work.</b>	<input type="checkbox"/>				
<b>5. My skills and abilities are put into good use in my work.</b>	<input type="checkbox"/>				

<b>6. The company does an excellent job in keeping employees informed about matters affecting us.</b>	<input type="checkbox"/>				
<b>7. I am satisfied with the information given by the management on what is going on in my division.</b>	<input type="checkbox"/>				
<b>8. I am satisfied with my involvement in decisions that affect my work.</b>	<input type="checkbox"/>				
<b>9. I feel safe sharing my plans, programs and policies with my management.</b>	<input type="checkbox"/>				
<b>10. My manager is committed to finding win-win solutions to problems at work.</b>	<input type="checkbox"/>				

**Employee Job Performance – Salary**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1. I am satisfied with my current salary.</b>	<input type="checkbox"/>				
<b>2. I am satisfied with my benefit packages.</b>	<input type="checkbox"/>				
<b>3. I am satisfied with my most recent increment.</b>	<input type="checkbox"/>				

<b>4. I am satisfied with the company's pay structure.</b>	<input type="checkbox"/>				
<b>5. I am satisfied with the amount the company pays my benefits.</b>	<input type="checkbox"/>				
<b>6. I am satisfied with the pay raise interval in the company.</b>	<input type="checkbox"/>				
<b>7. I am rewarded for the quality of my efforts.</b>	<input type="checkbox"/>				
<b>8. I experience personal growth financially in this company.</b>	<input type="checkbox"/>				
<b>9. Performance appraisal influences pay raise.</b>	<input type="checkbox"/>				
<b>10. There are opportunities for career advancement in this company.</b>	<input type="checkbox"/>				

## Appendix B: Frequency

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	84.0	84.0	84.0
	Female	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and below	3	6.0	6.0	6.0
	21 years-30 years	24	48.0	48.0	54.0
	31 years-40 years	14	28.0	28.0	82.0
	41 years and above	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

### Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	14	28.0	28.0	28.0
	Married	35	70.0	70.0	98.0
	Widowed	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

### Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	7	14.0	14.0	14.0
	Iban	20	40.0	40.0	54.0

Indian	1	2.0	2.0	56.0
Berawan	12	24.0	24.0	80.0
Kenyah	6	12.0	12.0	92.0
Indonesia	2	4.0	4.0	96.0
Bugis	2	4.0	4.0	100.0
Total	50	100.0	100.0	

#### Work Experience at Current Job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6 months - 1 year	1	2.0	2.0	2.0
3-5 years	37	74.0	74.0	76.0
More than 5 years	12	24.0	24.0	100.0
Total	50	100.0	100.0	

#### Current Working Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executives	4	8.0	8.0	8.0
Staff	10	20.0	20.0	28.0
Worker	36	72.0	72.0	100.0
Total	50	100.0	100.0	

#### Total Work Hours per Day

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 8 hours or less	42	84.0	84.0	84.0
9-10 hours	7	14.0	14.0	98.0
11-12 hours	1	2.0	2.0	100.0
Total	50	100.0	100.0	

**Salary**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1000 or below	40	80.0	80.0	80.0
	RM2000-RM4000	6	12.0	12.0	92.0
	RM5000 and above	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

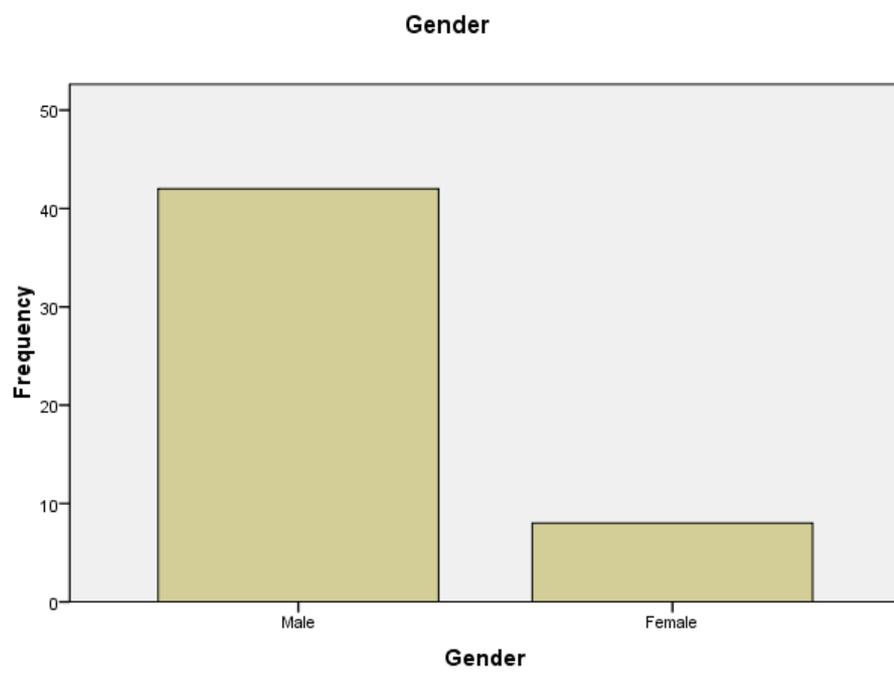
**Type of Work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	4	8.0	8.0	8.0
	Clerical	4	8.0	8.0	16.0
	Technical	6	12.0	12.0	28.0
	Plantation	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

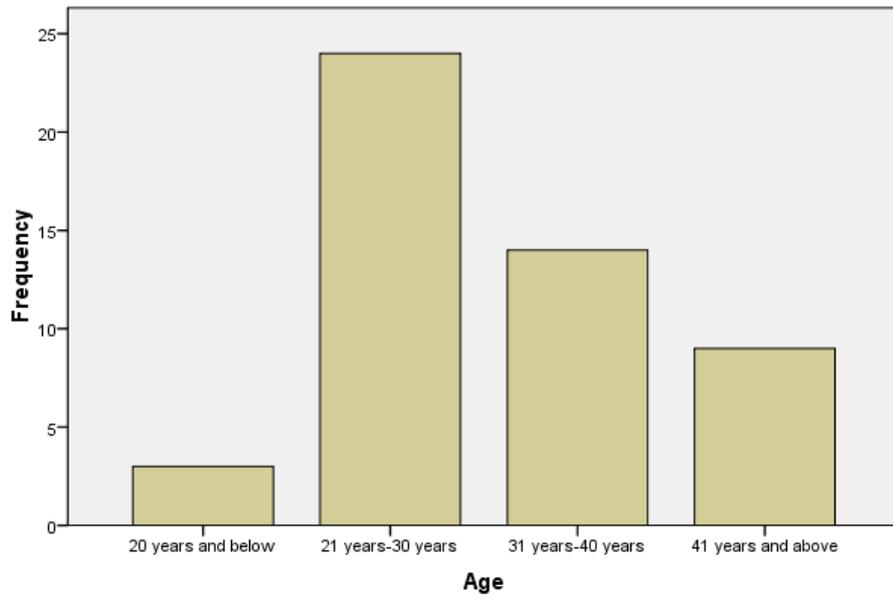
**Educational Background**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor/Masters Doctorate	3	6.0	6.0	6.0
	Diploma	2	4.0	4.0	10.0
	SPM-PMR	28	56.0	56.0	66.0
	Lower Secondary and below	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

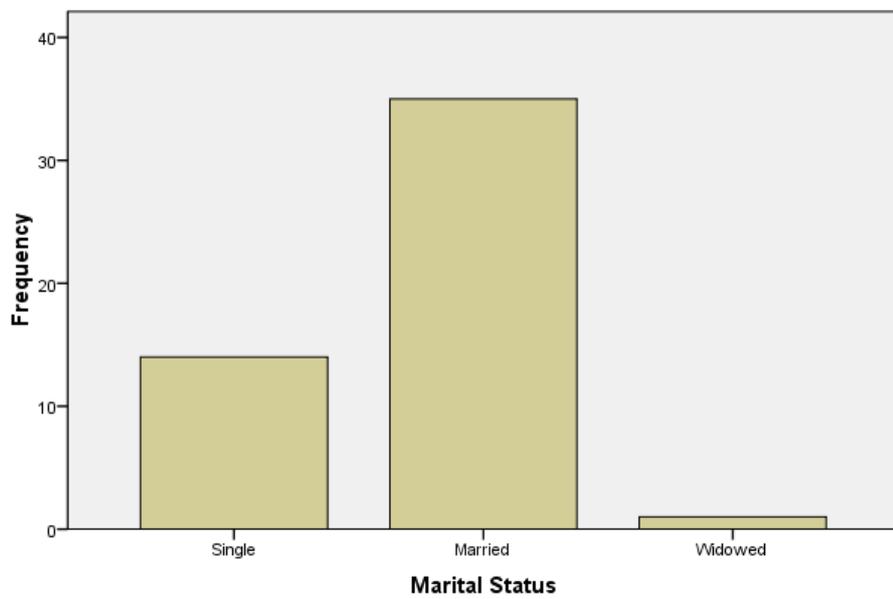
## Bar Chart



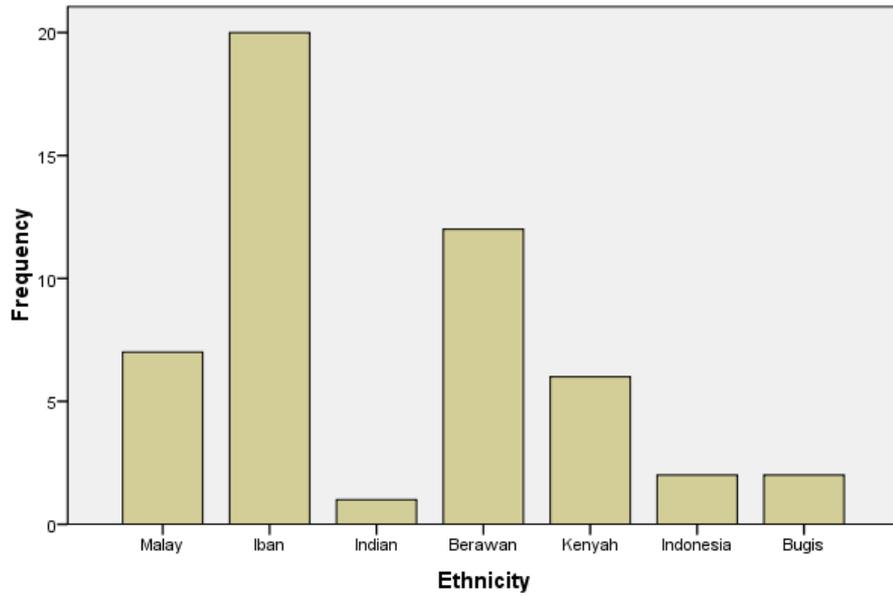
**Age**



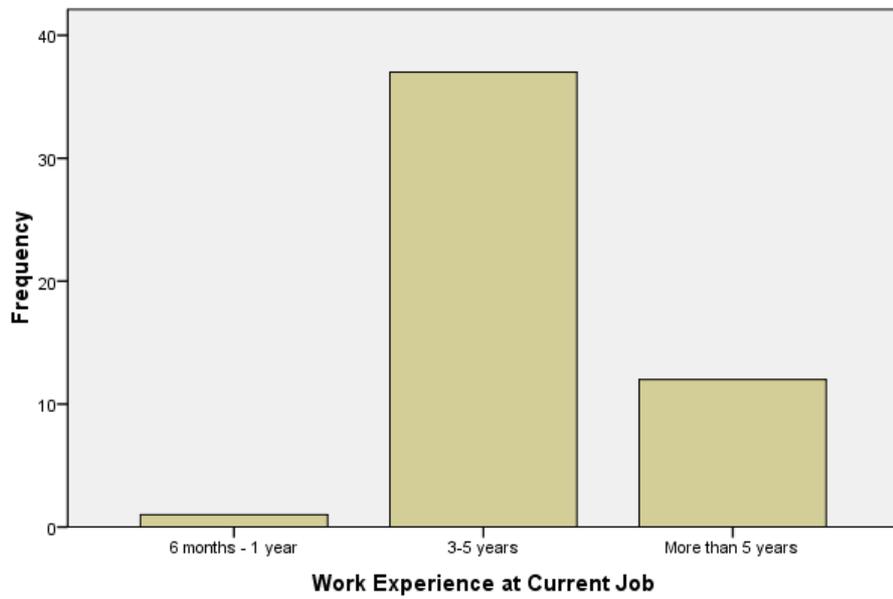
**Marital Status**



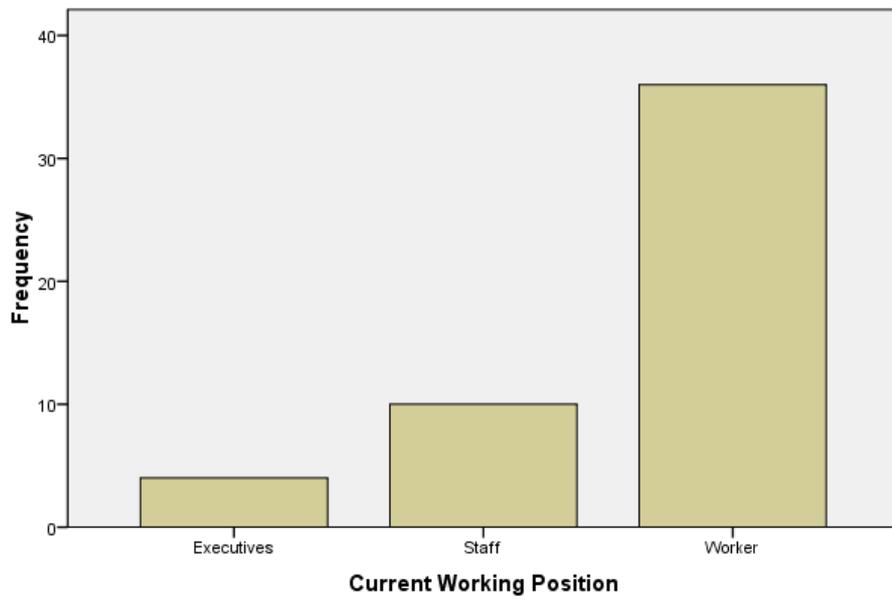
**Ethnicity**



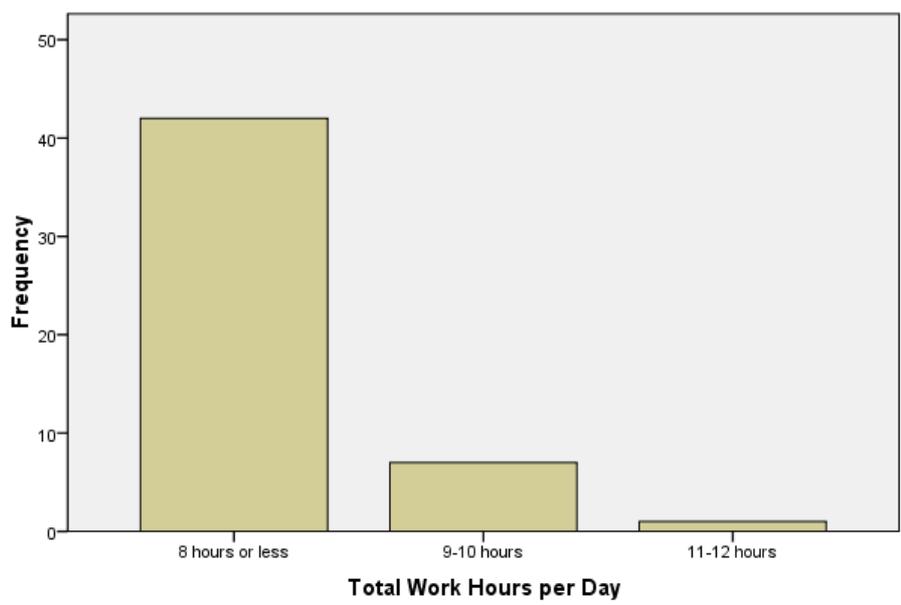
**Work Experience at Current Job**



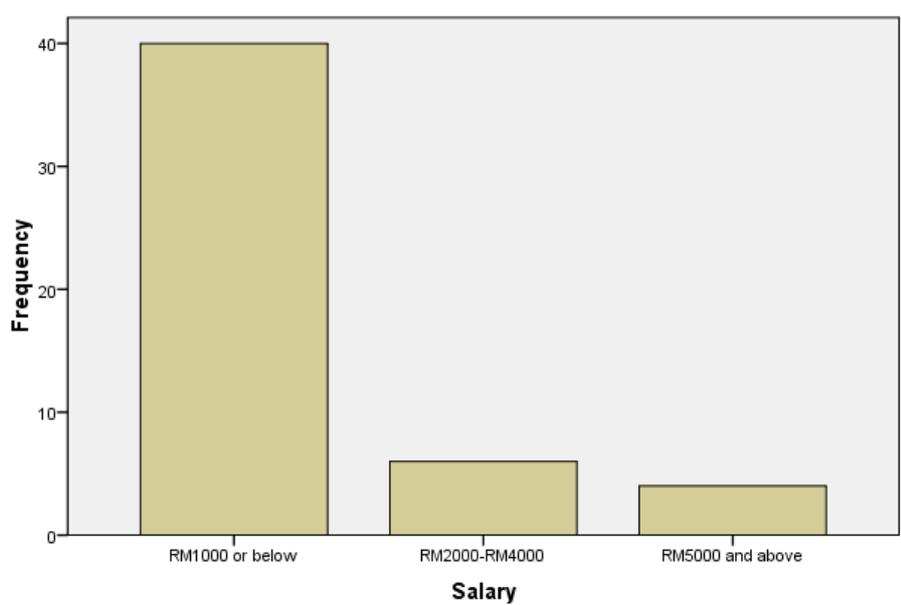
**Current Working Position**



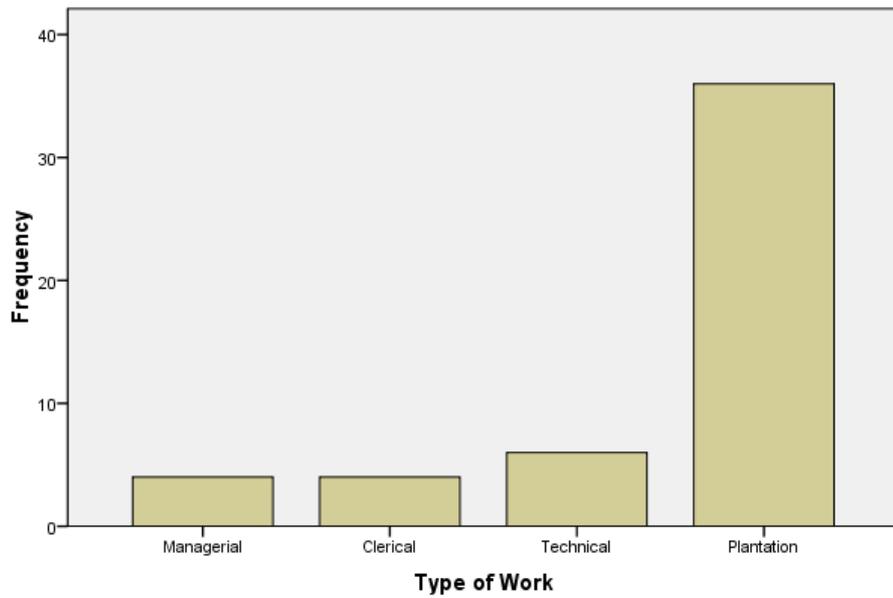
**Total Work Hours per Day**



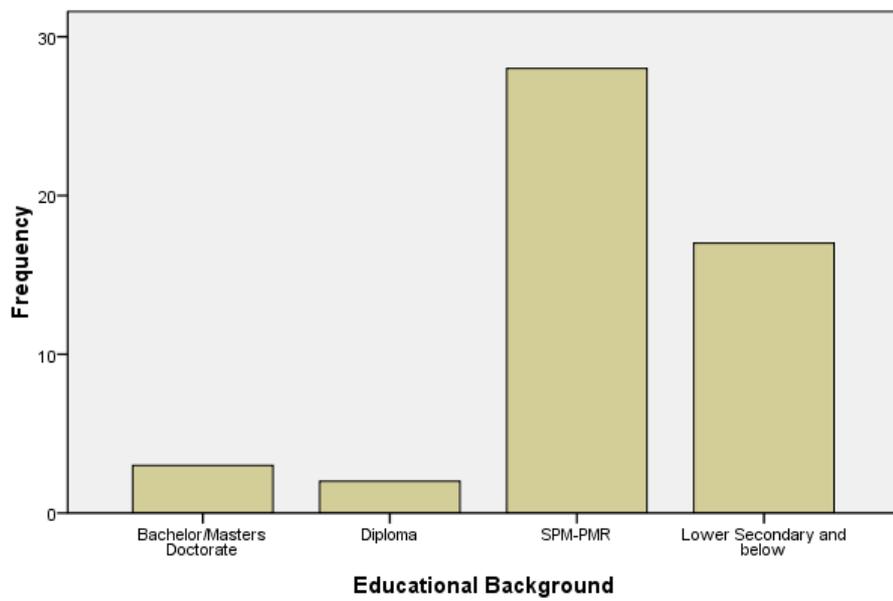
**Salary**



**Type of Work**



**Educational Background**



## Appendix D: Descriptive Statistics

### Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Stress	50	3.40	5.00	4.2540	.40568	.589	.337	-.355	.662
WoEn	50	2.30	5.00	4.2200	.50508	-.738	.337	2.880	.662
Workload	50	3.60	5.00	4.3440	.43807	.070	.337	-1.272	.662
Pay	50	2.00	5.00	4.0600	.57392	-.642	.337	2.351	.662
Valid N (listwise)	50								

## Appendix E: Correlation Analysis

### Correlations

		Stress	WoEn	Workload	Pay
Stress	Pearson Correlation	1	.776**	.698**	.669**
	Sig. (2-tailed)		.000	.000	.000
	N	50	50	50	50
WoEn	Pearson Correlation	.776**	1	.761**	.798**
	Sig. (2-tailed)	.000		.000	.000
	N	50	50	50	50
Workload	Pearson Correlation	.698**	.761**	1	.680**
	Sig. (2-tailed)	.000	.000		.000
	N	50	50	50	50
Pay	Pearson Correlation	.669**	.798**	.680**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	50	50	50	50

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

