

QUALITY OF WORK LIFE IMPACT TO
WORKERS' PERFORMANCE AT PADIBERAS
NASIONAL BERHAD (BERNAS)

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QUALITY OF WORK LIFE IMPACT TO WORKERS'
PERFORMANCE AT PADIBERAS NASIONAL BERHAD
(BERNAS)

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SUPERVISORS'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality of the award of the degree of Bachelor of Project Management (honour).

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of another degree.

Signature :

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ID Number : PB12002

Date :

DEDICATION

This thesis is dedicated to my parents and friends who support me all the way during my study.

I would like to dedicate this thesis to my supervisors, Mr Mohamad Rozi Bin Hassan, who gives me a lot of advice and suggestion throughout my study.

Finally, I want to dedicate this study to Padiberas Nasional Berhad (BERNAS) as well to assist me and have a good response for thesis.

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ABSTRACT

The goal of this research is to study between quality of work life and employees performance. For the quality of work life is a set as the independent variable. Then, the employees' performance of the work is the dependent variable. One hundred and forty respondents from the Unit of Local Rice of Padiberas Nasional Berhad (BERNAS) around Kedah, were surveyed by questionnaires. The collected data were analyzed by using Cronbach's Alpha (reliability analysis), correlation analysis, regression analysis and descriptive statistics. The objectives of the research are to identify the quality of work life factors' in the organization and the second one is to analyze the relationship between quality of work life and workers' performance. Results shows that there is significant positive relationship between quality of work life and employees' performance and the finding are in accordance with previous researchers.

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji kualiti kehidupan bekerja dan prestasi pekerja. Untuk kualiti kehidupan bekerja ia ditetapkan sebagai pembolehubah bebas. Kemudian, prestasi pekerja pula merupakan pembolehubah bersandar. Seratus empat puluh responden daripada Padiberas Nasional Berhad (BERNAS) seluruh Kedah telah dikaji selidik dengan mengedarkan borang kaji selidik. Data yang diperolehi dianalisis dengan menggunakan Cronbach Alpha ini (analisis kebolehpercayaan), analisis korelasi, analisis regresi dan statistic deskriptif. Objektif dalam kajian ini adalah untuk menentukan faktor mengenai kualiti kehidupan bekerja dalam organisasi dan objektif yang kedua ialah untuk menganalisis hubungan diantara kualiti kehidupan bekerja dan prestasi pekerja. Hasil kajian menunjukkan bahawa terdapat hubungan yang positif yang signifikan antara kualiti kehidupan bekerja dan prestasi pekerja dan dapatan itu selaras dengan kajian terdahulu.

TABLE OF CONTENTS

	PAGE
SUPERVISORS’S DECLARATION	i
STUDENT’S DECLARATION	ii
DEDICATION	iii
ACKNOWLEDMENT	v
ABSTRACT	vi
ABSTRAK	vii
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER 1 INTRODUCTION	
1.1 Introduction	1
1.2 Problem Background	2
1.3 Problem Statement	3
1.4 Research Objectives	4
1.5 Research Questions	5
1.6 Scope of the Research	5
1.7 Significance of the Research	5
1.8 Operational Definition	6
1.9 Expected Result	8
1.10 Thesis Planning	8

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	10
2.2	Importance of Manufacturing Organization	10
	2.2.1 Company Background	12
2.3	Quality of Work Life	15
	2.3.1 Factors of Quality of Work Life	20
	2.3.1.1 Work Environment	20
	2.3.1.2 Organization Culture and Climate	20
	2.3.1.3 Training and Development	20
	2.3.1.4 Compensation and Rewards	21
	2.3.1.5 Facilities	21
	2.3.1.6 Job Satisfaction and Job Security	21
2.4	Employees' Personal Performance	23
	2.4.1 Measurements of Employee Performance	24
	2.4.2 Quality of Work Life and Employee Performance	25
2.5	Relation between Variable	26
	2.5.1 Work Environment and Employee Performance	26
	2.5.2 Compensation and Rewards impact to Employee Performance	27
	2.5.3 Job Satisfaction and Job Security impact to Employee Performance	27
2.6	Project Management in the Manufacturing Industry	28
2.7	Research Framework	28
2.8	Research Hypothesis	29

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction	30
3.2	Research Design	30
	3.2.1 Research Flow	30
	3.2.2 Research Framework	33
3.3	Research Method	33
	3.3.1 Population and Sampling	33
	3.3.1.1 Population	33
	3.3.1.2 Sampling Techniques	33
	3.3.1.3 Sampling Size	34
	3.3.2 Instruments	35
	3.3.2.1 Questionnaire Design	35
3.4	Data Analysis	36
	3.4.1 Regression and Correlation Test	37
	3.4.2 Likert Analysis	37
	3.4.3 Descriptive Analysis	38
3.5	Summary	38

CHAPTER 4 DATA ANALYSIS

4.1	Introduction	39
4.2	Data Collection Process	39
4.3	Demographic Analysis	40
4.4	Reliability Analysis	45
4.5	Descriptive Analysis	47
4.6	Correlation Analysis	50
4.7	Multiple Regression Analysis	52
4.8	Summary	57

CHAPTER 5 CONCLUSION AND RECOMMENDATION

5.1	Introduction	58
5.2	Major Finding	58
	5.2.1 To identify the quality of work life factors' in the organization	59
	5.2.2 To analyze the relationship between quality of work life and workers' performance	59
5.3	Contribution	59
	5.3.1 Contribution to provide theory and knowledge	59
	5.3.2 Contribution to management practice	60
	5.3.3 Contribution to development of human capital	60
5.4	Limitations	60
5.5	Recommendation for future research	61
5.6	Conclusion	62
	REFERENCES	62
	APPENDICIES	
A	Gantt Chart	69
B	Questionnaire	72
C	Output of SPSS	77

LISTS OF TABLES

TABLE NO.	TITLE OF TABLE	PAGE
1.8	Operational Definitions of Research	6
2.3	Factors of Quality of Work Life in the View of Different Researchers	16
3.3	Determination of Sample Size and Population	34
3.3.2.1	Questionnaire Citation by Previous Researcher	36
3.4.2	Likert Scale	38
4.2.1	Table of Questionnaires	39
4.3.1	Table of Gender	40
4.3.2	Table of Age	41
4.3.3	Table of Marital Status	42
4.3.4	Table of Employment Status	42
4.3.5	Table of Duration in Current Position	43
4.3.6	Table of Monthly Salary	43
4.3.7	Table of Current Position	44
4.4.1	Table of Reliability Analysis	45
4.4.2	Table of Cronbach Alpha	45
4.5	Table of Descriptive Analysis	47
4.6.1	Table of Correlation Analysis	51
4.6.2	Table of Correlation of the Research	51
4.7.1	Table of Model Summary of First Hypothesis	52
4.7.2	Table of ANOVA of First Hypothesis	53
4.7.3	Table of Coefficient of First Hypothesis	53
4.7.4	Table of Model Summary of Second Hypothesis	54
4.7.5	Table of ANOVA of Second Hypothesis	54
4.7.6	Table of Coefficient of Second Hypothesis	55
4.7.7	Table of Model Summary of Third Hypothesis	55

4.7.8	Table of ANOVA of Second Hypothesis	56
4.7.9	Table of Coefficient of Third Hypothesis	56

LISTS OF FIGURES

FIGURE NO.	TITLE OF FIGURE	PAGE
2.2.1	BERNAS Logo	13
2.2.2	BERNAS Organization Chart	14
2.7	Research Framework	28
3.1	Research Flow	32
3.2.2	Research Framework	34

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Nowadays, most of people in the world can be classified as a workaholic and really love of successful in life. It is because of increasing and improvement of living standard. Seeing another people more successful in their live, sometimes, it is giving individual passion to achieve it too. So, that's why people or workers or employees need to balance their life to maintain their satisfaction and avoid stress or pressure in self.

According to Carciner, Sanches and Perez (2003), the responsibility of social of companies has increasingly become a subject of social debate. So, because of that, an organization need to pay more or give a reward or attention to their workers whether in society or in organization itself to help them achieve their target and equilibrium of work life.

The most two important thing of life for peoples are family and work (Andrews and Whitey, 1976). There are adverse impact for both individuals and organization when occur conflicts between these two things (Fu and Shaffer, 2000). According to Greenhaus and Beitell (1985) as cited in Fu Shaffer (2000), employees who experience work-family problem may incur increase of health risks, inadequate performance as a marital partner and parent, reduce of life satisfaction, and the last one is poor marital adjustment. Increased absenteeism and turnover, reduced organizational commitment, and lower productivity when they inability to deal with the demands of the two domains mat also manifest itself (Fernandez, 1986 as cited in Fu and Shaffer, 2000).

According to Hall and Parker (1993), most of work and programs of human resource are more focused in increasing the nature of the work environment to be more supportive of workers to perform better quality of jobs where all of workers are encouraged to bring their full capabilities to the task at hand. All of these efforts have a linked of increase of job satisfaction, improve workers loyalty to the organization, and increased levels of workers' commitment, retention and productivity (Gover and Crooker, 1995; Joesch, 1997; Bond, 1998). Based on Aranganathan et al. (2012), quality of work life is one of importance nature in the organization. By assuring the safety working conditions, better amenities at work place, good supervisory relationship, etc which leads to achieved productivity and profit.

So, this research will study of how employees will achieve their target or level in term of satisfaction in work, or in other words work life balance.

1.2 PROBLEM BACKGROUND

This research was designed to focus on factor of quality of work life that are affected to the workers' performance in the organization. Then, this research also to study and understand the relationship between quality of work life and workers performance whether it give an impact or not. Padiberas Nasional Berhad (BERNAS) employees will become the population for this research and employees in Local Rice Department will become the sampling. This research is more focus on Local Rice Department just because this is the department that most stress and pressure in that company. So, it is very useful to organization to measure the level of quality of work life among employees on this department.

Then, the organization should know the factors of quality of work life or satisfaction of employees impact on their performance or not, it is because performance of employees are very related to the productivity, where the productivity is also very related to gain the profit to the organization. So, before the organization go further, they should know the basic things which is virtue of employees. Since it, they should measure, what the dimension that affected the employees in their working at workplace.

1.3 PROBLEM STATEMENT

According to Baptise (2008), quality of work life has a major implication on workers' attitude toward their organization but also have some influence on employees' personal life. Quality of work life is popular in contemporary debates since it involves the excessive demands of task responsibilities, where in focusing more in major issues of workplace environment that need to be mentioned (Guest,2001). Next, based in research by Scholarios and Marks (2004), they have agreed that quality of work life should be significant for management to have a highly trained of knowledge of workers, such as technical professionals, which is commit in these kind of employees are challenging for the workers (Davenport, 1999).

Refer to Normala (2010), with provide a relevant compensation package, favorable condition and excellence environment, fair capacities of authority and rewarding potential growth can result employees in affective commitment. According to Taylor and Cosenza (1998), compensation and benefits are no longer the main of goals that workers pursue after years of economic and income growth. Workers is expected gaining benefits not only beyond of salary but from their work also such as appreciation towards achievement, career growth, good in workplace environment and also supportive managerial style to name a few for consideration for workers to remain in the organization (May, Lau & Johnson, 1991).

Refer to Dessler (2008), the way to motivate employees is through effective performance management system and it will also creating job satisfaction and job security. A major role play during performance management process is through performance appraisal. Then, the compensation will be motivate and impact positively on job performance (Janssen, 2009; McCalusland, Pouliakas and Theodossiou, 2005).

The important issues in manufacturing enterprises is quality of work life (Islam M. Z. and Siengthai S., 2009). According to Holden (1997), training and development of the workers has become more recognizable in recent years where it is purposely to ensure the successful in the organization and the country's economy. On the contrary, Duffey (1998),

argues that people can be the best source of competitive advantage of nation, which makes an effort to serve the public and is needed to be effectively from other nations. Moreover, the value of HR can effected the suitable resources that managed to make sure the performance of workers can be improved (Pfeffer, 1994).

Based on Blum, Fields and Goodman (1994), Galinsky and Morris (1993), and Premeaux, Adkins, and Mossholder (2007) they agreed that found no effects of quality of work life practices between workers in workplace. Same as Goff, Mount, and Jamison's (1990) study did not reveal any association between provision of an on-site childcare Centre and levels of work life conflict. Work on boundary theory and role of transition suggests that because workers have different preferences for integration versus segmentation of work and family roles, certain work life practices may be ineffective in reducing inter-role conflict if they do not cater to a employees' particular values, needs, or preferences for managing multiple roles (Ashforth, Krener, and Fugate's (2000).

Refer to World Economic Forum (2010), through global competitiveness report 2010 – 2011, Malaysia was ranked at 26th position out of 139 countries in the year 2009. This analysis is depends on the efficiency of the companies' productivity and service of the country. Then, labour market efficiency which includes flexibility of wages, pays and interaction among of the employer and employee relation are really significant perspectives to improve employees' performance (Malaysia Productivity Corporation, 2010).

1.4 RESEARCH OBJECTIVES

Generally, this research will study and more focus in quality of work life factors' in the organization and also to understand either it impact on personal performance nor not, and main aimed of this research are:

- 1.4.1 To identify the quality of work life factors' in the organization.
- 1.4.2 To analyze the relationship between quality of work life and workers' performance.

1.5 RESEARCH QUESTIONS

As research objectives above, research question are as follows:

1.5.1 What are the quality of work life's factors in the organization?

1.5.2 How the quality of work life is related with workers' performance?

1.6 SCOPE OF THE RESEARCH

This research is conducted to study the factors of quality of work life that are considered or influenced the workers' performance in the organization. This study will carried out and will more focus on employees at Padiberas Nasional Berhad (BERNAS) around Kedah which have 14 branches include one headquarter and this study will conducted to employees of Local Rice Department only.

1.7 SIGNIFICANCE OF THE RESEARCH

There is a lot of quality defining and perception such as quality of the product, quality of materials and etc. But, the quality of work life in maintaining work life balances is different with what researcher mentioned before and it is pivotal aspects in everyone's work life where it is also bring satisfaction in individual. So, this study will reveal the significance of relationship between quality of work life or Padiberas Nasional Berhad (BERNAS) employees and their personal performance in works. Then, the significance of this study to researcher itself is to gain a knowledge and experience of exposed in this field. And for the company, this research will give them to refer whether they need some improvement for their employees or not. Next, for the Malaysia economic itself, manufacturing is a one sector that impacted for the growth of the economy increased.

This research also will explore more in what employees can do until they get the quality if work life to maintaining their work life balance and when or how they achieved that target. Other than that, this study also will focus more on employees' performance when those getting their quality or work life and when not. At the same time, this research also

purposely to know and identify the measure taken by organization to improve and increase their employees' performance on works whether they need training any program as a motivation to give the best performance or not.

1.8 OPERATIONAL DEFINITION

Table 1.8: Operational Definition of Research

Keywords	Author	Definition
Quality of Work Life	Halvoric, 1991; Cohen, 1997; King and Ehrhard, 1997	Quality of work life is a basically of tool or techniques or way to increase of working conditions (an employee's perspective) and greater organizational efficiency (mainly from worker's perspective) and positive outcomes of quality of work life have been supported by a number of past studies, among which are reduces absenteeism, reduce turnover rate and increased of job satisfaction.
Work environment	Biswas - Diener and Dean (2007)	People who are happy in the work environment with their settings are ideally have a more positive experience than negative in related to the work place and their job.
Compensation and rewards	Gayathiri R. and Ramakrishnan L. (2013)	Fair and adequate pay, fair and proper payment for good performance, innovative reward system, the circumstance and procedures relating to promotion policies, seniority and merit in promotion and development.
Job satisfaction and job security	Gayathiri R. and Ramakrishnan L. (2013)	Recognition and appreciation of the work inside and outside the organization, membership in

		successful teams, proud of the job, and lack of turnover.
Workers' Personal Performance	Hameed and Waheed (2011)	Workers' personal performance is defined as whether a person executes or implement or do their job duties or task or responsible well or not. Many organization assess their employee's performance on an annual, usually.
Employees' Involvement	Apostolou A. (2000)	Each worker is regarded as a unique human being, not just a cog in a machine, and every worker is involved in assisting the organization meet its targets. Every workers' input is solicited and valued by his/her management.
Communication	Mutonga and Wanjiku M. (2012)	System that carry implicit messages about the mediation of power in organization.
Motivation	Duncan and Peterson (2010)	Work motivation is really close and related of the concepts of organizational commitment, job satisfaction and self – efficacy.
Bernas Sdn Bhd	Bernas' Website	Bernas Sdn Bhd is one company that involved in the domestic of paddy and rice industry and also involved with procurement and processing of the paddy.

Source: Adapted from Halvoric, 1991; Cohen, 1997; King and Ehrhard, 1997; Biswas - Diener and Dean (2007); Gayathiri R. and Ramakrishnan L. (2013); Hameed and Waheed (2011); Apostolou A. (2000); Mutonga and Wanjiku M. (2012); Duncan and Peterson (2010); and <http://www.bernas.com.my/>

1.9 EXPECTED STUDY

This study is expected to know the personal performance of the workers in a few of Padiberas Nasional Berhad (BERNAS) branches. Maybe, there is a bit to give the organization, the standard quality of work life that achieved by employees. Other than that, maybe they can do some of improvement based on the data collection.

1.10 THESIS PLANNING

In completing of thesis of quality of work life balances impact in workers performances at Padiberas Nasional Berhad (BERNAS) branches have a 5 chapters, they are follows:

Chapter 1 – Introduction

This first chapter contains of an introduction, problem background, problem statement and research objectives. Then, it followed by research questions, scope of the study, significance of this study, operational definition, expected result and the last one of this chapter is thesis planning.

Chapter 2 – Literature Review

In chapter two is discussing of argument and opinion of previous study of quality of work life balance in maintaining work life balances impact in workers' performance. The contains of chapter of literature review are definitions of this study, research framework and research hypothesis.

Chapter 3 – Research Methodology

Then, chapter three is discussing of the research design, research method, questionnaire design and data analysis. Through this chapter also will elaborate more of population and sampling and scope of questionnaire.

Chapter 4 – Data Collection and Analysis

Next is the main chapter of this study which is discussing of analyses data through quantitative and qualitative research. And the last one chapter is conclusion of this study where it discussing of findings, contribution and constraint and limitation of this study as a backup as information for further study.

Chapter 5 – Conclusion and Recommendation

This is the final chapter of the thesis and is explaining of the implication of the study that have been done and to be highlight. This chapter also is followed by discussion on the limitation of the current research, taking into consideration of the research process. At last, some of recommendations for further study about the quality of work life affect to workers' performance at Padiberas Nasional Berhad (BERNAS).

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is conducted to present of literature review of this research. These few elements and domains of quality of work life in maintaining work life balances impact to personal performance of workers' at Padiberas Nasional Berhad (BERNAS).

2.2 IMPORTANCE OF MANUFACTURING ORGANIZATION

Generally, manufacturing development remains relevant for poor countries try catching up with more advanced economies and to provide of increase of living standards for their populations. According to Naude W. & Szirmai A. (2012), even though the requirement of "industrialization" remains, the barriers are more daunting than in the past. Manufacturing is one of importance industry to gain economic. As a figure below, it is shows the improvement or increases of manufacturing industry.

Refer to Musa R. & Aziz R. A. (2009), manufacturing sector in Malaysia was contribute almost 80% from overall country's export and Malaysia was also known as the 17th largest exporting nation in the world. Not only that, Malaysia's products are also accepted in developed countries like US, EU and Japan. This is shows that Malaysia's manufacturing sector already achieved a level that can be proud of and maintain by managed well while increase it.

According to Tsen W. H. (2005), manufacturing industry is an important engine of economic growth for the Malaysian economy. Since 1987, it already contributed 19.8 per cent of the gross domestic product (GDP). It shows manufacturing industry is an important source of technology transfer and foreign exchange earnings for Malaysia and is expected to play an important role in driving the Malaysian economy from an agriculture based economy to an industry based one to achieve a fully developed country by 2020 or what is known as Vision 2020. In short, manufacturing industry plays a pivotal role in the transformation and development of the Malaysian economy.

Based on Saleh et. al (2006), Malaysia is one of the Islamic country which active collaboration between other countries. It is because Malaysia can be the “door” for the other countries to do the collaboration with other Islamic nations. And the same time, many Islamic countries have the ability to offer the lower manufacturing cost and especially the raw material, labor charge and the business capital. Indirectly, based on the collaboration, it can enhance the economy condition and also receiving the technology transfer.

The manufacturing sector in Malaysia is the biggest one that earning for Malaysia’s government (Abidin Z. & Mahani, 2009). In addition, the government is trying to ensure that this sector is competitive and innovative. Not only that, the manufacturing sector is actually contributes to almost all facets of government sectors. According to Gomez & Terrence E. (2007), manufacturing sector has the capability and higher probability to offer and provide the working experience, industrial training and actual case study for education and other government sectors in Malaysia.

Refer to Malaysian Economy, First Quarter (2013), manufacturing industry is one of the main industry that contributes economic growth in Malaysian economy. For instance, recorded a marginal growth of 0.3% only for the first quarter 2013 comparing to fourth quarter 2012 is 5.7 per cent, due to lower production of petroleum and weaker global demand for personal computers. In the Second Malaysia Plan, government encouraged that manufacturing industry to be the engine of the growth of the Malaysian economy (Mohd Noor et al., 2011).

Based to Bekhet (2010), the manufacturing industry had high of linkages with the other industry that influenced its production since Malaysian economy reported that manufacturing economy growth 4.7 per cent in 2011 and lead to 4.8 per cent in 2012. The products that produced by Malaysia manufacturing industry are rubber industry, food industry, petroleum sector, heavy and chemical industry.

2.2.1 Company Background

As the nation's partner in the domestic paddy and rice industry, Padiberas Nasional Berhad (BERNAS) and its group companies are involved in the procurement and processing of paddy; as well as the importation, warehousing, distribution and marketing of rice in Malaysia.

BERNAS' Vision

As a leading force in the Malaysian rice industry, we aspire to sustain significant presence in the rice business of Asia. Beyond that, we envisage ourselves venturing into new frontiers to emerge as a well-diversified food conglomerate – in line with our strategic direction to strengthen our position as a leading player in the food industry in Asia. In conducting our business, we solemnly pledge to always uphold the Malaysian flag in consideration of our nation's overall perspective.

Mission

Along the journey to achieve our humble vision, we will execute our obligations with full commitment balancing all requirement stakeholders, whilst ensuring optimum return to our shareholders emphasizing on the highest standards in quality, distribution and service to our customers.

Corporate Values

- Brand building
- Product performance
- Customer service

We will gain competitive advantage by leveraging existing strength, resources and developing new competencies. We will be the best-cost producer and distributor.

Corporate Logo



Figure 2.2.1: BERNAS Logo

Source: <http://bernas.com.my/>

The logo brings out the dynamism and stability of BERNAS' corporate structure which is firmly rooted towards delivering quality and value. In addition, it showcase an organization that is expanding, yet processing the inner strength to overcome the challenges ahead.

Organization Chart

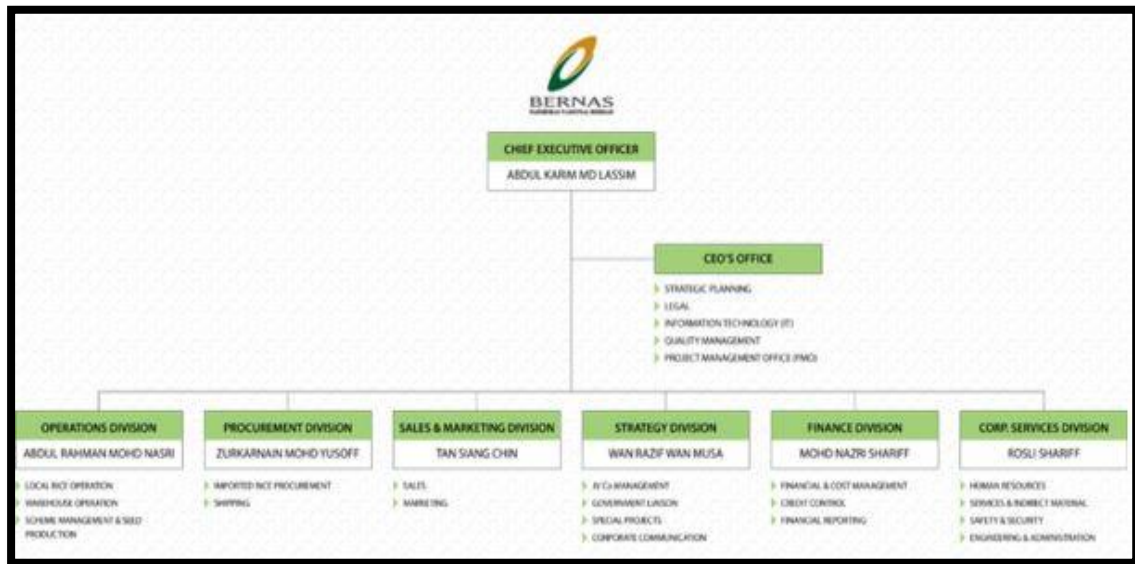


Figure 2.2.2: BERNAS Organization Chart

Source: <http://bernas.com.my/>

To improve their involvement along entire industry supply chain, the Padiberas Nasional Berhad (BERNAS) is now involved in seed and farming activities, international rice joint venture, as well as rice complementary businesses. With a staff strength of 1,500 people, Padiberas Nasional Berhad (BERNAS) continues to fulfill its obligations under a Privatization Agreement signed with the Government in 1996.

Padiberas Nasional Berhad (BERNAS) is committed to the continued growth in the local rice industry and we strive to improve our involvement in every aspect of rice processing and distribution method from sourcing, processing, formulating, packaging, marketing to delivery, in order to ensure a comfortable and reliable supply of quality rice for the nation.

2.3 QUALITY OF WORK LIFE

Refer to Beaudoin & Edgar (2003), quality of work life defining as the comfortable conditions of a workplace that influencing the satisfaction for workers by giving them with rewards, job security and growth opportunities. By the way, some of the researchers argued that quality of work life is not really connected to personnel's well-being and their behavior and feelings towards their job. A positive mindset state resulting from the appraisal of job experience is also known employee satisfaction (Locke, 1976). Then, employee needs and wants are satisfied since they receive the rewards from the organization, including compensation, promotion, recognition, development and meaningful work, meet or exceed their expectation (Hackman and Oldham, 1980).

Based to Adhikari Gautan (2010), main outcomes of an effective of quality of work life improving the working environment for employees and greater organizational effectiveness for employers and he also suggested that quality of work life is really related with assists the creation of a more flexible, loyal, and motivated workforce.

Refer to Robins (1990), quality of work life is a one process by an organization response to their workers needs by developing or creating a mechanisms to allow them to share fully in decision making that design their lives at work. The main elements of quality of work life in the literature is included job security, job satisfaction, reward system, benefits to workers, employee involvement and also organizational performance itself (Havlovic, 1991; Scobel, 1975).

Before researcher go further, researcher has gone through previous researches on quality of work life. The researchers' number and theories have been paying attention in the quality of work life and have tried to determine the different types of factors that determine the quality of work life (Mirvis and Lawler, 1984; Che Rose, 2006; Saraji and Dargahi, 2006; Rethinam and Maimunah, 2008; Stephen, 2012).

Table 2.3: Factors of Quality of Work Life in the View of Different Researchers

Author	Factors
Walton (1975) USA	<ul style="list-style-type: none"> • Adequate and fair compensation; • Safe and healthy working conditions; • Immediate opportunity to use and develop human capacities; • Opportunity for continued growth and security; • Social integration in the work organization; • Constitutionalism in the work organization's • Work and total life space and; • Social relevance of work life.
Saklani (1979) India	<ul style="list-style-type: none"> • Adequate and fair compensation; • Fringe benefits and welfare measures; • Job security; • Physical work environment; • Work load and job stress; • Opportunity to use and develop human capacity; • Opportunity for continued growth; • Human relations and social aspect of work life; • Participation in decision making; • Reward and penalty system; • Equity, justice and grievance handling; • Work and total life space and; • Image of organization.
Levine et al (1984) Europe	<ul style="list-style-type: none"> • Respect from supervisor and trust on employee's capability • Change of work • Challenge of the work

	<ul style="list-style-type: none"> • Future development opportunity arising from the current work • Self esteem • Scope of impacted work and life beyond work itself • Contribution towards society from the work
Mirvis and Lawler (1984) UK	<ul style="list-style-type: none"> • Safe work environment • Equitable wages • Equal employment opportunities • Opportunities for advancement
Baba and Jamal (1991) UK	<ul style="list-style-type: none"> • Job satisfaction • Job involvement • Work role ambiguity • Work role conflict • Work role overload • Job stress • Organizational commitment • Turn over intentions
Lau and Bruce (1998) US	<ul style="list-style-type: none"> • Job security • Reward systems • Training • Career advancements opportunities • Participation in decision making
Thomas and Wah (2001) Singaporean	<ul style="list-style-type: none"> • Favorable work environment • Personal growth and autonomy • Nature of job • Stimulating opportunities and co-workers
Ellis and Pompli (2002) Canberra	<ul style="list-style-type: none"> • Poor working environments • Resident aggression • Workload, inability to deliver quality of care preferred

	<ul style="list-style-type: none"> • Balance of work and family • Shift work • Lack of involvement in decision making • Professional isolation • Lack of recognition • Poor relationships with supervisor/peers • Role conflict • Lack of opportunity to learn new skills
Che Rose (2006) Malaysia	<ul style="list-style-type: none"> • Career satisfaction • Career achievement • Career balance
Saraji and Dargahi (2006) Tehran	<ul style="list-style-type: none"> • Fair pay and autonomy • Job security • Reward systems • Training and career advancements • Opportunities • Participation in decision making • Interesting and satisfying work • Trust in senior management • Recognition of efforts • Health and safety standards at work • Balance between the time spent at work and the time spent with family and friends • Amount of work to be done • Level of stress experiences at work • Occupational health and safety at work
Rethnam and Maimunah (2008) Malaysia	<ul style="list-style-type: none"> • Health and well being • Job security • Job satisfaction

	<ul style="list-style-type: none"> • Competence development • The balance between work non work life
Hosseini (2010)	<ul style="list-style-type: none"> • Adequate and fair compensation • Safe and healthy working conditions • Immediate opportunity to use and develop human • Opportunity for continued growth and security • Social integration in the work organization • Constitutionalism in the work organization • Work and total life space • Social relevance of work life
Muftah & Lafi (2011)	<ul style="list-style-type: none"> • Physical • Psychological • Social factors
Stephen (2012) India	<ul style="list-style-type: none"> • Adequate and fair compensation • Fringe benefits and welfare measures • Job security • Physical work environment • Work load and job stress • Human relations and social aspect of work life • Participation in decision making • Reward and penalty system • Work and total life space

Source: Adapted from Walton (1975); Saklani (1979); Levine et al (1984); Mirvis and Lawler (1984); Baba and Jamal (1991); Lau and Bruce (1998); Thomas and Wah (2001); Ellis and Pompli (2002); Che Rose (2006); Saraji and Dargahi (2006); Rethnam and Maimunah (2008); Hosseini (2010); Muftah & Lafi (2011) and Stephen (2012).

Table above is represents a summary of a number of previous studies indicating the various dimensions deemed to be of significance for quality of work life of employees.

2.3.1 Factors of Quality of Work Life

Based on the literature review and brainstorming with academicians and for the current research, researcher will more focus on work environment, organization culture and climate, training and development, compensation and rewards, facilities, and the last one is job satisfaction and job security.

2.3.1.1 Work Environment

As we known, workplace need workers to interact with a number of people, and have to work in ordination with another one. By having satisfy and relaxing environment, can make workers to work more comfortable especially when they got a stress or pressure task.

2.3.1.2 Organization Culture and Climate

Set of properties is an organization culture and a collective behavior of people is an organization climate that are part of an organization values, visions, norms etc. policies and procedures, leadership style, operations and general contextual factors of setting is an organization features that all have a profound effect on how staff views the quality of work life (Cavry et al., 1995).

2.3.1.3 Training and Development

It is an activity of organizational that aimed at bettering the individual and group performance. Then, quality of work life is enables to workers at each hierarchy to actively participate in building the organization environment by creating or existing an organizational model to outcomes the organizational achievements. The main reasons of this process are based on two objectives which is to improve and increase organizational efficiency and to increase the quality of working life (Skrovan, 1983).

2.3.1.4 Compensation and Rewards

This components are factor of motivation, rewards will be giving to the best performer and this will builds a competition among the workers to work hard and achieve both organizational and individuals' targets or objectives. To having quality of work life is much related with satisfaction with salary, working hours and working conditions and also describing the basic elements of a good quality of work life such as safe work environment, equal employment opportunities and opportunities for advancement (Mirvis and Lawler, 1984).

2.3.1.5 Facilities

By having or providing like food service, transportation, security and etc. is play major role in actualization of the goals and targets by satisfying either the emotional and physical needs or the workers. Many of workers have found it beneficial to allow alternate work arrangements for their workers. The benefits of these alternate work arrangements is extended to the workers include flexible work house, shorter or no commute and a comfortable working environment.

2.3.1.6 Job Satisfaction and Job Security

Favorableness or not which make workers view their work is called job satisfaction. Different elements of the job, like pay, promotions, supervision, fringe benefits, one's co-workers support and excessive working hours are related with levels of satisfaction (Watson et al, 2003).

Another factor is job security which is concerning to employees. Workers who have secured jobs and pay would feel more comfortable at the work place and this affects their quality of life (Drobnic and Prag, 2010).

According to Sirgy and et al (2001), they categorized quality of work life into major section: lower and higher order needs. The lower-order of quality of work life is included of health/safety needs and economic/family needs whereas the higher-order of quality of work life is included of social needs, esteem needs, self-actualization needs, knowledge needs and aesthetic needs. For measurement, they have suggested the review in terms of the following seven classifications of needs.

- Health and safety needs (protection against disease and injury within and outside the workplace).
- The needs of family economy (wages, job security and etc.)
- The needs for social (cooperative work between colleagues, and having free time in the workplace).
- Social needs (having the cooperative work between colleagues, and having free time in the workplace)
- The need for self-esteem (recognition and appreciation of the work inside and outside the organization)
- The need for training (training to increase job skills)
- The aesthetic needs (creativity workplace and personal creativity and general aesthetic).

2.4 EMPLOYEES' PERSONAL PERFORMANCE

One of most valuable asset in company are employees. Refer to Parker et al (2003), by engaging employees in improving or increasing their performance can achieved a successful and highly productive in business. Performance is also can be defined as how well the workers fulfilling and completing the requirements of the task or job. Performance can be defined a simply in output terms – the achievement of quantified objectives (Michael Armstrong, 2007). By the way, performance is not the only of what people achieve their target but also how they achieve it. Based on Wilderom and Maslowski (2000), all employees are different depend on their working and modes of working such as have highest capability

regardless of the incentive but other may have occasional jump-start and when they handling effectively, the outcomes can be greater in productivity and increased of employee morale.

Hammer, Champy & Deming (1993) is agreed when high performance work environments seem to require a change of how the workers' functions and that traditional training is not really sufficient to effect the change. Employees must not only be effectively trained to perform their job, but they also should educated in teamwork and quality of techniques (Walton, 1986). Based on Bates and Horton (1995), performance is a multi-dimensional contrast, the measurement of which varies, depending on a variety of factors and they found that performance is important to identify whether the objectives of measurement is to assess outcome of performance or behavior. But, Kane (1996) argued that linkage to the strategic goals of the organization, customer satisfaction and economic contribution.

According to Brumbrach (1988), performance are both behavior and results which behavior refer to emanate from the performer and transform the performance from abstraction to action. So, it is means, since once is managing performance of teams and individuals, both input (behavior) and output (results) should be consideration.

Refer to Mutonga and Wanjiku M. (2012), there have a few elements that lead employees in measure their job performance.

Involvement

Involvement is refer to employees that taking part or having a say or share in decision making, with no attempt to quantify their impact on the process and also refer to participation as concerned with the extent to which employees may influence managerial actions that is linking together participation and the control over decision making.

Communication

Communication systems are processes that enable the workforce to have a greater say in decision – making to varying degrees, with the concomitant loss of managerial prerogatives – an issue that can create conflict, as well as attempting to allay it.

Motivation

Worker motivation is defined as psychological pressure within a person that shapes the way of the person's behavior in organization, a person's level of effort and an employee's level of persistence in the face of barriers.

2.4.1 Measurements of Employee Performance

Ideally, employee assessment is really important because it will give an impact to employees as a motivation or guidelines to them to achieve more successfully in their jobs. Then, employers also should specify some characteristics' fitting to gauge the potential growth of a staffing. The main objectives of the assessment would be to encourage professional effort from employees, rather than be used as a method to point out the shortcomings (Armstrong, 2007).

According to Kaplan & Norton (1992), they were argued that the key to achieve the goal level of performance is to adapt new approaches to performance and performance measurement. Then, to assess the organizational and employee performance in the performance appraisal management process, the conventional approach measures the performance only on a few parameters like action processes, results achieved or the financial measures etc.

Generally, there are a lot of methods to quantify or assess an employee's performance, manager assessment or the traditional performance review which is conducted by an employee's boss, multisource feedback like 360s, which is a multiple constituencies

including managers, peers, direct reports, and/or customer (Bharadwaj, 2005). Measuring of employees' performance is purposely for taking a response from the many sources like the superior, peers, customers, vendors and the employee himself. The hardest part of the performance assessment process is too accurately the measure of the employee performance. Measuring the performance is also encompasses the quality of the achievements, the compliance of the standards, the involving cost and the last one is to achieve the result in term of time taken (Wilson and Frimpong, 2004).

Based on Jofreh M, Dashgarzardeh K. & Khoshbeen F (2012), the main objectives and performance assessment are:

- Affairs of the organization and deployment cycle management efficiency of continuous control.
- Strength and weaknesses and the problem identification.
- Do some improvements of decision of the scope and depth of activities, future plans and objectives.
- Do some improvements of allocations and better use of the facilities and human resources for implementation of the approved programs
- Accountability improvement of performance programs.
- Ability in providing the quantitative and qualitative improvement in the competitiveness
- Improvements of efficiency and productivity in the organization.

2.4.2 Quality of Work Life and Employee Performance

Quality of work life and employee performance ideally is really related and connected each other in terms of the productivity, effectiveness and the quality. Extensive prior research on motivation of employee has found a weak relationship between worker satisfaction (one of employee quality of work life) and also an employee productivity (Bagozzi & Philips, 1982; Lawler, 1973). The organization has to build the team spirit and a common sense of

workers' involvement to optimize the achievement of quality of work life. As an example, the organization organized a family day and all staff are involve together.

According to Pranee (2010), human resource development philosophy is strongly trusted that the employees involved in the process of work are the best qualified to improve the works' area. Refer to Candace et al. (2008); Daley (2003) and Madlock (2008), in their studied have concluded which the interpersonal in communication does have an impact on workers' performance. But, Litterst and Eyo (1982) have another suggested where they accentuate on interpersonal in communication as a positive element that should be cultivated between the workers in order to decrease any barriers that can caused miscommunication.

Referring to Mastura et al. (2006), satisfaction in work and satisfaction in performance is based on hygiene and motivation factors. The reason of important of hygiene aspects are organization performance and interpersonal in communication while the significance aspects are responsibilities and promotion of job. Then, work environment is also has been identified which that is important determinants of work performance. Hardin (1960) in his research has suggested that work environment has an impact on work performance while Darlene and Borman (1989) proved that work environment like physical environment, job satisfaction and supervision of management can be construct of work performance.

Another research by Vloisky and Aguilar (2009) is emphasized that stable and secure job have an important and positive relationship with employee of work performance. Refer to past studies, organization policy and management style has found to have an influence on work performance. Westerman and Simmons (2007) indicates that the connection between personality, work environment, and employee outcomes is interrelated. According to Loscocco and Roschelle (1991), the most common assessment of quality of work life is the personal attitudes and behaviors. It is because the workers' work behaviors are significant parameter of quality of work life.

2.5 RELATION BETWEEN VARIABLE

2.5.1 Work Environment and Job Performance

According to Mutonga and Wanjiku M. (2012), the most significance hygiene aspects are employees' performance and interpersonal communication while important of motivation aspects are responsibility and job promotion. Work environment also has been identified as one of the important determinants for work performance. Then, working environment such as ergonomics, recent ICTs availability, harmony environment and safety working environment will bring comfort to employees thus providing them a better environment to perform their best.

Hypothesis 1: Work environment is positively related to workers' personal performance.

2.5.2 Compensation and Rewards impact to Employees Performance

Refer to Holt (1993), compensation is an output and the advantages that employee receive in the form of pay, wages and also same rewards like monetary exchange for the employee's to increases the performance. Compensation is the segment of transition between the employee and the owner that the outcomes employee contract.

Based on Mitchall and Holton et al (1993), people stay or leave the company more reasons they satisfied with their job promotional opportunity and work environment. The value employee training as a compensation and rewards packages has increases the performance human resources outcomes normally increases the performance, satisfaction and productivity also stay there and attracting.

Since employees getting their demands of salary, their will give the best performance to improve or increase more of their rewards.

Hypothesis 2: Compensation and reward is positively related to workers' personal performance.

2.5.3 Job Satisfaction and Job Security impact to Employees Performance

Not every people seeking work for salary, and not less people who can achieved the best performance since they achieve the satisfaction in job and feeling safe in workplace. The different ways of satisfying the employees were found by the scholars and facilitated to the human resource managers to attract, motivate and retained the most committed workforce. Job satisfaction has direct impact on level of absenteeism, commitment, performance and productivity. Furthermore, job satisfaction improves and increases the retention level of employees and reduces the cost of hiring new employees (Murray, 1999).

Hypothesis 3: Job satisfaction and job security is positively related to workers' personal performance.

2.6 PROJECT MANAGEMENT IN THE MANUFACTURING INDUSTRY

Refer to Bateman L. (2012), project management is a one of the discipline that can be applied to all industries, regardless of the product or service they are designed to deliver it. Ideally, the manufacturing industry is utilizing the machines, tools and labor to mass produce goods for use or sale. Beyond the basic application across various industries, project management has tremendous value when effectively implemented to significantly increase the success of the product or service being delivered.

Commonly, manufacturing by nature is heavily embedded in process and each of the process builds upon the next. So, the product is built cumulatively as each layer of the manufacturing process is applied in a sequential order and in a quality-controlled environment. And the most important is actually, project management can be highly effective in manufacturing because it is also, by nature, process based.

2.7 RESEARCH FRAMEWORK

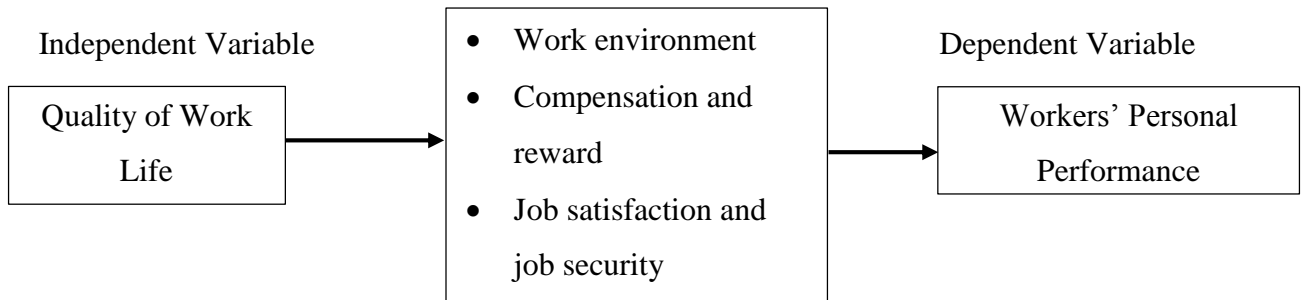


Figure 2.7: Research Framework

2.8 RESEARCH HYPOTHESIS

Hypothesis 1: Work environment is positively related to workers' personal performance.

Hypothesis 2: Compensation and reward is positively related to workers' personal performance.

Hypothesis 3: Job satisfaction and job security is positively related to workers' personal performance.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

For the previous chapter, we have discussed about the literature review of this research, then for this new chapter, we will discuss the method that will be used to collect the data and to know the result or outcome of this research. Next, to measure the validity of the hypotheses and objectives which is to know the measure taken by an organization to improve the quality of work life of the employees in the organization and to understand the relationship between quality of work life and workers' performance.

3.2 RESEARCH DESIGN

3.2.1 Research Flow

As we can see the flow chart below, it is show the step or process of research design which is need to follow for complete this research. For the first step is problem identification which means need to know what are the research need to study, for this research is Impact of Quality of Work Life to Workers Personal Performance at Padiberas Nasional Berhad (BERNAS). Next step is to determine objectives of the study and the scope of this research. After define the title of the research, we have to know what the research aim and for. This research aim are to know the measure taken by an organization to improve the quality of

work life of the employee in the organization and to understand the relationship between quality of work life and workers performance.

Then, is to determine the literature review of this research. After that, know the population and sampling. Population of this study is Padiberas Nasional Berhad (BERNAS) workers and for sampling is only workers of Local Rice Department. The next step is develop questionnaire where the question is related to the outcome that researcher need to study such as demographic question.

Next, is to verify, if it success will proceed for the next step which analyze the result and if not, need to repeat the before step. Then, make some modification, conclusion and recommendation. And the last one is to complete the report.

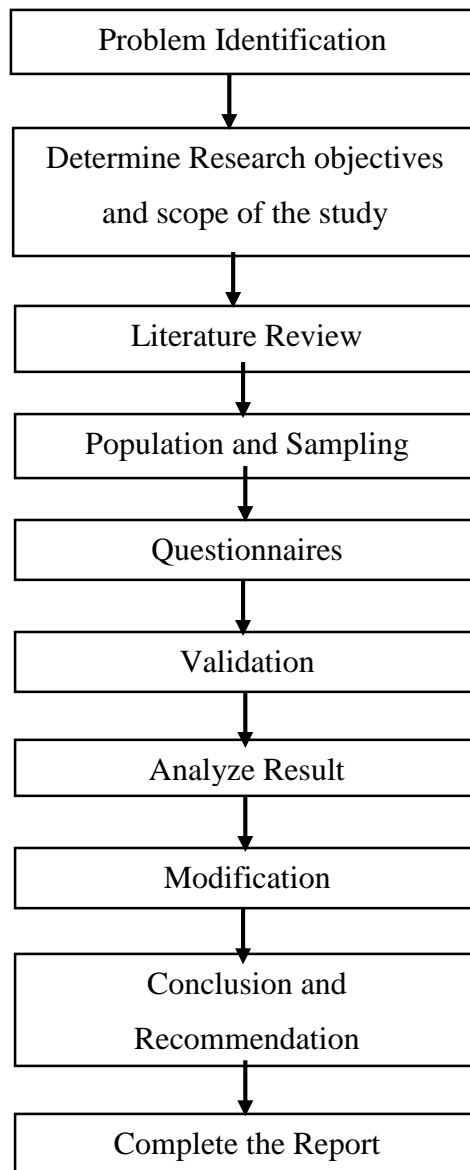
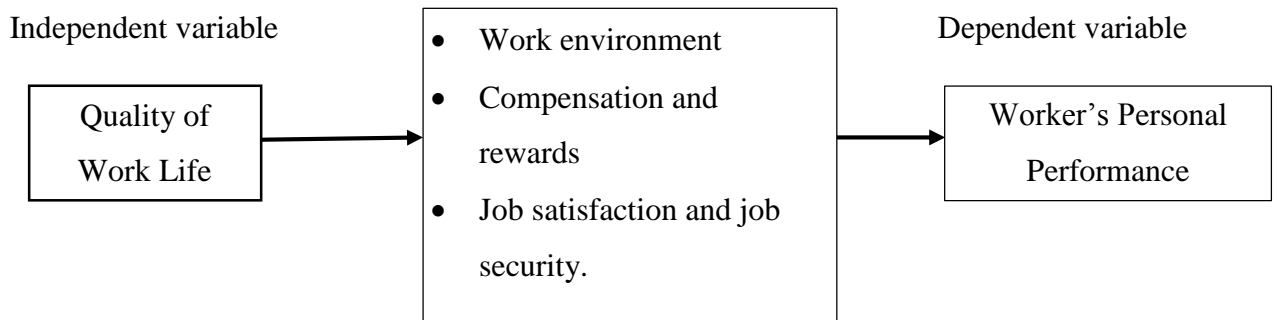


Figure 3.1: Research Flow Chart

Source: Adapted from Research Methodology for Social Sciences UMP (2008).

3.2.2 Research Framework



3.3 RESEARCH METHOD

3.3.1 Population and Sampling

3.3.1.1 Population

The study was conducted among employees of Padiberas Nasional Berhad (BERNAS). The population of this study is the employees at Padiberas Nasional Berhad (BERNAS) around Kedah. It means, all of employees will be involve in this research since they work around Kedah, which Padiberas Nasional Berhad (BERNAS) have 14 branches and include 1 headquarters at Kedah. The number of exactly employee is still working out.

3.3.1.2 Sampling Technique

Therefore, the method of analyzing the data that were used in finding the sample of the population was convenience sampling, A convenience sample is simply one in which the researcher uses any subjects that are available to participate in the research study. Convenience sampling is typically only justified if the researcher wants to study the characteristics of people passing by the street corner at a certain point in time, for example. It can also be used if other sampling methods are not possible. The researcher must also take caution to not use results from a convenience sample to generalize to a wider population.

3.3.1.3 Sampling Size

According to Uma Sekaran in *Research Method for Business* 4th Edition (2003), Roscoe (1975) proposed the rules of thumb for determining sample size where sample size larger than 30 and less than 500 were appropriate for most research. This study is conducted for Local Rice Department only for all of Padiberas Nasional Berhad (BERNAS) branches around Kedah. The total exactly number of employees is still working out. And after getting the accurate number of respondent, researcher will refer to is Krejcie and Morgan table and it shows below for determine the accurate numbers of sampling.

Table 3.1: Determination of Sample Size and Population

Table for Determining Sample Size for a Given Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

Source: Krejcie and Morgan 1970

3.3.2 Instruments

A questionnaire was formulate written set of questions to the respondents which in this case was employees of Padiberas Nasional Berhad (BERNAS) at Kedah. This questionnaire will distribute by seeing them face to face, giving them call or email to the representatives. A research instrument was the method used to gather information such from questionnaire and survey. Primary data were the original data that was collected by the researcher. The purpose of using questionnaire because it ensured standardization and comparability of the data. Each booklet was accompanied with a cover letter, stating the purpose of the questionnaire. The questionnaire consisted of several parts and measurements.

3.3.2.1 Questionnaire Design

This questionnaire is designed for collecting data of perception employees at Padiberas Nasional Berhad (BERNAS) of quality of work life and impact to personal performance in organization. The questionnaire was divided into three parts which are Section A, Section B and Section C. two basic criteria need to be meet in order for this research to achieve the research objective are accurate. Divided parts as follows:

Section A: Demography

This section will question respondents such as personal information such as age, gender, marital status, working year and more.

Section B: Quality of Work Life Balances

This section will divided by two parts which is private lifestyle and as a worker in organization. For private lifestyle part, the questions will be such as working day, family or more. In other part which as a worker will be questions like salary, workload and more.

Section C: Personal Performances

In this section will describe and identify the achievement of personal performance and what an organization do to implement or measure the quality of work life by employees.

The table 3.3.2.1 shows that the questionnaire citation by previous researcher as below.

Questionnaire	Citation
Section A: Demographic Section	Mutonga and Wanjiku M. (2012)
Section B: Quality of Work Life Divided into three parts or independent variable which are: 1) Work environment 2) Compensation and rewards 3) Job satisfaction and job security	Mutonga and Wanjiku M. (2012)
Section C: Employee Performance This section also divided into three parts which are : 1) Employee involvement 2) Employee communication 3) Employee motivation	Mutonga and Wanjiku M. (2012)

3.4 DATA ANALYSIS

The data were analyzed by using Statistical Product and Service Solutions (SPSS) version 19.0 using quantitative methods. Analysis of data is a one process or step of inspecting, cleaning, transforming and modeling data with the goal of discovery information or outcome or result test. Ideally, data analysis has a multiple facet and approaches to analyze the data collection. Data analysis is a process to analyze data, tools for interpreting the outcomes of such procedures, ways of planning the collect of data to make its analysis easier, more precise or more accurate, and all the machinery and outcomes of statistics which apply to analyze the data collection (John Tukey, 1961).

3.4.1 Regression and Correlation Test

Regression analysis involves identifying the relationship between a dependent variable and one or more dependent variables. Researcher will use this kind of test to achieve the second objectives whether it is related each other or not. A model of the relationship is hypothesized, and estimates of the parameter values used to develop an estimated regression equation.

Then, correlation and regression analysis are related in the sense that both deal with relationships among variable. The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense when a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables.

3.4.2 Likert Analysis

According to Likert (1932), the principle of measuring attitudes is by asking people to respond to a series of statement or question about a scope, in terms of the extent to which they agree with them, and so tapping into the cognitive and effective components of attitudes. The researcher used several items on a five point scale (1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree). The Likert Scale was used in this study because it is convenient to know exactly and it also enables the respondents to easily understand the items asked. Collecting data by using questionnaire helps to reduce time and cost since it allows respondents to complete it at their own convenient time without any intervention from the researcher.

For instance:

Likert scale (Please circle the preferred option)

This designed to examine how strongly subject satisfied with the statement on a five (5) point scale with the following:

Table 3.4.2: Table of Likert Scale

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

3.4.3 Descriptive Analysis

For quantitative data collection the most common methods used for this basic level of analysis are chart and tables or measures of central tendency including averages. For qualitative data collection, where analysis may consist of the researcher own interpretation of what was learned, the information may be coded or summarized into grouping categories.

A Likert-type us a scale that assumes that the advantages/intensity of experience linear such as on a continuum from strongly agree to strongly disagree and respondents will offered by five to seven choices or even nine pre-coded responses with the neutral point being neither agree nor disagree (Bowling, 1997; Burns, & Grove, 1997).

3.5 SUMMARY

This chapter is purposely to explain and elaborate the research methodology that will be used to complete this study, then explain the sample of selection, explain the process or step that used to designing the instrument and data collection, next is also provide an elaboration of the statistical step or process used for data analyze.

CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

This chapter will analyse and elaborate the data collection that are collected from questionnaires which divided into 3 main sections. Section A is covered the demographic part and personal details respondents from Padiberas Nasional Berhad (BERNAS). Section B is focusing on independent variable which is quality of work life of Padiberas Nasional Berhad (BERNAS) workers. Then, Section C is focusing on employees' performance in the workplace. The response from the data collection of each questions asked will be analyzed in this topics with details.

4.2 DATA COLLECTION PROCESS

Table 4.2.1: Table of Questionnaires

Item	Number
Number of Sample	103
Number of questionnaires distribute by manual	100
Number of questionnaires distribute by post	40
Number of questionnaires respond	75

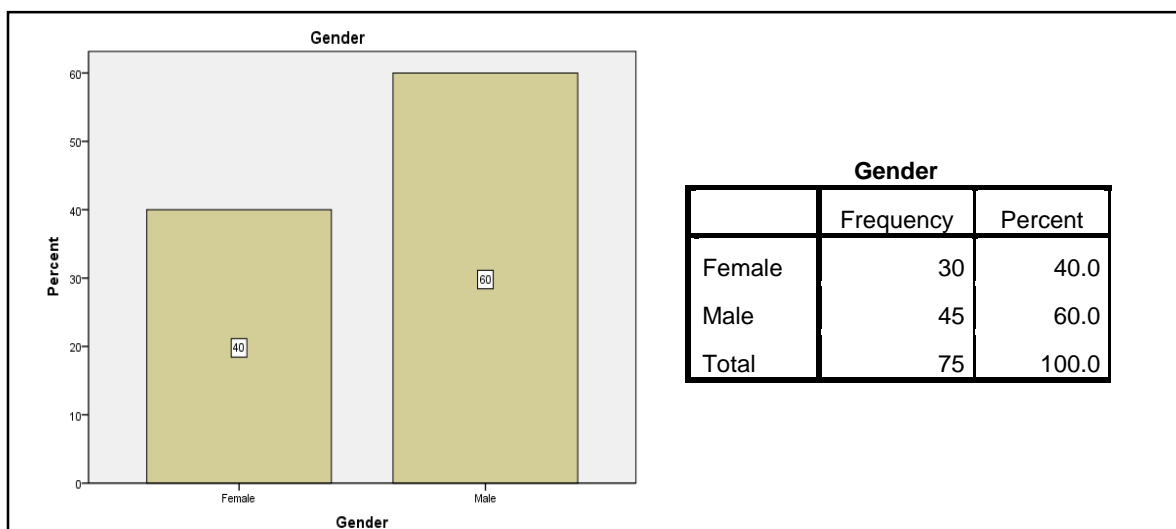
The data above shows that the number of actual sample is 104 and the questionnaires is already distributed at Padiberas Nasional Berhad (BERNAS) around Kedah which is have 14 branches include the headquarter, but the number of respondent that respond the questionnaires is only 75 respondents from the distributed questionnaires.

The numbers of respond of the questionnaires is only come from distributed by manual while there is no any respond by respondent that sent by post mail.

4.3 DEMOGRAPHIC ANALYSIS

This section is analyzed by using SPSS software (version 19). All (7) instruments that was included in Section A such are included of gender, age, marital status, employment status, duration in current position, salary and current position in an organization, then the result of this Section A can refer below as well as with the elaboration. The first instrument to be interpreted of this part is gender of the Padiberas Nasional Berhad (BERNAS) workers.

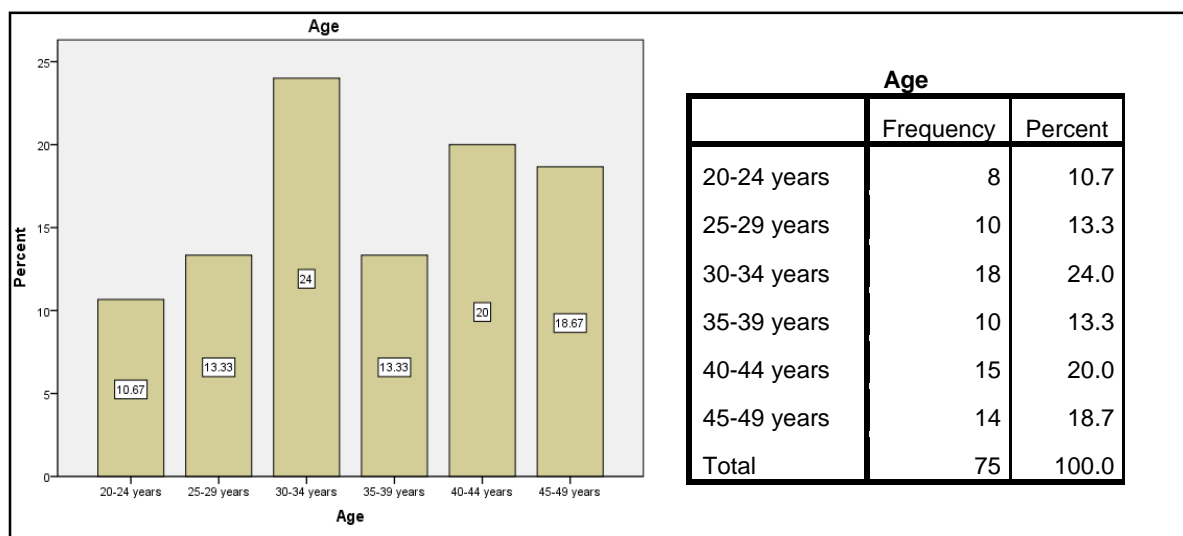
Table 4.3.1: Table of Gender



Source: Output of SPSS

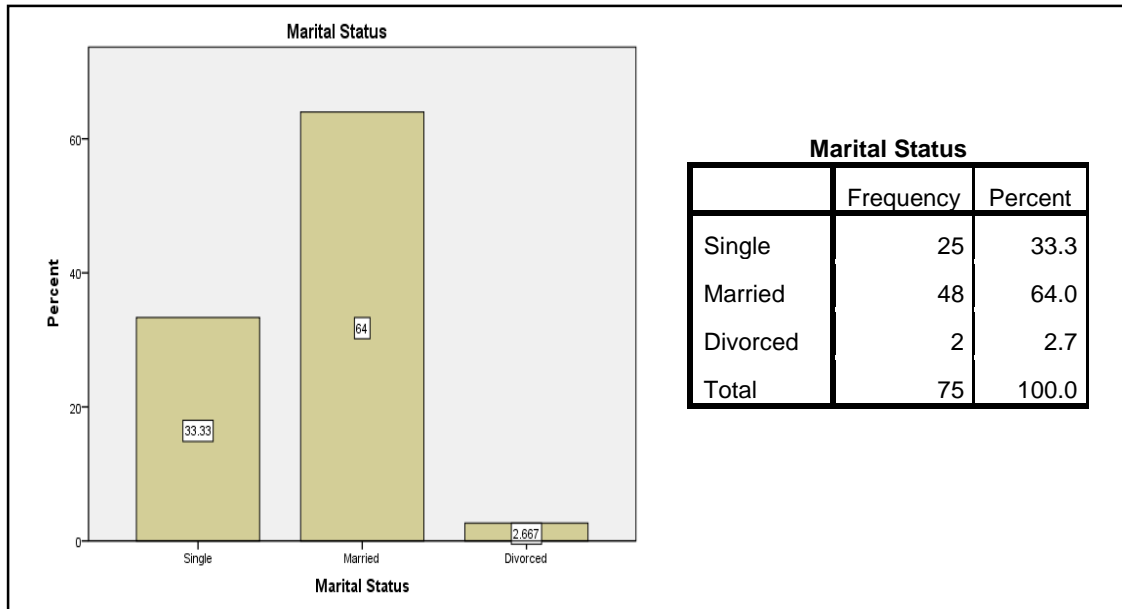
Based on the bar chart and table above, it shows the respondents' gender, either male or female. Then, the male is shows 45 while female shows 30. These values correspond to the percentage where male 60% and female respondents' percentage is 40%. These shows that the respondents of Padiberas Nasional Berhad (BERNAS) have more male than female in Local Rice Department.

Table 4.3.2: Table of Age



Source: Output of SPSS

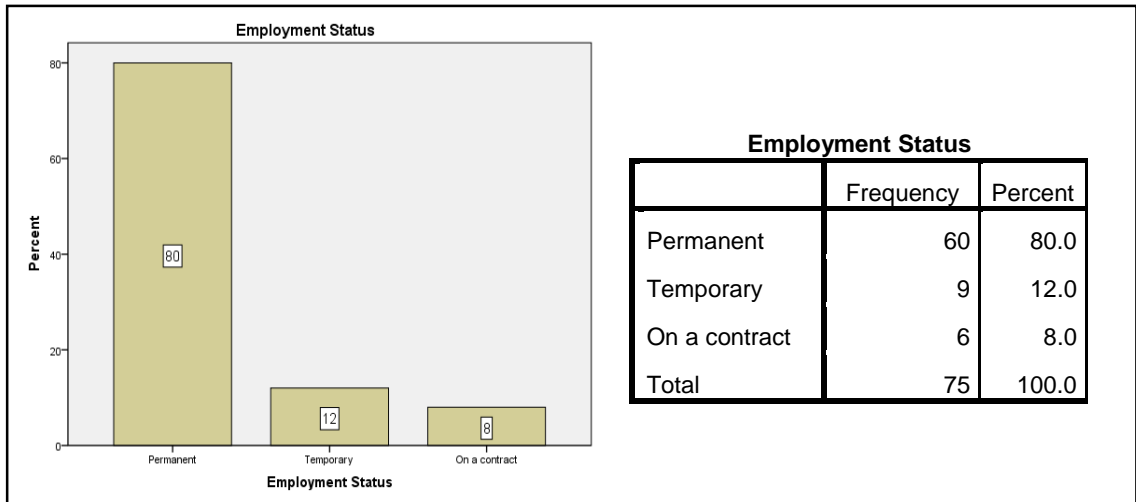
The above bar chart and table is shows of the age range of respondents at Padiberas Nasional Berhad (BERNAS), where it is from 19 years old and below, 20 to 24 years, 25 to 29 years, 30 to 34 years, 35 to 39 years, 40 to 44 years, 45 to 49 years, 50 to 54 years, 55 to 59 years and 60 years and over. Then, the outcome of this analyzed shows that those who age range 30 to 34 years is most dominant respondents. Meanwhile, the least dominant is age range 20 to 24 years old.

Table 4.3.3: Table of Marital Status

Source: Output of SPSS

From this survey, it shows that the marital status which most of respondents at Padiberas Nasional Berhad (BERNAS) is married while divorced is the least more than single. Frequency data above shows that the frequency of married respondents is 48 while respondents that have been divorced is only 2.

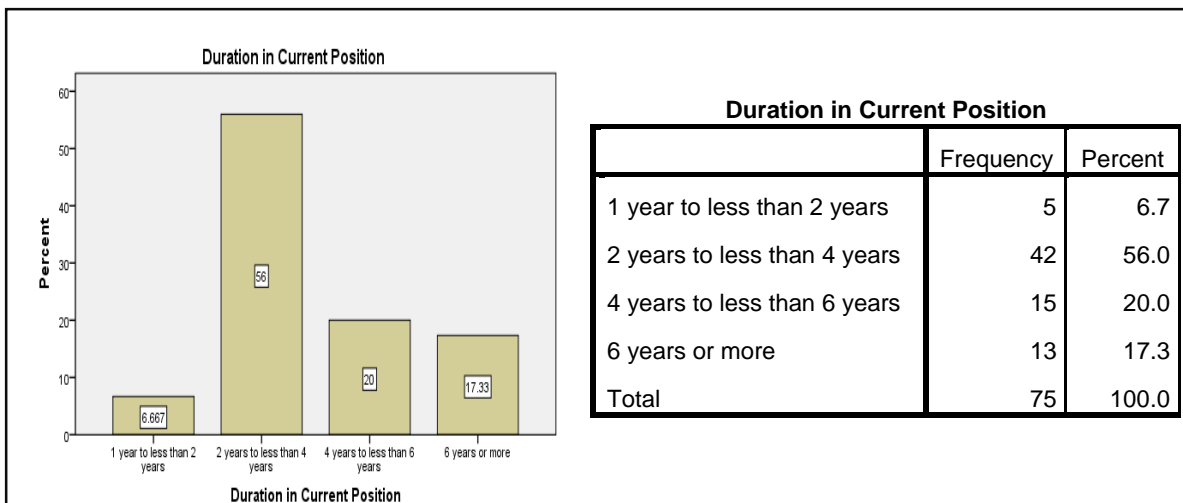
Table 4.3.4: Table of Employment Status



Source: Output of SPSS

Data above shows that the most status of employment at Padiberas Nasional Berhad (BERNAS) is permanent status while the respondents of a contract status is the least one.

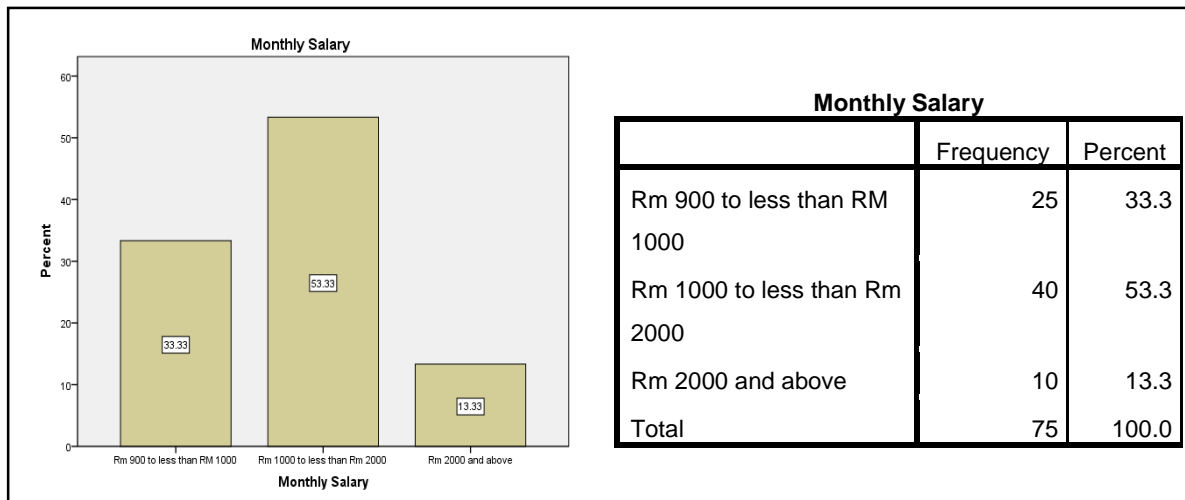
Table 4.3.5: Table of Duration in Current Position



Source: Output of SPSS

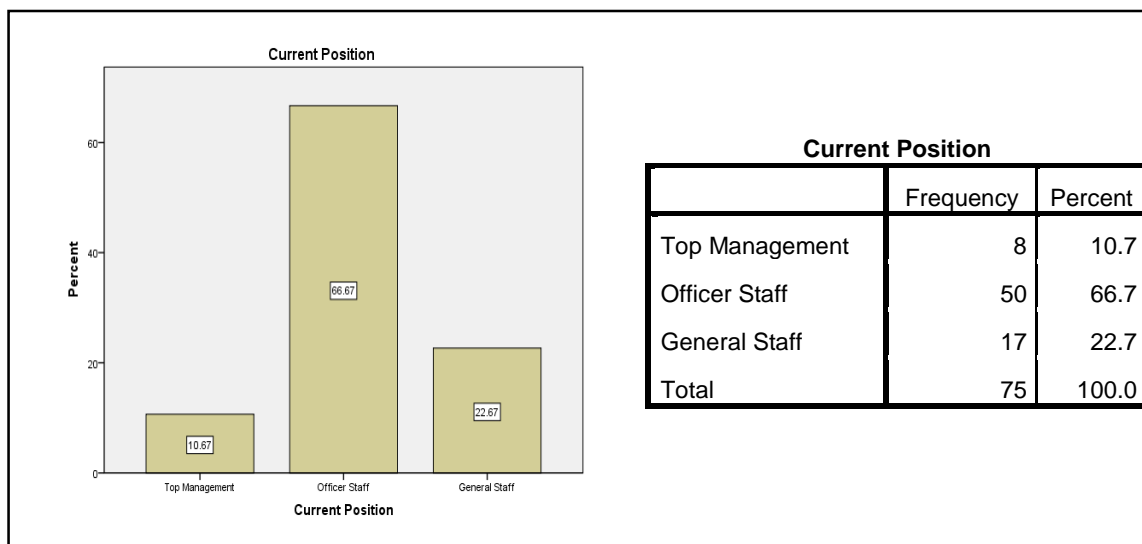
According to table above, it shows that most respondents is working more than 2 years to less than 4 years is the majority of employees. While the least one is the workers that have worked for 1 year to less than 4 years at the Padiberas Nasional Berhad (BERNAS).

Table 4.3.6: Table of Monthly Salary



Source: Output of SPSS

Based on table above, the outcomes show that the most respondents' monthly salary is between Rm1000 to less than Rm2000 which the percentage is 53.3%, while the least one is respondents' monthly salary between Rm2000 and above which the percentage is only 13.3%.

Table 4.6.7: Table of Current Position

Source: Output of SPSS

Refer to table above, it shows that most of respondents of Padiberas Nasional Berhad (BERNAS) is officer staff and the least one who respond of the questionnaires is top management which only 10.7 percent. The frequency of the officer staff is 50 while the top management shows 8 only.

4.4 RELIABILITY ANALYSIS

Cronbach's alpha is one of important and most commonly used to determine the reliability of data in the research. Refer to Kirk Allen (1997), elaborate that high alpha is good reliability. It also is caused by the high variation.

Table 4.4.1: Table of Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.978	.983	28

Source: Output of SPSS

Table 4.4.2: Table of Cronbach Alpha

Question	Cr Alpha
Work Environment	
I do not have time to do the work that must be done	.978
I work intensely for prolonged periods of time.	.977
I have so much work to do on the job that it takes me away from my personal interests.	.977
I have control over how I do my work.	.990
I can influence management to obtain the equipment and space I need for my work.	.977
Compensation and Rewards	
I receive recognition from others in my work.	.977
My work is appreciated.	.977
My efforts usually go unnoticed.	.977
I do not get recognized for all the things I contribute.	.977
Job Satisfaction and Job Security	
I trust the management at the place where I work	.977
My supervisor is concerned about the welfare of those under him or her	.977
I am free from the conflicting demands that other people make of me	.977
My supervisor treats me fairly	.977
My supervisor is helpful to me in getting the job done	.977
There is good relation in your work place between management and employees?	.977

Job Performance	
Adequately complete assigned duties.	.977
Fulfills the responsibilities specified in the job description.	.977
Perform tasks that are expected of him or her.	.977
Meets formal performance requirements of the job.	.977
Engages in activities that will directly affect his or her performance evaluation	.977
Involvement	
All managers have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on.	.977
There are created good conditions for the interesting work, therefore employees get used to their work willingly	.977
Rituals and traditions of enterprise unite employees to work further effectively	.977
Communication	
Managers always strive to help and advice employees	.977
Managers provide timely feedback to the employees	.977
Communication between managers and subordinates is friendly (more informal than formal)	.979
Motivation	
Motivation reinforces desired workplace behaviors thus enhancing performance	.977
I feel motivated by my working conditions	.977

Source: Output of SPSS

Data above is outcome from the SPSS and shows the cronbach alpha for each of questions that distributed to the respondents. The data proved that the questions that were distributed to the respondents is valid because the number of cronbach's alpha is higher.

4.5 DESCRIPTIVE ANALYSIS

According Wiersma (1995), based on the interpretation of the mean level of agreement is divided into three, namely (a) the mean between 3.81 to 5.00 AGREE level

agreement, (b) the mean between 2.41 to 3.80 AVERAGE AGAINST approval level, (C) the mean of 1.00 to 2.40 levels DISAGREE agreement.

Table 4.5: Table of Descriptive Analysis

Question	N	Mean	Median	Mode	Std. Deviation	The Level of Agree
Work Environment						
I do not have time to do the work that must be done	75	3.1600	3.0000	2.00	1.12754	Average Against Agree
I work intensely for prolonged periods of time.	75	2.9333	3.0000	3.000	.934831	Average Against Agree
I have so much work to do on the job that it takes me away from my personal interests.	75	3.4400	4.0000	4.00	1.22187	Average Against Agree
I have control over how I do my work.	75	4.4133	5.0000	5.00	1.02790	Average Agree
I can influence management to obtain the equipment and space I need for my work.	75	1.5200	1.0000	1.00	1.00485	Average Disagree
Compensation and Rewards						
I receive recognition from others in my work.	75	1.3600	1.0000	1.00	.91000	Average Disagree
My work is appreciated.	75	2.1067	2.0000	2.00	.79820	Average Disagree
My efforts usually go unnoticed.	75	4.3333	5.0000	5.00	1.05694	

I do not get recognized for all the things I contribute.	75	4.5733	5.0000	5.00	.73839	Average Agree
Job Satisfaction and Job Security						
I trust the management at the place where I work	75	2.5600	3.0000	3.00	.94783	Average Against Agree
My supervisor is concerned about the welfare of those under him or her	75	3.4133	4.0000	4.00	0.16356	Average Against Agree
I am free from the conflicting demands that other people make of me	75	3.0400	3.0000	3.00	1.12033	Average Against Agree
My supervisor treats me fairly	75	3.7467	4.0000	4.00	1.02790	Average Against Agree
My supervisor is helpful to me in getting the job done	75	3.0000	3.0000	3.00	.90045	Average Against Agree
There is good relation in your work place between management and employees?	75	3.8800	4.0000	4.00	.71584	Average Agree
Job Performance						
Adequately complete assigned duties.	75	3.1067	3.0000	3.00	.60568	Average Against Agree
Fulfills the responsibilities specified in the job description.	75	3.5200	3.0000	3.00	.82789	Average Against Agree
Perform tasks that are expected of him or her.	75	3.5333	4.0000	4.00	.89039	Average Against Agree
Meets formal performance requirements of the job.	75	2.800	2.0000	2.00	1.18550	Average Against Agree

Engages in activities that will directly affect his or her performance evaluation	75	3.5733	4.0000	4.00	.87261	Average Against Agree
Involvement						
All managers have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on.	75	3.1200	3.0000	3.00	1.0900	Average Against Agree
There are created good conditions for the interesting work, therefore employees get used to their work willingly	75	2.6533	2.0000	2.00	.97943	Average Against Agree
Rituals and traditions of enterprise unite employees to work further effectively	75	2.8000	2.0000	2.00	1.10282	Average Against Agree
Communication						
Managers always strive to help and advice employees	75	3.6133	4.0000	4.00	.91376	Average Against Agree
Managers provide timely feedback to the employees	75	2.6133	2.0000	2.00	1.03836	Average Against Agree
Communication between managers and subordinates is friendly (more informal than formal)	75	3.0800	3.0000	3.00	.80135	Average Against Agree
Motivation						
Motivation reinforces desired workplace behaviors thus enhancing performance	75	3.6400	4.0000	4.00	.72857	Average Against Agree

I feel motivated by my working conditions	75	2.6800	2.0000	2.00	1.08004	Average Against Agree
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Source: Output of SPSS

4.6 CORRELATION ANALYSIS

Pearson Correlation Analysis is run to verify the relationship between dependent and independent variable. From the Pearson Correlation Coefficients; it can determine whether the variables are positively or negatively related. The illustrated output from SPSS is tabulated for the Pearson Correlation with P-Value and number of pairs of data.

In Pearson relation has a value close to 1 that mean have strong relationship between two variables and if the values close to 0, it mean that there has weak relationship between variable. The independent variable is referred to quality of work life and dependent variable refers to employees' performance.

Table 4.6.1: Table of Correlation Analysis

Size Correlation Coefficient (r)	Correlation Strength
1.00	Perfect
0.80 to 0.90	Very Strong
0.50 to 0.80	Strong
0.30 to 0.50	Moderate
0.10 to 0.30	Modest
> 0.10	Weak
0.0	No correlation

Sources: Dancey and Reidy's (2004)

Table 4.6.2: Table of Correlation of the Research

		Correlations			
		Work Environment	Compensation And Rewards	Job Satisfaction And Job Security	Job Performance
Work Environment	Pearson Correlation	1	.561**	.679**	.695**
	Sig. (2-tailed)		.000	.000	.000
	N	75	75	75	75
Compensation And Rewards	Pearson Correlation	.561**	1	.572**	.583**
	Sig. (2-tailed)	.000		.000	.000
	N	75	75	75	75
Job Satisfaction And Job Security	Pearson Correlation	.679**	.572**	1	.653**
	Sig. (2-tailed)	.000	.000		.000
	N	75	75	75	75
Job Performance	Pearson Correlation	.695**	.583**	.653**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	75	75	75	75

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

Source: Output of SPSS

Table 4.6.2 shows that the three independent variable which are work environment, compensation and rewards, and the last one is job satisfaction and job security. The work environment ($r=0.695$) positively correlates with business performance at 5% significance level (2tailed). Thus, it verifies hypothesis 1 that is work environment is positively related to employees' performance. The second hypothesis is compensation and rewards have a strong positive correlation with employee's performance ($r=0.583$). Thus, it verifies hypothesis 2, that is, compensation and rewards is positively related to job performance. Furthermore, Table 4.6.2 shows that job satisfaction and job security have a strong positive correlation with employees' performance ($r=0.653$) at the 1% significance level (2tailed). Thus, it verifies hypothesis 3, that is job satisfaction and job security is positively related to business performance.

4.7 LINEAR REGRESSION ANALYSIS

Multiple regression analysis was used to assess the relationship between independent variable and dependent variable. It is common use in much of social sciences research and hypothesis can be determined to be accepted or rejected. In this study, there are 3 important tables to be analyzed which are modelled summary, ANOVA and Coefficients. To test a hypothesis, t-value must exceed 2.0 and significance must be less than 0.10.

Hypothesis 1: Work environment is positively related to workers' personal performance

Table 4.7.1: Model Summary

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.695 ^a	.951	.950	.272

Source: Output of SPSS

Table 4.7.2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.010	1	50.010	1411.654	.000 ^a
	Residual	2.586	73	.035		
	Total	52.596	74			

a. Predictors: (Constant), Work Environment

b. Dependent Variable: Job Performance

Source: Output of SPSS

Table 4.7.3: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.384	.076		5.030	.000
	Work Environment	.889	.024	.975	37.572	.000

a. Dependent Variable: Job Performance

Source: Output of SPSS

From three tables above, first table is about model summary to show the value of R square in this case is 0.695. We can say that 95.1% of independent variable (work environment) explaining to the dependent variable. The value of F is 1411.654 and significance in this case was found 0.000 at 0.01 significant levels. The t-value for the independent is 37.572 and significant is 0.000, since t value is greater than 2.0 and significantly 0.05, these hypothesis 1 were accepted.

Hypothesis 2: Compensation and reward is positively related to workers' personal performance.

Table 4.7.4: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.583 ^a	.880	.879	.29375	.134

a. Predictors: (Constant), Compensation And Rewards

b. Dependent Variable: Job Performance

Source: Output of SPSS

Table 4.7.5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.297	1	46.297	536.541	.000 ^a
	Residual	6.299	73	.086		
	Total	52.596	74			

a. Predictors: (Constant), Compensation And Rewards

b. Dependent Variable: Job Performance

Source: Output of SPSS

Table 4.7.6: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.299	.152		-1.969	.053
	Compensation And Rewards	1.110	.048	.938	23.163	.000

a. Dependent Variable: Job Performance

Source: Output of SPSS

From three tables above, first table is about model summary to show the value of R square in this case is 0.880. We can say that 88% of independent variable (compensation and rewards) explaining to the dependent variable. The value of F is 534.541 and significance in this case was found 0.000 at 0.01 significant levels. The t-value for the independent is 23.163 and significant is 0.000, since t value is greater than 2.0 and significantly 0.05, these hypothesis 2 were accepted.

Hypothesis 3: Job satisfaction and job security is positively related to workers' personal performance.

Table 4.7.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.653 ^a	.908	.907	.25703	.166

a. Predictors: (Constant), Job Satisfaction And Job Security

b. Dependent Variable: Job Performance

Source: Output of SPSS

Table 4.7.8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.773	1	47.773	723.153	.000 ^a
	Residual	4.823	73	.066		
	Total	52.596	74			

a. Predictors: (Constant), Job Satisfaction And Job Security

b. Dependent Variable: Job Performance

Source: Output of SPSS

Table 4.7.9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.300	.109		2.740	.008
Job Satisfaction And Job Security	.866	.032	.953	26.892	.000

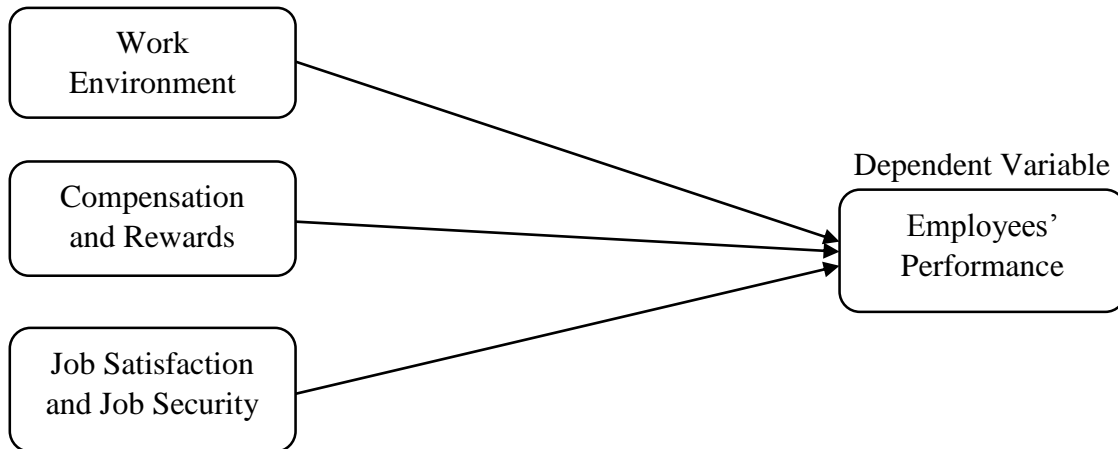
a. Dependent Variable: Job Performance

Source: Output of SPSS

From three tables above, first table is about model summary to show the value of R square in this case is 0.908. We can say that 90.8% of independent variable (job satisfaction and job security) explaining to the dependent variable. The value of F is 723.153 and significance in this case was found 0.000 at 0.01 significant levels. The t-value for the independent is 26.892 and significant is 0.000, since t value is greater than 2.0 and significantly 0.05, these hypothesis 3 were accepted.

4.8 SUMMARY

Independent Variable



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In this chapter, the conclusion and the summary of this research will be highlighted. Then, it followed by contribution of this study to theory and knowledge, management practice and to development of human capital, next is limitation during completing this research. After that is recommendation for future research to young generation or people who wants to further this research deeply.

5.2 MAJOR FINDING

In general, quality of work life and employees' performance is the main target to examine for this research study. But in specifically, the research objectives are divided into two, which are to identify the quality of work life's factors that are consider affected to the workers' performance in the organization and the other one objective is to analyze the relationship between quality of work life and workers' performance at Padiberas Nasional Berhad (BERNAS).

5.2.1 To identify the quality of work life's factors in the organization.

The first objective is to identify the dimensions taken by organization to improve the quality of work life of the employee in the organization. Has the result, mean score of work environment is 3.0933 while compensation and rewards is 3.0933 and the last one but not least 3.2733 and different with the employees' performance mean score 3.1333.

5.2.2 To analyze the relationship between quality of work life and workers' performance.

This objective of this research is to identify the relationship between quality of work life and employees' performance. The finding of the analysis that is a positive correlated between quality of work life and employees' performance (R square=0.933, $P \leq 0.001$). The hypothesis for employees' performance is accepted and there is sufficient statistical evidence to support quality of work life positively relate to employees' performance (t-value 31.919 >2). The hypothesis is supported.

5.3 CONTRIBUTIONS

In this contribution parts, it will be divided into three main aspects based on this research. These aspects are contribution to provide theory and knowledge, to management practice and the last one is to development of human capital.

5.3.1 Contribution to provide theory and knowledge

The contribution in theory and knowledge aspect of this research is very helpful for young generation and also for future as a reference of quality of work life and employees' performance in manufacturing sector. Indirectly, this thesis also can be as a references in other sector.

5.3.2 Contribution to management practice

Contribution can give an impact to the management practice either directly or indirectly in the process research. The contribution in the research should give for a high quality, peer reviewed articles on all aspects of managing the knowledge, organizational learning, intellectual organizational level, but all levels from that of the individual to that of the nation or profession. Furthermore, management can take the result of the research either to make some improvement or reference for future development.

5.3.3 Contribution to development of human capital

For ensuring the maximize deployment of human resources through creating employment opportunities and uplifting the quality of human resources corresponding the nation's economic development. Then, it will assist to create or build a strong bond between people in the organization by achieving their main objectives.

5.4 LIMITATIONS

In this process of research, there are several limitations that have been observed. First of all, the limitation of this study is there are not only individual factor, family supports, and financial that can be difficulties factors for to start this research. Researcher facing problem when do not really understand the title earlier, but, after advised by supervisor, there is a few of ways.

The second limitation of doing this research is time management. Time can be challenging which the amount of time is a bit limited and is about less than three months. This also could cause the study to not getting accurate information with a greater scope. It is periods of time, which will be used to do research are short.

Besides, cost constraint also one of the limitations of this research. To gather information for a month and less can give new perspective in the study, but it can cause difficulty through financial as well. The amount of the cost could also be a burden if the costs of production double due to the extension of the research on the study. Therefore the study is only viewed for a short term only.

Not only that, inadequate cooperation from respondents is also one of the limitations of this study. It is because not all the respondents will show commitment and support for this research study. Some of the respondents are not willing to answer the questionnaires and they will mark the answer without reading the questions properly, which make the questionnaires not valid and this will lead to an error of the data.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

As a recommended to future research, researcher hope to have better instruments for data collection because post mail is a lack of effectiveness in data collection since it takes time so long to get it back. In addition, by having post mail, it may let respondents feel uncomfortable because respondents needs to post it back.

Once the questionnaire is distributed, the researcher should give them a call and briefly introduce them to the researcher and request them to fill up the questionnaire. Seen the times given to complete the questionnaire is insufficient and researcher is responsible for the data collection, researcher should get alternative company for questionnaire. The follow up of respondents indirectly will increase respondents' cooperation level.

This research paper also can be used for the study purpose. Particularly the findings of the study will be valuable to the university students who want to do research in this field. They can use this study as references to further their research in similar field. All the data that were collected and analyzed are valid and the information of respondents is true.

5.6 CONCLUSION

This section will be the last part of this research. It was explained of the conclusion, limitations and also the recommendation of this research scope. Then, as a conclusion, to ensure that this research will become more acceptance by all of respondents which is from Padiberas Nasional Berhad (BERNAS), some recommendation is created and should to execute as well. It is important thing because to let it improve for future research.

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APPENDIX B**FACULTY OF INDUSTRY MANAGEMENT**

University Malaysia Pahang

Title: Quality of Work Life Impact to Personal Performance of Workers at Bernas Sdn Bhd

Dear respondents,

This survey is a part of the Final Year Project. We would thank and appreciate if you could spend time to answer the following question. Really hope you can cooperate to it.

Your identity will remain anonymous and all information will be held confidential. Thank you.

Researcher:

NURUL SYIFAA' BINTI RAMLI

Bachelor of Degree in Project Management (Hones.)

University Malaysia Pahang

Email: syifaa.ramli258@yahoo.com**Section A: Demographic**

1. What is your gender?

Female

Male

2. What is your age?

19 years or under

20-24 years

- 25-29 years
- 30-34 years
- 35-39 years
- 40-44 years
- 45-49 years
- 50-54 years
- 55-59 years
- 60 and over

3. What is your marital status?

- Single
- Married
- Divorced

4. What is your employment status?

- Permanent
- Temporary
- On a contract
- Don't know

5. How long have you been in your current position?

Less than a year

1 year to less than 2

2 years to less than 4 years

4 years to less than 6 years

6 years or more

Don't know

6. In your current position, what is your monthly salary?

Less than RM900

RM900 to less than

RM1000 to less than

RM2000 and above

7. Current position in organization

Top Management

Officer Staff

General Staff

Section B: Quality of Work Life

SD: Strongly Disagree, D: Disagree, N: Natural, A: Agree, SA: Strongly Agree

No.	Question	SD	D	N	A	SA
F1	Work Environment					
1.	I do not have time to do the work that must be done					
2.	I work intensely for prolonged periods of time.					
3.	I have so much work to do on the job that it takes me away from my personal interests.					
4.	I have control over how I do my work.					
5.	I can influence management to obtain the equipment and space I need for my work.					
F2	Compensation and Rewards					
1.	I receive recognition from others in my work.					
2.	My work is appreciated.					
3.	My efforts usually go unnoticed.					
4.	I do not get recognized for all the things I contribute.					
F3	Job Satisfaction and Job Security					
1.	I trust the management at the place where I work					
2.	My supervisor is concerned about the welfare of those under him or her					
3.	I am free from the conflicting demands that other people make of me					
4.	My supervisor treats me fairly					
5.	My supervisor is helpful to me in getting the job done					
6.	There is good relation in your work place between management and employees?					

Section C: Employees Performance

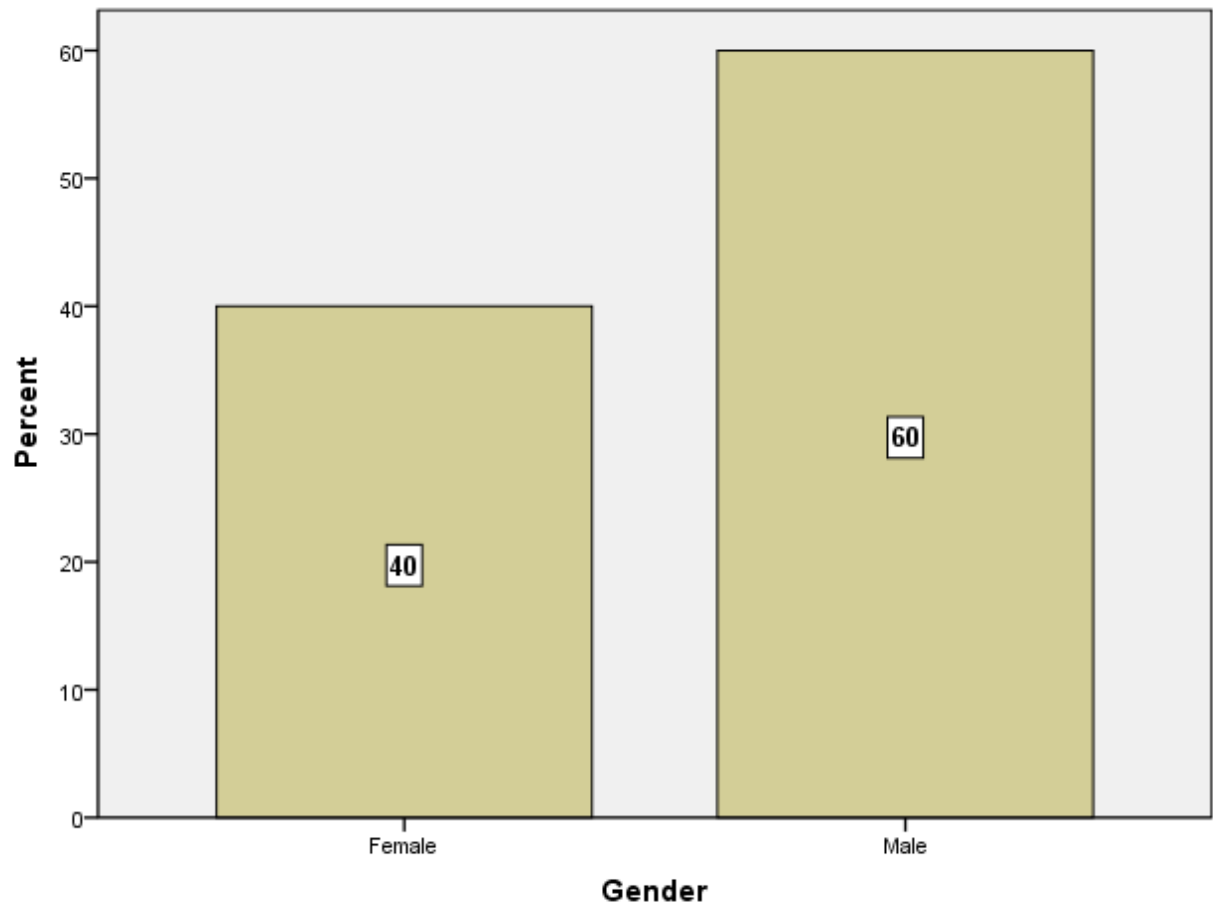
SD: Strongly Disagree, D: Disagree, N: Natural, A: Agree, SA: Strongly Agree

No.	Question	SD	D	N	A	SA
P1	Job Performance					
1.	Adequately complete assigned duties.					
2.	Fulfills the responsibilities specified in the job description.					
3.	Perform tasks that are expected of him or her.					
4.	Meets formal performance requirements of the job.					
5.	Engages in activities that will directly affect his or her performance evaluation					
P2	Involvement					
1.	All managers have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on.					
2.	There are created good conditions for the interesting work, therefore employees get used to their work willingly					
3.	Rituals and traditions of enterprise unite employees to work further effectively					
P3	Communication					
1.	Managers always strive to help and advise employees					
2.	Managers provide timely feedback to the employees					
3.	Communication between managers and subordinates is friendly (more informal than formal)					

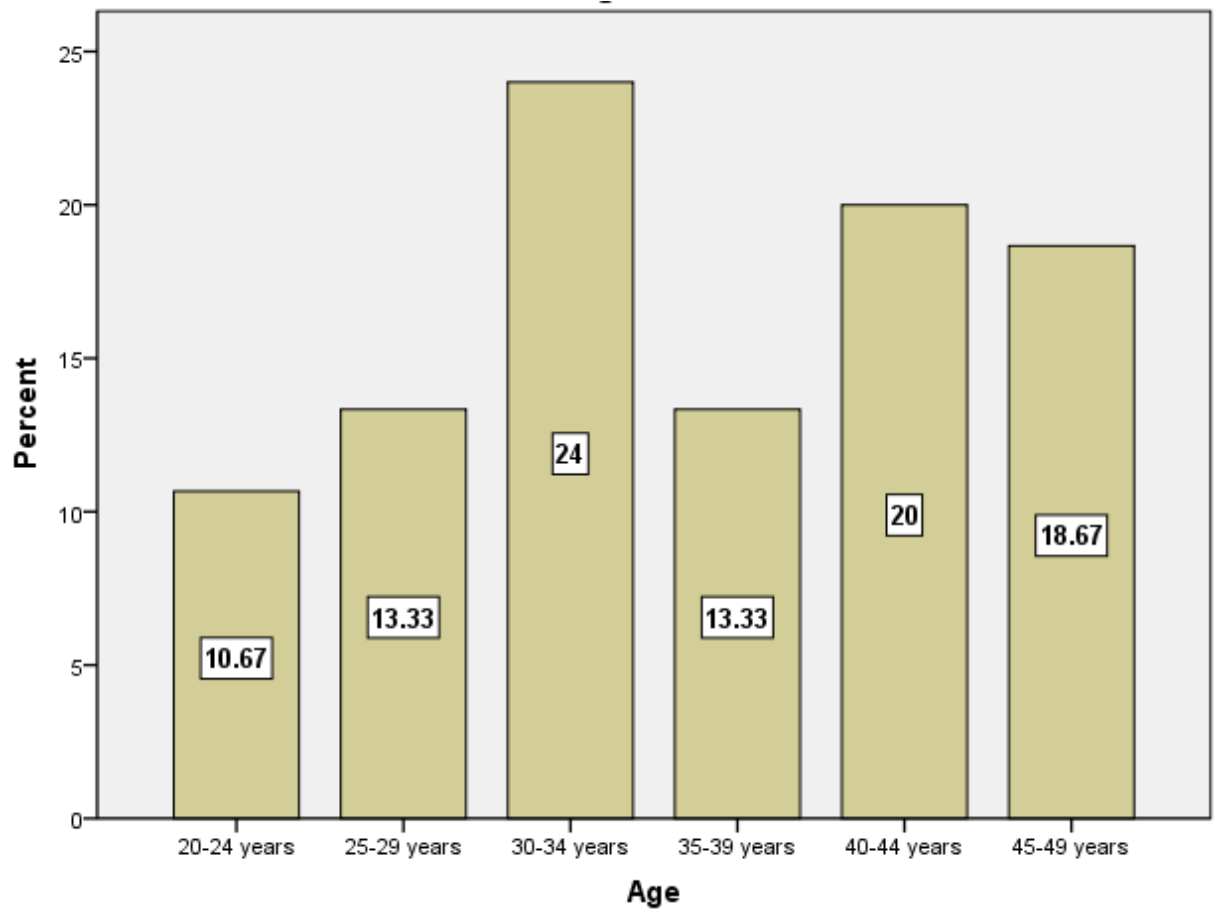
P4	Motivation					
1.	Motivation reinforces desired workplace behaviors thus enhancing performance					
2.	I feel motivated by my working conditions					

APPENDIX C: OUTPUT SPSS

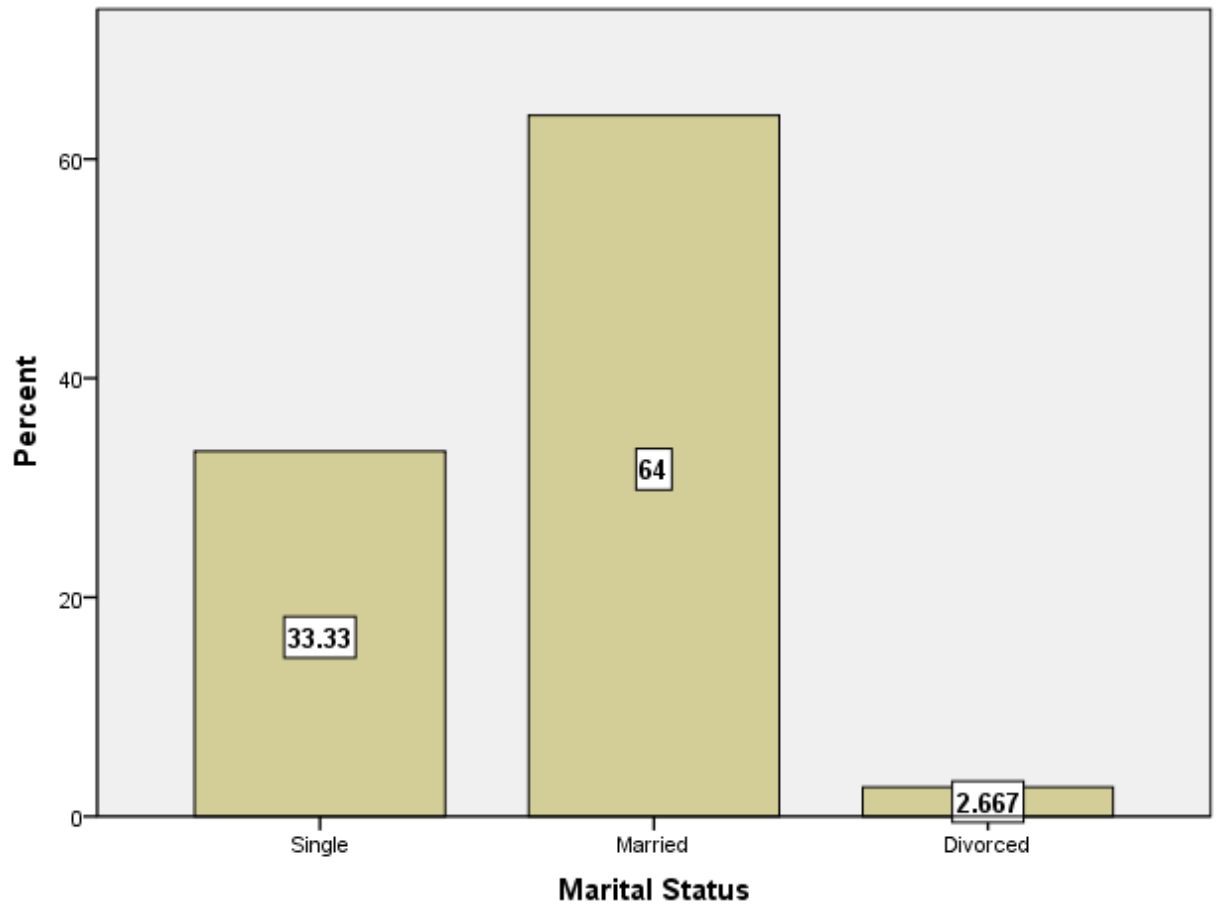
DEMOGRAPHY



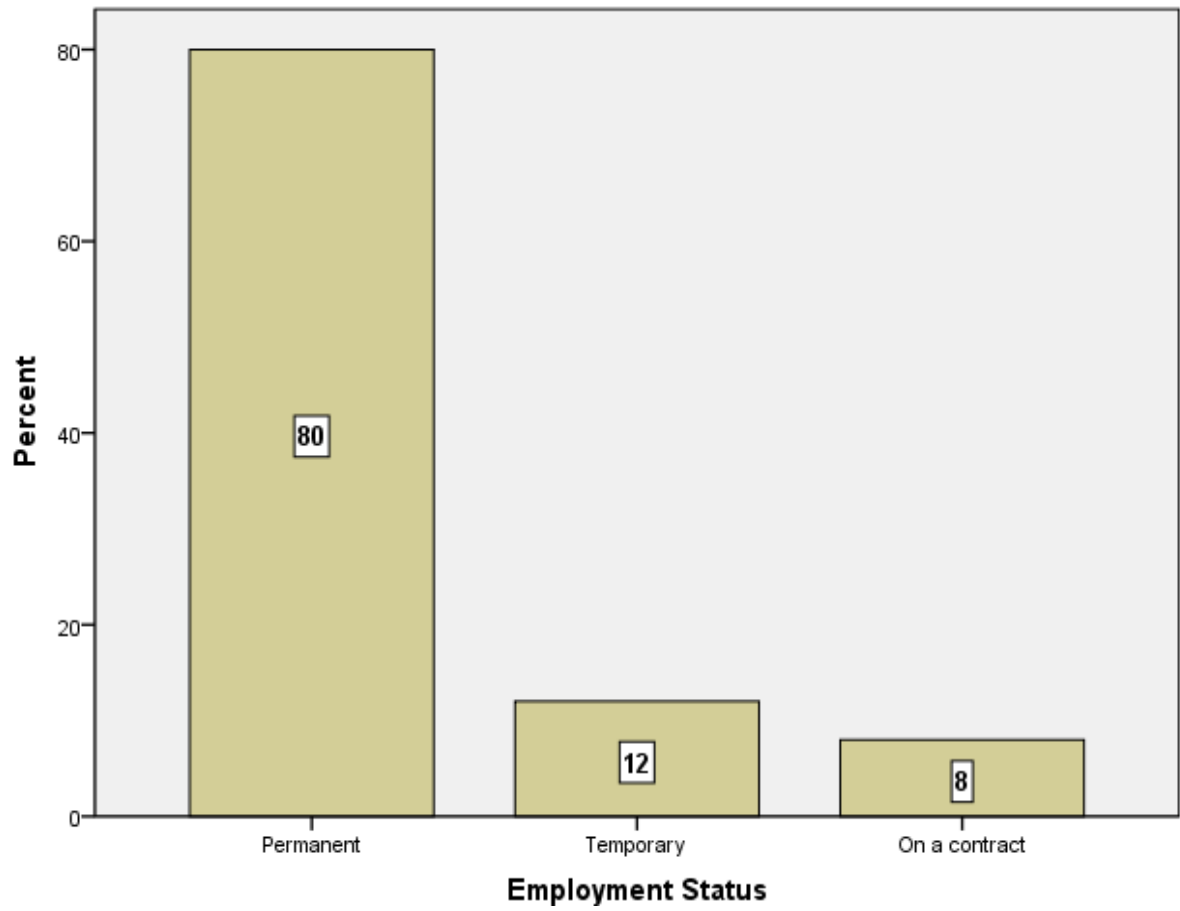
	Frequency	Percent
Valid Female	30	40.0
Male	45	60.0
Total	75	100.0



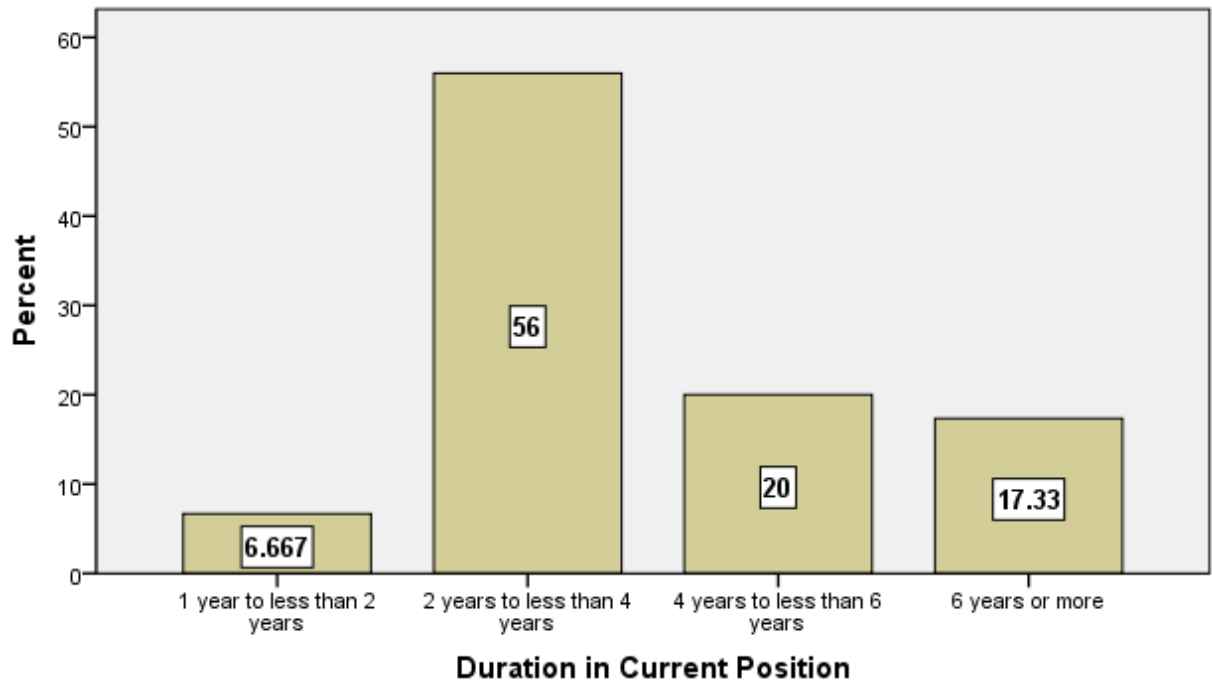
	Frequency	Percent
Valid 20-24 years	8	10.7
25-29 years	10	13.3
30-34 years	18	24.0
35-39 years	10	13.3
40-44 years	15	20.0
45-49 years	14	18.7
Total	75	100.0



	Frequency	Percent
Single	25	33.3
Married	48	64.0
Divorced	2	2.7
Total	75	100.0



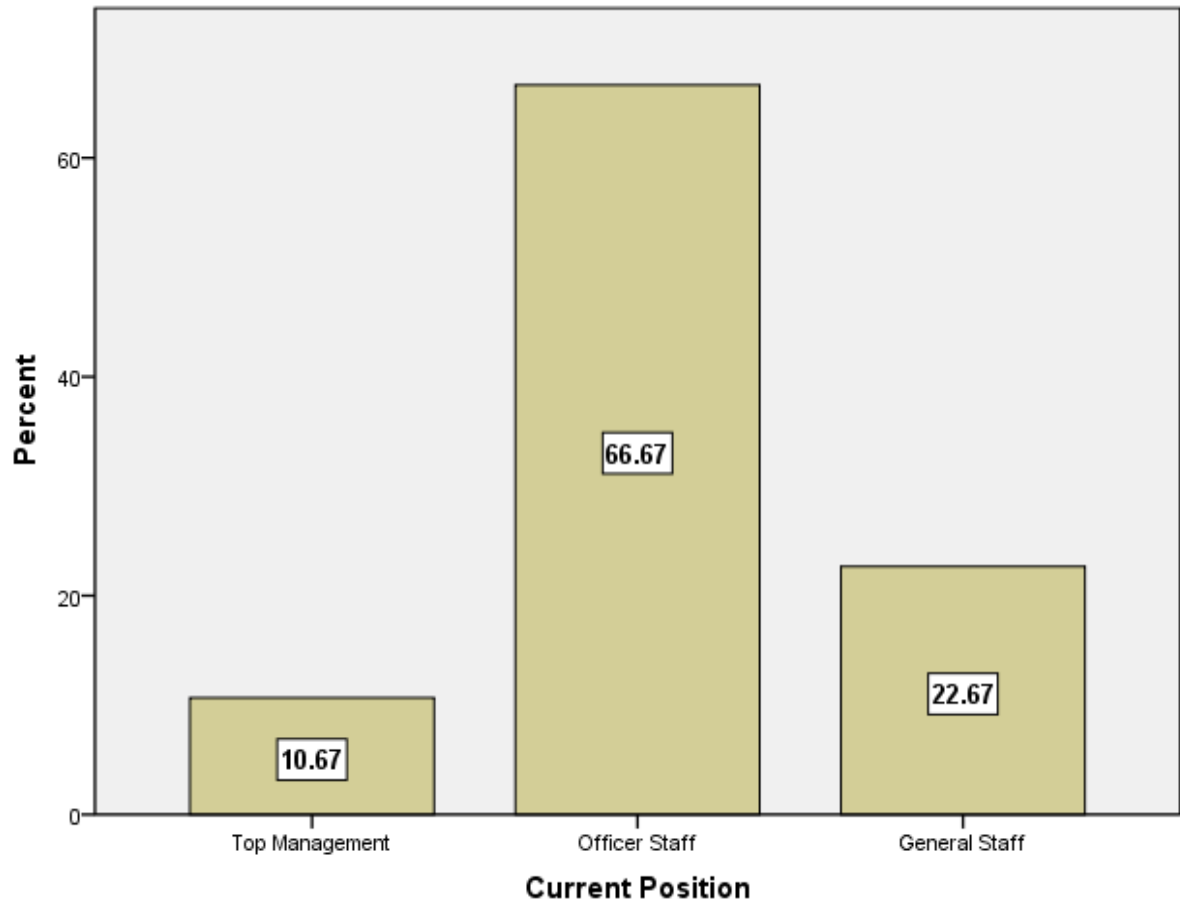
		Frequency	Percent
Valid	Permanent	60	80.0
	Temporary	9	12.0
	On a contract	6	8.0
	Total	75	100.0



		Frequency	Percent
Valid	1 year to less than 2 years	5	6.7
	2 years to less than 4 years	42	56.0
	4 years to less than 6 years	15	20.0
	6 years or more	13	17.3
Total		75	100.0



	Frequency	Percent
Rm 900 to less than RM 1000	25	33.3
Rm 1000 to less than Rm 2000	40	53.3
Rm 2000 and above	10	13.3
Total	75	100.0



	Frequency	Percent
Top Management	8	10.7
Officer Staff	50	66.7
General Staff	17	22.7
Total	75	100.0

REALIBILITY ANALYSIS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.978	.983	28

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work Environment				
I do not have time to do the work that must be done	91.4762	290.462	.719	.978
I work intensely for prolonged periods of time.	91.2381	278.890	.903	.977
I have so much work to do on the job that it takes me away from my personal interests.	92.6190	282.748	.867	.977
I have control over how I do my work.	91.3810	336.148	-.896	.990
I can influence management to obtain the equipment and space I need for my work.	92.8095	283.362	.876	.977
Compensation and Rewards				
I receive recognition from others in my work.	93.1905	283.562	.860	.977

My work is appreciated.	92.2381	276.690	.911	.977
My efforts usually go unnoticed.	92.6190	275.648	.906	.977
I do not get recognized for all the things I contribute.	92.0952	273.090	.920	.977
Job Satisfaction and Job Security				
I trust the management at the place where I work	91.7143	278.514	.915	.977
My supervisor is concerned about the welfare of those under him or her	91.7143	278.514	.915	.977
I am free from the conflicting demands that other people make of me	91.6667	272.733	.933	.977
My supervisor treats me fairly	91.7143	268.714	.948	.977
My supervisor is helpful to me in getting the job done	92.0476	276.948	.897	.977
There is good relation in your work place between management and employees?	91.3810	282.348	.875	.977
Job Performance				
Adequately complete assigned duties.	91.8095	273.062	.957	.977
Fulfills the responsibilities specified in the job description.	91.6190	279.648	.905	.977

Perform tasks that are expected of him or her.	92.1905	278.262	.901	.977
Meets formal performance requirements of the job.	92.1429	277.429	.911	.977
Engages in activities that will directly affect his or her performance evaluation	92.4762	276.962	.857	.977
Involvement				
All managers have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on.	91.8095	278.962	.875	.977
There are created good conditions for the interesting work, therefore employees get used to their work willingly	91.7143	274.214	.931	.977
Rituals and traditions of enterprise unite employees to work further effectively	91.5714	280.457	.897	.977
Communication				
Managers always strive to help and advice employees	91.7143	277.314	.883	.977
Managers provide timely feedback to the employees	92.8571	277.029	.874	.977
Communication between managers and subordinates	92.0476	285.748	.610	.979

is friendly (more informal than formal)				
Motivation				
Motivation reinforces desired workplace behaviors thus enhancing performance	91.6190	275.648	.906	.977
I feel motivated by my working conditions	91.8095	278.962	.875	.977

	Test reliability	Value of Cronbach's Alpha
Independent variable (Quality of Work Life)	Pilot test	0.933
	Retest	0.977
Dependent variable (Employees' Performance)	Pilot test	0.977
	Retest	0.978

Question	N	Mean	Median	Mode	Std. Deviation	The Level of Agree
Work Environment						
I do not have time to do the work that must be done	75	3.1600	3.0000	2.00	1.12754	Average Against Agree
I work intensely for prolonged periods of time.	75	2.9333	3.0000	3.000	.934831	Average Against Agree
I have so much work to do on the job that it takes me away from my personal interests.	75	3.4400	4.0000	4.00	1.22187	Average Against Agree
I have control over how I do my work.	75	4.4133	5.0000	5.00	1.02790	Average Agree
I can influence management to obtain the equipment and space I need for my work.	75	1.5200	1.0000	1.00	1.00485	Average Disagree
Compensation and Rewards						
I receive recognition from others in my work.	75	1.3600	1.0000	1.00	.91000	Average Disagree
My work is appreciated.	75	2.1067	2.0000	2.00	.79820	Average Disagree
My efforts usually go unnoticed.	75	4.3333	5.0000	5.00	1.05694	

I do not get recognized for all the things I contribute.	75	4.5733	5.0000	5.00	.73839	Average Agree
Job Satisfaction and Job Security						
I trust the management at the place where I work	75	2.5600	3.0000	3.00	.94783	Average Against Agree
My supervisor is concerned about the welfare of those under him or her	75	3.4133	4.0000	4.00	0.16356	Average Against Agree
I am free from the conflicting demands that other people make of me	75	3.0400	3.0000	3.00	1.12033	Average Against Agree
My supervisor treats me fairly	75	3.7467	4.0000	4.00	1.02790	Average Against Agree
My supervisor is helpful to me in getting the job done	75	3.0000	3.0000	3.00	.90045	Average Against Agree
There is good relation in your work place between management and employees?	75	3.8800	4.0000	4.00	.71584	Average Agree
Job Performance						
Adequately complete assigned duties.	75	3.1067	3.0000	3.00	.60568	Average Against Agree

Fulfills the responsibilities specified in the job description.	75	3.5200	3.0000	3.00	.82789	Average Against Agree
Perform tasks that are expected of him or her.	75	3.5333	4.0000	4.00	.89039	Average Against Agree
Meets formal performance requirements of the job.	75	2.800	2.0000	2.00	1.18550	Average Against Agree
Engages in activities that will directly affect his or her performance evaluation	75	3.5733	4.0000	4.00	.87261	Average Against Agree
Involvement						
All managers have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on.	75	3.1200	3.0000	3.00	1.0900	Average Against Agree
There are created good conditions for the interesting work, therefore employees get used to their work willingly	75	2.6533	2.0000	2.00	.97943	Average Against Agree

Rituals and traditions of enterprise unite employees to work further effectively	75	2.8000	2.0000	2.00	1.10282	Average Against Agree
Communication						
Managers always strive to help and advice employees	75	3.6133	4.0000	4.00	.91376	Average Against Agree
Managers provide timely feedback to the employees	75	2.6133	2.0000	2.00	1.03836	Average Against Agree
Communication between managers and subordinates is friendly (more informal than formal)	75	3.0800	3.0000	3.00	.80135	Average Against Agree
Motivation						
Motivation reinforces desired workplace behaviors thus enhancing performance	75	3.6400	4.0000	4.00	.72857	Average Against Agree
I feel motivated by my working conditions	75	2.6800	2.0000	2.00	1.08004	Average Against Agree

Correlations

		Work Environment	Compensation And Rewards	Job Satisfaction And Job Security	Job Performance
Work Environment	Pearson	1	.561**	.679**	.695**
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
	N	75	75	75	75
Compensation And Rewards	Pearson	.951**	1	.572**	.538**
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
	N	75	75	75	75
Job Satisfaction And Job Security	Pearson	.679**	.572**	1	.653**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	75	75	75	75
Job Performance	Pearson	.695**	.583**	.653**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	75	75	75	75

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

Model Summary^b

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.975 ^a	.951	.950	.272

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.010	1	50.010	1411.654	.000 ^a
	Residual	2.586	73	.035		
	Total	52.596	74			

a. Predictors: (Constant), Work Environment

b. Dependent Variable: Job Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.384	.076		5.030	.000
	Work Environment	.889	.024	.975	37.572	.000

a. Dependent Variable: Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.938 ^a	.880	.879	.29375	.134

a. Predictors: (Constant), Compensation And Rewards

b. Dependent Variable: Job Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.297	1	46.297	536.541	.000 ^a
	Residual	6.299	73	.086		
	Total	52.596	74			

a. Predictors: (Constant), Compensation And Rewards

b. Dependent Variable: Job Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.299	.152		-1.969	.053
	Compensation And Rewards	1.110	.048	.938	23.163	.000

a. Dependent Variable: Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.953 ^a	.908	.907	.25703	.166

a. Predictors: (Constant), Job Satisfaction And Job Security

b. Dependent Variable: Job Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.773	1	47.773	723.153	.000 ^a
	Residual	4.823	73	.066		
	Total	52.596	74			

a. Predictors: (Constant), JobSatisfactionAndJobSecurity

b. Dependent Variable: JobPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.300	.109		2.740	.008
	Job Satisfaction And Job Security	.866	.032	.953	26.892	.000

a. Dependent Variable: Job Performance