

# **Antecedents of Employees' Job Performance: A Case of Dewan Bahasa dan Pustaka**

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## **Abstract**

The company's productivity relies on the performance of its human resources. Many scholars are interested in job performance because of its significance to business performance. Hence, this study is attempted to investigate factors that motivate the employees' job performance. The study was conducted among 102 Dewan Bahasa dan Pustaka employees. This cross-sectional study has identified three antecedents, namely reward system, work environment, and career development. Data were gathered via a self-administer questionnaire. Convenience sampling was used as a method to determine the respondent for this study and data collected were analyzed using correlational statistical techniques with the latest version of SPSS software. The result shows that there is a positive relationship between reward systems, work environment, and career development with job performance among employees in the Dewan Bahasa dan Pustaka. For future research, the study proposes to examine other variables such as work-life balance, and workload to measure their relationship with job performance. It is also recommended that other researchers replicate the study in a different research setting, such as obtaining the data from private sectors.

**Keyword:** Job Satisfaction, Motivation, Reward System, Work Environment, Job Performance

## **1. Introduction**

Job performance is described as the total expected value from an employee's actions over a set period of time (Motowidlo, Borman, & Schmidt, 1997). Despite being highly technical, this definition contains certain concepts that are worth exploring further. The first idea is performance, which is a property of behavior, or what people do

at work. The second idea is an employee's behaviour has expected value to the organisation. This means that an employee's behaviours can be distinguished based on how much they benefit or hurt the organisation, and since the results of distinctive behaviours are infrequently measured, their value can be taken for granted. However, job performance often being viewed as results and final outcomes solely (Andreaa Tutu & Ticu Constantin, 2012). It means more than just the accomplishments of employees and output. Skill, effort, and nature of work condition are a mixture stated as the part that represents job performance (Sai, & Muhammad Awais Bhatti, 2014). On the other hand, job performance can be considered as the sum of behaviors that an employee controls in a certain context that is relevant to the organizational goals and objectives (Andreaa et. al, 2012). On top of that, job performance can also be viewed as a phenomenon that is closely related to aspects of effectiveness, knowledge, quality, management, financing, and development of an organization (Platis, Reklitis, & Zimeras, 2015).

Surprisingly, until today employee job performance remains to be a topic of choice among researchers. In fact, past research revealed that there are many factors that can influence an employee's job performance such as work environment, training, leadership, job satisfaction, motivation, trust, autonomy, teamwork, and reward system. However, this study tends to focus on three independent variables that can influence an employee's job performance which are motivation, reward system, and environment. The main problem faced by most organizations nowadays is a rapid change in the business environment due to vast technological change. Thus, it is important to have employees who are efficient and display good job performance so that they can adapt easily to the changes that take place. Employees' high job performance will be the source of competitive edge for an organization. If an employee cannot cope with this rapidly changing environment, it will take an organization a step back from other organizations in taking opportunities, emphasizing strengths, and cater weaknesses and threats. Other than that, uncertain economic conditions also become the main cause of why the organization needs employees who can perform at a higher exponential rate. Due to current economic conditions that are not promising, it is important for an organization to have employees who can be translated input into output efficiently to reduce costs. Furthermore, when an employee conveys higher performance, it will directly contribute more profit to the organization. According to Beck and Harter (2014), companies that increase their number of talented managers and double the rate of engaged employees achieve, on average, 147% higher earnings per share than their competition. Finally, the common problem faced by employees that translated to low job performance is work stress at the workplace. According to Watson and Willis (2014), 57% of employees who said they were very stressed at work felt less productive and disengaged. Flax (2014) adds that work overload decreases productivity by 68% in employees who feel they don't have enough hours in the day to complete their tasks. Thus, it is important to recognize and emphasizes factors that could influence job performance to cater to these issues. Papers in various areas of business, management, marketing, economics, finance, and Islamic banking are invited to be submitted.

## 1.1 Research Objectives

1. To determine the relationship between reward system and employee's job performance.
2. To determine the relationship between work environment and employee's job performance.
3. To determine the relationship between career development and employee's job performance.

## 2. Literature Review

### 2.1 Motivation

Motivation is important in order to raise employee morale and help them reach their objectives. Because they continually strive to enhance their work performance, motivated individuals enable the organisation to achieve greater success (Ali & Ahmed, 2009). As a result, a motivated worker will achieve high levels of productivity because they are enjoy at work. As a result, there is less absenteeism and turnover since they feel content in their jobs. For employees in Dewan Bahasa dan Pustaka, employees' job performance is very important where it will reflect the higher management performance. According to Salleh *et al.* (2011), this is due to employee performance standards, designed by the regime to quantify the performance of the organizations. This is accepted to be the "backbone" of management with basic part of guaranteeing that government's approaches and projects are actualized successfully and effectively. Findings on work motivation are supported by Asim, (2013) where he finds there is an effect of employee motivation on employee performance in which if employees are more motivated their performance will increase. Whether a company is public or private, employee motivation is the most critical component for success (Chintallo & Mahadeo, 2013). For this study, reward system and work environment become antecedent that influence employees job performance.

### **2.1.1 Reward System has a positive impact towards Job Performance**

Rewarding outstanding performance is crucial in the business world since it encourages and regulates the performance of an organization's top performers. In order to recruit, retain, and inspire skilled, competent, and capable personnel and to ensure the success of a business, reward plans confirm the degree and convergence of non-financial and financial benefits necessary. Employers have a range of non-financial advantages at their disposal, including competitive compensation and salary sacrifice alternatives. They do constitute a few potential motivators for the staff. A manager must understand what truly motivates workers; these motivational factors may differ from those that energise other workers. According to Nwachukwu (1994) low morale, poor productivity, and a lack of dedication may result from the wage and salary gap between low and high earners. Daniel and Caryl (1981) conducted a study based on the investigation of the investment model's prognostication of employment promise and obligation as well as job satisfaction. According to a study, a mix of cost values, rewards, and the quantity of investment can best predict job satisfaction and commitment. Employees are motivated by both extrinsic and intrinsic rewards, and this motivation results in improved performance. The study findings indicated that while job commitment can only be predicted by the quantity invested in the job, job satisfaction may be best predicted by the job reward. Considering innovative work practises are associated with improved job performance, rewarding them may increase individual innovation (Ramamoorthy, Flood, Slattery & Sardessai, 2005). According to Venkatesamy and Lew (2022) a direct path to individual innovation, these rewards of recognition and encouragement have a positive effect on innovative work behaviour. According to Manzoor, Wei and Asif (2021), employees with the greatest incentives and motivational techniques will likely be happier and have higher levels of job satisfaction, which will ultimately increase their performance.

### **2.1.2 Work Environment has a positive impact towards Job Performance**

Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behaviour (Robbins & DeCenzo, 1998, as cited in Kennedy, 2009). In this context, training involves designing and supporting learning activities that result in a desired level of performance (Kennedy, 2009). Training is an educational process. People have time to reflect and explore what new possibilities could help them increase their effectiveness and performance at work, as well as time to acquire new material and re-learn and reinforce their existing knowledge and abilities. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviour that can be transferred back to the workplace (Charnov, 2000 as cited in Kennedy, 2009). Individual work habits, self-management, and the social work environment as drivers have a higher impact than the physical work environment's characteristics, which have a modest impact on employees' well-being at work and self-assessed performance to other productivity factors (Franssila & Kirjonen, 2022). Employees place a significant amount of value on their workplace because it immediately affects a task they perform. Organizations need to pay attention to the workplace environment to establish a favourable work environment and settings that can inspire employees to increase performance (Mahendra, Ronnie and Brema, 2022).

### **2.1.3 Career Development has a positive impact towards Job Performance**

Profession development is the process of increasing an employee's employability to pursue their ideal career (Niati et al, 2021). In order to increase their performance, Adnyani & Dewi (2019) suggest that workers need have a significant amount of work experience. Therefore, everyone must be given the chance to grow their careers and talents, and they must be held responsible for producing the best outcomes for the company. Businesses may be open to a culture of career growth if they understand the potential for it to improve their bottom line, if employees have a better grasp of their own abilities and how these connect to job opportunities, they can work toward greater fulfilment for both themselves and the company (Conger, 2022). Linking compensation to employee growth is one of the best ways to boost employee performance as the improvement in employee performance can also be attributed to career growth and also a good career will support a better job since the individual will face a fresh challenge every day, an expert says (Presilawati, Mimiasri and Nauval, 2022).

## **2.2. Job Performance**

Viswesvaran and Ones (2000) introduced a more recent definition of job performance as behavior and outcomes that employees undertake that contribute to organizational goals. Consequently, work performance should include

task performance and contextual performance and refers to the efficiency of human actions that support organisational goals (Motowidlo, 2003). Both constructs are influenced by different factors, for instance, job-related experience determines task performance while an individual’s personality type determines contextual performance (Motowidlo & Van Scotter, 1994). Organ (1998) argues that the term “job performance” may need to redefine to essentially broaden this construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors, and generalized tendencies toward compliance. Organ further proposed that job performance should be measured to the extent to which employees engage in organizational citizenship behaviors. Sarmiento and Beale (2007) refer to job performance as the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his or her drive to employ them in order to do a better job. According to Jex and Britt (2008), performance is oftentimes assessed in terms of financial figures as well as through the combination of expected behavior and task-related aspects.

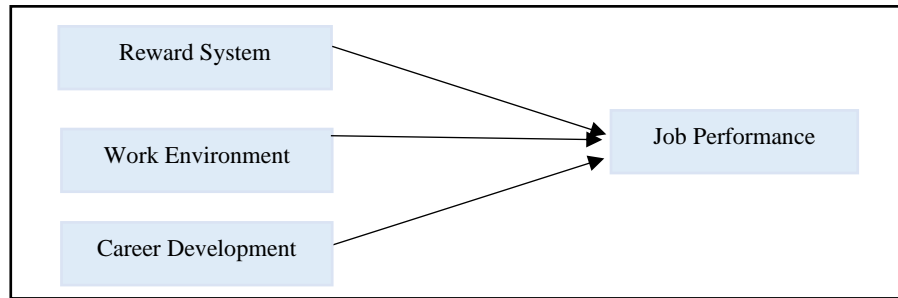


Fig. 1: Research Framework

### 3. Methodology

This survey was distributed among 170 employees at Dewan Bahasa and Pustaka and the returned questionnaires were 102, hence the returned rate is 60%. According to Salkind (2012), 30 participants are enough, however, having larger participants would provide a higher chance of getting a more accurate result. Besides that, there are 100 samples of the study. It is more than the minimum amount of sample size that was suggested by Salkind (2012). The sample size in this study involved 100 respondents which are employees from Dewan Bahasa dan Pustaka. Convenience sampling was used in this study because the respondents are easy to sample. Convenience sampling is a non-probability sampling and it is the best option for the current study. The data collected through the questionnaire will be analyzed using Statistical Package for Social Science (SPSS) software. SPSS was used to run the analysis to collect the data in this study. The statistical analysis methods will be descriptive statistics, reliability testing, correlation testing, and regression analysis. The data has been collected from 102 Dewan Bahasa dan Pustaka employees. The questionnaire has been divided to some section and the respondents was given 5 option answers using 5 Likert scale: (1) = Strongly Disagree, (2) = Disagree, (3) = Neutral, (4) = Agree, (5) = Strongly Agree. The questionnaire consists of four sections as shown below. The instrument of this study was adapted and modified by the researcher from previous studies.

Table 1: Instrument used for this study

<i>Reward System</i>	
1	I am satisfied with the amount of pay that I received.
2	I am fairly paid for what I contribute to this organization.
3	I am ready to increase my work efforts in order to gain rewards.
4	I feel satisfied with my chance for salary increases.
5	Reward should be based on performance.
<i>Work Environment</i>	
1	I am satisfied with the culture at my workplace.
2	I am working in a good working environment (location, security and sanitation)
3	My workspace has adequate privacy for me to do my job
4	My company provides sufficient facilities and equipment to do work.
5	My general work area is adequately heated/cooled.
<i>Career Development</i>	
1	I am satisfied with the investment my organization makes in training / education.
2	I am satisfied that I have opportunities to apply my talents / expertise.
3	I am satisfied with the job-related training my organizations offer.
4	My organization is dedicated to my professional development.

5	I am pleased with the career advancement opportunities available to me.
<i>Job Performance</i>	
1	I consistently meet formal performance requirements of the job.
2	I am committed to have continuous quality improvements in my work.
3	I consistently complete the duties specified in my job descriptions.
4	I consistently fulfill my obligations to perform my job.
5	I do achieve the targets goals (KPI) set by the organizations.

#### 4. Data and Analysis

There are 102 respondents who have participated in this study, it consists of 33.3% male and 66.7% females. Based on the respondents’ marital status, 58.8% are single and 41.2% are married. Majority of them are Diploma holder (35.3%), followed by Bachelor Degree (26.5%), Certificate (24.5%), SPM (10.7%), Master (1%) and STPM (1%). For the years of employment shows that 38.2% have been employed between 1-3 years, 17.6% between 4-6 years, 17.6% between 7-10 years, and 26.5% for 11 years and above. The value of skewness and kurtosis were used to determine the normality of data distribution. The data will be considered normal if skewness and kurtosis value is in the range of 3 (Tabachnick & Fidell, 2013). Therefore the normality test conducted in this study is within which is considered to be normal. This section discusses the result of the normality test for all variables which are the reward system, work environment, career development, and job performance.

Table 2: Normality Test

	Skewness	Kurtosis
Reward System	-.275	-.326
Work Environment	-.686	1.107
Career Development	-.494	.365
Job Performance	-.079	-6.24

According to Nunally (1978), coefficient alpha considered accepted if the value is above than 0.7. The overall items were found to be reliable as the value exceeds that the standard acceptable value of 0.7 which is reward system (5 items,  $\alpha = .759$ ); work environment (5 items,  $\alpha = .871$ ); career development (5 items,  $\alpha = .961$ ); and job performance (5 items,  $\alpha = .868$ ). Therefore, the result shows that the instrument used were reliable.

Table 3: Reliability Test

	Cronbach's Alpha	N of Items
Reward System	.759	5
Work Environment	.871	5
Career Development	.961	5
Job Performance	.868	5

The descriptive statistics a set of scores (Stangor, 2015) Total means score and standard deviation for each variable have been measured by using IBM SPSS version V25. Table 3 shows the total means score and standard deviation for each variable. The highest total mean is Job performance (M = 4.016. SD = 3.04855); followed by reward system (M = 3.943. SD = 3.20105); second last is work environment (M = 3.925. SD = 3.48669); and for the lowest means score and standard deviation is career development (M = 3.786. SD = 3.92239).

Table 4: Total mean and Standard Deviation

	Mean	Std. Deviation
Reward System	3.943	0.6370
Work Environment	3.925	0.6939
Career Development	3.7861	0.7806
Job Performance	4.0158	0.6067

To interpret the correlation coefficient, the guideline from Cohen (1988) which provides 3 level of relationship was used in the table shown below.

Table 5: Analysis of Correlation

Correlation value	Relationship Strength
0.81-1.00	Very strong
0.61-0.80	Strong
0.41-0.60	Moderate Strong
0.21-0.40	Not very strong / Low
0.00-0.20	Weak/ Can be Neglected

		Reward System	Work Environment	Career Development	Job Performance
Reward System	Pearson Correlation	1	.	.	.
Work Environment	Pearson Correlation	.685**	1	.	.
Career Development	Pearson Correlation	.608**	.630**	1	.
Job Performance	Pearson Correlation	.615**	.708**	.440**	1

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

**Hypothesis 1 - There is a relationship between Reward System and Job Performance**

The table 5 shows that there is a significant relationship between reward system and job performance among employee in Dewan Bahasa dan Pustaka. The hypothesis mentioned above predicts based Cohen (1988) that there is large relationship between the variable, which is suggest that reward system may influence job performance in the organization as ( $r = 0.615, p < 0.01$ ). Therefore, H1 is accepted.

**Hypothesis 2 - There is a relationship between Work Environment and Job Performance**

The table 5 shows that there is a significant relationship between work environment and job performance among employee in Dewan Bahasa dan Pustaka. The hypothesis mentioned above predicts based Cohen (1988) that there is large relationship between the variable, which is suggest that work environment may influence job performance in the organization as ( $r = 0.708, p < 0.01$ ). Therefore, H2 is accepted.

**Hypothesis 3 - There is a relationship between Career Development and Job Performance**

The table 5 shows that there is a significant relationship between reward system and career development among employee in Dewan Bahasa dan Pustaka. The hypothesis mentioned above predicts based Cohen (1988) that there is large relationship between the variable, which is suggest that reward system may influence job performance in the organization as ( $r = 0.440, p < 0.01$ ). Therefore, H3 is accepted.

Table 6: Result of Research Hypothesis

	HYPOTHESIS	RESULT
H1	There is a relationship between Reward System and Job Performance	Supported
H2	There is a relationship between using Work Environment and Job Performance	Supported
H3	There is a relationship between using Career Development and Job Performance.	Supported

## 5.0 Conclusion and Recommendation

The result shows that Reward System is the strongest relationship with job performance. In today's world, for an organization to balance between employee commitment and performance is paramount. In addition, rewards are also considered as one of the most important tools for ensuring employee's high commitment and good job performance is maintained. Work Environment also significantly influence employees job performance. It consists of both external and internal conditions which can influence the working spirit and hence, reflect in their performance at work. There exists a strong interaction between employee's performance and physical workplace environment. The physical environment at work is critical to employee's performance, satisfaction, social relations and health. The environmental conditions at the workplace are important factors which has an influence on the employee's morale and job satisfaction and hence their performance. Lastly, career development indicated positive relationship towards job performance. For future research, this research model entailed a total three variables which are reward system, work environment and career development as independent variable and job performance as dependent variable can be developed with different variable such as satisfaction with work-life balance, workload and others to measure relationship between independent variable and dependent variable. On the other hand, the research model also can be tested at different private agencies or public agencies.

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