

WHAT CONTRIBUTES TO WORK PERFORMANCE IN MALAYSIA? GOVERNMENT AGRICULTURE AGENCIES EMPLOYEE CASE

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ABSTRACT

Agriculture is a well-developed sector in Malaysia. During the Eight Malaysia Plan period, the overall performance of the agriculture sector had improved and this can be seen through the increasing production, value added and exports, driven by the utilization of new technologies, shift to large-scale commercial production, a wider adoption of the group farming system, easier market accessibility and better commodity prices. In The Ninth Malaysian Plan, this sector has been planned to be the third income generator for the country while recently, in the Malaysian 2010 budget almost USD 2 billion has been allocated for agriculture sector. Besides the great effort invested by the government to intensify this sector, do the implementers which are the government agriculture agency employees ready to handle the responsibility given to them? Are they having adequate work performance to strive for the perfection of the tasks given to them? If they have enough, what are the factors that contribute to this? Thus, this study tries to discover it. A total of 180 respondents were involved in this study. All of the selected respondents were employees from ten government agriculture agencies in Malaysia (AAE). The data collection process for this study was completed in two months period where drop and pick method was used. The developed questionnaire was used and pre-tested earlier. The pre test process was done on 30 respondents from Universiti Putra Malaysia. For the purpose of analysis, descriptive statistics such as frequency, percentage, mean and standard deviation were employed to describe the socio-demographic data of this study while inferential analyses such as ANOVA and Independent-t test were utilized for determining any difference between selected factors and work performance. Independent t-test run indicates that there are significant difference in work performance for factors of age and type of residential while ANOVA employed, proves that there are significant difference for factors of working experience and salary. It can be concluded that younger workers should be trained more through courses to enhance their work performance. It is suggested that procedures to buy a house especially for those from lower income group can be eased. Salary is indeed an important determinant for work performance. To reduce the gap, it is suggested that support staff are allocated more overtime work so that they can seek extra income.

Keywords: Work Performance; Agriculture Extension Employee; and Agriculture Agencies

INTRODUCTION

Malaysia has been recognized as one of the front liners in the development of agriculture industry. This can be proved through the evolution of the Malaysian Plan. During the Eight Malaysian Plan period, the overall performance of the agriculture sector improved and this can be seen through the increasing production, value added and exports, driven by the utilization of new technologies, shift to large-scale commercial production, a wider adoption of the group farming system, easier market accessibility and better commodity prices. Focus was given to the redevelopment of alienated agricultural land, particularly to expedite modernization and improve productivity. The improved output of the agriculture sector contributed to better income and standard of living, particularly for farmers in rural areas. To further strengthen this sector, in the Ninth Malaysia Plan, this sector has been planned to be the third income generator for the country while recently, in the Malaysian 2010 budget almost USD 2 billion has been allocated to boost the development of agriculture sector. Besides this great effort invested by the government to intensify this sector, do the implementers which are the government agriculture agency employees ready to handle the responsibility given to

them? Are they having adequate work performance to strive for the perfection of the tasks given to them? If they have enough, what are the factors that contribute to this? Thus, this study tries to discover it.

Work performance is one of the important determinants for organizations to gain advantages such as bigger productivity and wider marketability. Although bigger productivity is more pertinent to private sector, it can be also applied to public sector by including '*servicing the public*' because it is the prime objective of the public sector. Vermeeren et al. (2009) have proved that work performance could help public organization to intensify their service delivery. Realizing its importance, public organizations seem to pay attention on work performance in relation to formulating policies and enhance service delivery (Leeuw, 1996). In many organizations, people believe that work performance is more beneficial to them, their customer and more importantly, to their organization (McKendall and Margulis, 1995 and Cook and McCaulay, 1997). Since work performance is crucial to government services, high work performance among employees is a significant management challenge for providing excellent services to the public at all levels. Porter and Lawler (1968), noted three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manager, and so on. Second, is the measure of performance that involves ratings of individuals by someone other than the person whose performance is being considered. The last type of performance measured is self-appraisal and self-ratings.

Demography factors are indeed an important catalyst that can produce high level of work performance (Palakurthi and Parks, 2000). To this extent, there were only a few studies that demonstrated the impact of demographic factors on work performance in Malaysia. Growing literatures that try to associate demography factor and work performance have concluded that among demographic variables that had effect on work performance are gender, age, organizational tenure, job position and ethnicity. There is also abundance literature that found relationship between gender and work performance (Igbaria and Shayo, 2007., Crawford and Nonis, 1996 and Shaiful Anuar, et al, 2009) reported that gender did not have a significant impact on work performance. However, a study done by Bengtson et al. (1978) noted that women were found to have better work performance compared to their counterpart. There are some inconsistencies found where study done by Lynn et al. (1996) found that men's performance increased with career stage measured as professional tenure, but they did not find a corresponding effect among women. Similarly, Larwood and Guket (1989) argued that theories of the career development of men do not fit women's career development. They stated that the model of men's career is simple and can be seen as continuous development whereas the career development of women is characterized as disjointed. These inconsistencies demand this research to provide answers to depicts whether situation in Malaysia can rely on the results of the previous studies.

A study by Shultz and Adam (2007) and Smedley and Whitten (2006) demonstrated that age does affect work performance, thus it is not in line with a study done by Yeara (1995), who suggested that difference of age will not affect work performance. Kujala et al. (2005) stressed that younger worker are low on work performance compared to their counterpart but this is opposed by Birren and Schaie (2001). Education achievement was also found not to influence work performance (Linz, 2002). Beside this, McBey and Karakowsky (2001) and Ariss and Timmins (1989) found that there is likelihood a causal relationship between education achievement and work performance. Through their researches, it was found that there is probability that the higher education achievement the employee has the better level of work performance they will possess.

Income is one of the important mediums for work performance as proved by Dieleman et al. (2003) where they showed that work performance is highly affected by financial incentives. Through this study, it can be noted that the main motivating factors for workers were appreciation by managers, colleagues and the community, a stable job and income and training while the main discouraging

factors were related to low salaries and difficult working conditions. Azman et al. (2009) have other view where they emphasized on money acts as a moderating variable in the relationship between income distribution and pay satisfaction in the studied organization thus it will drive to better work performance. Job position is another variable that has been studied besides gender, age, income and education level. Lee et al. (2009) found that there is difference between top managers and middle managers in work performance. This indicates that job position has significant impact on work performance. In contrary, a study by Roebuck et al. (1995) noted that there is no difference in term of work performance between different positions in an organization

METHODOLOGY

A total of 180 respondents were involved in this study. All of the selected respondents were employees from ten government agriculture agencies in Malaysia (AAE) (see Table 1). Previously the research team decided to get equal number of respondents from each agency, but due to some limitations such as selecting only employees that are involved in all of the three work systems [International Standard Organization (ISO), Key Performance Index (KPI) and E-Government]; only 200 respondents were involved in this study. Due to some incomplete questionnaire, 20 questionnaire forms were excluded. The sampling procedure used here was stratified random sampling. The data collection process for this study was completed in two months period where drop and pick method was used. The developed questionnaire was used and pre-tested earlier. The pre test process was done on 30 respondents from Universiti Putra Malaysia. The independent variables for this study are age, gender, income, working experience, distance to work place, education attainment, job category and type of residential while the dependent variable is the work performance. The value for the work performance is the cumulative value of four aspects measured which were work quantity, work quality, punctuality and work systems. For the purpose of analysis, SPSS software was used where descriptive and inferential analyses were employed. Descriptive statistics such as frequency, percentage, mean and standard deviation were employed to describe the socio-demographic data of this study. For the purpose of revealing any difference between selected socio-demography factor and work performance, inferential analyses such as ANOVA and Independent-t test were utilized.

Table 1: Selected Agriculture Agencies

Organization	Frequency	Percentage
Malaysian Agriculture Research and Development Institute (MARDI)	53	29.4
Department of Agriculture (DOA)	27	15.0
Malaysian Timber Board Industry (MTIB)	21	11.7
Department of Fisheries (DOF)	18	10.0
Malaysian Pineapple Industry Board (LPNM)	14	7.8
Malaysian Fisheries Development Authority (LKIM)	11	6.1
Malaysian Rubber Board (LGM)	10	5.6
Malaysian Palm Oil Board (MPOB)	9	5.0
The Federal Marketing Agriculture Authority (FAMA)	9	5.0
Farmers Authority Organization (FOA)	8	4.4

RESULTS

Respondents Socio-Demographic Profile

Data presented in Table 2 depicts profile of the respondents for this study. The results gathered show that female employee (57.2%) exceeding male employee (42.8%) in the government agriculture extension agencies. Mean for AAE age is 37.4 years old while majority of AAE is within the group age of <40 years (58.9%).

Respondents who attained post graduate and degree level is the minority group (28.3%), thus it draws early prediction that only minority of AAE are among high income earner. The highest percentage scored by those who possessed Diploma/ certificate (38.4%) and followed by those who are school leavers (33.3%). A total of 77.8% of respondents are support staff while more than one fifth of the respondents (22.2%) are professionals and management staff. Based on monthly income received, it was found that less than one fifth of the respondents (16.1%) earn more than RM3, 501 per month thus it fits the early prediction that only minority of the respondents are high income earner. The mean score for monthly income received by AAE is RM2, 486.9.

This study also would like to discover the data on working experience of AAE. Respondents were asked to indicate their work experience and it was concluded that the mean score for this variable is 14.2 years. Results gained indicate that a slight majority of respondents (34.4%) are among “junior” employee (1-5 years working experience). This is followed by the “senior” group who have been working for more than 26 years (28.9%). Most of the agencies involved in this study are located in the state of Selangor (39.4%). It is a positive indicator when this study reveals that more than half of the respondents (56.1%) were able to buy their own house. It can be seen that a slight majority of the respondents (36.7%) lived within the range of 1-10km from their house to their workplace.

Table 2: Respondents Socio-Demographic Profile

Variables	Frequency	Percentage	Mean	Standard Deviation
Gender				
Female	103	57.2		
Male	77	42.8		
Age				
<40 years	105	58.9	37.4	11.2
>40 years	75	41.1		
Marital status				
Married	141	78.3		
Unmarried/ Widow/Widower	39	21.7		
Education attainment				
Post Graduate/ Degree	51	28.3		
Diploma/ Certificate	69	38.4		
School leaver	60	33.3		
Job category				
Management staff	40	22.2		
Support staff	140	77.8		

Table 2: Respondents Socio-Demographic Profile (Continued)

Variables	Frequency	Percentage	Mean	Standard Deviation
Salary (Value in Ringgit Malaysia)			2,486.9	1318.5
≤1500	40	22.2		
1501-2500	81	45.0		
2501-3500	30	16.7		
≥3501	29	16.1		
Working experience			14.7	12.8
1-5 years	62	34.4		
6-15 years	43	23.9		
16-25 years	23	12.8		
≥26 years	52	28.9		
State				
Selangor	71	39.4		
Kuala Lumpur	50	27.8		
Putrajaya	45	25.0		
Johor	14	7.5		
Type of residential				
Government quarters	25	13.9		
Owned	101	56.1		
Rent	54	30.0		
Distance to work place (From home)			18.2	13.6
1-10km	66	36.7		
11-20km	50	30.0		
≥21km	54	33.3		

Work Performance

In this study work quantity, work quality, punctuality and work systems constitute work performance. Respondents were asked to indicate their level of work performance on the 10-likert scales. From the overall mean score for work performance presented in Table 3 (M= 7.84), it can be concluded that agriculture agencies employees in Malaysia have a high level of work performance and this is a positive development for human resources in Malaysian public sector especially for agriculture agencies.

Table 3: Level of Work Performance among AAE

Level	Frequency	Percentage	Mean	Standard Deviation
			7.84	1.27
Low (0-3.33)	-	-		
Moderate (3.34-6.67)	28	15.6		
High (6.68-10)	152	84.4		

Work Quantity

For the aspects of work quantity as presented in Table 4, it was found that a large majority of the respondents (82.2%) have high level of work quantity with the mean score of 7.73 (from maximum 10). Only 17.8% respondents were found to have moderate level of work performance. It is interesting to discover that none of the respondents were found to have low performance on work quantity.

Table 4: Work Quantity

Level	Frequency	Percentage	Mean	Standard Deviation
			7.73	1.32
Low (0-3.33)	-	-		
Moderate (3.34-6.67)	32	17.8		
High (6.68-10)	148	82.2		

From the results depicted in Table 5, it can be concluded that the statement of “*I always achieve the quantity of customer demand*” signals the highest mean score which is 7.80. There is a possibility that there is a higher customer satisfaction within these agencies due to positive response towards their demand. The second highest mean score was recorded by the statement of “*I always achieve my personal work objectives*” (M= 7.71), while the same mean score was also recorded for the statement “*I always achieve the organizational goal*”. The lowest mean score was recorded by the statement “*I always achieve the team work objectives*” (M= 7.70).

Table 5: Percentage on Work Quantity Statements

Statement/ Score Percentage	1	2	3	4	5	6	7	8	9	10	Mean	S.D
I always achieve the quantity of customers' demand	-	-	-	1.7	6.1	10.6	16.1	32.8	23.3	9.4	7.80	1.41
I always achieve my personal work objectives	-	-	.6	1.1	6.1	10.6	18.9	33.3	22.2	7.2	7.71	1.38
I always achieve the organizational goals	-	-	-	1.7	6.1	8.9	20.6	33.9	22.8	6.1	7.71	1.33
I always achieve the team work objectives	-	-	-	2.8	4.4	9.4	23.9	28.9	23.9	6.7	7.70	1.37

Work Quality

In spite of this positive indication that the majority of AAE in Malaysia have the ability to receive and deliver their work in a bigger quantity (Table 4), does this bigger quantity come along with good quality? Table 6 will answer this question. Data gathered in Table 6 concludes the overall percentage on work quality. There is a high mean score recorded for the aspect of work quality among the respondents (M= 7.98, from maximum 10) while it was found that more than four fifth of respondents (83.9%) have high level of work quality. This indeed proves that despite having the capability to receive and accomplish task in a bigger quantity, it also comes along with a good quality. Less than one fifth of respondents (16.1%) have moderate level of performance on work quality while none of them have low level of work quality.

Table 6: Work Quality

Level	Frequency	Percentage	Mean	Standard Deviation
			7.98	1.30
Low (0-3.33)	-	-		
Moderate (3.34-6.67)	29	16.1		
High (6.68-10)	151	83.9		

Based on the result obtained in Table 7, it can be concluded that the statement of “*I strive for work excellence*” recorded the highest mean score (M= 8.21) thus it gives an early probability that agriculture agencies employees have high commitment towards the tasks given to them. This is followed by the statement of “*I have always ensured continual improvements on my works*” (M= 8.17). On top of it, the statement of “*I have always responded to customer complaints accordingly*” and “*in general, my job performance measure up to expected quality*” recorded the third highest mean score (M= 8.05). Even though the statement of “*I do my work with accuracy*” scored the lowest mean score (M= 7.76), the score is still considered as high.

Table 7: Percentage on Work Quality Statements

Statement/ Score Percentage	1	2	3	4	5	6	7	8	9	10	Mean	S.D
I strive for work excellence	-	-	.6	1.1	4.4	8.3	10.0	24.4	33.9	17.2	8.21	1.46
I have always ensured continual improvements on my works	-	-	-	1.1	6.7	5.6	9.4	30.0	32.8	14.4	8.17	1.41
I have always responded to customer complaints accordingly	-	-	-	1.1	5.6	8.3	13.3	29.4	28.3	13.9	8.05	1.41
In general, my job performance measures up to expected quality	-	-	-	1.1	6.7	5.6	13.9	26.1	38.9	7.8	8.05	1.35
I have always fulfilled customer needs	-	-	.6	.6	7.2	6.7	19.4	30.6	27.8	7.2	7.82	1.37
I always work systematically	-	-	-	1.7	6.7	8.3	17.2	33.9	23.9	8.3	7.80	1.38
I do my work with accuracy	-	.6	1.1	6.7	7.8	20.6	31.1	31.1	25.0	7.2	7.76	1.39

Punctuality

Table 8 concludes the punctuality of the selected respondents on delivering and accomplishing tasks and duties responsible to them. Table 4 and 6 has summarized that AAE in Malaysia have high level of work quantity and work quality, but do these two elements manage to be accomplished by the employee based on time allocated to them. Table 8 has the answer. Based on the overall mean score recorded (M=7.94), it proves that AAE in Malaysia not only fulfill the expectation of having good work quantity and quality but also able to meet the date in accomplishing the tasks demanded by their organization.

Table 8: Punctuality

Level	Frequency	Percentage	Mean	Standard Deviation
			7.94	1.40
Low (0-3.33)	-	-		
Moderate (3.34-6.67)	32	17.8		
High (6.68-10)	148	82.2		

For measuring punctuality, six statements have been asked to the respondents. Based on the data presented in Table 9, it can be seen that the statement of “*I always do my job according to stipulated time*” recorded the highest mean score (M= 8.03), thus it portrays an early picture that majority of AAE is able to meet the specific dateline of the tasks given to them and this for sure will enhance the quality and quantity of the organization products and outputs. The lowest mean score was scored by the statement of “*I always delivered my work on time*” (M= 7.89). It can be noted that even though it is the lowest, but there is only a slight difference between the highest mean score and the lowest mean score which is 0.14.

Table 9: Percentage on Punctuality Statements

Statement/Score Percentage	1	2	3	4	5	6	7	8	9	10	Mean	S.D
I always do my job according to stipulated time	-	-	-	1.7	6.1	6.7	16.7	27.2	25.6	16.1	8.03	1.47
I always make decision promptly when necessary	-	.6	-	.6	6.7	7.8	16.7	27.8	25.6	14.4	7.97	1.49
I am always consistent in meeting my work targets	-	-	-	1.7	6.7	7.8	15.0	29.4	27.2	12.2	7.94	1.45
I am always consistent in completing my work	-	-	.6	1.7	6.1	7.2	16.1	29.4	27.8	11.1	7.92	1.46
I always do my job promptly	-	.6	-	1.7	6.1	7.2	18.3	27.2	26.7	12.2	7.90	1.50
I always delivered my work on time	-	-	.6	1.7	7.2	8.3	12.8	30.6	27.8	11.1	7.89	1.50

Work Systems

It has been proved that AAE have high performance on work quantity, work quality and punctuality, but do these aspects accompanied by a systematic work? The main question should be raised here is do AAE perceived positively the work systems designated to them? Table 10 will conclude this query. More than three quarter of the respondents (78.9%) have high perception on work systems while slightly more than one fifth of the respondents (20.6%) found to have moderate perception on work systems. Only .6% respondents have low perception on work systems. The overall mean score was recorded for work systems aspect is 7.57.

Table 10: Work System

Level	Frequency	Percentage	Mean	Standard Deviation
			7.57	1.42
Low (0-3.33)	1	.6		
Moderate (3.34-6.67)	37	20.6		
High (6.68-10)	142	78.9		

Table 11 explains the percentage recorded by each of the statement prepared to measure respondents' perception on work system. From the overall mean score recorded for all the statements ranging from 7.49 to 7.68 (from maximum 10.0) it can be considered that all of these statements recorded high mean score. The highest mean score was scored by the statement of “*the work system fulfills the customer's requirement*” (M= 7.68) thus it proves that not only the established work system is suitable for the employee but it also able to meet the customer demand. AAE also perceived that the work system will aid them in fulfilling the mission and vision of the organization (M= 7.59) and fulfill their team work objectives (M= 7.52).

Table 11: Percentage on Work System Statements

Statement/ Percentage	Score	1	2	3	4	5	6	7	8	9	10	Mean	S.D
The work system fulfills the customer's requirement		1.1	-	-	1.7	8.3	11.1	20.0	31.7	21.7	4.4	7.68	1.41
The work system fulfills the mission and vision of organization		-	.6	.6	1.7	7.8	10.6	20.6	32.8	21.1	4.4	7.59	1.60
The work system fulfills the team work objectives		1	.6	1.7	1.7	8.9	8.9	16.1	31.1	24.4	6.7	7.52	1.45
The work system fulfills my personal work goals		-	-	.6	1.1	8.3	9.4	16.7	33.3	25.0	5.6	7.49	1.53

Difference between work performance and selected independent variables.

Is there any equality on work performance among AAE in Malaysia? If not, what factors contribute to this difference? Can we rely on what have been done previously by Linz (2002), Benggtson et al. (1978) and Smedley and Whitten (2006) who said that age, education, distance to work places; gender and position have influence on work performance? To achieve this objective, independent t-test and ANOVA were employed. The outcomes from these two analyses were portrayed in Table 12 and Table 13.

Table 12 demonstrates that there are significant difference on work performance on two factors which are type of residential and age. Based on ($\underline{M}=7.60$, $\underline{SD}=1.42$) for those who lived in government quarters or rent a house and [$\underline{M}=8.04$, $\underline{SD}=1.11$; $t(180) = 2.348$, $p=. 020$] for those who own their own house, it signals that there is significant difference on job performance between these two type of residential house. There is probability that those who own their house posses better work performance based on the higher mean score compared to their counterpart. Independent t-test also proved that work there is different on performance level between those whose age <40 years and >40 years. This can be proved through ($\underline{M}=7.65$, $\underline{SD}=1.36$) for those age <40 years [$\underline{M}=8.11$, $\underline{SD}=1.08$; $t(180)= -2.405$, $p=. 017$]. Probably, those whose age >40 years posses higher level of work performance based on the higher mean score recorded compared to their counterpart. Conversely, this study found that there are no significant difference on work performance on two other factors which are job category and gender.

Table 12: Difference on Work Performance Using Independent-t test

Variables	n	Mean	S.D	t	p
Age				-.2.405	.017
<40 years	105	7.65	1.36		
>40 years	75	8.11	1.08		
Type of residential home				2.348	.020
Government quarter/ Rented house	79	7.60	1.42		
Own House	101	8.04	1.11		
Job category				1.123	.263
Management staff	40	8.04	1.22		
Support staff	140	7.79	1.28		
Gender				.270	.787
Male	77	7.87	1.33		
Female	103	7.82	1.23		

For further analysis, ANOVA was employed to discover any different on work performance between four other factors which are working experience, salary, distance from home to workplace and education attainment. Work experience is indeed an important determinant for work performance. This study seems to agree to this where based on the result presented, it can be concluded that F Value (4, 180) = 3.375, $p < .05$, where it proves that there are significant difference in work performance between the four groups of experience studied. Post hoc analysis employed, revealed that there are significant difference between those who have experience >26 years old and those who have experience between 1-5 years old.

Table 13: Difference between Work Performance and Education Attainment Using ANOVA

Variables	n	Mean	S.D	F	P
Working Experience				3.375	.000
1-5 years	62	7.55	1.48		
6-15 years	43	7.74	1.30		
16-25 years	23	7.82	.888		
>26 years	52	8.28	.991		
Salary				5.430	.001
<1500	40	7.20	1.46		
1501-2500	81	7.95	1.18		
2501-3500	30	7.96	1.19		
>3501	29	8.30	1.01		
Distance from home to office				1.729	.180
1-10 km	66	7.72	1.11		
11-20 km	60	7.75	1.39		
>21 km	54	8.11	1.29		
Education attainment				.418	.659
Degree/ Master/ PhD	51	7.94	1.28		
Diploma/ Certificate	69	7.88	1.31		
School leaver (PMR/ SPM/ SPMV)*	60	7.73	1.22		

*PMR (Malaysia Lower Education Certificate)

*SPM (Malaysia Higher Education Certificate)

*SPMV (Malaysia Higher Vocational Certificate)

Based on the F Value (4, 180) = 5.430, $p < .05$, there is significant difference on work performance between the four groups of monthly salary studied. Based on the studies by Azman et al. (2009) and Dieleman et al. (2003) low salary is often considered as a discouraging factor that will less motivate workers. Further analysis was done where post analysis was employed and it revealed that there are significant difference on those who received <RM1500 a month and those who received RM1501-2500 and RM3501 a month.

Education attainment of the respondents may not affect AAE work performance. Based on the ANOVA, F Value (3,180) = .418, $p > .05$, there is no significant difference in work performance in the three groups studied. This is a great signal that people from different level of education have similar level of work performance thus it will contribute positively to the organization. The result gained here is not in tandem with studies done by Gebel and Kogan (2009) and Chen and Silverthorne (2008). The last factor examined was distance from home to workplace. Based on the F Value (3, 180) = 1.729, $p > .05$, it was found that there are no significant difference in work performance between the three groups studied.

CONCLUSION

Based on the Independent t-test employed, reveals that there are significant difference in work performance for factors of age and type of residential. Through the ANOVA test performed, concludes that there are significant difference for factors of working experience and salary based on the results gained it can be portrayed that younger workers should be trained more through courses to enhance their work performance. It is suggested that procedures to buy a house especially for those from lower income group can be eased. Salary is indeed an important determinant for work performance. To reduce the gap, it is recommended that support staff should be provided more overtime work so that they can seek extra income.

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