

Determinants of Job Performance at School Management Sector at Jabatan Pendidikan Negeri Kelantan

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ABSTRACT

The study investigates four determinants which are salary, career advancement, performance appraisal method and employee engagement towards job performance in School Management Sector at Jabatan Pendidikan Negeri Kelantan. The study aims to investigate relationship between salary and job performance. The study also aims to investigate relationship career advancement, performance appraisal method and employee engagement towards job performance. In order to complete the objectives set in the study, stratified random sampling technique used and approximately 136 out of 210 staff that works in the Jabatan Pendidikan Negeri Kelantan selected to answer the questionnaire. The study revealed that salary, career advancement, performance appraisal method and employee engagement affect job performance. The study showed a strong relationship (performance appraisal method and employee engagement) and weak relationship (salary and career advancement) with job performance. In conclusion, this study recommend that Jabatan Pendidikan Negeri Kelantan and similar organization to improve these determinants to improve job performance in the organization.

KEYWORDS: Salary, Career Advancement, Performance Appraisal Method, Job Performance, Employee Engagement.

INTRODUCTION

Organizational management involves coordinating and overseeing the work activities of others so that their activity is completed effectively and efficiently. Society's work is done through organizations and management's function is to get organizations to perform that work [1]. Organization can be effective and beneficial if they are able to make decision and resolve issues for the organization [2]. Employees with high job performance usually satisfied with the working environment and benefit the organization in terms of high employee morale, high employee motivation, less error rate, less absenteeism, less turnover and high employee loyalty.

There are organizational management factors such as salary, career advancement, performance appraisal method, and employee engagement. Managers face difficulties to enhance sustainable growth for the organization because of the challenges of competitive market [3]. Globalization creates a new phenomenon for fresh graduate students from local university who need to compete not only with local people but also with international workforce. Managers need to come out with new ideas and solutions to tackle new workforce with different culture and work attitude. Thus, organizational management should be efficient and effective to ensure and excellent employee's performance.

The workers' job performance is the key success of an organization. The manager should possess leadership and managerial skills to recognize individual needs of the workers to boost their performance and indirectly enhance the productivity of the organization. Thus, outstanding workers should be given rewards and additional training to improve their weaknesses. Employee with poor performance will not contribute to the welfare of the organization. In addition, career advancement, job rotation and job enrichment can be used to access performance at all levels of employment [4].

The purpose of this study is to provide a more research on the determinants of the employee's job performance, which are salary, career advancement, performance appraisal method and employee engagement. The research study also aims to identify the relationships between salary, career advancement, performance appraisal method and employee engagement toward employee's job performance.

LITERATURE REVIEW

Job Performance

Job performance is one of the sign to measure the capacity of an organization to achieve independent objectives [5]. Employee productivity is one of the elements that are assessable to measure job performance. Various methods had been introduced to evaluate job performance that includes quality, quantity, knowledge, or creativity of workers to do their tasks during their employment [6]. Every organization has their unique performance appraisal methods to enhance their human resource capability.

According to [7], workers' expectation towards their manager to get rewards, advancement, recognition and better social relationship if they achieve high performance. The ratio between inputs such as time, experience, efforts, education, and dedication should be balance with their outcomes. The comparable ratio among workers will lead to high motivation if the ratio is high. Human resources are responsible to select the right person to fulfill the vacancy in the organization. It involves the process of identifying and selecting from the pool of candidates and the person with the best skill and knowledge will get the job. According to [8], performance has a major connection with defined objectives and one of the factors used to match reward with the workers. Income consists of salary, allowance, overtime, increment, and sanctions can affect performance of the workers [13].

Workers are expected to put the organization interest in front of their personal interest [9]. Workers expect the manager to explain and guide them to achieve organizational goals. Example of the performance appraisal systems is TQM (Total Quality Management) which is the process of achieving customer satisfaction through continuous improvement including workers' job performance. The other factors that influence employee performance is job promotion which is can be concluded that the job satisfaction is the result of career advancement [10]. In addition, cooperative communication can be achieved among workers by promoting emotional care and support between co-workers that affect work efficiency [11].

Salary

Salary can be viewed as visible reward to workers usually measured in monthly basis and had been the agreement since the job acceptance process. Workers who feel satisfied with the salary received usually have high motivation and job satisfaction. According to [12], performance, motivation, absenteeism, turnover intention and overall job satisfaction linked with salary satisfaction. Nowadays, young workers are hopping from one job to other job to earn better salary. They will loyal to the organization who can give better offer so that they can fulfill their necessities such as food, clothing and lodging. In Malaysia, Human Resource Minister said that the minimum salary increase from RM800.00 to RM1,000.00 a month and the new policy will be enforced on 1st July 2016. The change is made to accommodate the cost of living and people support the new policy. In [13] stated that there is a positive relationship between salary and job performance.

Effective wage strategies must equal with the job given to the workers, align with vision and mission of the organization and the difficulties level to achieve the works [13]. In order for the employee to produce the best performance, the levels of salary are significantly playing an important role to motivate them to performing well. According to [14], a major responsibility of an organization is to make sure that its workers' salaries are paid as at when due. The organization has to be certain that salaries paid can satisfy the basic physiological and safety needs of their employees, which when satisfied, one can expect them to put their best effort in order to achieve the organizational objectives. Therefore, salary refers to a fixed regular payment usually made every month or annually to the employees of an organization concerned.

Salary could be an agreed amount of money between the employer and the employee to be paid at the end of every month in respect of the services to be rendered [14]. He also mentioned that salaries are compensation paid based on an annual rate of pay, though it is usually paid monthly irrespective of the number of hours worked.

H₁: There is a relationship between salary and job performance.

Career Advancement

Job promotion plays a vital role in workers' job performance and affecting the workers' decision for their career and life [15]. Normally, people consider promotion as good opportunities for themselves which could give those benefits in both intangible and tangible, both financial and unfinanced. By getting to higher positions, they could have more chances to express and develop their capability which will in turn to give them more motivation to perform better in their performance.

In [15] also mentioned that job promotion is a process of shifting the workers with new higher position for different job content and higher compensation. Workers expect the organization had provided them with better career path and a series of promotion to get position advancement in organization structure [16]. Workers who receive job promotion usually will receive a new job title, different job description and better salary. Job promotion might also assign the workers with new authority and power for managerial purposes.

Organization gives job promotions based on workers' performance or tenure. Firm use promotion to give reward and incentive for workers who have high productivity and effort. Promotion will be effective tools if the workers value the promotion as their motivator in workplace [17]. Many study had been done discover that career advancement is strongly correlated with job performance, as it can give the job satisfactions towards the employees. Workers who experiencing career advancement will satisfied with the opportunities given and have more expectation for future promotion, thus it will directly influence their performance on their job to be will be totally increased in order to achieve the target of their future promotion. Therefore, there is a strong relationship between the promotions with the employee's performance [18].

According to [17], some medium and large organizations practices job promotion as their procedures for the workers to get higher position in the structure. He also described that career advancement can be tool to boost workers' motivation for medium and large organization where direct supervision is difficult because the numbers of workers greater than small organization. In [19] mentioned that job promotion is given to workers based on their knowledge, skills and abilities equivalent with the job offer. The workers need to gain a required experience and advice from the manager.

H₂: There is a relationship between career advancement and job performance.

Performance Appraisal Method

Performance appraisal is a process of measuring workers' performance used by the management to compare the actual work and job description which is the indicator to measure their performance [20]. This process is usually taken place annually and essential for Human Resource Development (HRD) to forecast the employee development planning. According to [9], the organization's highest value depends on the effectiveness of the entire process of performance appraisal carry out by manager and management. Performance appraisal consists of current works and responsibility, completed jobs and the most important element is the employee development. Workers should be aware that performance appraisal not only reveals their strengths but also their weaknesses and this information will be used to identify ways to provide suitable training and development programs.

Organization use performance appraisal as a tool to measure job performance and the findings are discuss to set organization's objectives and goals [21]. According to [22], performance appraisal process includes the effect on employment policies for daily works to measure job performance. It also leads the workers to clearly understand their managers' expectation and at the same time motivates the workers to achieve the organization's goals [21]. In order to fully utilize the performance appraisal method, the management ensures that the process focuses on performance variables as opposed to personal traits [22].

The level of performance set by the manager should consider worker's personal interest that aligns with overall organization's strategic planning [9]. The workers will perform their work as usual to accomplish personal achievement and organization target through self-learning simultaneously. According to [20], performance appraisal method linked with human element practices will enhance job performance and indirectly will reduce turnover in the organization.

H₃: There is a relationship between performance appraisal method and job performance.

Employee Engagement

Workplace friendships are "nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values". Relationships with colleagues have considered valuable for both individuals and governing body. According to [23], employee engagement increase resources and support that help people to complete their work, increase cooperation, energy and communication and reduce work-related stress.

According to [23] also suggested that workers in workplace that promotes good relationship among workers will reduce the workers feelings of uncertainty and insecurity. Information sharing and emphatic problem solving practices to solve work-related conflicts and problems are examples of good interpersonal relationship in workplace. Recent study found that workers who attached with certain group works and close with group members will reduce absenteeism and turnover than workers who are working alone because these workers feels a sense of belongings' and support from other workers.

In addition, trustworthiness between the co-workers also important things must be exist in an organization in order to build up harmony relationships. According to [11], employee trust is positively correlate with organizational trust, organizational trust fully mediated with employee engagement and organizational commitment, and employee trust correlate with job performance. Organizational communication is the key to get involved in a better relationship between the co-workers that is to deliver, cooperation, understand and coordinate the work and hence to improve job performance and overall workplace satisfaction [24].

According to [23], workplace relationship or relation can influence employees’ job performance in terms of attitudes and absenteeism. The relationship between the leaders and the subordinates must also be taken into consideration when determining whether management is effective. He described that the power of influence of employee engagement to job performance cannot be overlooked. He also mentioned in his research that co-workers’ relationship affects job performance and job satisfaction. Job satisfaction is the employees’ overall assessment on their jobs [25].

H4: There is a relationship between employee engagement and job performance.

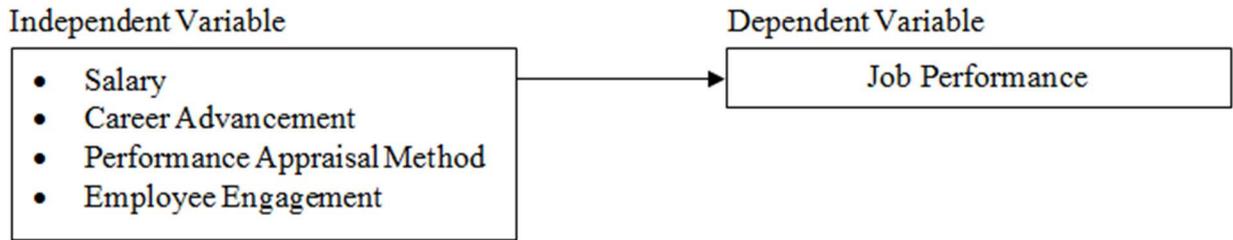


Figure 1: Conceptual framework

METHODOLOGY

Research Design

In this study, correlational research design is apply to determine “the relationship between the dependent and the independent variables”. Specific group of people used in this study to define the main determinants using correlational research design. The target population of our study was the workers at School Management Sector at Jabatan Pendidikan Negeri Kelantan.

Survey Instruments

A questionnaire is used for main data collection instrument that consists of bilingual which is Malay and English. The questions are adapted from the existing research journal. The questionnaire consists seven sections which is section A: Demographic background, section B: Salary, section C: Career Advancement, section D: Performance appraisal method, section E: Employee Engagement and section F: Job performance. This questionnaire is used Likert scale which is showing whether they agree or disagree.

Sampling Frame

Sampling is very useful in “determining and representing the completely large population”. In this research, the sampling frame is the employees in the organization. The sample of this study is among the staff at School Management Sector at Jabatan Pendidikan Negeri Kelantan.

Sampling Technique and Process

Data collection was used to identify how to collect and obtain the data accurately. For this study, primary data and secondary resources are used. Primary data are the working experience and knowledge of the staff at School Management Sector at Jabatan Pendidikan Negeri Kelantan about the organizational management in the School Management Sector at Jabatan Pendidikan Negeri Kelantan which is derived from the questionnaire that was answer by the respondent. In addition, some interview with several respondents also being conducted in order to complete this study.

RESULTS AND DISCUSSION

This study was conducted to find the relationship between salary, career advancement, performance appraisal method and employee engagement towards employee’s job performance. In conclusion, it shows that all hypotheses were accepted. So, it can be conclude that, all variables (salary, career advancement, performance appraisal method, and employee engagement) have the relationships with job performance in School Management Sector at Jabatan Pendidikan Negeri Kelantan.

Table 1: Correlation coefficient analysis

		Job Performance
Salary	Pearson Correlation	0.322*
	Sig. (2-tailed)	0.000
	N	136
Career Advancement	Pearson Correlation	0.318*
	Sig. (2-tailed)	0.000
	N	136
Performance Appraisal Method	Pearson Correlation	0.754*
	Sig. (2-tailed)	0.000
	N	136
Employee Engagement	Pearson Correlation	0.655*
	Sig. (2-tailed)	0.000
	N	136

*Correlation is significant at the 0.05 level (2-tailed)

Table 1 shows the findings about the correlation between salary, career advancement, performance appraisal method and employee engagement towards job performance. The result showed that there was a weak relationship between salary and job performance ($r = 0.322$, $p < 0.05$). Therefore, H₁: There is a relationship between salary and job performance was accepted. The result also showed that there was a weak relationship between the career advancement and job performance ($r = 0.318$, $p < 0.05$). H₂: There is a relationship between career advancement and job performance was accepted.

The result showed that there was a strong relationship between performance appraisal method and job performance ($r = 0.754$, $p < 0.05$). H₃: There is a relationship between performance appraisal method and job performance was accepted. The result showed that there was a strong relationship between employee engagement and job performance ($r = 0.655$, $p < 0.05$). H₄: There is a relationship between employee engagement and job performance was accepted.

Research Objective 1: Are there any relationships between salary, career advancement, performance appraisal method and employee engagement towards the job performance at School Management Sector at Jabatan Pendidikan Negeri Kelantan?

The study prove that there were relationships between all of the determinants which consist of salary, career advancement, performance appraisal method and employee engagement towards the employee’s performance at School Management Sector at Jabatan Pendidikan Negeri Kelantan.

Table 2: Total mean for all determinants

Variable	Mean
Independent Variables	
Salary	6.2537
Career Advancement	6.2765
Performance Appraisal Method	6.2038
Employee Engagement	6.2371
Dependent Variable	
Job Performance	6.2328

Research Objective 2: What is the most influential determinant of job performance at School Management Sector at Jabatan Pendidikan Negeri Kelantan?

Based on Pearson correlation results, it can be seen that the most influential determinant of an employee's performance were performance appraisal method. It had a very strong positive relationship toward job performance at School Sector at Jabatan Pendidikan Negeri Kelantan.

Limitations and Suggestions for Future Research

Limitation of data is one of the constraints faced to complete the study. This study is mainly focus on the employee performance which means the level of quality and quantity of the job done by employee in organization will be the main concern. Common knows that in organization, employee performance is important to maintain the success of the organization which can affect the organization performance.

Since the data and information collected were limited, roughly the information collected concerning the study came out to be beyond the bound of Malaysia, that undeniably may lead to the contradiction from the aspect of working style, working environment and also culture in that organization. The data receive might from unidentified sources.

The resistance of employees is to give full cooperation in completing this study. Some of the workers refuse to answer the questionnaire with full commitment and truthfully. The outcome of the study may affected by this. The scope of determinants were limited as there is many others factors that affecting and influencing the employee performance at work and the findings do represent for whole population at Malaysia

As recommendation for future research, researcher can conduct a similar study but the respondents from another organization. Additional research should be carried out to discover new perspective of what motivates workers to improve their job performance. Therefore, larger sample size needed to support either fully or partly the findings of this study. For this study, the research is constraints by the sample size despite the facts it was carried in government sector only. Only staff at one office is able to answer the questionnaire. The future researcher should take as many as office in government as well as the private sector in order to increase the number of respondents. The larger sample size, the result will be more reliable.

Besides that, the future researchers can measure more other determinants of employee performance towards an organization. There is a lot of more other factor that can be the determinants as numerous other variables that might be playing their role in this particular field. It will be helpful for the future researcher to conduct the research in this particular field in foreseeable future by including other variables. .

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