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**THE DETERMINANTS AND THE MODERATING EFFECTS OF
COMPENSATION ON FAST FOOD RESTAURANT
EMPLOYEES JOB PERFORMANCE**



**DOCTORAL OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**THE DETERMINANTS AND THE MODERATING EFFECTS OF
COMPENSATION ON FAST FOOD RESTAURANT
EMPLOYEES JOB PERFORMANCE**



**A thesis submitted to the Ghazali Shafie Graduate School of Government in
in fulfilment of the requirements for the Doctoral of Philosophy
Universiti Utara Malayisa**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
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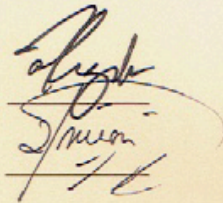
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ABSTRACT

Every organisation including the food and beverage businesses needs an outstanding employee to attain the organisational success. One essential factor that determines organisational success is the employee's job performance. Employee's job performance has become a critical issue across the globe, due to its significance in maintaining an organisation's success. Nevertheless, within the context of fast food restaurants, there has been limited studies investigating the influence between employee job attitude, motivation, job involvement on job performance. In addition, studies pertaining to employee's compensation as a moderator are also limited. In addition, studies that investigated the difference between local and foreign employees' job performance are scarce. Therefore, this study aims to examine the influence between employee's job attitude, motivation and job involvement, on job performance; to investigate the moderating effect of employee compensation on job performance; and to compare employee job attitudes, motivation and job involvement, on job performance between local and foreign employees. By adapting quantitative and survey method, the questionnaires were distributed to non-managerial employees at four selected fast-food brand restaurants at the Federal Territory of Kuala Lumpur and Selangor, Malaysia. A total of 688 useable questionnaires were analysed. The multiple regression analysis revealed that employee's job attitude, motivation, and job involvement significantly and positively influenced employee's job performance. Therefore, to improve employee job performance, managers and organisations must enhance employee's job attitude, motivation, and job involvement. While, the hierarchical multiple regressions analysis revealed that employee's compensation moderated the relationships of employee's job performance with employee's job attitude, motivation and job involvement. Hence, enhancing employee's compensation will positively affect employee's job attitude, motivation and job involvement, and consequently improve employee's job performance. In addition, the independent samples t-test showed differences in terms of job attitude, motivation, job involvement on job performance between local and foreign employees. Moreover, foreign employees' job attitude, motivation, job involvement and job performance outperformed those of local employees. Hence, managers and organisations should strategize to increase their effort in order to improve local employees' job performance. This empirical study contributes to the literature on fast-food businesses to enhance employees' job performance in the context of Malaysia.

Keywords: Job Attitude, Compensation, Job Involvement, Motivation, Job Performance.

ABSTRAK

Setiap organisasi termasuk industri makanan dan minuman memerlukan pekerja yang cemerlang dalam mencapai kejayaan organisasi. Salah satu faktor yang menentukan kejayaan sesebuah organisasi adalah prestasi pekerja. Prestasi pekerja adalah isu kritikal di seluruh dunia dan ianya sangat penting untuk mengekalkan kejayaan sesebuah organisasi. Walau bagaimanapun, di dalam konteks restoran makanan segera, terdapat kekurangan kajian yang menyiasat pengaruh sikap kerja, motivasi, dan penglibatan pekerja terhadap prestasi pekerja. Selain itu, kajian mengenai pampasan pekerja sebagai moderator terhadap prestasi kerja juga adalah terhad. Di samping itu juga, kajian mengenai perbezaan prestasi kerja antara pekerja tempatan dan asing tidak mencukupi. Oleh yang demikian, tujuan kajian ini adalah untuk mengkaji pengaruh antara sikap kerja, motivasi, dan penglibatan pekerja terhadap prestasi pekerja; untuk menyiasat peranan moderator pampasan pekerja terhadap hubungan antara sikap kerja, motivasi, dan penglibatan pekerja terhadap prestasi pekerja; serta membandingkan antara sikap kerja, motivasi dan penglibatan pekerja terhadap prestasi pekerja tempatan dan asing. Dengan menggunakan kajian kuantitatif dan kaedah tinjauan, soal selidik telah diedarkan kepada pekerja bukan pengurusan di empat jenama restoran makanan segera yang terpilih di Wilayah Persekutuan Kuala Lumpur dan Selangor, Malaysia. Sejumlah 688 borang soal selidik boleh digunapakai untuk tujuan analisis. Analisis Regresi Berganda menunjukkan bahawa sikap kerja, motivasi, dan penglibatan pekerja adalah penting dan mempengaruhi prestasi pekerja. Oleh itu, bagi meningkatkan prestasi pekerja, pihak pengurusan dan organisasi mesti meningkatkan sikap kerja, motivasi, dan penglibatan pekerja. Manakala Analisis Regresi Pelbagai Hirarki menunjukkan pampasan pekerja berperanan sebagai moderator antara sikap kerja, motivasi serta penglibatan kerja terhadap prestasi pekerja. Maka, peningkatan pampasan pekerja secara positif dapat mempengaruhi sikap kerja, motivasi dan penglibatan pekerja, dan seterusnya meningkatkan prestasi pekerja. Tambahan pula, Ujian Bebas Sampel-T menunjukkan terdapat perbezaan di antara sikap kerja, motivasi dan penglibatan pekerja terhadap prestasi kerja antara pekerja tempatan dan asing. Ini menunjukkan bahawa sikap kerja, motivasi, penglibatan pekerja dan prestasi pekerja asing adalah lebih baik daripada pekerja tempatan. Maka, pihak pengurusan dan organisasi harus menyusun strategi untuk mengurangkan jurang perbezaan dalam usaha menambahbaik prestasi kerja pekerja tempatan. Kajian empirikal ini membantu meningkatkan kesusateraan dalam konteks pihak pengurusan dan organisasi restoran makanan segera, untuk meningkatkan prestasi pekerja di Malaysia.

Kata Kunci: Sikap Kerja, Pampasan, Penglibatan Pekerja, Motivasi, Prestasi Pekerja.

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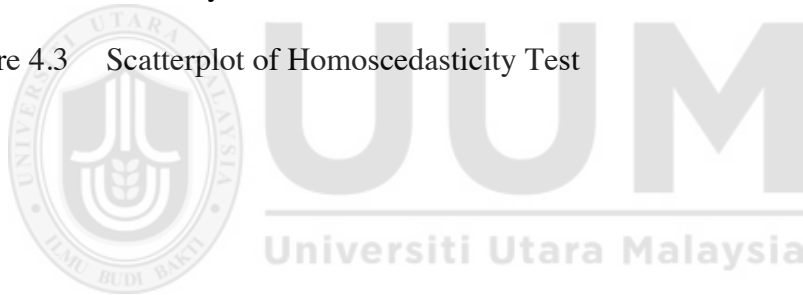
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's competitive driven economy, right, dedicated, well-qualified, and capable employees are required by organisations to succeed (Harrington, 2003; Khosa, Rehman, Asad, Bilal, & Hussain, 2015). This, therefore, reinforces the fact that in today's dynamic environment, employees are the main anchors of success and profitability of any organization (Hameed & Aamer, 2011). Importantly, employee job performance has gained considerable attention from researchers and has been highlighted as a global issue with the ability to impact the achievements and performance of each organisation (Jerome, 2013). An individual's job performance is an issue that has both grasped the attention of companies globally and has attracted the rapid development of research in organisational psychology, occupational health, and management (Koopmans *et al.*, 2011). This is due to the different approaches of the investigations into individual job performance within this literature framework.

Considering these developments, Gruman and Saks (2011) revealed that most organisations that were coping with contemporary challenges emphasised employee performance. Khosa *et al.* (2015) equally affirmed that organisations require their employees to exceed the expected goals. Service firms, such as those in the tourism and hospitality industries, in this regard, are investing more in their workforce to

maintain a long-term relationship with customers and to increase their employee job performance alongside their job satisfaction (Shariff, Zainal, & Hashim, 2010). This, therefore, indicates that managers need to empower employees to design their jobs and roles to provide them with the belief that their jobs are suitable to their needs, skills, and values (Gruman & Saks, 2011).

Importantly, Abdullah, Bilau, Enegbuma, Ajagbe, and Ali (2011) noted that employee job performance has become the main concern of most organisations. This is because it directly affects the organisation's performance, duration of projects, quality of work, and finally, the firm's profits. Notably, managing employee job performance is one of the most basic challenges (Platis, Reklitis & Zimeras, 2015) in many organizations. The reason being that job performance is a phenomenon closely related to the effectiveness, quality, management, knowledge, funding, and development of the organisation.

Notably, arguments about factors influencing employee job performance are diverse and inconclusive. For instance, while some scholars identified job satisfaction, job attitude, and employee personality as essential predictors (e.g., Blumberg & Pingle, 1982), others asserted that motivation, leadership, work environment, job involvement, and compensation policies are important drivers (Blumberg & Pringle, 1982; Diamantidis & Chatzoglou, 2019; Pandey, 2019). Nevertheless, this study only focused on the factors influencing employee performance, that is, job attitude, motivation, job involvement, and compensation to fill in the gaps and suggestions from previous studies (e.g., (Ahmad, Scott, and Abdul-Rahman, 2016; Hossain and Hossain, 2012; Shariff *et al.*, 2010). This is in line with the Theory of Work

Performance which proposes that job attitude, motivation, and job involvement are part of the dimension of willingness, while compensation is part of the dimension of opportunity. Shariff *et al.* (2010) in this regard studied the dimensions of capacity and willingness and excluded the dimension of opportunity. Hence, this study included the dimension of opportunity and also tested the willingness dimension, comprising job attitude and job involvement. Furthermore, as many managers have complained about employee job attitude, motivation, and job involvement regarding employee job performance, an insightful study was required to focus on these four variables (Ahmad *et al.*, 2016; Hossain & Hossain, 2012).

Given this, Aarabi, Subramaniam, and Akeel (2013) pointed out that employee job attitude and job performance are two of the most enduring concepts in organisational research. This has been reiterated by Robertson, Birch, and Cooper, (2012) who affirmed that positive job attitudes held by employees concerning their organisation and its values lead to higher productivity and organisational improvements. However, Lam and Zhang (2003) argued that negative job attitudes will create problems in terms of service quality consistency, job satisfaction, and team spirit among employees. Besides, the feeling of stress and burn out can lead to poor job attitudes among fast-food employees (Kumar, Ramendran, & Yacob, 2012). Moreover, most of the customers complain that employees are rude and lazy. Some of the employees' job attitude problems emanated from other factors such as low job satisfaction due to low incentives and rewards provided to the staff (Kiat *et al.*, 2019). Therefore, these factors are important indicators leading to poor job attitudes and job performance.

Moreover, management also needs to inspire their employees to perform their tasks effectively and efficiently (Aarabi *et al.*, 2013). The motivation was one of the ways and among the main factors in getting employees to improve their job performance (Oosthuizen, 2001). This aligns with Cho and Perry (2012) who claimed that motivation affected employee job performance, and thus, it was crucial for managers to motivate their employees, especially in the foodservice industry due to the high turnover rate. Notably, the outcomes of motivated employees include low turnover, loyalty and harmony, and high job performance that contribute significantly to the growth and development of the employees and company (Lai, 2009). Conversely, lack of motivation among the employees leads to poor job performance and high employee turnover which make the attainment of goals of the organization unrealistic and unachievable.

Additionally, employee job involvement also plays a vital role in the improvement of employee job performance. Ghafoor, Qureshi, Khan, and Hijazi (2011) buttressed this by revealing that employee job involvement in the organisation is considered as a source of development and innovation. In the competitive world of today, many global industries have notably adopted this practice to boost their job performance. Rodwell, Kienzle, and Shadur (1998), in this instance, had noted that just in time (JIT), total quality management, and best practices are among the approaches created to support the practice that requires organisational managers to consider employee job involvement. As a result, these approaches increase and provide positive impacts on organisational performance (Rodwell *et al.*, 1998).

Also, another important factor that has to be considered is employee compensation. One of the common objectives of being an employee is to earn an income in the form of compensation. Muogbo (2013) highlighted that attractive compensation is a valuable tool and plays an important role in increasing employee job performance and productivity. Gunawan and Amalia (2015) also claimed that compensation is an important and effective factor by linking it to employee job performance. However, inadequate compensation packages can have a negative impact on job performance among fast-food employees (Yanuar, 2017). Moreover, the organization should have proper fringe benefits to motivate employees for greater productivity and better job performance (Adnan *et al.*, 2018). However, this aspect is still lacking within the fast-food industry in Malaysia (Ukandu & Ukpere, 2014).

Furthermore, the labour shortage is one of the current challenges confronting the nation. In specific economic sectors, the labour shortage has been filled by foreign employees, who seek higher-income jobs. According to Athukorala and Devadason (2012), in the 1960s and 1970s, the temporary labour flows were overwhelmingly from developing countries to high-income countries within Europe and North America. Since the 1980s, the increase in the inflow of foreign employees from economically low-performing countries to high-performing countries such as Japan, Taiwan, Thailand, Korea, Singapore, and Malaysia has been extremely noticeable. By the middle of the first decade of 1990, over five million temporary foreign employees were employed in Japan, Singapore, Korea, Taiwan, Malaysia, and Thailand. In Southeast Asia, Singapore has the highest number of foreign workers of 1.8 million, followed by Malaysia with 1.6 million (Daway, 2010). According to Arisman and Jaya (2018), Malaysia is one of the primary destinations for foreign employees, mainly from the

neighbouring South East Asian nations of Vietnam, Indonesia, Philippines, Cambodia, and Myanmar, as well as the South Asian countries of India, Nepal, and Bangladesh.

Arisman and Jaya (2018) also stated that Malaysia still faces a shortage of manpower in various sectors. Companies of all sizes, from large multinationals to small and medium-sized enterprises, are heavily dependent on foreign workers. After the Asian financial crisis in 1998, Malaysia recovered rapidly and a large job sector was created, with employment expanding faster than labour growth (Puteh, Sheikh, Ishak, & Anwar, 2011). As a result, the demand for foreign employees in Malaysia increased. To meet the demands for a larger workforce, Malaysia allowed the industrial and service sectors to hire foreign employees. Most of these foreign employees are semiskilled and unskilled, and they work in the plantation, agriculture, construction, manufacturing, and services sectors and domestic jobs (Arisman & Jaya, 2018). Foreign employees in the services sector are mainly employed in restaurants, hotels, and as domestic maids (Puteh *et al.*, 2011). Restaurants are among the subsectors that require the highest recruitment of foreign employees due to the difficulty in recruiting local employees.

According to a study conducted by the Malaysian Employers Federation, the survey responses from 101 member companies (76 of which employed foreign employees, and over half of which were in the manufacturing sector) revealed that 87% of these companies prioritised local employees before accepting applications from foreign employees. Nevertheless, other factors identified in the survey were the willingness of foreign employees to work harder, work more overtime, and their low absenteeism

rates compared to locals. Besides, most foreign employees were willing to work long hours and receive lower wages (Puteh *et al.*, 2011).

Additionally, it is significant to note that foreign employees, especially, those with low skills, were employed in positions that most Malaysians were reluctant to accept. Nevertheless, many local managers claimed that foreign employees were more responsible and performed better than local employees (Ang, van Dyne, & Begley, 2003). According to Puteh *et al.* (2011) bad attitudes, low availability, wanting high salaries and incentives, being too choosy in selecting jobs, and being less interested in working in restaurants are among the reasons that make employers decide to hire foreign employees compared to local employees. This is in line with the finding of Puteh *et al.* (2011) which indicates that bad experiences when dealing with local employees are one of the primary factors causing employers to refuse to hire locals (Puteh *et al.*, 2011). However, previous scholars have paid little attention to how the situation can be improved and which points to an important gap in the literature which this research is filling.

The following section discusses the development of this study—the research problem, research questions, research objectives, significance of the study, the scope of the study, and conceptual and operational definitions of the study. Besides, the thesis' organization is also included in the last section of this chapter.

1.2 Research Problem

The fast-food industry is highly competitive. Due to its competitive nature, the fast food-industry managers are grappling with the challenge of ensuring that their

employees deliver effective services required for high productivity and excellent job performance. However, the employees are confronting the obstacles of achieving high job performance standards set by their organizations. This is in line with Ghazali, Amran, and Mohamad (2020), who argued that even though Malaysia restaurants industry is witnessing positive growth, nevertheless, issues associated with low wages, long working hours, lack of benefits, hard work, physical exhaustion, underappreciation, and high stress continue to have negative impacts on employee job performance and productivity. Moreover, Bakhtiar *et al.* (2016) argued that a poor working environment and daily job routine are major factors creating a low level of organizational commitment thereby leading to poor job performance among food service employees (Bakhtiar, Zamri, Hashim, Othman, & Ismail, 2016).

Notably, the restaurant industry is different from other industries due to its people-oriented nature. Employees are expected to work in shifts, have little or no weekend time, do repetitive work, face difficult customers, and work under inefficient management (Amran, Ghazali, & Hashim, 2019). The restaurant employees also face other problems such as understaffing, temporary staff shortages, unrealistic job criteria, and even bullying. These are among the factors causing low job performance of the employees and consequent intention to leave the job and high turnover (Ghazali *et al.*, 2020).

Despite these prevailing challenges in the industry, very limited efforts have been made to investigate the phenomenon in Malaysia. Though Shariff *et al.* (2010) provided some information related to employee job performance among front-line employees in restaurants located in both four- and five-star hotels in Malaysia, the

study only focused on personality, ability, and motivation factors. This, therefore, seems to point to the fact that little information that addressed employee job performance in restaurants could only be obtained from their study. As suggested by Shariff *et al.* (2010), it is important to identify other factors that influence employee job performance. Thus, based on the Theory of Work Performance, the other factors included are job attitude, job involvement, and compensation. As a result, this study aimed to investigate the influence of job attitude, motivation, and job involvement on employee job performance in fast food restaurants among frontline and backend employees with special attention paid to local and foreign employees, as suggested by Ang *et al.* (2003) and Shariff *et al.* (2010).

Furthermore, Ghazali, Nashuki, and Othman (2016) reported that the turnover in the fast-food industry has always been high, with an annual rate of 300% in the last three decades. This has been augmented by Ryan *et al.* (2011) who equally stated that the rate of labour turnover for non-managerial positions in the fast-food industry in Malaysia is more than 100%. This, therefore, indicates that it is important that managers listen to the complaints of their employees because low attention to employees' problems will lead to employee dissatisfaction and their intention to quit, which ultimately deteriorates employee job performance (Tao, Ellenbecker, Wang & Li, 2015). It is also important to note that while many studies focused on employee satisfaction and turnover rate, very few studies focused on employee job performance within the context of the fast-food industry. Thus, to fill in this knowledge gap, this study focused on employee job performance within the fast food industry, as suggested by Tao *et al.* (2015).

Though series of studies focused on employee job attitude relative to job performance; little emphasis was laid on the relationship between employee job attitude and employee job performance (Bowen & Ostroff, 2004; Kruse & Blasi, 1995; Peters, Lau, & Ng, 2014) while their findings are equally inconsistent. For instance, Susanty, Miradipta and Jie (2013) reported that, based on their study of 200 managerial and non-managerial staff, there was no significant difference between employee job attitude and job performance. However, Melián-González (2016) and Gu and Siu (2009) showed that there was a significant and positive relationship between employee job attitude and job performance. These inconsistent findings indicate that further researches are required.

Additionally, extant literature suggests that low self-motivation among fast-food employees contributes to poor job performance, which leads to high turnover rates among fast-food employees (Hossain & Hossain, 2012). Therefore, organisations need to face this problem to meet organisational goals (Hossain & Hossain, 2012). As pointed out in Herzberg's Two-Factor Theory, six intrinsic and 10 extrinsic factors affect motivation. A study by Hossain and Hossain (2012), focused on the factors that contributed to employee motivation levels in the fast-food sector. However, Hossain and Hossain (2012) only examined three intrinsic factors: the work itself and the environment; personal growth and development; and recognition and three extrinsic factors including supervisor relations; the company itself; and pay and benefits. However, company policies and administration, achievement, interpersonal relations, responsibility, job security, and advancement were excluded in the study thereby making provided insufficient information.

Furthermore, Aarabi *et al.* (2013) recommended that future research should include other employee-motivating factors to obtain a clearer perspective regarding the factors that influence employee job performance. They suggested that the investigation should be carried out using a larger-scale population as well as sample size, which would boost the generalisability of the findings. To fill these gaps, this study investigated and included all the intrinsic and extrinsic factors as suggested by Aarabi *et al.* (2013) and Hossain and Hossain (2012).

Also, another issue that needed to be investigated was related to the low salary of fast-food employees. This was proven by a study that was conducted by Ukandu and Ukpere (2014) on fast food outlets that found that most employees complained of being overworked coupled with poor compensation. Typically, these employees worked more than 40 hours on a full-time basis combined with an additional 30 hours of part-time tasks per week. Ukandu and Ukpere (2014) also found that almost 25% of the employees received poor salaries and insignificant benefits, 38% of the employees spent their time on performing tasks that were irrelevant to their job description and more than 36% of employees from the fast-food industry worked during weekends. In addition, some employees claimed that their jobs were not challenging and lacked in career progression (Ukandu & Ukpere, 2014).

Moreover, other employees claimed that they did not have a smooth relationship with their managers while the payment is far from being decent as there are no financial incentives, rewards, and enough breaks and appreciation for the work done. All of these factors led to the poor job performance of fast-food employees in McDonald's (Nawaz, 2011) in particular and generally in the industry.

In this light, past studies on compensation mostly focused particularly on executive compensation; however, non-executive compensation remains under-explored (Feng, Wang, & Saini, 2015). Moreover, many studies such as that of Card and Krueger (1994), Dickens, Machin, and Manning (1994), and Pollin and Wicks-Lim (2015) focused on the minimum wage issue in fast food restaurants on a global scale. However, the studies did not investigate the factors influencing employee compensation as a whole. As concluded by Gupta and Shaw (2014), studies on employee compensation are sporadic, sparse and the most under-researched area in human resource management. However, it was essential to note there were studies on employee compensation within the Malaysian context (Ahmad & Scott, 2015; Athukorala & Devadason, 2012). Nevertheless, Ahmad and Scott (2015) focused on hotel managers in Langkawi, Kedah while Athukorala and Devadason (2012) solely focused on foreign employees in domestic manufacturing. Thus, these two studies were not related to the fast-food industry. Therefore, very limited information could be obtained as Athukorala and Devadason (2012), suggested that employee wages should also be examined in different settings. Based on Ahmad and Scott (2015) and Athukorala and Devadason (2012), this study therefore targeted and investigated the role of employee compensation in the fast-food industry within the context of the Malaysian environment.

Furthermore, many studies examined the impact of employee job attitude, motivation, and job involvement on job performance in separate scenarios (Baruah & Barthakur, 2012; Luu, 2011; Shariff *et al.*, 2010; Yalabik, Popaitoon, Chowne, & Rayton, 2013). However, these variables are hardly combined concurrently to examine the exogenous variable. Hence, this study combined all these variables into an integrated framework

with specific emphasis on the compensation factor as a moderating role on the relationships between employee job attitude, motivation, job involvement, and job performance.

Additionally, studies on foreign employee job performance, especially in the context of the fast-food industry are also limited. As stated by Ang *et al.* (2003), who examined the differences between job attitudes, work perceptions, and behaviour among local and foreign employees, local employees perform high when compared with foreign employees. Ang *et al.* (2003) focused on high-skilled technical employees in architecture, construction, and inspection in large property organisations in Singapore. However, their study was neglected because it was conducted more than a decade ago. Hence, only outdated information could be obtained from this study. Nevertheless, Ang *et al.* (2003) suggested that future research should focus on job performance aspects such as punctuality, employees' attendance, examination of work scope, perceptions, behaviours and job attitudes of local and foreign employees, and on comparing local and foreign employees to see if there are any relationships within the results. Hence, this study aimed to fill this remaining gap suggested by Ang *et al.* (2003).

Additionally, the qualitative study of Eranza and Razli's (2013) was conducted on local and foreign hotel employees at three- to five-star-rated hotels in Kuala Lumpur and Sabah. However, and the findings of the study cannot be generalized as it was based on exploratory design and not supported by statistical analyses such as correlations and regression. Moreover, the study used open-ended questions while the number of local respondents (90%) was higher than that of foreign employees (10%). These

figures showed an imbalance in the number of respondents between local and foreign employees. Thus, the study could not be fully relied upon thereby created a gap for this study to fill. In addition, Eranza and Razli (2013) suggested that future research should be done quantitatively and to establish correlation and regression analyses. Hence, this study aimed to fill this gap and to verify differences between local and foreign employee job attitudes.

Moreover, a study conducted by Ahmad *et al.* (2016) found that most managers complained that local employees were not committed to their work, not productive, and difficult to correct even after taking disciplinary action. The study stated that these were among the reasons that caused managers to decide to recruit foreign employees. In addition, a laid-back attitude towards work has become the norm and culture among local employees (Ahmad *et al.*, 2016). Moreover, Malaysians generally have a relaxed work attitude as the employees are not willing to sacrifice their family and leisure time for their employers. This aligns with the position of Puteh *et al.* (2012) who affirmed that Malaysians refuse to work in the agricultural and 3D job sectors, including in the foodservice industry

Notably, for most Malaysians, work and leisure are equally important, and simple luxuries are enough to make them feel satisfied (Ahmad & Scott, 2015). Therefore, local employees need to change their job attitudes, work ethics, and work culture. However, the study by Ahmad *et al.* (2016) did not focus on the relationship between job attitude and job performance and was not related to the fast-food industry. It was focused on finding out the impact of minimum wages implemented in Langkawi hotels. Indirectly, the findings showed that local employees performed poorly (Ahmad

et al., 2016). Thus, very limited information could be obtained from Ahmad *et al.* (2016).

Building on these managers' perspective studies, a quantitative study was crucial to explore more objective and specific research that focused on the generalisation of the findings among the population. As a result, this study focused on the investigation of the role of job attitude on job performance and explored the differences between local and foreign employees in the context of the fast-food industry.

In conclusion, it was clear that the existing studies mainly focused on employee job performance in various fields in Malaysia (Idris, Dollard, & Tuckey, 2015; Kappagoda, Zainul, Othman, & De Alwis, 2014; Susanty *et al.*, 2013). However, few studies focused on restaurant operations (Noone, 2008; Shariff *et al.*, 2010), and less work was done on the fast-food industry. The inconsistent results and limited information from the literature in the area of the fast-food industry were the main motivating factors for this study. Additionally, the limited information and comparison studies concerning local and foreign employees, particularly in the foodservice sector, became the main motivation of this study. Hence, this study aimed to fill the identified gaps and to find solutions in the context of the food and beverage industry.

The next section will discuss the research questions, research objectives, significance, and scope of the study as well as the conceptual and operational definition of the study.

1.3 Research Questions

To study employee job performance in local and foreign employees in the context of the fast-food industry, the following research questions were posited. The research questions were further broken down to apply to local and foreign employees separately, as follows:

1. What is the relationship between employee job attitude, motivation and job involvement, and job performance for all employees?
 - a) What is the relationship between employee job attitude, motivation and job involvement, and job performance for local employees?
 - b) What is the relationship between employee job attitude, motivation and job involvement, and job performance for foreign employees?
2. Does employee compensation moderate the relationship between employee job attitude, motivation and job involvement, and job performance for all employees?
 - a) Does employee compensation moderate the relationship between employee job attitude, motivation and job involvement, and job performance for local employees?
 - b) Does employee compensation moderate the relationship between employee job attitude, motivation and job involvement, and job performance for foreign employees?
3. Is there any difference between local and foreign employees in terms of their job performance, job attitude, motivation, and job involvement?

1.4 Research Objectives

As part of this study, the following research objectives were postulated. The research objectives were also broken down into local and foreign employee separately, as follows:

1. To examine the relationship between employee job attitude, motivation and job involvement, and job performance for all employees.
 - a) To examine the relationship between employee job attitude, motivation and job involvement, and job performance for local employees.
 - b) To examine the relationship between employee job attitude, motivation and job involvement, and job performance for foreign employees.
2. To investigate the moderating role of compensation on the relationships between employee job attitude, motivation and job involvement, and job performance for all employees.
 - a) To investigate the moderating role of compensation on the relationships between employee job attitude, motivation and job involvement, and job performance for local employees.
 - b) To investigate the moderating role of compensation on the relationships between employee job attitude, motivation and job involvement, and job performance for foreign employees.
3. To ascertain the differences between local and foreign employees in terms of job performance, job attitude, motivation, and job involvement.

1.5 Significance of the Study

This study contributes to the theoretical and practical perspectives of employee job performance in the fast-food industry within the Malaysian context. From the theoretical perspective, this study helps to extend the literature regarding employee job performance in the fast-food industry by proposing a research model to assess employee job performance that comprises employee job attitude, motivation, and job involvement. This significant reason is that job performance is a phenomenon that is closely related to the aspects of effectiveness, quality, management, knowledge, financing, and development of the organisation.

By using the Theory of Work Performance as an underpinning theory, this study examined the relationship between employee job attitude, motivation, job involvement, compensation, and job performance. Moreover, this study will also enrich the literature by providing evidence of the importance of employee job attitude, motivation, and job involvement in improving employee job performance. The significance of the study is also seen in its contribution as identified the significant effects of employee compensation as a moderating variable on the relationships between employee job attitude, motivation, job involvement, and job performance.

All of these contributions will add and expand the existing body of knowledge through developing and empirically assessing the proposed model in the context of the fast-food industry by determining the strength of the relationships between these variables. This study also contributes to the reliability and validity of the methods by testing the scales in different contexts and settings that focus on the fast-food industry in Malaysia.

From a practical perspective, this study provides useful empirical knowledge on the attributes of improving employee job performance in the Malaysian fast food industry context. It also establishes the importance of employees' job attitude, motivation, and job involvement as strategic tools to be used by restaurant operators and managers to improve their local and foreign employee job performance. Furthermore, it also provides guidelines for managers to develop and improve their organisational performance by understanding local and foreign employee's job attitudes, motivation, and job involvement.

Additionally, this study will also aid restaurant operators in improving their decisions during the recruitment process of employees to work in their businesses, as detailed knowledge of the employees and their state of mind are required to improve their motivation and job performance within the organisation (Owusu, 2012).

1.6 Scope of the Study

The scopes of this study influenced the findings and the interpretation of the results. First, this study focused on four fast-food branded restaurants, namely McDonald's, Burger King, A&W, and Marrybrown. These organisations were chosen because they had similar characteristics as fast-food chain restaurants in Malaysia and also because they hired local and foreign employees. Hence, the generalisation of the findings for these organisations was considered sufficient. Furthermore, this study focused on non-managerial employees, including both front line (dining hall) and back end (kitchen) employees, namely cashiers, waiters/waitresses, cooks, floor crews, stewards, and riders only. Hence, the results obtained from this study are generalizable to these groups of employees only.

Next, this study measured the variables of job attitude, motivation, job involvement, compensation, and job performance as the study attempted to provide a deeper understanding of the influence between these variables. Hence, this study was limited to the operational definitions and dimensions studied. This study was also limited in terms of location as the study was only conducted among local and foreign employees, working in the fast-food restaurants located at the Federal Territory of Kuala Lumpur and in Selangor, Malaysia. These restaurants were chosen because they employed large pool of local and foreign employees.

1.7 Conceptual and Operational Definition of the Study

Several key terms were used in this study. The conceptual and operational definitions of the study are thereby stated as follows:

1.7.1 Employee

An “employee” refers to a person in service based on an oral or written, express or implied, contract of hire, whereby full empowerment and control is given to the employer regarding the employee’s work scope (Arthur, 1995). Employees in this study referred to people who were working at a non-managerial level at fast food outlets and appointed as cashiers, servers, cooks, floor crews, stewards, and riders in the Federal Territory of Kuala Lumpur and Selangor.

1.7.2 Local Employee

A “local employee” is an original country citizen who works for any organisation in that particular country (Mohamed, Ramendran, & Yacob, 2012). In this study, a local

employee referred to a Malaysian citizen who worked at a non-managerial level as a cashier, server, cook, floor crew, steward or rider in a fast food restaurant.

1.7.3 Foreign Employee

A “foreign employee” is recruited by the employer or via a third-party recruitment agency for a particular skillset on a contractual basis (Mohamed *et al.*, 2012). In this study, a foreign employee was a non-Malaysian citizen involved in the ‘3D’ sector—dirty, dangerous, and difficult jobs—and worked as a non-managerial employee such as a cook, floor crew, or steward in a fast-food restaurant.

1.7.4 Employee Job Performance

“Employee job performance” refers to activities that are related to employees’ formal role requirements (Borman & Motowidlo, 1997). Employee job performance in this study referred to three dimensions, namely task performance, contextual performance, and counterproductive work behaviour, that were adapted from Koopmans *et al.* (2011).

1.7.5 Employee Job Attitude

“Employee job attitude” is defined as employees’ attitudes towards their jobs, managers, work environments, and directions for organisational achievement (Adsit, London, Crom, & Jones, 1996). In this study, employee job attitude referred to employee job satisfaction and organisational commitment (Robbins & Judge, 2015). Job satisfaction is a cognitive and/or affective evaluation of one’s job as more or less positive or negative (Wright, 2006), while organisational commitment is defined as the relative strength of an individual’s identification with and involvement in a

particular organisation that comprises affective, continuance and normative commitment (Allen & Meyer, 1990; Mowday, Steers, & Porter, 1979).

1.7.6 Employee Motivation

“Employee motivation” is an internal force of an individual that excites the individual to work according to target levels and organisational expectations (Mullins, 2007). Motivation in this study referred to intrinsic motivation, which comprised achievement, recognition, the work itself, responsibility, advancement and growth; and extrinsic motivation, such as company policy and administration, supervision, working conditions, salary, personal life, job status, interpersonal relationships with peers and supervisors and job security, as adapted from Herzberg (1987).

1.7.7 Employee Job Involvement

Porter, Steers, Mowday, and Boulian (1974) defined “employee job involvement” as a personal belief regarding the employee’s relationship with the task. Employee job involvement in this study was the degree to which a person identified psychologically with his/her work, or the importance of work in his/her total self-image, as adapted from Lodahl and Kejner (1965).

1.8.8 Employee Compensation

Guillet, Kucukusta and Xiao (2012) defined “employee compensation” as the total company benefits provided to the employee, including basic salary, short-term and long-term incentives, bonus, and other forms of compensation. In this study, employee compensation included the external competitiveness, compensation based on

performance, incentive-based mix and openness, and participation, as well as fringe benefits, as adapted from Ahmad (2013).

1.8 Thesis Structure

This thesis comprised five chapters. The first chapter described the background of the study, research problem, research questions, research objectives, the significance of the study, the scope of the study, and lastly, the conceptual and operational definitions of the study. The second chapter reviewed the literature from past studies on the main variables-employee job performance, employee job attitude, employee motivation, employee job involvement, and employee compensation. This was followed by the foundation approaches, research models, research framework, and hypotheses development.

The third chapter explained the research method that was used in this study. It included research design, population and sample, instrumentation, questionnaire design, translation of the questionnaire, ethical considerations, data collection, and data analysis procedures. The chapter also described results from the pilot test that involved the demographics of the respondents, the reliability and validity of the instrument.

The fourth chapter described the data analysis involved and the findings of the study. It included the response rates of the questionnaires, respondents' profiles, descriptive analysis of the variables and items, as well as the examination of data and preliminary analysis such as missing data, outliers, and testing the assumption of regression analysis. The chapter also explained the results concerning non-response biases, common method variance, reliability analysis, and lastly, hypothesis testing, which

consisted of correlation analysis, multiple regression analysis, hierarchical multiple regression analysis, and independent sample t-test analysis.

Finally, Chapter Five presented the discussion and conclusion of the study. It started with a recapitulation of the study and was followed by a discussion of the findings based on research objectives and research contributions. Lastly, the limitations and suggestions for future research are also explained.

1.9 Chapter Summary

Employee job performance is significant in determining the success of an organization thereby forms the focus of this study. Considering this, this chapter presents the background of the study and the problem statement. It also discusses the research questions, research objectives, scope of the study, significance of the study, and definition of terms. Besides, it equally presents the thesis structure and chapter summary.

The next chapter presents the literature review focusing on all the variables of the study, namely employee job performance, job attitude, motivation, job involvement, and compensation. The chapter equally provides insights into the foundation approaches of this study, the previous research models, and the proposed research framework. Finally, it also discusses the hypotheses development of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter begins with fast food in Malaysia and is followed by the literature review from the perspectives of employee job performance, job attitude, motivation, job involvement, and compensation. The review is then followed by the foundation approaches of the study, research models of past studies, research framework, and lastly, hypotheses development.

2.2 Fast Food in Malaysia

Out of many famous and profitable types of restaurants are fast-food restaurants. Therefore, the number of fast-food restaurants in Malaysia has increased and has contributed significantly to the Malaysian economy (Basnayake & Hassan, 2015; Euromonitor International, 2016). According to the Central Bank of Malaysia (2016) restaurants are categorised under the service sector that has increased Malaysian GDP from 2014 to 2016 by 17.83%. Moreover, the fast-food franchising sector takes up about 32%, which represents a total of 6,000 fast food outlets in Malaysia, while the Quick Service Restaurant (QSR) or fast food market is valued at \$493 million (RM1.8 billion) locally (Xiao, Yang, & Iqbal, 2019). This indicates that the restaurant subsector is growing and that the consumption of Western-style fast food is well accepted by Malaysian citizens. The main factor influencing Malaysians in choosing

a quick meal over a home-cooked meal is a busy lifestyle, especially for working families with children (Xiao *et al.*, 2019). Moreover, the increasing number of working housewives has changed the Malaysian lifestyle (Ryan *et al.*, 2011). Habib, Dardak and Zakaria (2011) established that customers have resorted to fast food due to long working hours, busy lifestyles and careers, and larger families.

The fast-food industry in Malaysia has become the preferred choice for the majority of customers due to the instant preparation of the meal that allows them to eat within a short time (Xiao *et al.*, 2019). Consequently, the eating out and takeaway of fast food such as fried chicken, burgers, and pizza as offered by Kentucky Fried Chicken (KFC), McDonald's, and Pizza Hut have become a need for most Malaysian citizens (Ryan *et al.*, 2011). Thus, a study on fast food restaurants was vital to boost profit and revenue for the companies as well as the national GDP.

This study was related to the human resource management practices of fast-food restaurants. Based on Malaysia's history, the first fast-food restaurant established in Malaysia was A&W in 1963, followed by KFC in 1973. Presently, the fast food industry in Malaysia is dominated by American franchises such as A&W, Burger King, Domino's Pizza, KFC, McDonald's, Pizza Hut, and Subway (Habib *et al.*, 2011). According to Xiao *et al.* (2019), the largest foreign franchise operators are KFC and McDonald's, which have successfully established a large number of franchise stores in Malaysia. The top performer in fast food-retailing stores is KFC (46%), followed by McDonald's (25%) and Pizza Hut (14%). KFC possesses more than 600 outlets nationwide, followed by Pizza Hut with more than 350 outlets, while McDonald's has about 260, Marrybrown has 130 and Burger King has more than 50

outlets. These numbers indicate that a large number of employees are required to operate the business smoothly. For instance, McDonald's operates with about 12,000 Malaysian employees in 260 outlets (McDonald's Malaysia, 2019). Hence, a study that related to fast food employee concerns was important for the companies to continue to flourish and consequently boost Malaysia's economy.

In sum, this showed that fast food restaurant needs dedicated and well-qualified employees to run the restaurant operation smoothly. This also indicated that employees play a vital role not only to serve the customers but also the need to satisfy them as well as bring more sales and profit to the restaurants. Hence, focusing on employees' improvement especially related to their performance is crucial.

2.3 Employee Job Performance

In any industry, constructive rivalry among companies has always remained the focal point (Cheng & Ho, 2001). Most organisations strive to be competitive within an industry and continue to seek knowledge in increasing employee job performance (Wu, Sears, Coberley, & Pope, 2016). Additional information on employee job performance is critical in evaluating their performance in different stages such as improvement, deterioration, and stagnancy (Boyne, Farrell, Law, Powell, & Walker, 2003). Pretorius (2008) identified job performance as a complex element that involved more than simply "doing things right", or "doing the right thing". Therefore, managers of an organisation must understand the meaning of job performance, the factors that influence it, its measurement, and when it can be measured (Szilagyi, 1984).

Given the importance of job performance, various definitions have been proposed. According to Swanson (1999), job performance is the valued productive output of a system in the form of goods or services. Also, it is an achievement and fulfilment, and should not be regarded as potential or capability (Swanson, 1999). Viswesvaran and Ones (2000) indicated that job performance refers to how resourcefully individuals take actions and contribute with behaviours that are in line with an organisation's objectives. Campbell *et al.* (1990) referred to job performance as observable things people do that are relevant to the goals of the organisation. Campbell (1990) defined job performance as what the organisation hires one to do and do well. In general, employee job performance refers to behaviours that are relevant to organisational goals and that are under the control of individual employees (Akter & Husain, 2016; Liao & Chuang, 2004). Job performance has been assumed to be associated with an individual's ability to realise his/her work goals and fulfil expectations, as well as to attain job targets and/or accomplish standards that are set by the organisation (Bohlander, Snell, & Sherman, 2001). This, essentially, indicates the relevance of the concept.

Job performance importantly is decided at all levels of employment including job rotation, job enrichment, and personal promotion. Such appraisal is often determined by the objectives and systematic criteria set that take into account the individual's capacity in performing the job. Generally, the purpose of job performance assessment is to offer an accurate measure of individual performance, and the information acquired guides decision-making and in turn influences the future of the employee (Ajila & Abiola, 2004). Researchers such as Koopmans *et al.*, (2011), Sonnentag and

Frese (2002), and Taruru, Keriko, Ombui, Karanja and Tirimba (2015) concurred that job performance is a multi-dimensional concept.

In the early stages, Borman and Motowidlo (1993) and Tutar, Altinoz and Cakiroglu (2011) notably divided job performance into two dimensions. The first was task performance and the second, contextual performance. Later, Allworth and Hesketh (1999), Griffin, Neal and Parker (2007), Pulakos, Arad, Donovan and Plamondon (2000) and Sinclair and Tucker (2006) posited the concept of adaptive performance, which was a part of the employee job performance dimension. In recent years, priorities were focused on negative work behaviours that are harmful to the organisation and that also influence the job performance of the employee (Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). However, after a systematic review of employee job performance literature, Koopmans *et al.* (2011) listed three dimensions for employee job performance, which are task performance, contextual performance, and counterproductive performance. Lack of agreement about the dimension of the job performance indicates that much still needs to be done. Nevertheless, this study used the three dimensions of employee job performance as postulated by Koopmans *et al.* (2011).

2.3.1 Task Job Performance

The first dimension of employee job performance is task performance. Task performance is defined as a specific job that is anticipated by individual ability and individual in-role behaviour and that is part of the formal job description (Motowidlo & Schmit, 1999; Motowidlo, Borman, & Schmit, 1997). It is also defined as employee proficiency, which refers to employee competency to perform a fundamental job

(Campbell, 1990). Usually, task performance relates to the behaviours that are central to the transformation and maintenance of organisational activities (Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999; Scotter, Motowidlo, & Cross, 2000). These behaviours are equally required for the employees to perceive, understand, and achieve the organisational goals (Cai & Lin, 2006).

Importantly, there are two dimensions of task performance—job-specific task proficiency and non-job-specific task proficiency (Campbell, 1990; Viswesvaran & Ones, 2000). Job-specific task proficiency is the core job task, while non-job-specific task proficiency refers to tasks that are not particularly related to a given job but that are expected from all employees. Therefore, every employee in an organisation must accomplish his/her task performance because it is the core of the employee's task or duty. In the context of non-managerial fast-food employees, their core tasks include taking customers' order, assemble the orders, act as cashiers, ensuring customer satisfaction, and so on while their non-job-specific functions cover early resumption at the workplace, resolving customer complaints, and addressing any questions or comments that customers may have.

Considering the nature of task performance, various terms have been used to represent task performance in the literature (Mensah, 2015) including job-specific task proficiency (Griffin *et al.*, 2007; Rollins & Fruge, 1992), technical proficiency (Campbell, Mchenry, & Wise, 1990; Lance, Teachout, & Donnelly, 1992) and in-role performance (Bakker, Demerouti, & Verbeke, 2004; Maxham, Netemeyer, & Lichtenstein, 2008). In addition, Campbell (1990) classified task performance as work quality, work quantity and job knowledge.

Task performance is however different for every job (Koopmans *et al.*, 2011). According to Engelbrecht and Fisher (1995), task performance for managers is classified into task structuring (e.g. leadership, planning), action orientation (e.g. getting things done, decisiveness), and probing, synthesis, and judgment (problem resolution). In addition, task performance for managers refers to performing conventional functions and occupational acumen and concerns (Tett, Guterman, Bleier, & Murphy, 2000). The conventional function is related to decision-making and planning, while occupational acumen and concerns are described as possessing knowledge of the job and having concerns primarily for the quantity and quality of employee work. Therefore, it can be deduced that task performance for every occupation differs based on the job scope of the industry.

In sum, task performance is a core job that needs to be accomplished by the employee as assigned by the company. The task performance differs from one job to another and differs from one company to another. In the context of this study, task performance referred to the specific tasks assigned to non-managerial employees who worked at fast-food restaurants as cashiers, waiters/waitresses, cooks, floor crews, stewards, and delivery boys (riders). These tasks must be performed daily to accomplish company objectives.

2.3.2 Contextual performance

The second dimension of employee job performance is contextual performance. Contextual performance is defined as individual behaviour that supports the organisational, social, and psychological environment. Campbell (1990) viewed contextual performance as the ability to write and communicate orally, showing

personal discipline, effort, maintenance, facilitating peer and team performance, supervising, demonstrating administration skills, management, and leadership. Meanwhile, Viswesvaran (1993) characterised communication and administrative and interpersonal competence, as well as effort, leadership, and compliance with acceptance of authority as contextual performance.

Contextual performance equally involves behavioural patterns that support the psychological and social context, where the task activities are performed (Scotter *et al.*, 2000; Scotter & Motowidlo, 1996; Sonnentag & Frese, 2002). For the individual to exhibit this behaviour, the specialised core of the organisation must function accordingly to ensure that the organisational objectives are accomplished (Borman & Brush, 1993). Contextual performance is primarily projected by motivation, it is part of the identity of employees, an additional part of behaviour, it is discretionary (not enforceable) and it is often not compensated by formal reward systems offered by the management (Sonnentag & Frese, 2002).

Khan, Shah, Khan and Gul (2012) likewise expressed contextual performance as occupation morality, cooperation, job dedication, and assistance among employees. According to Koopmans *et al.* (2011), the contextual performance includes behaviours portrayed beyond the formally specified work objectives, namely attempting an additional task, demonstrating initiative, or guiding a newcomer on the job. Mensah (2015) stated that contextual performance is a non-direct work behaviour that is crucial for accomplishing direct work results. Therefore, contextual performance in this study referred to the activities that were fundamentally similar for all jobs in the organisation (Motowidlo & Schmit, 1999; Motowidlo, Borman, & Schmit, 1997).

Similar to task performance, various names were also given by previous researchers to refer to contextual performance, such as a non-job-specific task proficiency (Campbell *et al.*, 1990; Wisecarver, Carpenter, & Kilcullen, 2007), extra-role behaviour (Van Dyne, Cummings, & McLean Parks, 1995), organisational citizenship behaviour (Organ, 1988; Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000), organisational spontaneity (George & Brief, 1992), pro-social organisational behaviour (Brief & Motowidlo, 1986), extra-role performance (Bakker *et al.*, 2004; Maxham *et al.*, 2008) and interpersonal relations (Murphy, 1989).

Overall, contextual performance can be considered to play a supporting role in task performance to work in harmony in the organisational environment. The employee should possess and be able to display contextual performance accordingly. As mentioned in the literature, contextual performance includes activities that are comparable to almost all jobs and can be influenced by motivation and the personality of the employee. Moreover, contextual performance is an additional role behaviour, discretionary, and frequently not compensated by formal reward systems by the management, as stated by Motowidlo *et al.* (1997).

2.3.3 Counterproductive Performance

Counterproductive performance, or commonly regarded as counterproductive work behaviour, is the third dimension of employee job performance. The counterproductive performance or counterproductive work behaviour is defined as harmful behaviour that can disturb the prosperity of the organisation. These negative behaviours include absenteeism, off-task behaviour, robbery, and substance misuse (Rotundo & Sackett, 2002). Counterproductive performance is also defined as non-task behaviours that

cause negative results for both individuals and the organisation (Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). Mensah (2015) reported that such behaviours, like being late for work, absenteeism, participating in off-task behaviour, persistently contending with co-workers, theft, deviant behaviour, introverted behaviour, ruinous/perilous behaviour, rowdiness and lack of personal discipline and substance misuse can negatively impact employees as well as the organisation.

In this instance, Mount, Ilies, and Johnson (2006) found that counterproductive performance challenges the organisational norms, diverts from the interest of the organisation, and hampers the objectives of the organisation being accomplished and therefore, should be prevented due to the cost and pervasiveness. Nonetheless, Krischer, Penney, and Hunter (2010) observed that counterproductive performance in the form of production deviance and withdrawal may grant certain advantages to employees, particularly in reducing their emotional exhaustion due to low distributive justice. This lack of agreement indicates further research is required.

Notably, Viswesvaran and Ones (2000) segregated counterproductive performance into two areas—organisational or interpersonal and serious or minor. Thus, these two areas divide employee deviance into four categories—property deviance (serious deviance aimed at the organisation), production deviance (minor deviance aimed at the organisation), personal aggression (serious deviance aimed at other individuals), and political deviance (minor deviance aimed at other individuals).

In summary, counterproductive work behaviour can negatively impact employee and organisational performance. It brings harm and results in losses to the company as well

as to the individuals themselves. Hence, employees must avoid this kind of behaviour in their working environment and must be notified of the disadvantages of this behaviour.

In general, employee job performance plays a crucial role in shaping organisational performance. If the employee can give his/her highest capability to the organisation, then this behaviour will keep the company on the right track to accomplish its objectives and goals. As cited previously, Koopmans *et al.* (2011) grouped employee job performance into three dimensions – contextual performance, task performance, and counterproductive performance to measure employee job performance in the organisation. Thus, this study will focus on three dimensions which are contextual performance, task performance, and counterproductive performance to measure the employee job performance either in the stage of improvement, deterioration, or stagnancy.

2.4 Employee Job Attitudes

Employee job attitude is an essential element that determines the success of the company. It also conveys a representation of the company. In the service industry, especially, fast-food restaurants, employee job attitude is important as it directly influences the services rendered by the restaurant. The job attitudes correlate with employee job performance and determine the customer's level of satisfaction (Ghafoor & Islam, 2015). Hence, a fast-food restaurant employee must possess a job attitude that aligns with the standard required by the company and as expected by the customers.

Importantly, if employees can demonstrate and maintain a positive job attitude in the work environment, customer satisfaction is reflected in the form of income to the business (Williams & Naumann, 2011). In contrast, if the employees demonstrate negative job attitudes, the outcome is reflected in the dissatisfaction of the customers and losses incurred by the business (Williams & Naumann, 2011). As a result, in the long term, the company will encounter difficulties and loss of trust from customers and these outcomes may even lead to bankruptcy. Thus, the company must ensure that employee job attitude is always at par because it significantly affects the company as well as employee job performance.

According to Blumberg and Pringle (1982), Denton (2005) and Melián-González (2016), one of the most important antecedents that determine employee job performance is employee job attitude. Many companies opine that their employee job performance significantly affects the achievements of the individual and organisational objectives, as well as personal job performance (Velnampy, 2007). Rodwell *et al.* (1998) claimed that the main direct contributory factor enhancing employee job performance is employee job attitude. Rodwell *et al.* (1998) also suggested that the productivity of the organisation depends primarily on employee job attitude. Thus, employee job attitude is crucially important and should become the central concern in understanding the relationship between employee job attitude and job performance. Moreover, various other authors including Guest (2011) and Jiang, Lepak, Hu and Baer (2012) agreed that attention is drawn towards employee job attitude largely because of the leading role it plays in determining the job performance of individuals and the organisation.

Given the nature of this concept, scholars have proposed numerous definitions of employee job attitude. Velnampy (2007) defined employee job attitude as feelings and beliefs that predominantly influence how employees perceive their environment, commit themselves to intended actions, and ultimately behave. Breckler (1984) determined that attitude is a consistent individual's feelings, contemplations, and inclinations to act towards some part of his/her surroundings. Susanty *et al.* (2013) established that attitude is an umbrella of expressions including inclinations, emotions, feelings, beliefs, desires, judgments, appraisals, values, principles, opinions, and expectations.

Attitude is therefore determined by three components— affective, cognitive, and behavioural (Allport, 1935; Garcia-Santillan, Moreno-Garcia, Carlos-Castro, Zamudio-Abdala, & Garduno-Trejo, 2012; Kondalkar, 2007). Arnold and Feldman (1982) stated that attitude comprises affective, cognitive, and behavioural components that are related to a specific object. Furthermore, affect, cognition and behaviour are three distinguishable components of the response to an attitude object, according to Jorgensen and Stedman (2001). Therefore, attitude is conceived as being a multidimensional construct of affect, cognition, and behaviour (Jorgensen & Stedman, 2001).

Even though attitude has three components, in the context of organisational behaviour, job attitude is however classified into two dimensions which are job satisfaction and organisational commitment (Robbins & Judge, 2015). According to Fisher (2000), Harrison, Newman, Harrison and Roth (2006), Melián-González (2016), Riketta (2008) and Robbins and Judge (2015), job satisfaction and organisational commitment

are attitudes. Fisher (2000) claimed that job satisfaction is an attitude that contains at least two components, which are affective and cognitive, while Bennett (2019) observed that one of the major job attitude components is job satisfaction. Weiss (2002) defined job satisfaction as a cognitive and/or affective evaluation of one's job as more or less positive or negative, while organisational commitment is defined as the relative strength of an individual's identification with and job involvement in a particular organisation (Allen & Meyer, 1990; Mowday *et al.*, 1979). Hence, in this study, employee job attitude was referred to as job satisfaction and organisational commitment.

Generally, job attitudes play a vital role not only for the employees but also for the organization. The positive attitudes portrayed by employees will generate positive vibes for them, their co-workers, and their organization. This, therefore, showed that fast food employees must have positive job attitudes that will determine the success of their organizations in particular and that of the industry in general.

2.4.1 Job Satisfaction

As mentioned before, job satisfaction is a multi-dimensional response to a particular employee's job in terms of affective, cognitive and behavioural components (Omar & Hussin, 2013). Weiss (2002) argued that job satisfaction is considered as an attitude. Weiss (2002) also stated that a researcher needs to distinctively differentiate the objects of cognitive assessment, which tend to be one's emotion, behaviour, and beliefs. In essence, job satisfaction is where a particular person forms an attitude towards his/her job by taking into account his/her beliefs, feelings, and behaviours

(Bennett, 2019). Leap and Crino (1993) appeared to agree that job satisfaction is an attitude that a particular employee has towards his/her job.

According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Aiken (2002) defined job satisfaction as consisting of a combination of attitudes toward one's work, workplace, and fellow workers. Siengthai and Pila-Ngarm (2016) established that job satisfaction involves individual emotions that tend to lead to being more productive, creative, and committed to a job. Thus, it is imperative that employees are satisfied with their jobs (Bennett, 2019).

Numerous studies showed that job satisfaction plays a vital role in determining employee job performance. According to Siengthai and Pila-Ngarm (2016), several studies examined the direct link between job satisfaction and job performance and resulted in job satisfaction becoming a significant approach to improving employee job performance. A study by Falkenburg and Schyns (2007) also supported the assertion that job satisfaction positively affects job performance. Therefore, many studies concluded that job satisfaction is significant and positively influences job performance (Judge, Thoresen, Bono, & Patton, 2001; Maxham *et al.*, 2008; Perera, Khatibi, Navaratna, & Chinna, 2014). Hence, employee job satisfaction plays a very important role and has a great impact on employee job performance.

In the context of fast-food employees, job satisfaction can be achieved if their essential needs are fulfilled. Therefore, the organization must fulfilled the requirements needed by the employees such as a comfortable working environment, positive relationship

between supervisors and employees, and also the work itself must be interesting enough to avoid burdens. Hence, these fulfilments will help to achieve job satisfaction among the employees, consequently will improve their job performance.

2.4.2 Organization Commitment

Employee commitment has been defined as a psychological state that signifies the strength of an employee's relationship with his/her organisation and which reflects his/her intention to maintain this relationship (Meyer & Allen, 1997). According to Allen and Meyer (1990), organization commitment comprises three components— affective (a desire), continuance (a need), and normative (an obligation)—that influence the outcomes of employee job performance. Becker, Billings, Eveleth and Gilbert (1996) and Meyer, Becker and Vandenberghe (2004) claimed that higher levels of organization commitment lead to a strong belief in and acceptance of organisational goals and values, a strong desire to work with the best efforts for the organisation and a strong desire to remain as members of the organisation. Therefore, employees with high organization commitment are very much needed by the organization.

According to Sharma, Kong and Kingshott (2016), organization commitment is a better predictor of employee job performance. Moreover, organization commitment is a common topic in management research because it acts as a bond that links employees to their organisations and has a substantial influence on employee job performance. Studies conducted by Judge and Kammeyer-Mueller (2012), Rodwell *et al.* (1998) and Sharma *et al.* (2016) showed a significant relationship between organization commitment and job performance. Many other studies also found that organization commitment positively influences employee job performance (Rodwell *et al.*, 1998).

Hence, organization commitment is significant and is a measure to determine the level of employee job performance.

In the context of fast food, the organization needs employees with high organizational commitment. Typically, employees with high organizational commitment will also possess a high level of job performance. Thus, this can help the organization to continue to survive in the industry and can also prevent employee turnover. Commonly, the fast food industry faces high employee turnover. Therefore, if the organization has employees who are highly committed to the organization, then, they can reduce the cost of hiring new employees.

In sum, attitude comprises three components— affective, cognitive, and behavioural. However, in this study, employee job attitude referred to job satisfaction and organisational commitment. Moreover, employee job attitude is one of the important factors affecting the job performance of employees that is closely related to managers and organisations, especially in the context of fast-food restaurants. Fast food restaurants require employees to interact directly with the organisation and customers. Furthermore, the employees portray an entity that represents the image of the organisation. Thus, the job attitude of the employee substantially affects the company's operations. Hence, full consideration must be provided by administrators to employee job attitude to improve job performance as well as provided customer satisfaction and at the same time, to attract more business.

2.5 Employee Motivation

Employee motivation is another factor that influences employee job performance in the workplace. This fact is consistent with the findings of Afful-Broni (2012), Azar and Shafiqhi (2013), Cho and Perry (2012) and Oosthuizen (2001), who discovered that one of the factors that determine employee job performance is employee motivation. In today's competitive world, it is critically important for organisations to motivate employees to increase productivity and proficiency. Employee motivation is a strategy employed by managers to maximise effectual job management among workers in the organisation (Muogbo, 2013).

According to Ramlall (2004) and Yeboah and Abdulai (2016), it is clear that every organisation is dependent on its employees to achieve its goals and objectives. They concluded that employee job performance is a direct result of motivation. Nonetheless, although some organisations are willing to devote substantial amounts of money to retain customer loyalty, employee motivation is disregarded (Zameer, Alireza, Nisar, & Amir, 2014). Asim (2013) suggested that motivation increases productivity, job performance, and consistency. In this regard, motivated employees perform better, and this leads to greater productivity and lower employee turnover (Ukandu & Ukpere, 2011). Usually, highly motivated employees will strive to perform to the best of their ability and provide greater efforts as compared to employees with lower motivation. Subsequently, organisations should be aware of their employees' differences, demonstrate clarity and sufficient understanding of the employees' dissimilarities in their requirements and explicitly exhibit a preference for motivation factors that would increase their job performance in contributing to the overall organisational goals (Yusoff, Kian & Idris, 2013).

In the current economic environment, most organisations fiercely compete against each other to sustain themselves in their industries. Employee motivation is crucial to accomplish business goals and improve employee job performance levels. Therefore, retaining skilful employees in the organisation should be one of the main objectives of human resource departments in the hospitality industry. In this regard, the fast-food industry should seek employees with strong motivation. Unfortunately, the majority of the employees in the fast-food industry have to deal with a demanding working environment, minimum wages, long working hours, inconsistent shifts, working on weekend shifts, unhealthy working relationships, work overload, hectic work environment, inconsiderate and hostile managers, lack of access to transportation to and from work to attend late shifts and lack of job involvement in decision-making. These factors would gradually impact employee motivation levels (Ukandu & Ukpere, 2011, 2013). Thus, managers play an important role in increasing and maintaining employee motivation levels.

Notably, the word “motivation” originates from the Latin word “*movere*”, which means to move (Araimi, 2013). There are various definitions of motivation. It is a direction and passion of one’s exertion or the mental component feature that entices an individual to act towards a required objective (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). It is also referred to as a factor that changes the perspective of an individual from boredom to enthusiasm (Islam & Ismail, 2008). Moreover, motivation is a process that contributes to the individual’s force, direction, and devotion in the fulfilment of a specific objective (Araimi, 2013). Likewise, Govender and Parumasur (2010) perceived motivation as the individual’s wish to show specific behaviour and willingly acknowledge the effort. Meanwhile, Hazra, Ghosh, and Sengupta (2015) and

Govender and Parumasur (2010) suggested that motivation is defined as the process of stimulating and maintaining goal-directed behaviour. Muogbo (2013) expressed that a motivated employee is aware of the unequivocal objectives and goals to be accomplished and coordinates his/her efforts towards that direction. According to Shahzadi *et al.* (2014), employee motivation is an impression of the level of vitality, responsibility, and inventiveness that an organisation's workers convey to their jobs.

Various researches concluded that motivation assumes an indispensable part in determining organisational efficiency. A study by Afful-Broni (2012) found that lack of motivation is seen as a contributing factor to poor job performance. Hossain and Hossain (2012), meanwhile, discovered that the absence of motivation among workers brings on poor job performance of tasks and high employee turnover, thus hindering the achievement of the objectives of the organisation. Ukandu and Ukpere (2011), during their interview sessions with managers in fast food outlets, discovered that the majority of the employees did not develop an enthusiasm for their work because they felt that there was a sense of negativity and injustice against them. Furthermore, they also asserted that employees lacked self-respect and self-confidence. In contrast, the results of a study from the employee's point of view revealed that the employees' poor job performance was caused by lack of formal training, heavy workloads, sustaining tremendous pressure and stressful jobs (Ukandu & Ukpere, 2011). Thus, fast food employees are distinctive and have their requirements, capabilities, qualities, and aims. Ukandu and Ukpere (2011) further asserted that the working environment exerts impact on the motivation of employees.

Moreover, employees also claimed that they could be motivated and continually retain that motivation if the management offered career advancement training as a way to overcome obstacles in the business (Ukandu & Ukpere, 2011). Hence, managers needed to consider appropriate approaches, for example, giving acknowledgment, reducing workloads, and providing advancement and adaptable times of work to draw in employees who would be faithful to the organisation. Consequently, the findings from Ukandu and Ukpere (2011) showed the need to reduce worker turnover, increase loyalty and amicability and increase the level of employee job performance for employees to contribute considerably to the development and advancement of the organisation.

Pathetically, there are a few approaches applied to improve employee motivation. Ukandu and Ukpere (2011) recommended that to increase employee motivation, the organisation must provide a working environment that rewards achievement and acknowledges significant work progression and development among employees. Hossain and Hossain (2012) recognised six broad classifications of motivation factors in fast food employees: (i) the work itself and the environment; (ii) the organisation itself and its concerns; (iii) supervisor relations; (iv) acknowledgment; (v) advancement and development; and (vi) pay and benefits. All of these assert the significance of motivation towards improving job performance.

Wiley (1997) therefore stated that to overcome challenges and to comprehend the absence of motivation among employees, the best source for acquiring information is from the employees themselves. Islam and Ismail (2008) noted that employees must be asked about the factors that initiate and sustain their motivation to work, and their

reactions can lead the business to redesign jobs, improve the working environment, revise pay or give praise for the work done. However, managers must steer clear of the idea that the motivation factors of the employees are similar to theirs. Dobre (2013) ascertained that the difficulty for managers is to unearth ways to create and maintain employee motivation. Managers must look for factors that cause job satisfaction to decrease, for example, the working environment, pay, supervision, and subordinate relationship. However, they also need to motivate employees in terms of responsibility, achievement, recognition and the work itself.

In line with the above, Govender and Parumasur (2010) proposed several approaches to increase motivation in the fast-food industry, including providing an appropriate acknowledgment and reward system, compensation, effective training, and skills development, and employee development prospects. As illustrated by Herzberg (1987), employees will perform better if the work itself is stimulating and offers the allowance for additional responsibility, recognition, and advancement. In this respect, Afful-Broni (2012) and Aarabi *et al.* (2013) stated that monetary reward is a prominent factor in motivating employees. In this light, motivation is a multidimensional construct and can be classified into two groups—motivator/intrinsic and hygiene/extrinsic (Afful-Broni, 2012; Herzberg, 1987; Hossain & Hossain, 2012; Yeboah & Abdulai, 2016). This study employed Herzberg's Two-Factor Theory (1968), consisting of motivator factors (intrinsic) and hygiene factors (extrinsic), to gauge employee job performance.

In sum, the motivation of the individual employee substantially influences his/her job performance level. Various factors influence employee motivation. In Herzberg's

Two-Factor Theory, sixteen factors are identified that can influence employee motivation, which can be divided into two groups—motivator factors (intrinsic) and hygiene factors (extrinsic). Furthermore, based on the literature review, the majority of the studies agreed that motivation is a multidimensional construct. In this study, the employee motivation referred to intrinsic motivation and extrinsic motivation as discussed in the subsections below

2.5.1 Intrinsic Motivation

Intrinsic motivation is engaging in certain activities for their inherent enjoyment or satisfaction rather than for external consequences (Yeboah & Abdulai, 2016). Odukah (2016) defined an intrinsic motivator as an individual seeking enjoyment, interest, satisfaction of curiosity, self-expression or personal challenge in work. An intrinsic motivator is the basis of satisfaction, originating from the individual's connection to the job itself and includes job elements that remunerate the needs of the individual to achieve his/her desires (Maund, 2001). It is driven by behaviour within the individual and reflects the immediate relationship between employees and their assigned tasks, and is commonly self-associated.

According to Herzberg (1987), the intrinsic motivator elements of achievement, recognition, responsibility, the work itself, advancement, and personal growth are achieved by delivering superior performance in work (Afful-Broni, 2012; Hossain & Hossain, 2012). Intrinsic motivation behaviour is the behaviour that supports the feeling of finding interesting jobs for oneself (Hossain & Hossain, 2012). Among the different types of motivation, intrinsic motivation influences employee job performance the most (Cho & Perry, 2012).

a. Achievement

The first intrinsic motivation element is employee achievement. Employee achievement is considered one of the most important motivation elements related to the employees in an organisation. A successful employee is usually measured by the feeling of achievement in every aspect of life (Oosthuizen, 2001). Various researchers found that achievement assumes an exceptionally critical part in motivating employees (Islam & Ismail, 2008; Lee, 1996; Leung & Clegg, 2001) and can be utilised as an instrument to quantify the organisation's achievements and commitments (Plunkett & Attner, 1989).

The achievement also alludes to the achievement of something through exertion, the fruitful achievement or completion of an assignment, solving of an issue, retaining a position, and the visible outcomes of a man's work (Oosthuizen, 2001). A study by Afful-Broni (2012) suggested that the absence of clear professional achievement diminishes employees' spirit to accomplish a high level of productivity. Employees also believe that when there is an achievement, they would work vigorously to boost job performance and standards. Keeping in mind the end goal is to motivate employees, therefore, it is crucial to focus on giving the employees the allowance to progress in the organisation and taste a feeling of achievement (Hossain & Hossain, 2012).

b. Recognition

The second element of intrinsic motivation is employee recognition. Recognition is depicted as a motivational element that fulfills employee satisfaction. It also helps the employees to know how well they have achieved their targets (Edirisooriya, 2014).

According to Plunkett and Attner (1989), recognition is characterised as an affirmation and appreciation of employees' efforts. It is also an affirmation of the organisation's commitment to assert appreciation or to remunerate the person for achieving the task (Oosthuizen, 2001).

As stated in Herzberg's Two-Factor Theory, recognition is a motivating factor that satisfies the employee. Therefore, acknowledgment of and appreciation for an employee's endeavours are critically important to acknowledge the individual's contribution or to reward the employee for the accomplishment of the job (Oosthuizen, 2001). Therefore, recognition is the most effective motivator that influences employee's job satisfaction and productivity (Islam & Ismail, 2008; Teck-Hong & Waheed, 2011).

Employee recognition thus comprises expressing interest, individual attention, advancement, pay, endorsement, and appreciation for good work done (Muogbo, 2013). Hossain and Hossain (2012) found that there are several approaches to recognise employees such as acknowledgement of a job well done, attaching thank you notes to employee's paychecks, acknowledging employee's breakthroughs, staff gatherings away from the organisation, appreciation for innovative ideas, holding festivities for achievements and organising frequent competitions and team-building activities. However, some crucial matters must be taken into account when recognising employees; for example, equal recognition for all and immediate recognition.

A study by Hossain and Hossain (2012) on KFC employees highlighted the direct influence of recognition on employee motivation. Aarabi *et al.* (2013) specified that

employees who perform exceptionally on the job must be acknowledged. Afful-Broni (2012) posited that job excitement for employees will decline if the company does not recognise their employee's accomplishments for good job performance immediately. In contrast, Hossain and Hossain (2012) pointed out that little recognition given to a job well done can demotivate employees.

Thus, numerous studies provided evidence of the positive effect that recognition has on motivation (Dar, Bashir, Ghazanfar, & Abrar, 2014). Dar *et al.* (2014) also found that recognition of employees' achievements and the appreciation of line managers correlate positively with employee motivation levels and increase organisational performance. An increase in employee recognition would result in strong employee motivation as well as higher productivity levels. Consequently, organisational performance will increase (Dobre, 2013).

Ukandu and Ukpere (2011) stressed that monetary reward is compulsory, but that recognition and appreciation are vital for industrial harmony and consequently, managers should grant recognition to their employees by revealing outstanding performances during employee meetings or by mentioning the top performers at the workplace. Nevertheless, the recognition that generates positive sentiments about the job does not primarily come from superiors; peers, customers or subordinates could express recognition as well. Where recognition depends on achievement, it gives more fierce satisfaction (House & Wigdor, 1967). Hence, recognition is regarded as an essential element to motivate employees.

c. Responsibility

Another important element is responsibility. Responsibility is an important matter where employees need to possess a sense of responsibility towards work (Hossain & Hossain, 2012). Islam and Ismail (2008) found that employee responsibility plays an imperative role in defining employee motivation. Plunkett and Attner (1989) defined responsibility as a securing of new duties and responsibilities through the development of a job or a designation. Meanwhile, Elding (2005) characterised responsibility as the level of an individual's liability and accountability towards the outcome of his/her work. Furthermore, responsibility provides a person with liability, accountability, and answerability for his/her work (Oosthuizen, 2001).

d. Work Itself

The work itself is also an important element that affects employee motivation levels (Hossain & Hossain, 2012; Teck-Hong & Waheed, 2011). The work itself is the opportunity for self-expression, individual fulfilment, and overcoming challenges (Plunkett & Attner, 1989). Usually, the work itself requires important steps and relates to employment that can be repetitive or changing, inventive or boring, simple or complicated (Oosthuizen, 2001). Hossain and Hossain (2012) found that the motivational component of the work itself can cause 88% of employee satisfaction. However, the work itself can also cause demotivation in the employee (Hossain & Hossain, 2012). The lack of logistic support also can demotivate employees (Hossain & Hossain, 2012).

Moreover, Oosthuizen (2001), emphasized that the work itself must always be inspiring whereby the majority of employees are deeply gratified with the type of job

they perform and the manager must keep making the content of the job intriguing to build a robust motivation level among employees. Aarabi *et al.* (2013) observed that a considerable number of employees are inclined to consider a different job when they are under pressure but if the workplace can provide a friendly work environment, it can help the employees to be committed and effectively perform the work itself. Additionally, respect among colleagues and from the management will help in providing a decent workplace; consequently, it will be a motivator element for the employees to perform the work itself better (Aarabi *et al.*, 2013).

If the work itself is however distressing, it is recommended that the managers must design and implement programmes that can promote a job-friendly environment to motivate employees (Aarabi *et al.*, 2013). Management must be constructive in setting up a harmonious atmosphere, namely organising events such as tea breaks, birthday parties, wedding commemoration parties, or even day trips for the employees. These programmes can stimulate the motivation levels of their employees (Campbell, 1990). Hence, it is strongly suggested that management must have a significant role to keep employees motivated, and in the long run, this will prevent employees from looking for new jobs.

e. Advancement

Advancement plays an essential role in intrinsic motivation. Oosthuizen (2001) defined advancement as the promotion of an individual, while Plunkett and Attner (1989) found that advancement is the opportunity for the employees to move upward in the company's organisation due to their good performance capabilities. The findings of Oosthuizen (2001) illustrated that advancement plays a vital role in influencing

employees' dissatisfaction (e.g. due to them believing that the rigid organisational structure does not allow them to progress in their profession, which could be one of the leading causes for high employee turnover). In addition, Oosthuizen (2001) claimed that it is normal in an organisation for senior or more experienced employees who have more than 20 years of experience to feel threatened by younger employees, especially concerning career advancement. Therefore, employee job satisfaction would increase if efforts are taken by the management to create advancement opportunities that will increase employees' productivity levels (Aarabi *et al.*, 2013).

f. Personal Growth

The last element in intrinsic motivation is personal growth. Herzberg's Two-Factor Theory states that personal growth is one of the intrinsic factors that satisfy and motivate employees. Plunkett and Attner (1989) defined personal growth as the opportunity for employees to develop their knowledge and to improve through job experiences. Oosthuizen (2001) noted that personal growth is personal development to gain knowledge, skills, experience, seniority, and status. One way to improve employee personal growth is by offering promotions to employees. Herzberg (1987) stated that internal promotions are one of the opportunities that should be presented to employees for career advancement in an organisation and that they can also function as a work-related motivator. These findings further prove that promotion is part of personal growth and one of the best tools to motivate employees (Simons & Enz, 1995).

Promotion, therefore, is the re-appointment of the employee to a higher level of the job to acquire more responsibility for the work (Ukandu & Ukpere, 2011). Ukandu

and Ukpere (2011) also identified employee personal growth in the fast-food industry as a very important element for the industry and for the employees themselves. Thus, an accurate set of criteria must be introduced for promotion and growth purposes, to motivate employees to conform to the requirements (Hossain & Hossain, 2012).

Hence, personal growth is positively associated with employee motivation but if fewer chances and deferrals are offered by the organisation for employees' personal growth, career development, and promotion, the organisation will suffer losses due to low job performance and demotivated employees (Afful-Broni, 2012; Hossain & Hossain, 2012). Therefore, a lack of funds for career progression will cause disappointment and minimal productivity from employees.

Personal growth policy should hence match employees' needs and be positively associated with high job performance (Hossain & Hossain, 2012). Notably, several approaches have been observed to enhance employee personal growth, for instance, arranging for skills development, providing training, and presenting opportunities and promotions to employees. These approaches are considered as strong motivation elements to satisfy employees' needs for self-esteem and self-actualisation (Hossain & Hossain, 2012). Moreover, Hossain and Hossain (2012) also claimed that employees would be demotivated without adequate training and constructive criticism of the work they perform.

2.5.2 Extrinsic Motivation

The second dimension of motivation is extrinsic motivation. Yeboah and Abdulai (2016) reported that extrinsic motivation is derived outside an individual and is mainly

based on external outcomes like monetary compensation and rewards. An extrinsically motivated person will perform a task that has satisfactory outcomes such as a reward or a job promotion even when he/she has little interest in the task (Dar *et al.*, 2014). Odukah (2016) defined extrinsic motivation as the degree of an individual engagement in the work to acquire some objective that is separated from the work itself. Extrinsic motivators are more tangible and are represented by basic needs such as physical environment, working conditions, job security, advancement, interpersonal relations, and pay. Such tangible remunerations provide the value of an individual to the organisation; however, the value is determined by the organisation and not by the individual (Rees & McBain, 2004).

The workplace and the outside world are therefore the primary sources of extrinsic motivation. For instance, a decent salary, fringe benefits, permitting policies, and numerous practices of supervision are some forms of external rewards for this motivation (Afful-Broni, 2012). The rewards that promote extrinsic motivator behaviour include attaining extra remuneration, for example, an additional holiday, extra cash, and freedom from disciplinary actions (Hossain & Hossain, 2012). Herzberg (1987) classified extrinsic motivators into company policy and administration, supervision, working conditions, salary, personal life, job status, interpersonal relationships with subordinates, peers, and supervisors, as well as job security as discussed in the following subsections.

a. Company Policy and Administration

The first elements of extrinsic motivation are company policy and administration. According to Herzberg's Two-Factor Theory, company policy and administration are

two of the most important elements in hygienic factors and have a tremendous effect on employees' work attitude and can eventually disappoint the employees when these obligations are not fulfilled satisfactorily (Hossain & Hossain, 2012). Oosthuizen (2001) ascertained that company policy and procedure include work procedures, work organisation, human resources policy, non-financial privileges, work production and other facilities. A study by Hossain and Hossain (2012) concluded that employee motivation is greatly affected by company policies and administration. Therefore, some employees believed that company policies such as the best employee of the month and outstanding employee of the year, the internal promotion system, and good job performance proclamations within the company are some of the conditions that trigger and motivate employees to perform better (William, 2010).

b. Supervision

Amend (1970) defined supervision as the art of working with a group of people over whom authority is exercised in such a way as to achieve their greatest combined effectiveness in getting work done. He also defined it as getting things done through other people. Good supervision is best performed when an atmosphere of goodwill and zestful cooperation prevails. In the supervisory process, there exists great responsibility for developing leadership skills and the motivational level of employees. To be successful in his/her job, a supervisor must have a basic knowledge of people and their fundamental needs and wants. Supervisors should have skills that can recognise their employees' accomplishments, opportunities for growth on the job, group acceptance, and security (Amend, 1970). Most employees can be motivated by good supervision. If the employees are internally motivated to do their best at work,

both the employees and the supervisor are more likely to excel in their job assignments. Therefore, the supervisor's success comes from those he/she supervises.

According to Herzberg (1987), bad supervision will lead to job dissatisfaction, which in turn will demotivate the employees as well as their job performance. Supervisors must be able to discriminate in recognising and appropriately rewarding good work (Herzberg, 1987). Personal relationships between the supervisor and the employees should be maintained at the optimum level. Herzberg (1987) also added that every supervisor that wants to be effective and to fulfil the responsibilities of his/her job must engage in counselling the employees and must understand the importance of counselling to the smooth running and efficiency of an organisation. Therefore, the supervisor must make every effort to improve his/her counselling ability. Importantly, the supervisor must also be a good listener, pay close attention to what employees say and care for the employees' well-being (Amend, 1970).

c. Working Condition

The third element in extrinsic motivation is working conditions. According to Islam and Ismail (2008) and Oosthuizen (2001), working conditions affect employee's motivation levels and include the amount of work, the availability of resources such as machinery and tools, and the state of the physical workplace such as ventilation, lighting, workspace, and air conditioning. Kondalkar (2007) pointed out that for the employees to display a minimum level of satisfaction, a minimum level of working conditions must be constantly provided by the organisation. However, poor working conditions will lead to employees' disappointment and this will obviously place the organisations' objectives at risk. Little room offered for flexibility in terms of working

hours and coping with high work pressure are the other factors that can demotivate employees due to poor working conditions (Hossain & Hossain, 2012).

Working conditions also play a significant role in determining employee job performance. William (2010) noted that most of the respondents in his study admitted that favourable working conditions would motivate them. Hossain and Hossain (2012) stated that decent working conditions do not only influence the motivation of the employees but also greatly contribute to employee productivity and job performance. However, Dobre (2013) instead argued that working in a stressful work environment cannot bring out the employees' potential to perform to their utmost capability; nonetheless, this can be accomplished by motivating the employees. Hence, conducive and accommodating working conditions are extensively preferred by employees. Consequently, managers must create decent working conditions to enhance the levels of employee motivation.

d. Salary

Within the present economic environment, salary plays a vital part in enabling employees to survive. Salary is frequently a stimulating force and a key driver of motivation (Govender & Parumasur, 2010). Afful-Broni (2012) highlighted that employees consider money as the main motivator in an organisation. Most Malaysian employees regard salary as the most significant factor that effectively stimulates them to perform well, irrespective of age, gender, occupation, income, or job status (Islam & Ismail, 2008). Similarly, Araimi (2013) noted that the Japanese financial sector recognises monetary incentive as the key motivator in Japan. Stringhini, Thomas, Bidwell, Mtui and Mwisongo (2009) concluded that inadequate salaries are

demotivators for employees. Therefore, salary is the element that practically always appears to be a strong dissatisfaction element and most employees are perpetually unhappy with their compensation (Oosthuizen, 2001). Hence, salary increments can motivate employees who are seeking better remunerations (Oosthuizen, 2001).

In contrast, Hossain and Hossain (2012) claimed that non-financial factors have a more profound effect on employee motivation than financial factors. Their studies provided evidence that salary was placed at number six in a ranking by employees of factors that motivated them. This proved that other motivators, besides salary, also play important roles in motivating employees. These findings were in line with Herzberg's Two-Factor Theory that listed salary as a hygiene factor, whereby this factor can only satisfy employees but might not motivate them. Hossain and Hossain (2012) characterised salary from the employees' point of view as salary paid for what the company considers as the value of the employee, and a lower salary is perceived as being less valued. Hence, higher salaries are the most effective motivators for employees (Teck-Hong & Waheed, 2011).

e. Personal Life

Employees wish to have satisfied and healthier personal lives (Burke, 2010). The effect of emotions in an individual's personal life surroundings is a primary significant influence in the work environment (Koubova & Buchko, 2013). Koubova and Buchko (2013) also concluded that personal life is an important component in determining the employee's overall life satisfaction. Real happiness and personal satisfaction come as employees' personal lives are fulfilled, such as achieving job promotions through which employees can meet family needs or fulfil social roles to enhance overall

satisfaction (Koubova & Buchko, 2013). This situation can lead to personal and family life improvement; therefore, higher job performance and professional growth opportunities can be achieved.

f. Job Status

Employee job status is another extrinsic motivation element that influences employee motivation and that can enhance employee job performance. According to Oosthuizen (2001), status is perceived as an employee's perception; although it may not contribute as a physical symbol, it can change non-tangible elements such as a position title. Kondalkar (2007) indicated that employee status is vital in influencing employee motivation. Moreover, any improvement in hygiene factors, including employee status, does not affect employees' motivation level but dissatisfaction will be displayed if the factors are reduced to a certain degree. Hence, an increase in employee status will help the employee in achieving motivation and job satisfaction.

Oosthuizen (2001) likewise stated that employee's status such as job position, job title, company car, type and size of the office and furniture used are important determinants of employees' motivation levels. Therefore, the management should take responsibility for increasing employee status by identifying and satisfying these status symbols if possible (Oosthuizen, 2001). Other status symbols include the person's social rank in a group, which is often determined by a person's characteristics, as well as the person's formal position (Dugguh & Dennis, 2014). When status differs, it may be difficult to communicate efficiently in the organisation. To reduce dissatisfaction, managers should use both verbal and non-verbal forms of communication to pass messages to employees to ensure the highest level of probability that the information

circulated would be intact. The issue of status should also be diluted to avoid a situation whereby those with higher status will influence members having lower status. This therefore indicates that individual status should not be a yardstick for motivation (Dugguh & Dennis, 2014).

g. Relationships with Co-Workers

Relationships with co-workers also extrinsically influence employee motivation. Mani (2002) stated that employee motivation levels are heavily influenced by their relationships with co-workers. Afful-Broni (2012) observed that encouragement for employees to perform in groups will allow them to become more capable, motivated, and able to be flexible in carrying out multiple tasks as well as producing outstanding products and delivering services expected by the customers. In addition, Afful-Broni (2012) claimed that teamwork can increase employees' motivation and reduce work absenteeism, resulting in the employees remaining loyal to the company.

On the other hand, Hossain and Hossain (2012) emphasised that unfavourable relationships with co-workers can demoralise employees. Along these lines, the manager needs to ensure that the employee's interpersonal relation is at par. Grant (2008) was of the view that the effect of pro-social motivation is stronger if it comes together with intrinsic motivation. Additionally, a harmonious association and strong caring relationship among employees will prompt solidarity and thus expand their motivation levels (Oosthuizen, 2001).

h. Relationship with Supervisor

The second dimension is the relationship with the supervisor. The supervisor and employee relationship in fast food outlets is an important element in determining the success of the operation. It also strongly impacts the satisfaction levels of the employees and increases team spirit (Oosthuizen, 2001). Moreover, maintaining good relations between supervisors and employees is a crucial factor in accomplishing success and surviving in challenging environments. Hossain and Hossain (2012) stated that employees always find the purpose of being at work and the meaning of their jobs. Hence, managers need to treat their employees as individuals and respect them as employees (Hossain & Hossain, 2012). A respectable association between supervisor and employees is a root cause of work satisfaction among employees. Consequently, it will enhance continuous learning, willingness to listen to employee's ideas, provide recognition for work achievement, and protect employees (Oosthuizen, 2001).

When managers and organisations treat employees with respect, employees feel appreciated and secure. Thus, employees will be loyal to the company and be motivated in their jobs and vice versa (Hossain & Hossain, 2012). Hossain and Hossain (2012) also indicated that poor managers cause about 60% of job dissatisfaction for employees. Therefore, unequal management treatment can diminish employees' motivation as well. Hossain and Hossain (2012) further found that the supervisor and employee relationship was ranked second among six factors that impacted employee motivation. This finding suggested that managers need to improve their relationships with employees by encouraging ideas from the employees, providing consultations, practising giving feedback, indicating respect and being compassionate to employees (Hossain & Hossain, 2012).

i. Job Security

A further element of extrinsic motivation is job security. Job security is associated with employee motivation (Islam & Ismail, 2008). Oosthuizen (2001) ascertained that many factors lead to the feeling of job security, including the well-being of an individual's specific job or position, employees' survivability in the organisation, a pension fund, and medical aid. Therefore, less job security can demotivate employees (Hossain & Hossain, 2012). An empirical investigation by Aarabi *et al.* (2013) revealed that a positive association was observed between job security as a motivational factor and employee job performance. Job security has a substantial effect on employee job performance and employees are less motivated to work if their job security is low (Miller, Erickson, & Yust, 2008). When job security is low, employee behaviours will be affected once the employee knows that he/she will lose the job (Aarabi *et al.*, 2013; Domenighetti, D'Avanzo, & Bisig, 2000). Hence, many researchers agreed that job security will increase employees' motivation levels as well as other matters (Aarabi *et al.*, 2013; Senol, 2011). Senol (2011) found that job security was ranked as one of the three most significant motivational tools in all the subcategories of his study. Furthermore, Aarabi *et al.* (2013), who conducted a study on hotel employees, proved that job security has an important role in preventing employees from leaving a job since it can change employee's thoughts and causes negative work behaviour among them.

Lack of job security was observed as the cause of high employee turnover (Senol, 2011). When there is no job security, an employee's needs for further growth will be blocked. If the employee works hard but security does not return, he/she will seek to fulfil his/her needs elsewhere or burn out (Dugguh & Dennis, 2014). While numerous

studies proved that job security correlates with employees' job performance, some studies showed contrary results such as negative effects among the variables (MacLeod & Parent, 2015). Nevertheless, based on the arguments above, most researchers believed that job security is a motivational factor that strongly influences employee job performance.

Generally, in the context of fast food, organizations require highly motivated employees to work at the restaurants. This is because motivated employees perform better, leads to greater job performance and productivity as well as lower employee turnover. Hence, a study regarding the level of employee motivation in the context of the fast-food industry is crucial to improve the employees as well as the organization performance.

2.6 Employee Job Involvement

Employee job involvement is pivotal in determining a company's success. Employee job involvement was identified by numerous researchers as an important element in influencing employees and in providing a competitive advantage to organisations (Elankumaran, 2004). Lodahl and Kejner (1965) were the first to introduce the idea of employee job involvement and since then it has become the primary focus in the fields of organisational behaviour and occupational psychology (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016).

Previous literature has therefore offered various definitions regarding employee job involvement. Allport (1943) defined job involvement as the extent to which the job addresses the issues of eminence and a sense of pride or the level of significance to

one's self-esteem. It is also conceptualised as the extent to which one effectively takes an interest in a particular job. Lodahl and Kejner (1965) stated that job involvement is the degree to which individuals link their work or the significance of the job psychologically to their total self-image and self-esteem. Kappagoda (2012) characterised job involvement as the degree of the job, the involvement of the employee in the job, and self-worth linked with the job. Consistent with previous definitions, this study defined job involvement as the degree of employee participation in the organisation that reflected the current job.

Congruent with this, Rotenberry and Moberg (2007), asserted that several studies made numerous attempts to discover the reason for job involvement and job performance association is inconsistent. Brown and Leigh's (1996) meta-analysis predicted that the population correlation between overall job performance and job involvement was insignificant. Nonetheless, despite the fact that job involvement had a significant predicted population correlation with combination measures of performance, the coefficient result still indicated a low relationship. Rotenberry and Moberg (2007) and Chughtai (2008) contended that a specific measure should be designed that could be tailored to a specific occupation and they developed a specific measure to gauge employee job involvement. Their study revealed an insignificant relationship between job involvement and job performance. However, several previous studies found that employee job involvement significantly influences employee job performance. Ling, Lin and Wu (2016) found in their research that a sense of self-competence and individual competitiveness affect how much the employee becomes involved in his/her job, and his/her job involvement affects job performance. Dienhart and Gregoire (1993) discovered that people who are involved

in their job usually actively participate in it, hold it as a central interest, perceive their job performance as central to their self-esteem, and view job performance to be consistent with their self-concept of performance.

A study by Velnampy (2007) concluded that the correlation between job involvement and job performance is somewhat higher than the correlation between job satisfaction and job performance. Kappagoda (2012) found that non-managerial employees' job involvement was significantly and positively correlated with job performance. Therefore, these studies showed that employee job involvement significantly and positively influences employee job performance.

Notably, most companies experience behavioural issues among employees; for example, low degrees of job satisfaction, job involvement and productivity, high employee turnover, and absenteeism (Elankumaran, 2004). Numerous research findings noted that high employee job involvement in their work will decrease employee intentions to change jobs and absenteeism behaviour, and will increase employee job performance (Carmeli & Freund, 2004; Rotenberry & Moberg, 2007). Franca and Pahor (2014) stated that the size of the industry probably influences employee job involvement. Furthermore, it is also believed that employees will display high job involvement if they are satisfied and content with their work environment (Huang *et al.*, 2016).

Generally, employees who possess high job involvement are concerned with their attendance and incomplete work makes them feel guilty (Lodahl & Kejner, 1965). Govender and Parumasur (2010) asserted that employees are usually more involved in

their jobs if their needs are fulfilled, and as a result, the congruence between job expectations and the job itself can be equal. Moreover, some employees may display high job involvement by thinking of the job at all times, while others may become depressed if they fail at something related to the job (Lodahl & Kejner, 1965).

On the other hand, highly job-involved employees will exert incredible efforts to accomplish organisational goals and these employees are more averse to turnover (Diefendorff, Brown, Kamin, & Lord, 2002; Jayawardana, O'Donnell, & Jayakody, 2013). Usually, employees who have higher job involvement tend to use more mental and physical effort during working hours. Their core lives are primarily directed towards the job itself and their turnover intention is very minimal (Liao & Lee, 2009). Furthermore, employees that possess high job involvement like to reach satisfaction over work achievement because of their positive feelings towards work and willingness to commit and focus more for the company as well as they expect to stay longer in the company (Liao & Lee, 2009). Hence, with a higher level of job involvement, usually, an employee will expend additional effort and time in his/her work (Huang *et al.*, 2016). Therefore, many existing researchers agreed that a high level of job involvement will lead to a high level of job performance as well (Mudrack, 2004).

Considering that employee job involvement is also the process of engaging employees in their work (Velnampy, 2007). In particular, it ensures that employees who are closest to the work have the power to control work methods, and can use their knowledge and skills to improve the work processes (Lawler, 1992). This approach also attempts to move information and power downward in the organisation, so that

employees can work autonomously and regulate their behaviours (Cummings & Worley, 1993). As a consequence, organisations that use this approach typically experience a flattening of the organisational hierarchy. Although there is no one theoretical basis for employee job involvement, it is derived from a number of key human relations assumptions (Velnampy, 2007). Specifically, it is assumed that when employees are given challenging work, they will: (i) become more motivated and willing to control their behaviour; (ii) become more involved in their work; (iii) increase their commitment to organisational goals; and (iv) use their skills and abilities to make valuable contributions to organisational goals.

Employee job involvement can therefore be defined as the degree to which one establishes job-related activities or the job itself to be particularly highly significant to an employee's life and a key source of individual identity (Reeve & Smith, 2001). Blau (1985), Brown and Leigh (1996) and Kanungo (1982) perceived job involvement as a unidimensional construct that reflects the cognitive state of psychological identification with work and this has become a well-accepted definition. According to Diefendorff *et al.* (2002), Lodahl and Kejner's (1965) and Kanungo's (1982) job involvement scales were extensively used in numerous previous studies. Hence, Reeve and Smith (2001) claimed that Lodahl and Kejner's (1965) scale is the most preferred instrument of researchers and a great amount of archival data has been generated using this scale. Consequently, this study utilised Lodahl and Kejner's (1965) scale to achieve the research objectives.

In sum, in the context of the fast-food industry, job involvement is fundamentally crucial for the employees and is a significant tool to stimulate them to work effectively

and increase productivity. Based on the literature reviewed above, many researchers have proved that employee job involvement influences employee job performance. Hence, managers and human resource professionals in the fast-food organization are required to be proactive in ensuring that employees are always involved and participate in the organisation to improve their job performance. Besides that, the fast-food organization needs employees who are highly involved in their job to ensure the restaurant can run smoothly and generate more profits.

2.7 Employee Compensation

Another approach to increase company productivity and employee job performance is by improving employee compensation. Employee compensation refers to the organisation's benefits that are provided to the employee including basic salary, short- and long-term incentives, bonuses, and other different types of compensation (Guillet *et al.*, 2012). Compensation (also known as remuneration) is an indispensable attribute to employee engagement that motivates an employee to achieve more and hence focus more on work and personal development (Anitha, 2014). It involves both financial and non-financial rewards. Therefore, an attractive compensation package, which comprises a combination of pay, bonuses, and other financial rewards, as well as non-financial rewards like extra holidays and voucher schemes, will motivate employees and enhance their performance.

The reason for becoming an employee of any organisation is to earn an income in the form of compensation to fulfil basic needs such as food, clothing, and housing (Gunawan & Amalia, 2015). To set a compensation amount to be paid to employees, the company must be viable so that the lowest compensation can meet the necessities

of the employees' lives. In order to compute compensation increments, it is not only the necessities of living, however, that are taken into account; inflation, economic growth, and productivity also influence the decision (Gunawan & Amalia, 2015). Hence, the management of the company has to think and make wise decisions in setting compensation levels for employees.

Most organisations stimulate high-level performances by utilising compensation, promotion, bonuses, and giving different types of rewards to employees (Aarabi *et al.*, 2013; Dobre, 2013; Gunawan & Amalia, 2015). According to Aarabi *et al.* (2013), compensation is the basic form of encouragement and it can attract, sustain, and drive individuals towards higher levels of performance. A good job performance measure is crucial and existing evidence shows that compensation can influence employee productivity and enhance quality (Aarabi *et al.*, 2013). Gerhart, Minkoff, and Olsen (1995) claimed that compensation is a vital incentive to boost employee job performance. However, most employees think that they are insufficiently paid, thus this demoralises their performance.

Determining the amount of compensation is however not an easy task. Calculating the amount of compensation is the most complex job for the industry and a critical condition for employees (Guillet *et al.*, 2012). This is because compensation reflects the size of the employee's work value among the workers themselves, as well as their family and community (Gunawan & Amalia, 2015). Furthermore, it also reflects the industry's efforts in encouraging human resources to have higher levels of loyalty and commitment (Gunawan & Amalia, 2015). Hence, effective compensation approaches

are crucial to maintaining the viability of the workforce, the realisation of the company's vision and mission, and the accomplishment of work goals.

In connection with the above, employers who are in high labour-intensive industries frequently prefer to keep labour costs low because they are afraid of the deterioration of profits and competitiveness (Yee & Yuen, 2014). A low minimum compensation has been a critical issue for quite some time in the fast-food industry's business plans (Ukandu & Ukpere, 2014). In this respect, a large number of fast-food companies prefer to import employees from different nations to work for low compensation (Ukandu & Ukpere, 2011). Consequently, there is a reduced demand for higher compensation of semi-skilled and unskilled employees due to this outsourcing method (Ukandu & Ukpere, 2014). Hence, the fast-food industry prefers to hire employees who are willing to work for that amount of money or even less instead of increasing employee compensation (Ukandu & Ukpere, 2011). As a result, employees are treated poorly and unable to make a living to support their families because of the average pay or minimum compensation received (Ukandu & Ukpere, 2014).

Many studies have therefore shown that compensation has a noteworthy connection with employee job performance. Gunawan and Amalia (2015) stated that compensation has a positive link with employee job performance. Edirisooriya (2014) also demonstrated a strong link between compensation and employee job performance in his studies. Moreover, Gunawan and Amalia (2015) noted that compensation significantly influences and causes employee effectiveness and improved job performance. Wren (1995) claimed that direct extrinsic incentives such as high wages are the primary influences on expanding employee's productivity and overcoming

poor performance. For service companies, financial factors such as wages strongly influence employee job performance because every employee has his/her own identity. Thus, the proper incentive will determine their economic status and job performance (Aarabi *et al.*, 2013).

Furthermore, Aarabi *et al.* (2013) also claimed that, in illustrating the strong relationship between payment and employee productivity, payment functions as an incentive to help to increase employee job performance. Moreover, when employers give an increment to employees, employees will persevere in improving their job performance (Aarabi *et al.*, 2013). Hence, many pieces of research proved that employee compensation directly influences employee job performance in the workplace.

Nonetheless, some researchers indicated a contradictory outcome in their studies. According to Afful-Broni (2012) and Dobre (2013), compensation does not necessarily enhance employee job performance. Moreover, other researchers stated that compensation is not the main component that helps employees to increase their work activities and job performance (Edirisooriya, 2014). Thus, other aspects may primarily affect employee job performance such as lack of facilities, inadequate incentives, and allowances, and inadequate work environments, which can cause dissatisfaction among employees and consequently produce ineffective, unproductive, and poor job performance (Afful-Broni, 2012).

In summary, employee compensation is a vital factor in determining employee job performance and strongly influences the organization's performance as well as lower

employee turnover especially in the context of the fast-food industry. The compensation also determines the company's credibility and profitability, apart from motivating the employees. Hence, enhancing employee compensation is crucial besides to improve their job performance but also to retain the employees at the restaurants.

2.8 Foundation Approach of the Study

In this section, two theories were chosen to guide the research framework. The Theory of Work Performance was used as a foundational approach in the framework while Herzberg's Two-Factor Theory of Motivation was used to support the theory for variables of motivation.

2.8.1 Theory of Work Performance

The Theory of Work Performance was implemented as the main theory to support this study's research framework. It was also used as a guideline to assess and measure the work performance of employees in particular jobs. Work performance is a fundamental principle that measures the achievements and productivity of a company. Blumberg and Pringle (1982) suggested that an individual's work performance is driven by his/ her capacity, willingness, and opportunity to perform. Hence, this leads to the following interactive model:

$$\text{Performance} = f(\text{Capacity} \times \text{Willingness} \times \text{Opportunity})$$

The lower values of any one of these dimensions will decrease the level of work performance. As indicated by Blumberg and Pringle (1982), capacity consists of the

physiological and cognitive abilities that empower a person to perform a task efficiently. It represents the effects of the individual's ability, knowledge, skills, intelligence, age, state of health, education level, endurance, stamina, energy level, motor skills, and other related variables.

Accordingly, willingness is described as an individual's inclination to perform a task that is influenced by his/her emotional and psychological traits. The core characteristic that represents willingness is the effect on behaviour of personality, job attitudes, motivation, job satisfaction, job involvement, ego involvement, norms, values, job status, anxiety, task characteristics, legitimacy of participation, perceived role expectations, self-image, feelings of equity and other closely related concepts. Furthermore, models of work performance should consider the opportunity to be included as the third dimension.

Blumberg and Pringle (1982) argued that even though an individual may be willing and prepared to take part in a given behavioural act, whether this act could be consummated depends on the presence and arrangement of certain facts in the person's objective environment. The facts that are regarded as important in influencing the individual's level of work performance are the technical system components, which include equipment, tools, materials, supplies, physical conditions, organisational policies, rules and procedures, actions of co-workers, leaders, behaviours, mentors, time, information and pay.

Researchers, for instance, Ford (1992), Waldman (1994) and Waldman and Spangler (1989), who were from different research fields such as management, psychology, and

education, created models of work performance that are consistent with the three-dimensional model of Blumberg and Pringle (1982). Consequently, in this study, the work performance model exhibited above was used as a heuristic device to identify the antecedent variables of work performance and to develop hypotheses related to their interactive relationships. Hence, if any of the variables was missing or was negligible in the relationships mentioned above, consequently, the work performance would be minimal.

For instance, an individual may try to achieve the expected work performance with the necessary resources available, but if job attitude and job involvement are lacking, the individual's efforts will be wasted, either because the objectives are less suitable or the employee is unable to achieve the effort necessary. Similarly, if a person is willing to expend the necessary effort, has a good job attitude and job involvement, but lacks the necessary resources, then the individual's work performance will be considered as poor (Agbejule & Saarikoski, 2006).

In addition, Libby and Luft (1993) claimed that there are interrelations between these three factors and determinants of work performance interaction (i.e. that there are dependencies), which proposes that researchers should examine more than one factor to understand the entire picture. They suggested that the key to understanding these dependencies is to understand the mechanisms or underlying cognitive processes through which they affect performance.

Subsequently, this study proposed hypotheses to explore the relationships between the antecedents of work performance that focused on the willingness factor and

particularly emphasised employee behaviour such as job attitude, motivation, and job involvement. This approach showed that the Theory of Work Performance was relevant and applicable in the present study. Hence, based on this theory, the research framework was created. Figure 2.1 showed the Theory of Work Performance developed by Blumberg and Pringle (1982).

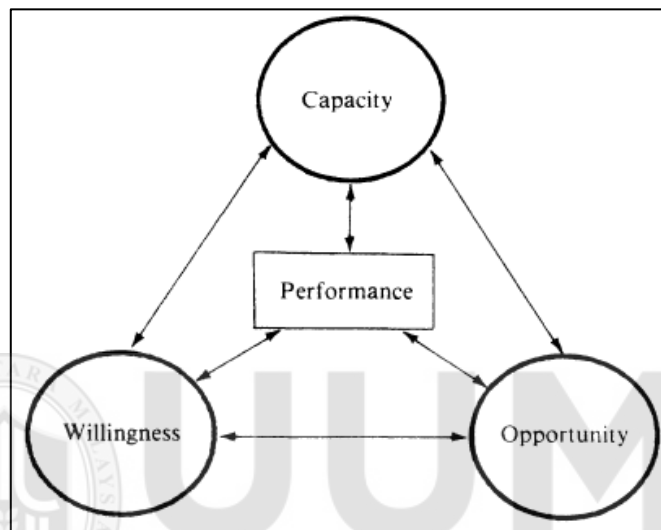


Figure 2.1 Theory of Work Performance (Blumberg & Pringle, 1982)

2.8.2 Herzberg's Two-Factor Theory of Motivation

Similar to the Theory of Work Performance, Herzberg's Two-Factor Theory of Motivation greatly supported the research framework concerning the variable of employee motivation, as it was rooted in this theory. This theory developed by Herzberg (1987) emphasises two types of factors that drive employee satisfaction in the workplace, which are motivation factors and hygiene factors. Motivation factors are depicted by intrinsic factors that increase employee's job satisfaction, while hygiene factors are extrinsic factors to prevent any dissatisfaction (Yusoff *et al.*, 2013).

Motivation factors inspire employees to be hard-working and take pleasure in their jobs. These factors involve what people do and should be engineered into their jobs so that employees can develop their intrinsic motivation within the workforce (Herzberg, 1987). Examples of motivation factors are recognition, achievement, the work itself, and the work environment, responsibility, personal growth, and advancement (Kondalkar, 2007).

Unlike motivation factors, hygiene factors however refer to the lack in the vocational environment that can lead to employee dissatisfaction. Hygiene factors assume the role of preventing employee's discontent. Although these factors do not increase employees' motivation levels, their absence leaves a feeling of discontent among employees. The elements of hygiene factors are company policies and administration, working conditions, salary and benefits, interpersonal relations with peers and supervisors, job security, job status, and supervisor relations. Thus, in order to measure employee motivation towards employee job performance, Herzberg's Two-Factor Theory is suitable in this research context.

2.9 Research Models

The study referred to several models from Aarabi *et al.* (2013), Gunawan and Amalia (2015), Hossain and Hossain (2012), Rodwell *et al.* (1998) and Shariff *et al.* (2010) to develop a broader but unique and more accurate dimensionality framework for employee job performance. The study emphasised the importance of job attitude, motivation, job involvement, and compensation in the development of employee job performance. The following models were reviewed.

2.9.1 Model by Shariff, Zainal and Hashim (2010)

This model was chosen as a guideline in developing the research framework in this study. The existing model was designed to measure the Malaysian hospitality industry's frontline employee job performance and focused on the hotel industry. More specifically, this model examined the effects of individual characteristics that comprised personality, ability and motivation on employee job performance and was moderated by changed behaviour. In addition, the model provided a framework linking personality, ability, and motivation that represented employee characteristics as independent variables while the dependent variable was employee job performance. Therefore, the coverage of this model was arguably limited. However, the model indicated the importance of employee job performance and motivation, which this study was concerned about. The framework could not be totally adopted but the aspects of motivation and employee job performance could be adapted and incorporated into this research framework. Figure 2.2 exhibits the study model of Shariff *et al.* (2010).

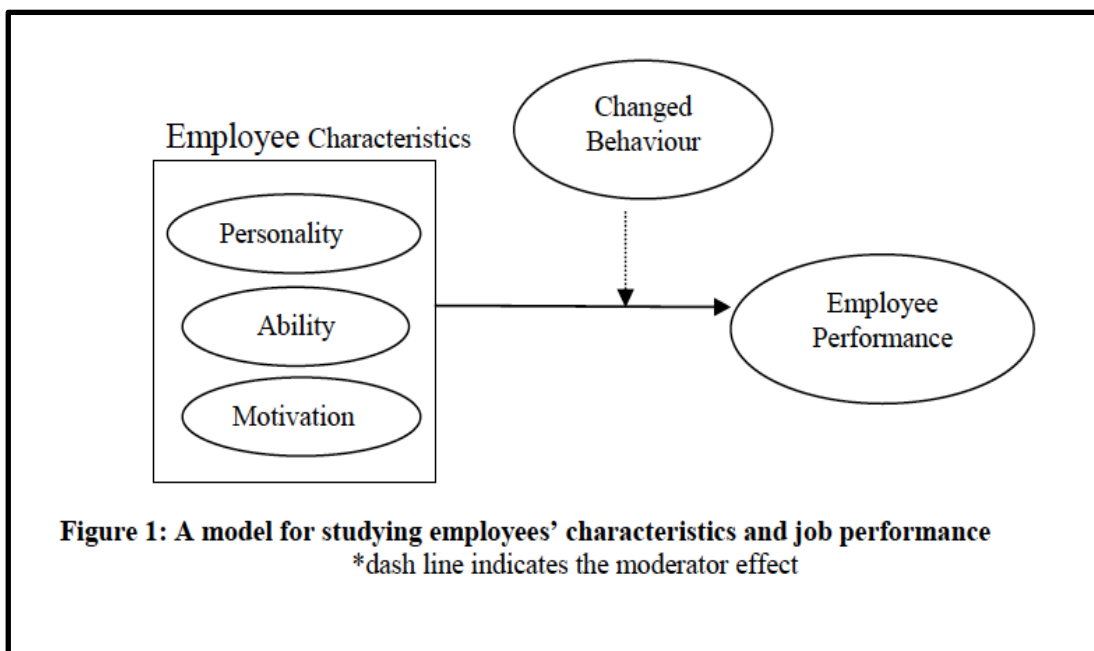


Figure 2.2 Model of Shariff, Zainal and Hashim (2010)

2.9.2 Model by Rodwell, Kienzle and Shadur (1998)

The model from Rodwell *et al.* (1998) emphasised employee job attitudes and employee job involvement as independent variables and employee job performance as the dependent variable. This model explored the links between employee job attitudes and employee job involvement in employee job performance and evaluated employees working at an Australian information technology company. This model was very similar to this study, especially the variable of employee job attitude that was used in the proposed research framework. However, the element of motivation was not included and the dimensions of employee job involvement were different in this model. Hence, the model could not be totally adopted and appeared limited for this study. Therefore, the model was modified to include the element of employee motivation and the dimension of employee job involvement to suit this study. Figure 2.3 shows the study model of Rodwell *et al.* (1998).

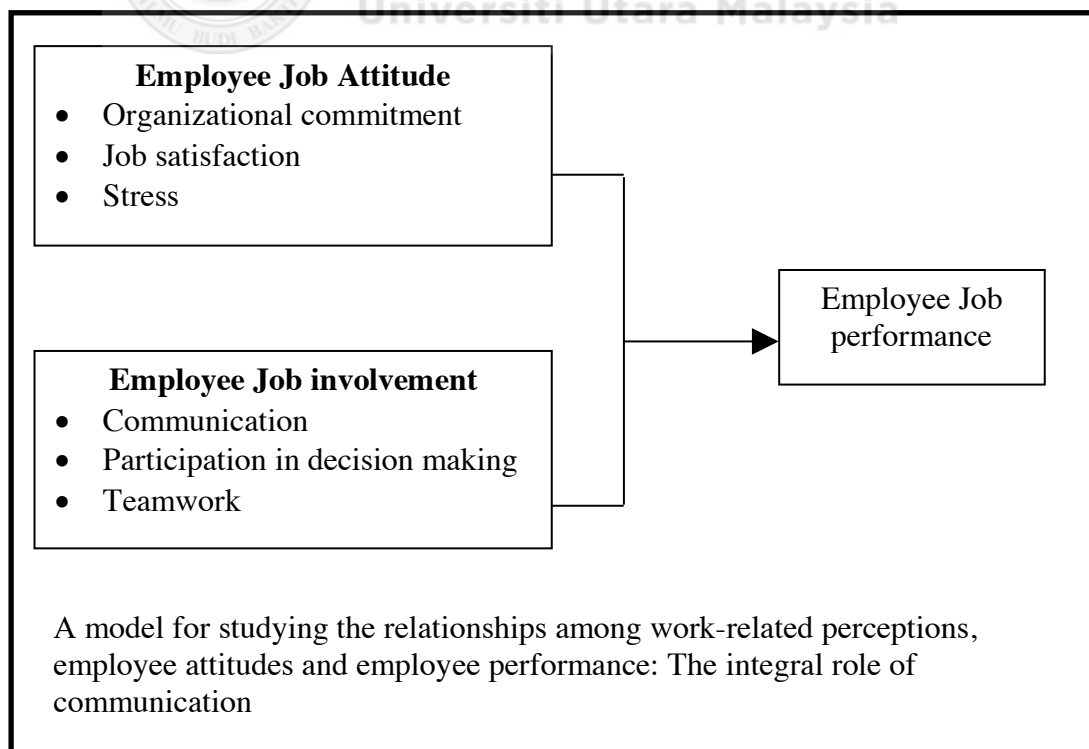


Figure 2.3 Model of Rodwell, Kienzle and Shadur (1998)

2.9.3 Model by Hossain and Hossain (2012)

This model by Hossain and Hossain (2012) examined factors that influenced employee motivation levels in employee job performance for employees who worked at KFC. The model identified six broad categories of motivation factors such as the work itself and the work environment, supervisor relations, the company itself and company matters, recognition, development and growth, and pay and benefits. Similar to the previous models, this model also strongly contributed to the development of this research framework. However, due to limited and insufficient dimensional coverage, the model could not be relied upon completely. Therefore, this study included the other dimensions that were not included in this model such as achievement, responsibility, advancement, company policy, and administration, supervision, working conditions, salary, personal life, job status, interpersonal relationships with peers and supervisors, and job security, as adapted from Herzberg (1987). Moreover, this model only involved employee motivation as an independent variable. Hence, the model seemed limited for this study. Figure 2.4 illustrates the study model of Hossain and Hossain (2012).

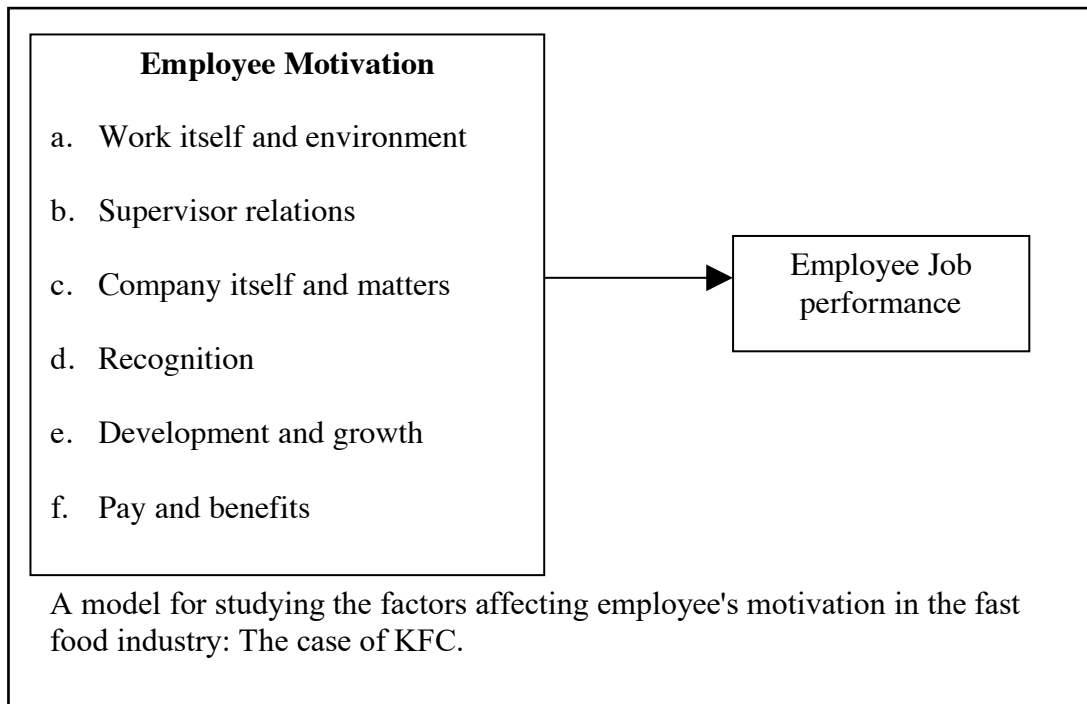


Figure 2.4 Model of Hossain and Hossain (2012)

2.9.4 Model by Aarabi, Subramaniam and Akeel (2013)

Similar to the other models, this study incorporated the model from Aarabi *et al.* (2013). This model aimed to have a better understanding of the factors that motivated employees and their link with job performance in Malaysian servicing organisations. The dependent variable in this model was job performance and the independent variables were motivational factors such as payment, freedom, promotion, job security, friendly environment, and training. This model also strongly contributed to the development of this research framework. However, due to the lack of dimensions such as achievement, recognition, the work itself, responsibility, advancement, growth, company policy and administration, supervision, working conditions, personal life, job status, interpersonal relationships with peers and supervisors, and job security, the model was adapted to include them in this study. Figure 2.5 demonstrates the study model of Aarabi *et al.* (2013).

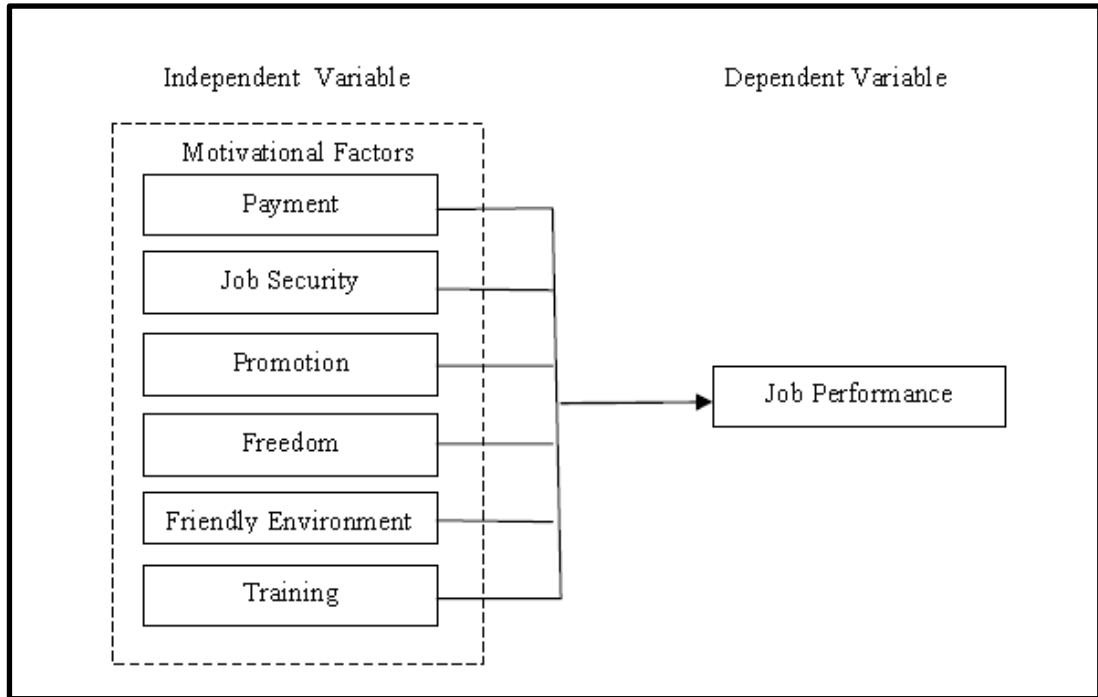


Figure 2.5 Model of Aarabi, Subramaniam and Akeel (2013)

2.9.5 Model by Gunawan and Amalia (2015)

This model was also chosen to guide the development of the research framework of this study. The model was basically designed to explore the effect of wages on employee job performance and was moderated by the quality of work life. The independent variable in this model was wages, which comprised the dimensions of salary, allowance, overtime, increment and sanctions. The dependent variable was employee job performance while the moderator was the quality of work life. Even though this model used wages as the independent variable, the elements of the model were similar to the present study. However, the model could not be totally adopted due to its limited coverage. In order to be compatible with this study, the variable of wages was replaced with compensation to make the scope broader. Furthermore, this study modified the model by changing the role of the moderator variable where the quality

of work life was removed. The dimensions of wages and job performance were retained. Figure 2.6 displays the study model of Gunawan and Amalia (2015).

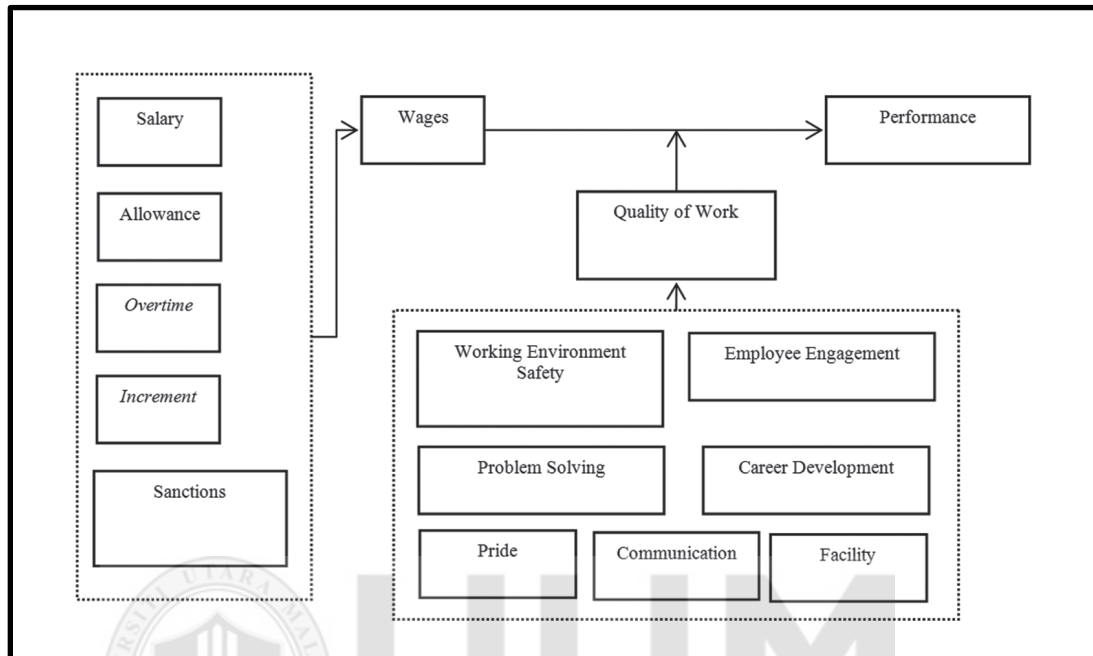


Figure 2.6 Model of Gunawan and Amalia (2015)

2.10 Research Framework

Based on the discussions of the literature, theories, and models above, and in order to organise the arguments and reflections on employee job performance, a research framework was developed to understand the nature of employee job performance and its antecedents. The critical literature review of the variables coupled with the research questions and research objectives provided the researcher with much insight to develop the framework as well as the hypotheses to establish the necessary relationships that existed.

The research framework identified five major variables in order to form the research model, and consequently, to establish the relationships that existed among these

variables. The framework indicated that employee job performance represented the dependent variable while employee job attitude, motivation, and job involvement represented the independent variables. The moderating variable in this study was employee compensation.

Based on this framework, two types of relationships that existed among the variables were a direct relationship and the effect on the relationship. The direct relationship in this framework was between the independent variables, which were employee job attitude, motivation, and job involvement, and the dependent variable, which was employee job performance. Meanwhile, the link between the independent variables, the dependent variable, and the moderator, which was employee compensation, was considered as the effect on the relationship in this study.

As indicated in the literature above, employee job attitude referred to job satisfaction and organisational commitment. Job satisfaction was defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Meanwhile, organisational commitment was defined as the relative strength of an individual's identification with and involvement in a particular organisation that comprised affective, continuance, and normative commitment (Allen & Meyer, 1990; Mowday *et al.*, 1979).

For employee motivation, two dimensions were involved, which were adapted from Herzberg's Two-Factor Theory of Motivation-motivational factors (intrinsic) and hygiene factors (extrinsic). Motivational factors comprised elements of achievement, recognition, the work itself, responsibility, advancement, and personal growth. While,

hygiene factors included the elements of company policies and administration, supervision, interpersonal relations with peers and supervisors, working conditions, salary and benefits, job security, and job status.

In terms of employee job involvement, there was no dimension involved. This variable was adapted from Lodahl and Kejner (1965). Employee job performance was adapted from Koopmans *et al.* (2011), who described the three dimensions involved as task performance, contextual performance, and counterproductive performance. Finally, employee compensation as the moderator comprised the dimensions of external competitiveness, compensation based on performance, incentive-based mix, openness and participation, and fringe benefits. These variables were used to measure whether their effects on the independent variables and the dependent variable either strengthened or weakened the variables. Figure 2.7 displays the study's research framework.

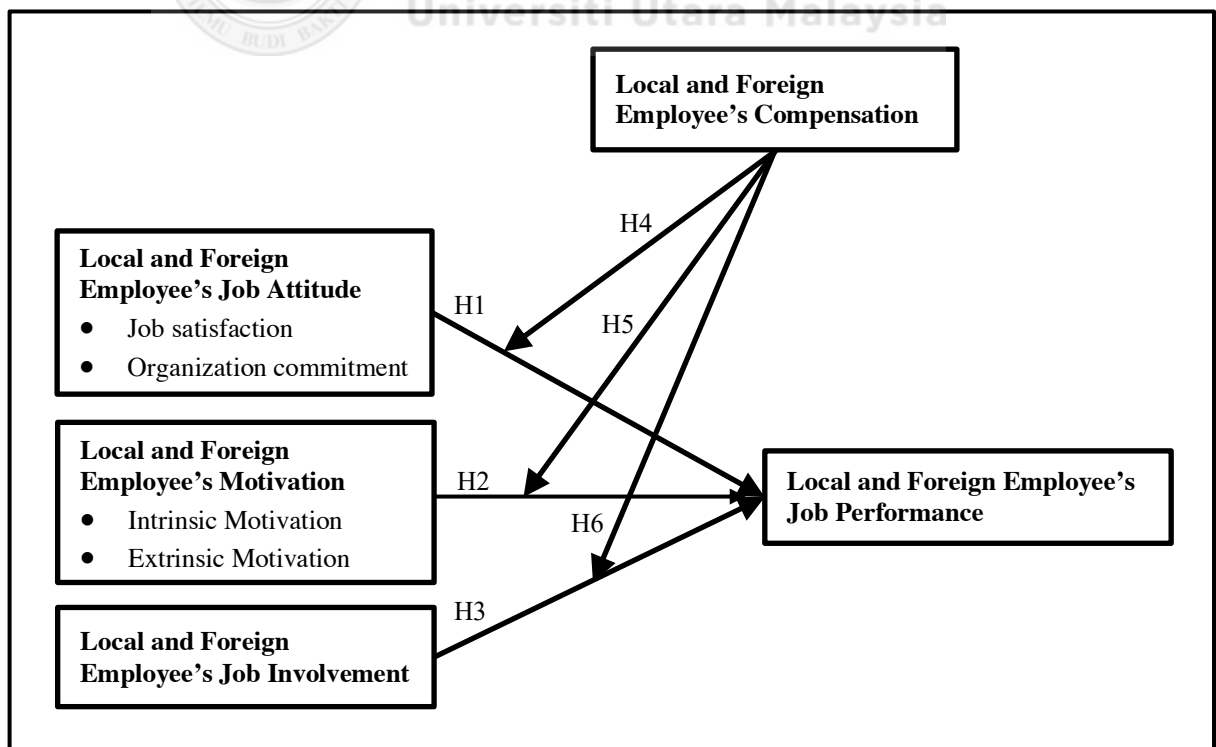


Figure 2.7 Research Framework

2.11 Hypotheses Development

Based on the research models and the review of the literature above, several hypotheses were developed to test the study model by examining the relationships between job attitudes, motivation and job involvement, and employee job performance. The model also examined the moderating role of compensation on job attitude, motivation, and job involvement on employee job performance. The nine research hypotheses postulated were as follows.

2.11.1 Employee Job Attitudes and Employee Job Performance

Numerous existing pieces of research have discovered the positive relationship between employee job attitude and job performance (Adsit *et al.*, 1996; Brayfield & Crockett, 1955; Kagaari, Munene & Ntayi, 2010). Lawler and Porter (1967) and Vroom (1964) claimed that employee job attitude contributes to the growth of employee job performance. Kossek and Nichol (1992) stated that if a supervisor gives full support to and looks after the employees at work or even listens to their family problems, the employees will manage their work better and consequently, the employees' job performance will increase. Brayfield and Crockett (1955) revealed that there is a significant relationship between employee job attitude and employee job performance. Kagaari *et al.* (2010) also indicated a positive relationship between employee job attitude and employee job performance with the suggestion that an organisation must focus more on human resources than on its competitor's strategy, quality, and research. Furthermore, Melián-González (2016) and Velnampy (2007) agreed that the job attitude influenced and increased employee job performance. In contrast, a study by Susanty *et al.* (2013) led to contradictory outcomes whereby the study failed to prove that job attitude had a significant effect on employee job

performance. Nevertheless, this study assumed that if the level of employee job attitude increased, the level of employee job performance would also increase. Therefore, based on the arguments above, it was hypothesised that:

H₁: There is a positive relationship between employee job attitude and job performance for all employees.

H_{1a}: There is a positive relationship between employee job attitude and job performance for local employees.

H_{1b}: There is a positive relationship between employee job attitude and job performance for foreign employees.

2.11.2 Employee Motivation and Employee Job Performance

Organisational psychologists have debated the relationship between employee motivation and job performance for at least 50 years (Afful-Broni, 2012). The effectiveness of motivation is imperative and vital in motivating employees towards their targets and objectives and the organisation's goals. According to Hazra *et al.* (2015), there is a positive relationship between the effectiveness of motivation and employees' productivity. Davis and Kohlmeyer (2015) also found that motivation influences employee performance. In addition, Shahzadi *et al.* (2014) stated that a significant and positive relationship exists between employee motivation and employee job performance. Hence, this study assumed that if the level of employee motivation increased, the level of employee job performance would also increase. Thus, in view of the literature analysed, it was postulated that:

H₂: There is a positive relationship between motivation and job performance for all employees.

H_{2a}: There is a positive relationship between motivation and job performance for local employees.

H_{2b}: There is a positive relationship between motivation and job performance for foreign employees.

2.11.3 Employee Job Involvement and Employee Job Performance

Numerous studies have disclosed that employee job involvement may affect employee job performance depending on how well job involvement is measured and how job performance is defined (Diefendorff *et al.*, 2002; Rotenberry & Moberg, 2007). In addition, numerous studies have indicated that employee job involvement positively influences employee job performance (Brown & Leigh, 1996; Diefendorff *et al.*, 2002; Kappagoda, 2012). Govender and Parumasur (2010) also confirmed that employees who practice job involvement in an organisation positively influence their performance. Similarly, Diefendorff *et al.* (2002) measured the relationship between employee job involvement and job performance using Kanungo's (1982) and Lodahl and Kejner's (1965) instruments and showed significant relationships between these two variables. Additionally, Rotenberry and Moberg (2007) confirmed that employee job involvement positively influences employee job performance. Ghafoor *et al.* (2011), moreover, concurred that employee job involvement showed a positive and significant impact on employee job performance. Hence, this study also assumed that if the level of employee job involvement increased, the level of employee job performance would increase. Therefore, based on the evidence stated above, the following hypotheses were developed:

H₃: There is a positive relationship between employee job involvement and job performance for all employees.

H_{3a}: There is a positive relationship between employee job involvement and job performance for local employees.

H_{3b}: There is a positive relationship between employee job involvement and job performance for foreign employees.

2.11.4 The Moderating Effect of Employee Compensation

The effect of compensation as a moderator has been well documented. Wheatley and Doty (2010) examined the moderating role of compensation on the innovation strategy and job performance relationship based on risk and time horizon. They found that the innovation strategy and job performance relationship was moderated by bonuses and options-granted compensation. Moreover, a study by Taylor, Davis, and Jillapalli (2009) that investigated the role of compensation on the relationship between trust and privacy concerns found that compensation moderated this relationship. Demerouti, Bakker, and Leiter (2014) studied the effect of compensation on the relationship between burnout and job performance. Their findings demonstrated that compensation significantly moderated the relationship between burnout and job performance. However, studies that addressed compensation as a moderating variable in the relationships between employee job attitude, motivation, job involvement, and employee job performance have yet to be conducted. Consequently, this lack created a gap for the present study to examine the moderating effect of employee compensation on the relationships between employee job attitude, motivation and job involvement, and employee job performance. Based on the discussion above, the following hypotheses were postulated:

H₄: Employee compensation moderates the relationship between employee job attitude and job performance for all employees.

H_{4a}: Employee compensation moderates the relationship between employee job attitude and job performance for local employees.

H_{4b}: Employee compensation moderates the relationship between employee job attitude and job performance for foreign employees.

H₅: Employee compensation moderates the relationship between motivation and job performance for all employees.

H_{5a}: Employee compensation moderates the relationship between motivation and job performance for local employees.

H_{5b}: Employee compensation moderates the relationship between motivation and job performance for foreign employees.

H₆: Employee compensation moderates the relationship between employee job involvement and job performance for all employees.

H_{6a}: Employee compensation moderates the relationship between employee job involvement and job performance for local employees.

H_{6b}: Employee compensation moderates the relationship between employee job involvement and job performance for foreign employees.

2.11.5 Differences between Local and Foreign Employee

The recruitment of foreign employees resulting from a shortage of local employees has become a necessity and a global business trend for organisations to survive (Ang *et al.*, 2003). This shortage continues to rise for a number of reasons including local

employees' job attitudes, revisions to government education policies, improved living standards, and ambitions to move forward (Mohamed *et al.*, 2012). Additionally, foreign employees are needed because there is a deficiency of local labourers due to their unwillingness to work in industry during periods of rapid economic growth (Abdul-Rahman, Wang, Wood, & Low, 2012). Therefore, the inflow of foreign employees into Malaysia has reduced the problem of labour shortages (Abdul-Rahman *et al.*, 2012).

Malaysians have become very selective about the work they do and they refuse to accept work that is considered dirty, dangerous and difficult. Most foreign employees who enter Malaysia are either semi-skilled or unskilled (Abdul-Rahman *et al.*, 2012). Therefore, job abundance, especially in the lower ranks of the restaurant sector due to the unavailability of local labour, has led to the hiring of foreign employees for these positions (Bachtiar, Fahmy, & Ismail, 2015). Moreover, despite the offer of a good salary and compensation, locals who are employed in these positions display a laid-back attitude towards work, which seems to have become the cultural norm at the workplace (Ahmad *et al.*, 2016). The many complaints regarding local employees' lack of work commitment, low productivity and difficulty in being reprimanded even after disciplinary action have been cited as the reasons behind the recruitment of foreign employees (Ahmad *et al.*, 2016). According to Ang *et al.* (2003) and Krjukova, Schalk and Soeters (2009), local and foreign employees differ in their positive and negative attitudes, perceptions, and behaviours towards work. Therefore, investigating the differences in job attitudes, motivations, and job involvement of local and foreign employees would prove beneficial for all concerned. Hence, the present study hypothesised that:

H₇: There is a significant difference in terms of employee job performance between local and foreign employees.

H₈: There is a significant difference in terms of employee job attitude between local and foreign employees.

H₉: There is a significant difference in terms of employee motivation between local and foreign employees.

H₁₀: There is a significant difference in terms of employee job involvement between local and foreign employees.

2.12 Chapter Summary

This chapter provided a review of previous related studies on employee job performance and its attributes, namely job attitude, motivation, and job involvement. In addition, the moderating role of compensation and its relationship with the variables was also reviewed. This chapter also evaluated and integrated the foundational approach and supporting theories that were used in this study. Furthermore, it discussed the proposed research framework and the previous research models that contributed to the development of the research framework. Lastly, this chapter highlighted the development of the hypotheses integrated into this study based on the research questions and objectives. The following chapter discusses and describes the methodology used in this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter starts with research design followed by population and sample, instrumentation, questionnaire design, translation of the questionnaire, ethical considerations, data collection, and data analysis. The results of the pilot study are also discussed in this chapter, including the reliability and validity of the instrument used.

3.2 Research Philosophy

This study aims to examine the relationship between employee job attitudes, motivation and job involvement, and employee job performance. This study also tested the moderating effects of employee compensation between employee job attitudes, motivation, and job involvement with employee job performance. With regards to the study's objectives, this section discussed the philosophical approach used in this study. According to Sekaran and Bougie (2013), the philosophical approach should help the researcher to get the truth about the subject of the research. It also allows the researcher to access various methods and avoid unsuitable use and unnecessary work by recognizing the limitations of particular approaches at an early stage (Hair, Money, Page & Samouel, 2007). Three main philosophical approaches that exist are ontology, epistemology, and axiological.

Ontology concerns the ideas about the existence of and relationship between people, society, and the world in general (Eriksson & Kovalainen, 2008). Ontology is also based on beliefs about the world around us and what we can discover by research (Sekaran & Bougie, 2013) while, epistemology is described as the truth of the knowledge (Hair *et al.*, 2007).

Epistemology also focuses on how knowledge can be produced, the sources of the knowledge, and the limitation of the knowledge (Eriksson & Kovalainen, 2008). In terms of axiology, it considers the researcher's views of the role and value of the research (Saunders, Lewis & Thornhill, 2007). Hair *et al.* (2007) confirm that it is impossible to engage in any form of research without committing to ontology and epistemological positions since the research methods can be traced back and changed through epistemology to an ontology position. The researchers argued that researchers taking differing ontology and epistemological positions will lead to different research approaches towards the same phenomenon. Therefore, this study considered both ontology and epistemological philosophy as the basis of this research.

Basically, four types of research processes involved in research are positivism, realism, interpretivism, and pragmatism (Sekaran & Bougie, 2013). Positivism is an assumption that the only legitimate knowledge can be found from experience (Eriksson & Kovalainen, 2008). Positivism is also a dominant epistemological paradigm that advocates working with observable social reality and places emphasis on highly structured methodology to facilitate replication (Saunders *et al.*, 2007). Positivism through numerical analysis emphasises the accuracy of research evidence. Most of the positivist researchers conduct studies to understand patterns in human

activities and to make a prediction using methods to identify, measure, and state accurately relationships among the variables being studied in the phenomenon. Experimental research and survey are among the many methods used by positivist researchers. Therefore, this study employed positivism as the research processes because it is more suitable into the study.

3.3 Research Design

Research design is a blueprint for the collection, measurement, and analysis of data based on the research questions of a study (Sekaran & Bougie, 2013). Research design is divided into qualitative, quantitative and mixed methods (Creswell, 2014). This study aimed to generalise the results to a larger population, hence the appropriate research design was quantitative research. As stated by Sekaran and Bougie (2013), quantitative research generalises the result to larger populations and uses a large number of respondents to answer the research questions. Creswell (2014) divided quantitative research into experimental design and non-experimental design. The non-experimental design comprises a correlational design that measures the level of association (or relationship) between two or more variables and uses techniques of hierarchical linear modelling to expound complex relationships between the variables (Creswell, 2014). Therefore, correlational design was compatible with this study, which sought to describe the relationships between job attitude, motivation, job involvement, and job performance, followed by an analysis of moderation.

In terms of a time frame, a cross-sectional survey was used since it permitted the researcher to gather data just once at a specific point in time to answer the research questions (Sekaran & Bougie, 2013). The cross-sectional survey also helps to collect

a large amount of data in a highly economical way (Sekaran & Bougie, 2013). Moreover, Creswell (2014) suggested that the survey research method is the best possible method to be utilised in collecting data as it provides a numeric or quantitative description of opinions, attitudes, or trends of the population.

3.4 Population

A population is a group or a set of collections that a researcher utilises in generalising the results (Rubin & Babbie, 2011). A population can be divided into two categories- the target population and the accessible population (Bracht & Glass, 1968). According to Bracht and Glass (1968), the target population is the entire group that is within the area of interest that a researcher or a group of researchers hopes to understand, while the accessible population is the group that a researcher can actually measure. In this study, it was more appropriate to utilise the accessible population in the selection of the sample. This was due to the higher number of foreign employees who worked at fast food outlets located in the Federal Territory of Kuala Lumpur and in Selangor compared to other cities and states in Malaysia.

The population in this study was local and foreign employees. Based on the permissions granted by the head offices of the restaurants, only four fast food brands allowed the researcher to conduct this study. They were McDonald's, Burger King, MARRYBROWN and A&W. The study focused on non-managerial employees who were both front line and back end employees, including cashiers, servers, cooks, floor crews, stewards and riders. Such demographics were compatible due to foreign employees being discussed in this study as being concentrated in the low-skilled job segment. The number of employees in the population (local and foreign employees)

was acquired from the human resource departments of the respective organisations. Table 3.1 shows the number of employees in the population in the Federal Territory of Kuala Lumpur and in Selangor.

Table 3.1
Number of Total Employee Population in Kuala Lumpur and Selangor

Company	Mc Donald's	Burger King	Marry brown	A&W	Total
Number of outlets	114	42	20	17	193
Population of local employees	5463	397	188	264	6312
Population of foreign employees	57	29	51	48	185
Employee population (Local and foreign employees)	5520	426	239	312	6497

3.4.1 Sample Size and Sampling

The sample size is the actual number of subjects chosen to represent the population characteristics (Sekaran & Bougie, 2013). Essentially, the larger the sample size, the more representative the sample will be of the population of interest, and this, in turn, will lead to more generalised findings (Al-Majali, 2011). The sample size will generate an outcome based on the accessible population. As suggested by Krejcie and Morgan (1970) (Appendix 4) and Roscoe (1975), as a rule of thumb, the sample size should be larger than 30 and less than 500. On the other hand, Hair, Black, Babin, and Anderson (2014) were of the view that sample sizes as small as 50 accompanied with very strong measurements and no missing data should be accepted. Hence, based on Krejcie and Morgan's (1970), Roscoe's (1975) rule of thumb, and Hair *et al.* (2014), this study decided that the minimum number of questionnaires that needed to be distributed to local employees was 361, and 123 for foreign employees.

The type of sampling technique implemented was stratified random sampling. The stratified random sampling was preferred used in this study because it is a probability sampling technique that allows generalisation of the findings obtained (Sekaran & Bougie, 2013). It involves the process of stratification or segregation, followed by the random selection of subjects from each spectrum (Sekaran & Bougie, 2013). Hence, it allows the study to get specific respondents to obtain desired information. In this light, the stratification or segregation is based on fast food brands which were McDonald's, Burger King, Marrybrown and A&W. As mentioned by Sekaran and Bougie (2013), the stratification is an efficient research sampling that provides more information with a given sample size. Therefore, stratified random sampling was the most appropriate sampling technique that can be used in this study.

To implement the stratified random sampling, the selection of subjects involves a number of processes. First, the fast-food organisations in the Federal Territory of Kuala Lumpur and Selangor were segregated into four types of groups based on their company names, namely McDonald's, Burger King, Marrybrown and A&W. The segregation of the population into four unrelated groups was considered appropriate, relevant and significant in the context of this study. Subsequently, the restaurant outlets from each group were selected based on their highest sales figures and the largest number of employees from each of the organisations. The lists of restaurant outlets were gathered from the companies' websites.

Based on the lists, the ratio of the number of outlets of each organisation, for McDonald's, Burger King, Marrybrown and A&W, was 114:42:20:17. For local employees, according to Krejcie and Morgan's (1970) table, if the total population of

respondents is 6,312, the total number for sampling is 361. Hence, a minimum of 361 questionnaires was distributed to local employees based on their population percentage, i.e. McDonald's: 86.54%; Burger King: 6.29%; Marrybrown: 2.98% and A&W: 4.18%. The ratio of the number of questionnaires was 312: 23: 11: 15.

A similar procedure was applied for foreign employees with a population of 185. This amount required a sampling number of 123. Hence, a minimum of 123 questionnaires was distributed to foreign employees based on their population percentage, i.e. McDonald's: 30.81%; Burger King: 15.68%; Marrybrown: 27.57% and A&W: 25.94%. The ratio of the number of questionnaires was 38: 19: 34: 32. Thus, the total number of questionnaires distributed to both local and foreign employees was 484.

It should be noted that most survey methods that utilise questionnaires often face low return rates (Babbie, 1990). Typically, the appropriate and sufficient return rate for a survey method using a questionnaire should be at least 50% (Babbie, 1990). In the Malaysian environment, a return rate of 40% is considered sufficient (Zain, Zain, & Yatim, 1998). Hence, to overcome a low return rate, the number of questionnaires distributed was determined based on the expected return rate of 40%. Consequently, the number of questionnaires distributed by the researcher was more than the minimum requirement, which stood at 505 questionnaires for locals and 172 questionnaires for foreign employees. Table 3.2 summarises the minimum numbers of sampling required for local and foreign employees and the minimum number of questionnaires that required distribution in this study.

Table 3.2
Number of Sampling and Questionnaires that Distributed to Local and Foreign Employees

Company	Mc Donald's	Burger King	Marry brown	A&W	Total
Number of outlets	114	42	20	17	193
Population of employees	5520	426	239	312	6497
Population of local employees	5463	397	188	264	6312
Sample of local employees in %	86.55%	6.29%	2.98%	4.18%	100%
Minimum number of questionnaires need to distribute to local employees	312	23	11	15	361
Return rate at 40%, the number of questionnaires need to distribute to local employees	437	29	15	21	505
Population of foreign employees	57	29	51	48	185
Sample of foreign employees in %	30.81%	15.68%	27.57%	25.94%	100%
Minimum number of questionnaires need to distribute to foreign employees	38	19	34	32	123
Return rate at 40%, the number of questionnaires need to distribute to foreign employees	53	26	48	45	172
Total minimum number of questionnaires need to distribute to all employees	490	55	63	66	677

3.5 Instrumentation

The questionnaire consisted of six sections. Section A focused on employee job performance and Section B focused on employee job attitude. Next, Section C focused on employee motivation while Section D discussed employee job involvement. This was followed by Section E, which focused on employee compensation, and finally Section F, which covered the demographic profiles of the respondents. According to

Rashid (2007), the use of multi-scale items would serve several benefits, such as the latent construct having many interrelated aspects that would make it unrealistic for a single scale item to capture (explain) the construct adequately. In a multi-scale item design, each item was intended to be an observation of a construct. As a group, these items were deemed to provide more representative information about the underlying construct. Specifically, this approach was acceptable for its ability and effectiveness in capturing the required data about motivation-based information. Therefore, this increased the item's validity.

3.6 Questionnaire Design

The questionnaire was initiated by a letter from the researcher that informed the respondents of all the information related to this study. The researcher also informed the respondents of the anonymity and confidentiality of the questionnaire. The self-administered questionnaire took approximately 20 minutes to complete. As noted by Bommer, Johnson, Rich, Podsakoff, and Mackenzie (1995) and Rodwell *et al.* (1998), self-ratings are considered more appropriate in measuring employee job performance, due to their well-known element of high job performance and the expectations of them achieving it. Moreover, the focus here was on the point of view of the employees themselves. Hence, it was more appropriate for the employees to complete the questionnaires in this study. The items in the questionnaire were adapted from previous studies; however, some modifications and contextualisation were applied to enable the questionnaire to suit this study. Moreover, the choice of the questions was based on the validity and reliability of the results of the previous studies were acceptable, the questions were simple and easy to understand and lastly the questions were used by other researchers.

Additionally, a five-point Likert scale was adopted in this study because it is the most common scaled-response and provides the most accurate measurement (Hair *et al.*, 2010). It is also considered appropriate in testing the proposed hypotheses and attitudes and behaviour among the respondents (Sekaran & Bougie, 2013). Meanwhile, by using a five-point Likert scale, it is relatively easy for respondents to read the complete list of scale descriptors, thus facilitating the understanding of the questionnaire (Dawes, 2008). Cooper and Schindler (2006) five-point likert scale is more reliable, provides a greater volume of data compare to other scale, and produce the interval data. Hence, this study adopted five-point Likert scale to capture information about the particular constructs from the respondents.

3.6.1 Employee Job Performance Measurement

To measure employee job performance, this study adapted measure from Koopmans (2014). That measurement comprised three dimensions, namely contextual performance, task job performance, and counterproductive work behaviour. The instrument consisted of 18 items and used a five-point Likert scale ranging from 1 = “strongly disagree” to 5 = “strongly agree”. The measurement was adapted because it has been applied in many other studies such as Mensah (2015) and Coffeng *et al.* (2014) while their reliability result (Cronbach’s alpha) showed an acceptable value between 0.78 and 0.85. Table 3.3 shows items of employee job performance measurements.

Table 3. 3
Employee Job Performance Measurement

No.	Items	Sources
Task Performance		Koopmans
1.	I managed to plan my work so that it was done on time.	(2014);
2.	My planning was optimal.	Mensah
3.	I kept in mind the results that I had to achieve in my work.	(2015);
4.	I was able to separate main issues from side issues at work.	Coffeng <i>et al.</i> (2014)
5.	I was able to perform my work well with minimal time and effort.	
Contextual Performance		
6.	I took on extra responsibilities.	
7.	I started new tasks myself, when my old ones were finished.	
8.	I took on challenging work tasks, when available.	
9.	I worked at keeping my job knowledge up-to-date.	
10.	I worked at keeping my job skills up-to-date.	
11.	I came up with creative solutions to new problems.	
12.	I kept looking for new challenges in my job.	
13.	I actively participated in work meetings.	
Counterproductive Work Behavior		
14.	I complained about unimportant matters at work.	
15.	I made problems greater than they were at work.	
16.	I focused on the negative aspects of a work situation, instead of on the positive aspects.	
17.	I spoke with colleagues about the negative aspects of my work.	
18.	I spoke with people from outside the organization about the negative aspects of my work.	

3.6.2 Employee Job Attitude Measurement

Employee job attitude was referred to as employee job satisfaction and organisational commitment. An instrument to measure employee job satisfaction was developed by

Brayfield and Rothe (1951) and consisted of 18 items adapted in this study. The reliability test of Cronbach's alpha indicated the strong reliability of the instrument with a value of 0.77. Meanwhile, the instrument to measure organisational commitment employed by Meyer and Allen (1984) comprised three dimensions, which were affective commitment, continuance commitment, and normative commitment also adapted in this study. The instrument consisted of 24 items with previous Cronbach alpha values ranging between 0.75 and 0.87. These instruments utilised a five-point Likert scale, ranging from 1 = "strongly disagree" to 5 = "strongly agree". These two instruments have been widely used by many researchers. The items used in these instruments are listed in Table 3.4.

Table 3.4
Employee Job Attitude Measurement

No.	Items	Sources
	Job satisfaction	Brayfield
1.	My job is like a hobby to me.	& Rothe (1951)
2.	My job is usually interesting enough to keep me from getting bored.	
3.	It seems that my friends are more interested in their jobs.	
4.	I consider my job rather unpleasant.	
5.	I enjoy my work more than my leisure time	
6.	I am often bored with my job.	
7.	I feel fairly well satisfied with my present job.	
8.	Most of the time I have to force myself to go to work.	
9.	I am satisfied with my job for the time being.	
10.	I feel that my job is no more interesting than others I could get.	
11.	I definitely dislike my work.	
12.	I feel that I am happier in my work than most other people.	
13.	Most days I am enthusiastic about my work.	
14.	Each day of work seems like it will never end	

15. I like my job better than the average worker does.

16. My job is pretty uninteresting.

17. I find real enjoyment in my work.

18. I am disappointed that I ever took this job

Organization Commitment

Meyer &

Affective commitment

Allen

19. I would be very happy to spend the rest of my career with this organization (1984)

20. I enjoy discussing my organization with people outside it

21. I really feel as if this organization's problems are my own

22. I think that I could easily become as attached to another organization as I am to this one (R)

23. I do not feel like 'part of the family' at my organization (R)

24. I do not feel 'emotionally attached' to this organization (R)

25. This organization has a great deal of personal meaning for me

26. I do not feel a strong sense of belonging to my organization (R)

Continuance commitment

27. I am not afraid of what might happen if I quit my job without having another one lined up (R)

28. It would be very hard for me to leave my organization right now, even if I wanted to

29. Too much in my life would be disrupted if I decided I wanted to leave my organization now

30. It wouldn't be too costly for me to leave my organization now (R)

31. Right now, staying with my organization is a matter of necessity as much as desire

32. I feel that I have too few options to consider leaving this organization

33. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives

34. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -

another organization may not match the overall benefits I have here

Normative commitment

- 35. I think that people these days move from company to company too often.
 - 36. I do not believe that a person must always be loyal to his or her organization (R)
 - 37. Jumping from organization to organization does not seem at all unethical to me (R)
 - 38. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
 - 39. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization
 - 40. I was taught to believe in the value of remaining loyal to one organization
 - 41. Things were better in the days when people stayed with one organization for most of their careers
 - 42. I do not think that wanting to be a ‘company man’ or ‘company woman’ is sensible anymore (R)
-

3.6.3 Employee Motivation Measurement

The instrument for measuring employee motivation was adapted from several researchers such as Dunnett, Campbell, and Hakel (1967), Graen (1966), Pasuwan (1972), Smerek and Peterson (2007) and Teck-Hong and Waheed (2011), and was based on Herzberg’s Two-Factor Theory. The items were measured using a five-point Likert scale, ranging from 1 = “strongly disagree” to 5 = “strongly agree”. The total items in this measurement were 74 and comprised of 15 factors. This study adapted Herzberg Two-Factor Theory because Hyun and Oh (2011) successfully used them in a restaurant setting. In addition, the previous results of Cronbach’s alpha ranged from

0.82 to 0.97 indicating that the items were reliable. The items for each dimension are illustrated in Table 3.5.

Table 3. 5
Employee Motivation Measurement

No.	Items	Sources
Achievement		
1.	I am proud to work in this company because it recognizes my achievements	Teck-Hong & Waheed (2011)
2.	I feel satisfied with my job because it gives me feeling of accomplishment	
3.	I feel I have contributed towards my company in a positive manner	
4.	I successfully completed a difficult assignment (or solved a difficult problem).	Dunnette <i>et al.</i> (1967)
5.	I gained a feeling of worthwhile accomplishment from my job.	
Recognition		
6.	My customers recognize my good work	Smerek & Peterson (2007)
7.	My contributions are valued by members of the outlet outside of business and operations	
8.	In the last 7 days I have received recognition or praise for doing good work	
9.	I get appropriate recognition when I have done something extraordinary	
10.	Expressions of thanks and appreciation are common in my outlet	
Work itself		
11.	I enjoy the type of work I do	Smerek & Peterson (2007)
12.	My job is interesting	
13.	My job gives me a sense of accomplishment	
14.	I make a difference in my outlet	

-
15. I am empowered enough to do my job Teck-Hong & Waheed (2011)

Responsibility

16. I have control over how I do my work Smerek & Peterson (2007)
17. My opinion counts at work
18. I have a say in decisions that affect my work
19. The physical environment allows me to do my job
20. I have the necessary resources, tools or equipment to do my job

Advancement

21. My opportunities for advancement or promotion exist within the company Smerek & Peterson (2007)
22. I know what is required of me to advance within the company
23. In my company, the internal candidates receive fair consideration for open positions
24. In my company, the information about job vacancies is readily available
25. I will choose career advancement rather than monetary incentives Teck-Hong & Waheed (2011)

Growth

26. My company offers the training or education that I need to grow in my job Smerek & Peterson (2007)
27. I have received the necessary training to do my job well
28. I have had opportunities at work to learn and grow in the past year
29. There is someone at work who encourages my development
30. Someone has talked to me about my progress in the past year

Company policy and administration

-
- | | | |
|-----|--|------------------------------|
| 31. | In this company, the senior management keeps employees informed | Smerek & Peterson
(2007) |
| 32. | In this company, the senior management effectively communicates the goals and strategies of our company | |
| 33. | In this company, the senior management demonstrates leadership practices that are consistent with the stated values of our company | |
| 34. | The attitude of the administration is very accommodative in my company | Teck-Hong & Waheed
(2011) |
| 35. | I am proud to work for this company because the company policy is favourable for its workers | |

Supervision

- | | | |
|-----|---|-----------------------------|
| 36. | My supervisor communicates well | Smerek & Peterson
(2007) |
| 37. | My supervisor manages people effectively | |
| 38. | My supervisor is an effective decision-maker | |
| 39. | My supervisor creates an environment that fosters trust | |
| 40. | My supervisor is approachable and easy to talk with | |

Relationship with supervisor

- | | | |
|-----|--|-----------------------------|
| 41. | My supervisor cares about me as a person | Smerek & Peterson
(2007) |
| 42. | My supervisor gives me constructive feedback on my performance | |
| 43. | My supervisor treats me with respect | |
| 44. | My supervisor recognizes me doing good work | |
| 45. | My supervisor considers my ideas | |

Working conditions

- | | | |
|-----|---|-------------------------------|
| 46. | I feel satisfied because of the comfort I am provided at work | Teck-Hong & Waheed
(2011) |
| 47. | I am proud to work for my company because of the pleasant working conditions | |
| 48. | I felt satisfied with the working conditions (heating, lighting, ventilation, etc.) on the job. | Dunnette <i>et al.</i> (1967) |
| 49. | Compared with most other jobs, the working conditions were very satisfactory. | |
| 50. | My physical surroundings were very pleasant. | |
-

Salary

51. My salary/pay rate is competitive when compared to similar jobs at other organization Smerek & Peterson
(2007)
52. I am fairly paid for the work I do
53. Salary/pay increases are appropriate
54. I understand how my base salary is determined
55. My salary/pay rate is a significant factor in my decision to stay at the company

Relationships with co-workers

56. I trust my co-workers Smerek & Peterson
(2007)
57. I am consistently treated with respect by my co-workers
58. I can count on my co-workers to help out when needed
59. My co-workers and I work as part of a team
60. People care about each other in my company

Personal life

61. I like the geographic location of the organization. Pasuwan
(1972)
62. I find it difficult to adjust to the family because of my job
63. I feel like I am a stranger in this family all the time because of my job
64. Because of my job, I feel that my position in the family allows me to live as I wish
65. Because of my job, my family offers everything that I want.

Job Status

66. I have a given status because of my job Graen (1966)
67. I receive a symbol of status on my job
68. In comparison with other jobs of comparable knowledge, experience, and ability, I receive a high salary as a crew. Pasuwan
(1972)
69. I am satisfied with the status of the crew.

Job Security

70. I believe I safe working at my workplace Teck-Hong & Waheed
(2011)
71. I believe my job is secure
72. My workplace is located in an area where I feel comfortable
73. I always feel secure in my job. Dunnette *et*

74. The company did a good job of providing steady employment. *al.* (1967)
-

3.6.4 Employee Job Involvement Measurement

Employee Job involvement measurement instrument was adapted from Lodahl and Kejner's (1965) that is a unidimensional construct and consisted of items that encompassed specific factors relating to job involvement. The instrument comprised 20 items and utilised a five-point Likert scale ranging from 1 = “strongly disagree” to 5 = “strongly agree”. This instrument has been used by many researchers such as Blau (1985), Govender and Parumasur (2010), Huang *et al.* (2016) and Kanungo (1982). The Cronbach coefficient alphas from these previous studies were between 0.62 and 0.93. Table 3.6 displays the list items in Lodahl and Kejner's (1965) instrument.

Table 3.6
Employee Job Involvement Measurement

No.	Items	Sources
1.	I'll stay overtime to finish a job, even if I'm not paid for it.	Lodahl &
2.	You can measure a person pretty well by how good a job s/he does.	Kejner (1965); Blau (1985),
3.	The major satisfaction in my life comes from my job.	Govender &
4.	For me, mornings at work really fly by	Parumasur
5.	I usually show up for work a little early, to get things ready	(2010); Huang
6.	The most important things that happen to me involve my work.	<i>et al.</i> (2016); Kanungo
7.	Sometimes I lie awake at night thinking ahead to the next day.	(1982)
8.	I'm really a perfectionist about my work	
9.	I feel depressed when I fail at something connected with my job.	

-
10. I have other activities more important than my work.
 11. I live, eat, and breathe my job.
 12. I would probably keep working even if I didn't need the money
 13. Quite often I feel like staying home from work instead of coming in.
 14. To me my work is only a small part of who I am.
 15. I am very much involved personally in my work.
 16. I avoid taking on extra duties and responsibilities in my work.
 17. I used to be more ambitious about my work than I am now.
 18. Most things in life are more important than work.
 19. I used to care more about my work, but now other things are more important to me.
 20. Sometimes I'd like to kick myself for the mistakes I make in my work.
-

3.6.5 Employee Compensation Measurement

This instrument was adapted from the studies of Ahmad (2013) and Gomez-Mejia (1992) and comprised four dimensions. The instrument consisted of 38 items and utilised a five-point Likert scale ranging from 1 = “strongly disagree” to 5 = “strongly agree”. The instrument was used by Ahmad and Scott (2015) with a Cronbach's alpha value of 0.87, which indicated a strong internal consistency among the attributes. Table 3.7 demonstrates employee compensation items.

Table 3.7
Employee Compensation Measurement

No.	Items	Sources
External Competitiveness		Ahmad &
1.	My employer adopts the best compensation system in the industry	Scott, 2015;
2.	My salary is among the best in the market	Johnson,
3.	My benefit is among the best in the market	1983; Gomez-
		Mejia, 1992
Compensation Based on Performance		
4.	My salary increments are based on my job performance	
5.	My bonuses are based on my performance	
6.	Rewards are distributed based on employees' contribution to organization	
7.	There is a large pay spread between low performers and high performers in a given job.	
8.	An employee's seniority does not enter into pay decisions.	
Incentive-Base Mix		
9.	A substantial portion of my compensation is variable.	
10.	I am given service points which are based on the amount of the business	
11.	I am given bonus when the business is profitable.	
12.	I am given commission for selling the restaurants' product and services	
Openness and Participation		
13.	My pay information is not a secret to me.	
14.	There are no formal policies that discourage me from revealing my pay to co-workers.	
15.	My organization openly discloses the administrative procedures on how pay levels and pay raises are established.	
16.	I have a say in my pay policies.	
Fringe Benefits		
I am given the following fringe benefits:		

-
17. Insurance coverage
 18. Medical coverage
 19. Loan scheme
 20. Relocation allowance
 21. Personal accident insurance
 22. Bonuses schemes
 23. Paid sick leaves
 24. Paid annual leaves
 25. Holiday entitlement
 26. Clothing provision
 27. Free transport to and from work
 28. Free meal
 29. Free laundry services
 30. Staff discount
 31. Sport and social facilities
 32. Profit sharing schemes
 33. Free accommodation
 34. Employee of the month and year award
 35. Birthday celebration
 36. Staff party
-

3.7 Translation of Questionnaire

The questionnaire was translated from English into Malay to aid respondents who did not understand English completely. The back-translation method introduced by Brislin (1986) was employed. The translation process required translators to translate from English into Malay and then from Malay into the original language. Four professional translators were involved, who were linguistic lecturers who possessed Masters and Ph.D. qualifications. The questionnaire consisted of two versions—version A and version B. The first two translators translated from English into Malay for version A and B separately. Subsequently, the translated versions A and B were translated again

by the other two translators from Malay into the original language. Finally, the translated questionnaires of versions A and B were compared for any differences. To resolve these differences, the researcher met with the translators to discuss the appropriate words to be used, and then, their collective agreement was sought.

3.8 Ethical Consideration

Moya, Nanvum and Robinah (2012) asserted that the essence ethics in research is to conform to the accepted professional practices. Hence, before distributing the questionnaires, the researcher comprehensively clarified the objectives of this study to all the respondents. The researcher also sought the respondents' consent, while the respondents' confidentiality was assured before the initiation of answering the questionnaires. Furthermore, the individuals who participated in this study did so voluntarily.

3.9 Data Collection

This study employed a survey research method to gather data. Before the distribution of the questionnaires, the researcher requested permission from the head offices of the branded restaurants, namely McDonald's, Burger King, Marrybrown and A&W. Upon receiving confirmation from the head offices, the researcher counter-checked on the exact branches that could be engaged for the distribution of questionnaires. Thereafter, the researcher went to all selected outlets to circulate the questionnaires with permission and help from the restaurant managers. The restaurant managers were also involved in distributing the questionnaires to their supervisors and crews.

By using printed questionnaires, the researcher circulated the questionnaire over a data

collection period of five months. The researcher began on 15th March 2017 until 26th August 2017. For answering the questionnaires, 15 outlets were involved from McDonald, 14 outlets from Burger King, 11 from Marrybrown, and 10 outlets from A&W. All these outlets are located in the Federal Territory of Kuala Lumpur and Selangor Darul Ehsan. The questionnaire was attached with a pen to all respondents to help them easily answer the questionnaires while the attached pen was eventually given as a token of appreciation for filling the questionnaire. Out of 960 questionnaires distributed, only 719 questionnaires were returned. However, 20 sets of questionnaires were excluded due to excessive missing data. Hence, the final useable questionnaires were 699 sets.

Moreover, the questionnaire was a self-administered structure, which was part of the survey method that established quantification of as much information as possible. In addition, this method was the most inexpensive approach to gathering information from a potentially large number of respondents and also saved both time and cost of distribution. According to Sekaran and Bougie (2013), the benefits of personally self-administered questionnaires are that researchers can establish a rapport with and motivate the respondents, can clarify any doubts of the respondents, can achieve a 100% response rate, and can ensure the anonymity of the respondents.

During the data collection process, some problems were however encountered. One of the biggest challenges was when some of the restaurant managers rejected the questionnaire or did not give permission to collect data at their outlets even though the head offices had allowed that. This refusal was probably because the restaurant managers believed that the data collection process will disturb their restaurant

operation especially for those outlets that have a minimum number of members of staff, high number of customers, and to protect the private and confidential data of their restaurants and image of their company. Even though the researcher comprehensively explained the purpose of the study, some of the managers still refused to give permission. Besides that, the cost that the researcher needed to absorb during the data collection process was also part of the challenges that the researcher faced. However, the researcher overcomes these challenges and was able to collect 719 questionnaires.

3.10 Data Analysis

The Statistical Package for the Social Sciences (SPSS) edition 22.0 was used to analyse the data. SPSS allowed the received questionnaires to be coded and recorded on a spreadsheet and subsequently screened for errors. To answer the research questions, two methods of analysis were employed. First, the analysis of descriptive statistics was based on frequency, percentage, mean and standard deviation. The second method analysed validity, reliability, the Pearson correlation, multiple regression, hierarchical multiple regression, and the independent sample t-test.

Descriptive statistics are commonly used in social science research to effectively present quantitative data (Rubin & Babbie, 2011; Struwig & Stead, 2001). Usually, descriptive statistics are utilised to profile the respondents according to demographic characteristics including gender, education, monthly income, and job tenure in terms of frequency and percentage. To measure reliability, Cronbach's coefficient alpha was employed. Cronbach's coefficient alpha is used to measure the internal consistency between items. In terms of validity, the researcher employed content validity and

construct validity. For content validity, the researcher utilised panels of content experts who were well-versed in the field to examine the instrument. Meanwhile, for construct validity, the researcher implemented discriminant validity in the study. This step was followed by utilising Pearson correlation analysis to describe the strength and direction of the linear relationships between the variables. In this light, the independent variables are job attitudes, motivation and job involvement and the dependent variable is job performance.

Then, the multiple regression was employed to measure these three independent variables (job attitudes, motivation, job involvement) to explain the variance in the dependent variable (job performance) (Sekaran & Bougie, 2013). In addition, multiple regression is assessing the degree and the character of the relationship between job attitudes, motivation and job involvement, and job performance. While the regression coefficients will indicate the relative importance of each of the independent variables in the prediction of the dependent variable.

The hierarchical multiple regression was also used to evaluate the relationship between the set of independent variables and the dependent variable. This analysis either controls or applies the impact of different sets of independent variables relative to the dependent variable. In this light, the moderating variable is compensation. Lastly, the independent sample t-test was used to compare the mean score of several continuous variables for two different groups of participants. The continuous variables in this study are job attitudes, motivation, job involvement, and job performance, while groups of participants are local employees and foreign employees. The data analysis procedure of this study is summarised in Table 3.8.

Table 3.8
Data Analysis Procedures

Research Questions	Research Objectives	Research Hypothesis	Statistical Procedures
What is the influence between employee job attitude, motivation and job involvement, and job performance for all employees?	To examine the influence between employee job attitude, motivation and job involvement, and job performance for all employees.	H ₁ : There is a positive relationship between employee job attitude and job performance for all employees. H ₂ : There is a positive relationship between motivation and job performance for all employees. H ₃ : There is a positive relationship between employee job involvement and job performance for all employees.	Multiple regression
Does employee compensation moderate the relationship between employee job attitude, motivation and job involvement, and job performance for all employees?	To investigate the moderating affect of compensation on the relationships between employee job attitude, motivation and job involvement, and job	H ₄ : Employee compensation moderates the relationship between employee job attitude and job performance for all employees. H ₅ : Employee compensation moderates the relationship between motivation and job performance for all employees. H ₆ : Employee compensation moderates the relationship between employee job	Hierarchal multiple regression

	performance for all employees.	involvement and job performance for all employees.	
Is there any difference between local and foreign employees in terms of their job performance, job attitude, motivation, and job involvement?	To ascertain the differences between local and foreign employees in terms of job performance, job attitude, motivation, and job involvement.	<p>H₇: There is a significant difference in terms of employee job performance between local and foreign employees.</p> <p>H₈: There is a significant difference in terms of employee job attitude between local and foreign employees.</p> <p>H₉: There is a significant difference in terms of employee motivation between local and foreign employees.</p> <p>H₁₀: There is a significant difference in terms of employee job involvement between local and foreign employees.</p>	Independent sample t-test



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3.11 Pilot Test

A pilot test is used to test the validity and reliability of the measurement (Sproull, 2004). It is also applicable to establish the content validity of the scores of the instrument and to improve format, scales, and questions (Creswell, 2014). Generally, according to Malhotra, Hall, Shaw, and Oppenheim (2006) and Sekaran and Bougie (2013), a minimum of 30 questionnaires is sufficient to run a pilot test, while Cooper and Schindler (2008) considered a range between 25 and 100 questionnaires to be

sufficient. In this light, this study used a large number of related variables which are job attitudes, motivation, job involvement, compensation, and job performance. Thus, the utilisation of Exploratory Factor Analysis (EFA) during the pilot test to uncover the underlying structure of a relatively large set of variables was appropriate (Pallant, 2011). Factor analysis states that the sample size should not be less than 50 cases and should preferably be 100 cases and above (Hair *et al.*, 2014). Out of the 159 questionnaires distributed, 126 usable questionnaires were obtained and accepted as sufficient to perform factor analysis for the pilot test, as suggested by Hair *et al.* (2014).

The pilot test was conducted at selected Marry brown and KFC outlets located in Kedah, Malaysia. Upon gaining permission from the head office and the regional managers, the researcher started distributing the questionnaires on the 9th February 2017 until 25th March 2017. The researcher used printed questionnaire and provided a pen for each of the respondents to make sure the process of answering the questionnaire run smoothly. The researcher equally sought assistance from the restaurant managers to distribute the questionnaires. Those who participated in the process got a token of appreciation as the researcher began to collect all the completed questionnaires three weeks after the distribution date. However, due to time constraints on the part of the employees, some outlets requested an extension of the collection period, which prompted the researcher to extend the period by another three weeks. In total, the pilot test took six weeks to achieve completion. 126 respondents successfully participated in the pilot study.

3.11.1 Reliability of Instruments

Reliability is the extent to which the observed variable or set of variables is consistent with what it is intended to measure and the measurements give the “true value” and are “error-free” (Hair *et al.*, 2014). The preferred method that researchers use to test reliability is internal consistency (Hair *et al.*, 2014; Pallant, 2011). Internal consistency is the consistency among the variables in a summated scale (Hair *et al.*, 2014). Internal consistency can be measured in various ways and most researchers have utilised Cronbach’s coefficient alpha (Hair *et al.*, 2014; Pallant, 2011; Sekaran & Bougie, 2013).

Hair *et al.* (2014) and Nunnally (1978) recommended a minimum level of Cronbach’s coefficient alpha value at 0.70. Additionally, Nunnally and Berstein (1994) and Sekaran and Bougie (2013) suggested that a Cronbach’s alpha coefficient value of 0.70 is considered good, while a value of more than 0.60 is acceptable. Thus, in this study, reliability was tested by utilising Cronbach’s coefficient alpha and was considered sufficient. Generally, the minimum sample size for the pilot study is 30 (Sekaran & Bougie, 2013). However, this study managed to get 126 respondents for the pilot test. Therefore, in terms of sample size, it is considered appropriate.

By utilizing SPSS, the pilot test results, therefore, indicated that every construct showed a high level of Cronbach’s coefficient alpha value of more than 0.70. Two dimensions which are normative commitment and personal life showed values that were 0.674 and 0.658 respectively at acceptable value as suggested by Sekaran and Bougie (2013). Therefore, a total of 175 items were considered reliable and could be

processed for further analysis. Table 3.9 demonstrates the Cronbach's coefficient alpha values of the pilot test.

Table 3.9
Result of Cronbach's Alpha Coefficient

Variable and Dimensions	No of items	Cronbach's Alpha
Employee performance	19	.894
a) Task performance	6	.813
b) Contextual performance	8	.872
c) Counter work behaviour	5	.795
Employee attitudes	42	.898
a) Job satisfaction	18	.814
b) Organization commitment	24	.872
(1) Affective commitment	8	.736
(2) Continuance commitment	8	.807
(3) Normative commitment	8	.674
Employee motivation	77	.977
a) Intrinsic motivation	32	.950
(1) Achievement	5	.850
(2) Recognition	6	.707
(3) Work itself	5	.865
(4) Responsibility	5	.851
(5) Advancement	5	.853
(6) Growth	6	.723
b) Extrinsic motivation	45	.964
(1) Company policy and administration	6	.876
(2) Supervision	5	.869
(3) Relationship with supervisor	5	.862
(4) Working conditions	5	.834
(5) Salary	5	.861
(6) Relationship with co-workers	5	.836
(7) Personal life	5	.658

(8) Job status	4	.716
(9) Job security	5	.881
Employee involvement	20	.917
Employee compensation	17	.881
a) External competitiveness	3	.700
b) Compensation based on performance	5	.703
c) Incentive-based mix	4	.887
d) Openness and participation	5	.743
Total Items	175	

3.11.2 Validity of Instruments

Validity is defined as the evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept (Sekaran & Bougie, 2013). Validity comprises content validity, criterion-related validity, and construct validity (Creswell, 2014; Pallant, 2011). Content validity is to ensure that the measurement includes an adequate and representative set of items that meets the concept (Sekaran, 2003). Criterion-related validity is established when the measure differentiates individuals through a criterion it is expected to predict (Sekaran, 2003). Meanwhile, construct validity is to testify how well the results obtained from the use of the measure fit the theories around which the test is designed (Sekaran & Bougie, 2013). In this light, this study applied content validity and construct validity methods to validate the instrument and it is considered more suitable and sufficient.

a. Content Validity

The instruments were adapted from previous empirical studies, hence the content validity was considered appropriate (Pizam & Ellis, 1999). However, the researcher made some changes to certain items to make them suitable for this study.

Subsequently, the researcher utilised panels of content experts to check and validate the items to ensure that the items were suitable and sufficient to answer the research questions.

The panels also reviewed the final questionnaire for clarity and representativeness. Six content experts, who were academicians and fast-food restaurant managers, were selected based on their expertise in their fields. They were each provided with a form to record their comments on the questionnaire. Their comments were:

- a) *Better to keep items short and concise to avoid confusion.*
- b) *Items too long: items no. 53 and 57.*
- c) *Be specific and use simple words - item no. 6.*
- d) *Items that are negative need put symbol of reverse (R).*

All problematic items were addressed by the researcher and were rewritten based on the experts' comments. Table 3.10 displays the comments that were amended by the researcher.

Table 3.10
Content-Expert Panels' Suggestion for Improvement

Item No.	Original Statement	Expert Panels' Suggestions
2	I kept in mind the results that I had to achieve in my work.	I kept in mind the work outcome that I need to achieve.
6	I plan my work to the optimal level	I planned my work at my best.
53	One of the major reasons I continue to work for this	Leave this organization requires considerable personal sacrifice in

	organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here.	which other organization may not match the overall benefits as I have here.
57	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	I believe that loyalty is important, therefore I feel responsible to remain in this organization.
82	I have the necessary resources to do my job.	I have the necessary tools and equipment's to do my job.

b. Construct Validity

Construct validity is used to testify how well the results obtained from the use of the measure fit with the theories around which the test is designed (Sekaran & Bougie, 2013). Construct validity is divided into two types-convergent validity and discriminant validity. Convergent validity is the degree to which concepts that should be related theoretically are interrelated in reality. Meanwhile, discriminant validity is the degree to which concepts that should not be related theoretically are, in fact, not interrelated in reality as well. In this study, the literature describes that there is a high correlation between an item and other measures of the same construct. Therefore, the convergent validity was used to measure the construct validity in this study. In order to measure the convergent validity, the factor analysis was utilized as recommended by Hair et al. (2014)

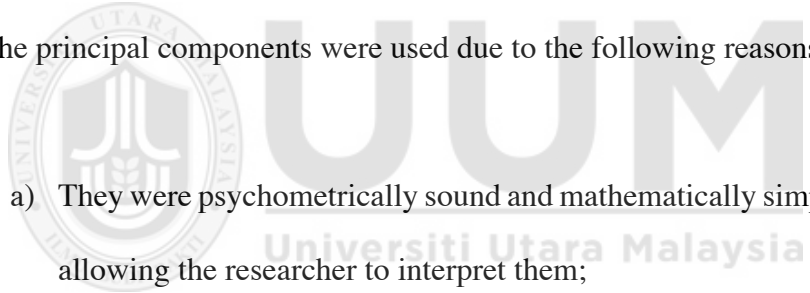
Factor analysis is a multivariate technique that confirms the dimensions of a concept that has been operationalized and indicates that the items are most appropriate for each dimension (Sekaran & Bougie, 2013). Two types of factor analysis are exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). As mentioned above, this study employed EFA to collect information about the interrelationships among the set of variables (Pallant, 2011). In addition, the EFA was performed to determine which variables were highly correlated (convergent validity). Three main steps are involved in factor analysis. This includes (i) assessment of the suitability of data; (ii) factor extraction; and (iii) factor rotation and interpretation (Pallant, 2011).

The first step is to assess the suitability of the data. Two main issues need to be addressed in assessing the suitability of data, which are sample size and the strength of the relationships among the items. The sample size must be large. According to Hair *et al.* (2014), the sample size for factor analysis should not be less than 50 cases and should preferably be 100 cases and above. The general rule states that at least five times of observation per variable at minimum requirement (Hair *et al.*, 2014). For this study, 126 usable questionnaires were obtained and deemed as sufficient to perform the factor analysis. Hence, this study performed factor analysis based on the 126 cases.

In terms of relationship strength among the items, this study employed a correlation matrix that was generated by SPSS to inspect the strength of the intercorrelations and to determine if the factor analysis was either appropriate or inappropriate (Hair *et al.*, 2014). The cut-off point to inspect the correlation matrix is at least $r < 0.30$ or greater. However, if the values are less than $r < 0.30$, the particular items are deemed to be inappropriate and have a potential for removal (Hair *et al.*, 2014; Tabachnick & Fidell,

2007). Besides the correlation matrix, Bartlett's test of sphericity (Bartlett, 1954) and the Kaiser-Mayer-Olkin (KMO) test are also used to measure sampling adequacy (Kaiser, 1974). Based on the analysis, this study found that most of the items had 0.30 and above.

Meanwhile, for Bartlett's test of sphericity (Bartlett, 1954), significant results were found for all variables ($p < 0.50$), which indicated appropriateness for factor analysis. The KMO index for all variables was 0.70 and above and also indicated appropriateness for factor analysis. The second step in factor analysis is factor extraction. Factor extraction is used to identify the smallest number of factors that best represent the interrelationships among the sets of variables (Pallant, 2011). In this light, the principal components were used due to the following reasons:

- 
- a) They were psychometrically sound and mathematically simpler, thus easily allowing the researcher to interpret them;
 - b) To avoid some of the potential problems with factor indeterminacy related to factor analysis; and
 - c) The researcher wanted an empirical summary of the dataset; hence, principal component analysis was recommended.

Therefore, this study utilised principal components analysis to identify the smallest number of factors that best represented the interrelationships between the study's variables. The principal components technique was used with the Kaiser criterion method, scree test, and parallel analysis for factor extraction. The Kaiser criterion method helped to extract the factors or dimensions in this study. The Kaiser criterion

is also known as the eigenvalue. The rule of eigenvalue states that factor value should be one or above to enable the factor to be retained for further analysis. The eigenvalue represents the amount of the total variance explained by such factors. Based on the output produced by SPSS, all the factors indicated that the eigenvalue was 1.0 and above. Therefore, it could be retained for further analysis. In addition, the scree test was used to identify the plotting of each eigenvalue and to determine where the plotted shape of the curve changed direction and became horizontal.

The third step is factor rotation and interpretation. In terms of factor rotation, the two main factor rotation approaches are orthogonal (un-rotated) and oblique (correlated). Orthogonal rotation indicates mathematical independence (no correlation) of factor axes to each other and is easy to interpret and report (Hair et al., 2014). Oblique rotation allows the factors to be correlated. However, this approach is difficult to interpret, described, and reported (Tabachnick & Fidell, 2007). This study, therefore, used the oblique rotation technique provided in SPSS because the items are correlated. As mentioned by Mastunaga (2010), most all phenomena that are studied in social sciences are more or less related to one another. The oblique rotation technique comprises direct oblimin and promax methods. The most popular and widely used method is direct oblimin. Direct oblimin attempts to minimise the number of variables that consist of high loadings for each factor (Pallant, 2011).

The next step is the interpretation of the analysis. A decision needed to be made related to the factor loadings. According to Hair et al. (2014), factor loadings in the range of ± 3.0 to ± 4.0 are considered to meet the minimum requirement for the interpretation structure. In this light, this study employed the cut-off point of ± 5.0 , as supported by

Hair et al. (2014). The reason for taking 0.50 as a cut-off point loading as suggested by Kinner and Gray (2000) and Tajeddini (2010) that items that have factor loading excess of 0.50 were typically interpreted to have very high significance and considered usable for further analysis. Hence, Sohn, Kim, Lee, and Cho (2012), supported the notion that the factor that is higher than 0.50 should be considered for further analysis. On the other hand, the cut-off point for cross-loading was set at 0.50 due to the recommendation by Tabachnick and Fidell (2007) and Costello and Osborne (2005). The ultimate objective of checking the factor loading is also to minimize the number of significant loadings and to make sure that each variable is associated with only one factor (Blaikie, 2003). Furthermore, factor loading is representing the degree of correlation among the factors of each variable (Sohn et al., 2012). Factors that have been cleaned were interpreted and named according to the largest values of the factors in the rotated factor matrix. The following subtopics describe and explain the results of factor analysis for every variable, beginning with job performance, and followed by job attitude, motivation, job involvement, and lastly, compensation.

i. Employee Job Performance

Employee job performance comprised 19 items after contextualisation. However, five items (CWB 1; CWB 2; CWB 3; CWB 4; CWB 5) were eliminated from further analysis due to the high cross-loading among them. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the 14 items having discarded the five items, one factor was obtained. These 14 items were then used for further analysis since the factor loading has been set at 0.50. The result of the principal component analysis with oblimin rotation is presented in Table 3.11. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.885 and

this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value of 825.953 indicates the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factor was greater than 1 which explained 46.032 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.544 to 0.774. The interpretation of the one component was named employee job performance which is inconsistent with Koopmans (2014).

Table 3.11
Factor Analysis for Employee Performance

Factors and items	Component
	1
Employee Performance	
CP3	.774
CP6	.754
TP6	.749
CP4	.734
CP2	.728
TP3	.725
CP1	.663
CP7	.658
TP4	.647
TP2	.636
CP5	.635
CP8	.617
TP5	.588
TP1	.544
Eigenvalue	6.445
% Variance	46.032

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.885
Bartlett's Test of Sphericity:	
Approx Chi-Square	825.953
df	91
Sig	.000

ii. Employee Job Attitude

Employee job attitude comprised two dimensions of job satisfaction and organisational commitment. The EFA for these two dimensions were performed separately.

a. Job Satisfaction

Job satisfaction had one factor with 18 items. However, out of the 18 items, 14 (JS 5; JS 6, JS 10, JS 11; JS 14; JS 15; JS 16) appropriately cross-loaded while four (JS 8; JS 9; JS 12; JS 18) loaded below 0.50 thereby making the latter to be eliminated from further analysis. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the seven items having discarded 11 items, one factor was obtained. These seven items were then used for further analysis based on the threshold of factor loading of 0.50. The result of the principal component analysis with oblimin rotation is presented in Table 3.12. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.829 and this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value at 324.674, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 51.132 of variance in the data. On top of that, the

factor loading for items in this factor ranged from 0.503 to 0.844. The interpretation of the one component was consistent with Brayfield and Rothe (1951). Hence, this factor was named job satisfaction.

Table 3.12
Factor Analysis for Job Satisfaction

Factors and items	Component 1
Job Satisfaction	
JS2	.844
JS1	.807
JS7	.773
JS3	.722
JS4	.659
JS13	.641
JS17	.503
Eigenvalue	3.579
% Variance	51.132
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.829
Bartlett's Test of Sphericity:	
Approx Chi-Square	324.674
df	21
Sig	.000

b. Organization Commitment

Organisational commitment comprised three dimensions-affective commitment, continuance commitment and normative commitment, with 24 items. However, eight items (AC 3; AC 4; AC 6; CC 1; CC 5; NC 2; NC 5; NC 83) had high cross-loading, four items loaded below 0.5 (AC 7; AC 8; CC 4; NC 4), while two factors had two items for each factor (factor 2: AC 1; AC 2;) and (factor 3; NC 6; NC 7) and were

respectively eliminated from further analysis. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the seven items having discarded 17 items, one factor resulted. These seven items were used for further analysis as the factor loading has been set at 0.50. The result of the principal component analysis with oblimin rotation is presented in Table 3.13.

Meanwhile, the KMO value measuring the adequacy of items resulted at 0.866 thereby indicating that the items were correlated and formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value at 405.917, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 56.987 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.543 to 0.852. The interpretation of the one component was inconsistent with Meyer and Allen (1984) because in this study the factor analysis showed different results as mentioned above. Hence, this factor was named as organisational commitment.

Table 3.13
Factor Analysis for Organization Commitment

Factors and items	Component 1
Organization Commitment	
CC2	.852
CC7	.840
CC8	.827
CC3	.759
CC6	.716
NC1	.699

AC5	.543
Eigenvalue	3.989
% Variance	56.987
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.866
Bartlett's Test of Sphericity:	
Approx. Chi-Square	405.917
df	21
Sig	.000

iii. Employee Motivation

Employee motivation was based on Herzberg's Two-Factor Theory (1959) comprising two main dimensions-intrinsic motivation and extrinsic motivation. The EFA on the variable was performed separately due to the large number of dimensions and items.

a) Intrinsic Motivation

Intrinsic motivation consisted of six dimensions namely achievement, recognition, the work itself, responsibility, advancement, and growth. This instrument was adapted from several researchers, with a total number of items of 32 after contextualization with this study. However, three items (Recog 1; Recog 3; Grow 5) were eliminated from further analysis due to high cross-loading. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the 29 items, after discarded three items, one factor resulted. These 29 items were used for further analysis since the factor loading has been set at 0.50. The result of the principal component analysis with oblimin rotation is presented in Table 3.14. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.915 and this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square

value at 2486.974, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 46.902 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.507 to 0.799. The interpretation of the one component was named as intrinsic motivation.

Table 3.14
Factor Analysis for Intrinsic Motivation

Factors and items	Component 1
Intrinsic Motivation	
Workit3	.799
Advan1	.786
Workit2	.744
Respon3	.739
Advan3	.737
Respon4	.735
Advan2	.732
Grow4	.730
Grow1	.704
Achi1	.702
Workit5	.698
Respon2	.695
Workit4	.692
Respon5	.684
Respon1	.679
Advan5	.679
Grow3	.675
Achi4	.673
Achi2	.669
Achi3	.663

Advan4		.659
Grow2		.654
Achi5		.648
Recog2		.639
Grow6		.639
Workit1		.638
Recog6		.616
Recog4		.575
Recog5		.507
<hr/>		
Eigenvalue		13.602
% Variance		46.902
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)		.920
Bartlett's Test of Sphericity:		
.920	Approx. Chi-Square	2486.974
	df	406
	Sig	.000
<hr/>		

b. Extrinsic Motivation

Similar to intrinsic motivation, the extrinsic motivation dimensions were also adapted from previous researchers and based on Herzberg's Two-Factor Theory (1959). The theory states that the nine dimensions are company policy and administration, salary, job security, relationship with supervisors, supervision, relationships with a coworker, working conditions, personal life, and job status. The total number of items was 45 after contextualization with this study. However, five items (Jobstatus 2; Jobstatus 3; Personal 2; Personal 3; Personal 5) that had high cross loading were eliminated from further analysis. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the 40 items, after discarded five items, one factor resulted. These 40 items were then used for further analysis based on a threshold

of 0.50 for factor loading. The result of the principal component analysis with oblimin rotation is presented in Table 3.15. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.893 and this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value at 3882.817, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 43.293 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.506 to 0.790. The interpretation of this component was named extrinsic motivation.

Table 3.15
Factor Analysis for Extrinsic Motivation

Factors and items	Component
	1
Extrinsic Motivation	
Workingcon3	.790
Rewithsupervisor5	.789
Compolicy2	.773
Supervi4	.754
Rewithsupervisor2	.721
Supervi1	.717
Compolicy3	.711
Supervi3	.706
Compolicy4	.703
Rewithsupervisor3	.697
Compolicy6	.692
Supervi5	.688
Compolicy5	.685
Supervi2	.683
Jobsecurity5	.682

Workingcon2	.678
Workingcon5	.678
Compolicy1	.673
Rewithcoworker1	.667
Salary4	.664
Workingcon1	.664
Workingcon4	.658
Salary5	.657
Rewithsupervisor4	.657
Salary2	.652
Rewithsupervisor1	.642
Salary1	.631
Rewithcoworker3	.629
Rewithcoworker2	.621
Rewithcoworker4	.619
Rewithcoworker5	.617
Jobsecurity4	.596
Jobsecurity1	.591
Salary3	.591
Jobsecurity3	.560
Personal1	.551
Jobsecurity2	.535
Jobstatus1	.521
Personal4	.520
Jobstatus4	.506
Eigenvalue	17.317
% Variance	43.293
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.893
Bartlett's Test of Sphericity:	
Approx. Chi-Square	3882.817
df	780
Sig	.000

iv. Employee Job Involvement

In line with Lodahl and Kejner (1965) employee job involvement has twenty (20) items and was treated as unidimensional. However, one item was eliminated from further analysis due to high cross-loading (Invol 18). Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the 19 items having discarded one item, one factor resulted. These 19 items were eventually used for further analysis based on the 0.50-factor analysis threshold. The result of the principal component analysis with oblimin rotation is presented in Table 3.16. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.876 and this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value at 1137.016, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 41.177 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.504 to 0.730. The interpretation of one component was named as employee job involvement.

Table 3.16
Factor Analysis for Employee Job Involvement

Factors and items	Component
	1
Employee Job Involvement	
Invol11	.730
Invol6	.729
Invol2	.719
Invol3	.710

Invol15	.709
Invol14	.701
Invol5	.672
Invol17	.671
Invol7	.659
Invol12	.658
Invol13	.626
Invol9	.619
Invol8	.607
Invol4	.592
Invol10	.582
Invol19	.581
Invol1	.541
Invol20	.507
Invol16	.504
Eigenvalue	7.824
% Variance	41.177
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.876
Bartlett's Test of Sphericity:	
Approx. Chi-Square	1137.016
df	171
Sig	.000

v. Employee Compensation

Employee compensation comprised four dimensions with 17 items after contextualization with this study. However, five items (Compbaseperf 1; Compbaseperf 5; Openness 1; Openness 4; Openness 5) had high cross loading while three items (Compbaseperf 2; Compbaseperf 3; Extercom 3) loaded below 0.5, thereby making the latter to be eliminated from further analysis. Then, the data were rerun for factor analysis. From the results of the exploratory factor analysis (EFA) on the nine

items after discarding eight items, one factor resulted. These nine items were then used for further analysis considering the factor loading threshold of 0.50. The result of the principal component analysis with oblimin rotation is presented in Table 3.17. Meanwhile, the KMO value measuring the adequacy of items resulted at 0.871 and this indicated that the items were correlated and they formed common factors. Bartlett's Test of Sphericity was also found to be significant at $p < .001$ with the approx. Chi-Square value of 666.084, indicating the significance of the correlation matrix, and therefore provided a reasonable basis for factor analysis. Moreover, the eigenvalue of the resulted factors was greater than 1 which explained 57.495 of variance in the data. On top of that, the factor loading for items in this factor ranged from 0.664 to 0.828. The interpretation of this component was named as employee compensation.

Table 3.17
Factor Analysis for Employee Compensation

Factors and items	Component
	1
Employee Compensation	
Incenbasedmix2	.828
Incenbasedmix4	.818
Incenbasedmix3	.794
Extercom2	.782
Incenbasedmix1	.762
Openness3	.755
Compbaseperf4	.703
Openness2	.701
Extercom1	.664
Eigenvalue	5.175
% Variance	57.495

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	.871
Bartlett's Test of Sphericity:	
Approx. Chi-Square	666.084
df	36
Sig	.000

In conclusion, based on the reliability assessment, 175 items were found to be reliable. However, when the researcher runs a validity assessment which is exploratory factor analysis (EFA), many items (50 items) were deleted due to cross-loading and loading below 0.5. Therefore, 125 items out of 175 items were useable for data collection. Nevertheless, some items needed to be re-arranged according to their EFA findings while certain items needed to be excluded from the study based on validity results.

3.12 Chapter Summary

This chapter discussed the methodology used in this study. In addition, it also provided explanations of the research design, population and sampling, instrumentation, questionnaire design, the translation of the questionnaire, ethical considerations, data collection, and data analysis. The chapter also presented the results of the pilot study to confirm the reliability and validity of the instrument. The next chapter explains the data analysis and results of this study.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter explains and discusses the data analysis and findings of this study. The chapter begins by presenting the response rate, followed by the respondents' profiles, descriptive analysis of the variables and items, missing data, detecting outliers, and testing the assumption of multivariate analysis. Subsequently, the non-response biases, common method variance (CMV) and reliability analysis were explained. The hypothesis testing, involving correlation analysis, multiple regression analysis, hierarchical regression analysis, and independent sample t-test analysis, were also discussed.

4.2 Response Rate of the Questionnaires

This study distributed questionnaires to four branded fast-food restaurants, namely McDonald's, Burger King, Marrybrown, and A&W, located in the Federal Territory of Kuala Lumpur and in Selangor Darul Ehsan. However, due to the low return rate among foreign employees, this study distributed a total number of 960 questionnaires thereby exceeding the required number of 677. Out of the 960 questionnaires distributed, 719 were returned, giving a response rate of 75%. However, 20 questionnaires were discarded due to incomplete responses. Consequently, this study

analysed 699 questionnaires, thus giving a valid response rate of 73%. Table 4.1 depicts a summary of the response rate.

Table 4.1
Response Rate of the Questionnaire

Organization	Frequency/Rate
Distribution of questionnaires	
a. McDonalds	360
▪ Local	300
▪ Foreign	60
b. Burger King	200
▪ Local	170
▪ Foreign	30
c. A&W	250
▪ Local	200
▪ Foreign	50
d. Marry brown	150
▪ Local	100
▪ Foreign	50
Total distribution of questionnaires	960
Returned of questionnaires	
a. McDonalds	267
▪ Local	217
▪ Foreign	50
b. Burger King	165
▪ Local	144
▪ Foreign	21
c. A&W	168
▪ Local	138
▪ Foreign	30
d. Marry brown	119
▪ Local	85

▪ Foreign	34
Total returned of questionnaires	719
Questionnaires not returned	241
Incomplete & discard questionnaires	20
Usable questionnaires	
a. McDonalds	264
▪ Local	214
▪ Foreign	50
b. Burger King	164
▪ Local	145
▪ Foreign	19
c. A&W	163
▪ Local	133
▪ Foreign	30
d. Marry brown	108
▪ Local	79
▪ Foreign	29
Total usable of questionnaires	699
Response rate	75%
Rejected	2%
Valid response rate	73%

4.3 Respondents' Profile

Non-managerial level employees were the unit of analysis in this study was employees. As mentioned above, the four fast-food restaurants involved in this study were McDonald's, Burger King, Marrybrown, and A&W, which were located in the Federal Territory of Kuala Lumpur and Selangor Darul Ehsan. The respondents' profiles for these employees included gender, age, race, marital status, education, nationality, country, job position, job tenure, monthly income, restaurant outlets that they worked for, and finally, the fringe benefits that the employees received.

Based on the findings, the majority of the respondents who answered the questionnaire were male employees (61%). Most of the respondents were aged between 21 and 30 years old (56%), followed by 20 years old and below (28%), and 31 to 40 years old (16%). Malays (68%) formed the largest ethnic group working in these fast-food restaurants, followed by Indians (10%), Chinese (3%), and Others (18%). In terms of marital status, the majority of the respondents were single (74%), while the rest were married (24%) and divorced (2%). The majority of respondents had completed their secondary school education (73%), followed by tertiary school education (19%) and primary school education (7%).

Since this study was conducted in Malaysia, Malaysians (82%) were the largest group to answer the questionnaires while the rest were Nepalese (3%), Bangladeshi (5%), Pakistani (8%), and Filipinos (1%). In terms of job position, floor crews (84%) contributed the highest number of respondents in this study, followed by supervisors (16%). This was due to the fact that this study only focused on the non-managerial level. Most of the respondents received monthly incomes between RM901 and RM1,400 (38%), followed by RM1,401–RM1,900 (37%), while the least number of respondents received monthly incomes of RM2,401 and above (1%).

In order to ensure the generalization of the data of this study, several factors were fulfilled. The first concern about the sample size. As noted by Hair *et al.* (2014), the larger the sample size, the better the generalisability of the study. Hence, this study managed to collect more than enough data, i.e. 699 pieces of usable data. Second, the respondents of this study fulfilled the characteristics of the sample needed, being the crews and supervisors who worked at fast-food restaurants. Moreover, most of the

respondents had worked more than one year, and could be considered as experienced staff, and had sufficient knowledge to answer the questionnaires reliably, knowledgeably, and accurately. Therefore, the sample of this study could be considered to be representative of the population. Table 4.2 exhibits the respondents' profiles in this study.

Table 4.2
Summary of Respondents' Profile

No.	Demographic	Particular	Frequency	Percent (%)
1.	Gender	Male	428	61
		Female	271	39
2.	Age	20 years old and below	193	28
		21 – 30 years' old	391	56
		31 – 40 years' old	114	16
		41 – 50 years' old	1	0.1
3.	Race	Malay	478	68
		Chinese	20	3
		Indian	73	10
		Other	128	18
4.	Marital status	Single	519	74
		Married	167	24
		Divorced	13	2
5.	Education	Completed Primary School	49	7
		Completed Secondary School	508	73
		Completed Tertiary School	131	19
		Other Education	11	2
6.	Nationality	Malaysian	571	82
		Other	128	18
7.	Countries	Malaysia	571	82
		Nepal	22	3
		Bangladesh	38	6

	Pakistan	58	8
	Philippine	10	1
8.	Job position	Crew	585
		Supervisor	114
9.	Job tenure	Less than 1 year	228
		1 to 5 years	383
		6 to 10 years	75
		11 to 15 years	13
10.	Monthly income	Less than RM900	84
		RM901 to RM1400	267
		RM1401 to RM1900	257
		RM1901 to RM2400	84
		RM2401 and above	7
11.	Outlet	McDonalds	264
		Burger King	164
		A&W	163
		Marry brown	108
	Total		699
			100.00

In terms of fringe benefits, fast food employees received many types of fringe benefits. This study revealed that these four branded fast-food restaurants provided insurance coverage (100%), medical coverage (100%), bonus schemes (100%), paid sick leave (100%), paid annual leave (100%), holiday entitlements (100%), clothing provisions (100%), free meals (100%), sport and social facilities or outdoor activities (100%), employee of the month awards (100%), employee of the year awards (100%) and staff parties (100%) to their employees. However, a free laundry service (100%) was not provided by the companies.

Meanwhile, certain fringe benefits were only provided to the employees by certain companies. Concerning these benefits, profit-sharing schemes (85%) were mostly

implemented by companies in appreciation of their staff, followed by birthday celebrations (77%), personal accident insurance (62%), staff discounts (39%), relocation allowances (39%), free accommodation (39%), free transport to and from work (23%) and loan schemes (16%). Table 4.3 presents the fringe benefits that employees received from their companies.

Table 4.3
Fringe Benefits

No.	Fringe Benefits	Particular	Frequency	Percent (%)
1.	Insurance coverage	Yes	699	100
2.	Medical coverage	Yes	699	100
3.	Bonuses schemes	Yes	699	100
4.	Paid sick leaves	Yes	699	100
5.	Paid annual leaves	Yes	699	100
6.	Holiday entitlement	Yes	699	100
7.	Clothing provision	Yes	699	100
8.	Free meal	Yes	699	100
9.	Sport and social facilities/ outdoor activities	Yes	699	100
10.	Employee of the month award	Yes	699	100
11.	Employee of the year award	Yes	699	100
12.	Staff party	Yes	699	100
13.	Profit sharing schemes	Yes	591	85
		No	108	16
14.	Birthday celebration	Yes	535	77
		No	164	24
15.	Personal accident insurance	Yes	435	62
		No	264	38
16.	Staff discount	Yes	271	39
		No	428	61
17.	Relocation allowance	Yes	271	39

	No	428	61
18. Free accommodation	Yes	271	39
	No	428	61
19. Free transport to and from work	Yes	163	23
	No	536	77
20. Loan scheme	Yes	108	16
	No	591	85
21. Free laundry services	No	699	100

4.4 Descriptive Analysis of Variables and Items

The descriptive analysis was conducted to measure the mean scores for each variable and for each item. According to Pallant (2011), the low level of the mean scores should be between 1.00 and 2.33, the moderate level should be between 2.34 and 3.66 and the high level should be between 3.67 and 5.00. The descriptive analysis of variables and items will be explained separately.

4.4.1 Descriptive Analysis of Variables

For the descriptive analysis of variables, the mean score range for the variables was between 3.25 and 3.96. Job performance had the highest mean score ($M=3.96$), followed by motivation ($M=3.72$), job attitudes ($M=3.58$), and job involvement ($M=3.34$) while compensation had the lowest mean score ($M=3.25$). Based on the findings, job performance and motivation were at a high level. Three other variables; job attitudes, job involvement, and compensation, were at the moderated level. These findings showed that nearly all of the fast-food employees were highly satisfied with their job performance and motivation. However, the majority of the employees were fairly satisfied with their job attitudes, job involvement, and compensation. Hence,

this created a future room for improvement for the employees and the organizations. The descriptive analysis for every variable is shown in Table 4.4.

Table 4.4
Descriptive Analysis of Every Variable

No.	Variables	Mean	Std. Dev.	Level
1.	Job Performance	3.96	.481	High
2.	Motivation	3.72	.457	High
3.	Job Attitudes	3.58	.450	Moderate
4.	Job Involvement	3.34	.460	Moderate
5.	Compensation	3.25	.540	Moderate

4.4.2 Descriptive Analysis of Items

The descriptive analysis for all the items was analysed based on their variables. According to the analysis, the mean scores for all items were between 2.93 and 4.22. The item that had the highest mean score (M=4.22) was “I was able to perform my work well with minimal effort” (M=4.22) from the variable of job performance. While the lowest mean score item was “There is a large pay spread between low performers and high” (M=2.93) from the variable of compensation. The descriptive analysis for all items of each variable is explained in the following subsections.

4.4.2.1 Descriptive Analysis for Items of Employee Job Performance

Table 4.5 presents the mean score of each item for employee job performance attributes. The mean scores ranged between 3.52 and 4.22; indicating that all items were perceived as positive. The mean scores were comparatively high for item “I was able to perform my work well with minimal effort” (M=4.22), while the lowest mean score was “I actively participated in work meetings” (M=3.52). Based on mean scores,

most respondents seemed to reckon with the following items as well “I kept in mind the results that I had to achieve in my work” (M=4.18), “I worked at keeping my job knowledge up-to-date” (M=4.15), and “I took on challenging work tasks, when available” (M=4.13). Most of the items indicate moderate and high levels.

Table 4.5
Descriptive Analysis of Employee Job Performance Items

No.	Items	Mean	Std. Dev.
TAPI6	I was able to perform my work well with minimal effort.	4.22	.751
TAPI3	I kept in mind the results that I had to achieve in my work.	4.18	.711
CP4	I worked at keeping my job knowledge up-to-date.	4.15	.717
CP3	I took on challenging work tasks, when available.	4.13	.730
TAPI1	I managed to plan my work so that it was done on time	4.08	.811
TAPI2	My planning was optimal.	4.08	.704
CP1	I took on extra responsibilities.	4.00	.761
CP2	I started new tasks myself, when my old ones were finished.	3.90	.798
CP7	I kept looking for new challenges in my job.	3.83	.820
CP5	I worked at keeping my job skills up-to-date.	3.82	.771
CP6	I came up with creative solutions to new problems.	3.52	.975
CP8	I actively participated in work meetings.	3.52	.997

4.4.2.2 Descriptive Analysis for Items of Job Satisfaction

Based on the analysis, the mean scores items for job satisfaction attributes ranged between 2.95 and 3.81. The highest mean score for the job satisfaction items was “I am disappointed that I ever took this job” (M=3.81), followed by “I am satisfied with my job for the time being” (M=3.80), and “I definitely dislike my work” (M=3.76).

While the lowest was “Each day of work seems like it will never end” (M=2.95). Most of the items are at a low, moderate, and high level. Table 4.6 shows the descriptive analysis of job satisfaction.

Table 4.6

Descriptive Analysis of Job Satisfaction Items

No.	Items	Mean	Std. Dev.
JS18	I am disappointed that I ever took this job	3.81	1.100
JS9	I am satisfied with my job for the time being.	3.80	.926
JS11	I definitely dislike my work.	3.76	1.093
JS16	My job is pretty uninteresting.	3.68	1.037
JS5	I enjoy my work more than my leisure time	3.51	.884
JS6	I am often bored with my job.	3.48	1.059
JS10	I feel that my job is no more interesting than others I could get.	3.39	1.009
JS14	Each day of work seems like it will never end	2.95	1.168

4.4.2.3 Descriptive Analysis for Items of Organization Commitment

Concerning organization commitment items, the descriptive analysis result shows that most of the items are at a moderate to high level. The mean scores for all items were between 3.48 and 3.73. The highest mean score of the item was “One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here” (M=3.73). While the lowest mean score item was “It would be very hard for me to leave my organization right now, even I if wanted to” (M=3.48). Based on the mean scores, the respondents agreed with the following statements as well: “One of the few serious consequences of leaving this organization would be the scarcity of available alternatives” (M= 3.67), “I think that people these days move

from company to company too often” (M=3.67) and “I do feel like ‘part of the family’ at my organization” (M=3.62). Table 4.7 shows the descriptive analysis of organizational commitment.

Table 4.7

Descriptive Analysis of Organization Commitment Items

No.	Items	Mean	Std. Dev.
CC8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.	3.73	.901
CC7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	3.67	.986
NC1	I think that people these days move from company to company too often.	3.67	.885
AC5	I do feel like ‘part of the family’ at my organization.	3.62	.929
CC6	I feel that I have too few options to consider leaving this organization.	3.60	.880
CC3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	3.50	.984
CC2	It would be very hard for me to leave my organization right now, even I if wanted to.	3.48	.967

4.4.2.4 Descriptive Analysis for Items of Intrinsic Motivation

The result of the description analysis indicates that most of the item mean scores were between 3.28 and 4.01. The highest item mean score was “I enjoy the type of work I do” (M=4.01), followed by “My job is interesting” (M=4.01), “I get appropriate recognition when I have done something extraordinary” (M=4.00), and “My company

offers the training that I need to grow in my job” (M=4.00). While the lowest item was “Someone has talked to me about my progress in the past year” (M=3.28). The result also indicated that all the items were at a moderate to a high level. This shows that fast-food employees had a moderate to a high level of satisfaction with their intrinsic motivation level. Table 4.8 shows the descriptive analysis of intrinsic motivation items.

Table 4.8

Descriptive Analysis of Intrinsic Motivation Items

No.	Items	Mean	Std. Dev.
WI1	I enjoy the type of work I do.	4.01	.667
WI2	My job is interesting.	4.01	.692
RE5	I get appropriate recognition when I have done something extraordinary.	4.00	.858
GRO1	My company offers the training that I need to grow in my job.	4.00	.769
GRO2	I have received the necessary training to do my job well.	4.00	.791
RES4	The physical environment allows me to do my job.	3.97	.681
RES5	I have the necessary resources, tools or equipment to do my job.	3.97	.747
ACH4	I successfully completed a difficult assignment (or solved a difficult problem).	3.91	.684
ADV1	My opportunities for advancement or promotion exist within the company.	3.91	.728
RES1	I have control over how I do my work.	3.90	.689
ADV4	In my company, the information about job vacancies is readily available.	3.89	.777
ADV2	I know what is required of me to advance within the company.	3.88	.758

GRO4	I have had opportunities at work to grow in the past year.	3.87	.832
ACH3	I feel I have contributed towards my company in a positive manner	3.79	.735
WI5	I am empowered enough to do my job.	3.74	.772
RE2	My contributions are valued by members of the outlet outside of business.	3.72	.718
WI3	My job gives me a sense of accomplishment.	3.71	.769
ACH2	I feel satisfied with my job because it gives me feeling of accomplishment	3.70	.729
RE6	Expressions of thanks and appreciation are common in my outlet.	3.68	.909
RES3	I have a say in decisions that affect my work.	3.68	.845
ACH5	I gained a feeling of worthwhile accomplishment from my job.	3.67	.757
ADV3	In my company, the internal candidates receive fair consideration for open positions.	3.61	.907
WI4	I make a difference in my outlet.	3.59	.784
ACH1	I am proud to work in this company because it recognizes my achievements	3.56	.919
ADV5	I will choose career advancement rather than monetary incentives.	3.56	.919
RES2	My opinion counts at work.	3.55	.896
RE4	In the last 7 days I have received recognition or praise for doing good work.	3.52	.901
GRO5	There is someone at work who encourages my development .	3.43	.970
GRO6	Someone has talked to me about my progress in the past year.	3.28	1.149

4.4.2.5 Descriptive Analysis for Items of Extrinsic Motivation

Table 4.9 shows the descriptive analysis of extrinsic motivation items. The result indicates that the mean scores were between 3.15 and 4.02 thereby depicting a moderate to a high level of extrinsic motivation among fast-food employees. The highest mean score was “My co-workers and I work as part of a team” (M=4.02) and the lowest mean score was “I have a given status because of my job” (M=3.15). Based on the mean score of each item, the respondents responded to the following items as well: “I can count on my co-workers to help out when needed” (M=4.00), “I feel satisfied because of the comfort I am provided at work” (M=3.96), and “People care about each other in my company” (M=3.91).

Table 4.9
Descriptive Analysis of Extrinsic Motivation Items

No.	Items	Mean	Std. Dev.
RWP4	My co-workers and I work as part of a team.	4.02	.830
RWP3	I can count on my co-workers to help out when needed.	4.00	.836
WC1	I feel satisfied because of the comfort I am provided at work.	3.96	.753
RWP5	People care about each other in my company.	3.91	.851
SUP5	My supervisor is approachable and easy to talk with.	3.88	.779
SAL4	I understand how my base salary is determined.	3.88	.854
WC5	My physical surroundings were very pleasant.	3.84	.793
WC2	I am proud to work for my company because of the pleasant working conditions.	3.83	.849
WC3	I felt satisfied with the working conditions (heating, lighting, ventilation, etc.) on the job.	3.82	.886
RWS3	My supervisor treats me with respect.	3.81	.734

JSE3	My workplace is located in an area where I feel comfortable.	3.78	.768
CPA1	In this company, the senior management keeps employees informed.	3.76	.842
RWS4	My supervisor recognizes me doing good work.	3.76	.777
RWS1	My supervisor cares about me as a person.	3.75	.782
SAL1	My salary/pay rate is competitive when compared to similar jobs at other organization.	3.73	.874
SAL5	My salary/pay rate is a significant factor in my decision to stay at the company.	3.72	.958
SUP1	My supervisor communicates well.	3.71	.863
JSE1	I believe I safe working at my workplace.	3.71	.828
RWP1	I trust my co-workers.	3.70	.920
RWP2	I am consistently treated with respect by my co-workers.	3.70	.888
CPA3	In this company, the senior management effectively communicates the strategies of our company.	3.69	.899
RWS5	My supervisor considers my ideas.	3.69	.867
SAL2	I am fairly paid for the work I do.	3.68	.949
CPA2	In this company, the senior management effectively communicates the goals of our company.	3.66	.921
WC4	Compared with most other jobs, the working conditions were very satisfactory.	3.66	.857
SAL3	Salary/pay increases are appropriate.	3.64	.964
RWS2	My supervisor gives me constructive feedback on my performance.	3.62	.897
CPA6	I am proud to work for this company because the company policy is favourable for its workers.	3.61	.784
SUP3	My supervisor is an effective decision-maker.	3.61	.886
JSTA4	In comparison with other jobs of comparable knowledge, experience, and ability, I receive a high salary as a crew.	3.61	.783

CPA5	The attitude of the administration is very accommodative in my company.	3.58	.924
JSE4	I always feel secure in my job.	3.58	.823
SUP4	My supervisor creates an environment that fosters trust.	3.55	1.026
JSE2	I believe my job is secure.	3.54	.900
SUP2	My supervisor manages people effectively.	3.52	.988
JSE5	The company did a good job of providing steady employment.	3.49	.972
PL2	I find it difficult to adjust to the family because of my job.	3.40	1.131
CPA4	In this company, the senior management demonstrates leadership practices that are consistent with the stated values of our company.	3.39	1.193
PL4	Because of my job, I feel that my position in the family allows me to live as I wish.	3.30	1.082
JSTA1	I have a given status because of my job	3.15	1.128

4.4.2.6 Descriptive Analysis for Items of Employee Job Involvement

Based on the analysis, the mean score was between 3.04 and 3.96. Most of the items had moderate to high value. The highest mean score was “I usually show up for work a little early, to get things ready” (M=3.96), followed by “You can measure a person pretty well by how good a job s/he does (M=3.68), “I’m really a perfectionist about my work” (M=3.63) and “To me my work is only a small part of who I am” (M=3.47). While the lowest mean score was “Sometimes I lie awake at night thinking ahead to the next day” (M=3.04). Table 4.10 shows a descriptive analysis of the items of employee involvement.

Table 4.10

Descriptive Analysis of Employee Job Involvement Items

No.	Items	Mean	Std. Dev.
INV5	I usually show up for work a little early, to get things ready	3.96	.792
INV2	You can measure a person pretty well by how good a job s/he does.	3.68	.856
INV8	I'm really a perfectionist about my work	3.63	.764
INV14	To me my work is only a small part of who I am.	3.47	.887
INV20	Sometimes I'd like to kick myself for the mistakes I make in my work.	3.47	.869
INV3	The major satisfaction in my life comes from my job.	3.45	.951
INV6	The most important things that happen to me involve my work.	3.43	.994
INV9	I feel depressed when I fail at something connected with my job.	3.43	.911
INV15	I am very much involved personally in my work.	3.42	.846
INV4	For me, mornings at work really fly by	3.37	1.156
INV17	I used to be more ambitious about my work than I am now.	3.37	1.009
INV19	I used to care more about my work, but now other things are more important to me.	3.36	1.024
INV10	I have other activities more important than my work.	3.33	1.007
INV12	I would probably keep working even if I didn't need the money	3.31	.990
INV13	Quite often I feel like staying home from work instead of coming in.	3.31	.971
INV16	I avoid taking on extra duties and responsibilities in my work.	3.28	1.044
INV11	I live, eat, and breathe my job.	3.15	1.090

INV1	I'll stay overtime to finish a job, even if I'm not paid for it.	3.07	1.335
INV7	Sometimes I lie awake at night thinking ahead to the next day.	3.04	1.264

4.4.2.7 Descriptive Analysis for Items of Employee Compensation

The mean for the item of employee compensation was between 2.93 and 3.66. This indicated that the mean score for employee compensation had moderate value only. The highest item mean score was “My organization openly discloses the administrative procedures on how pay levels and pay raises are established” (M=3.66), followed by “My salary is among the best in the market” (M=3.43), “I am given bonus when the business is profitable” (M=3.37) and “My employer adopts the best compensation system in the industry” (M=3.27). While the lowest was “There is a large pay spread between low performers and high performers in a given job” (M=2.93). Table 4.11 presented a descriptive analysis of employee compensation items.

Table 4.11
Descriptive Analysis of Employee Compensation Items

No.	Items	Mean	Std. Dev.
COP3	My organization openly discloses the administrative procedures on how pay levels and pay raises are established.	3.66	.800
CEC2	My salary is among the best in the market	3.43	.836
CIBM3	I am given bonus when the business is profitable.	3.37	.848
CEC1	My employer adopts the best compensation system in the industry.	3.27	.939

CIBM1	A substantial portion of my compensation is variable.	3.22	.815
CIBM4	I am given commission for selling the restaurants' product and services	3.17	.965
COP2	There are no formal policies that discourage me from revealing my pay to co-workers.	3.13	.967
CIBM2	I am given service points which are based on the amount of the business	3.06	.972
CCBP4	There is a large pay spread between low performers and high performers in a given job.	2.93	1.200

4.5 Preliminary Analysis

It is very important to conduct a preliminary analysis before analysing the data. This analysis included assessing missing data, detecting outliers, and testing the assumption of regression analysis.

4.5.1 Missing Data

Missing data is one of the most common issues encountered in all research surveys. Missing data can be defined as information that is not available for a subject about which other information is available due to a respondent's failure to answer one or more questions in the survey (Hair *et al.*, 2014). In this study, there were several cases of missing data. These were case numbers 106, 108, 206, 211, 287, 354, 422, 544, 576 and 501, as well as 600, 672 and 678. Due to the large number of questionnaires distributed to respondents in the fast food outlets, some of the questions on the questionnaires were overlooked while being checked by the restaurant managers and the researcher. Hence, missing data occurred.

According to Hair *et al.* (2014), there are two common remedies widely used in research when dealing with missing data. First, if the total sample is adequate, the questionnaire that has the missing data can be excluded from the analysis (Hair *et al.*, 2014). Second, if the total sample is inadequate, then the researcher can implement imputation techniques such as mean substitution, regression imputation, a model based-method, and so forth, which are available in SPSS statistical procedures (Hair *et al.*, 2014; Pallant, 2011). In this study, mean substitution was implemented because it is one of the most widely used methods in research (Hair *et al.*, 2014). The advantages of using mean substitution are easy implementation and that it provides all cases with complete information. Hence, this study dealt with the missing data by replacing the mean values that were calculated from all valid responses.

4.5.2 Detecting Outlier

Outliers are defined as observations with a unique combination of characteristics identifiable as distinctly different from other observations (Hair *et al.*, 2014). Outliers are very sensitive to analysis and need to be managed because they can affect the findings. Moreover, if an outlier is categorised as a problematic outlier, it can seriously distort the statistical tests (Hair *et al.*, 2014; Pallant, 2011). Since this study comprised five variables, the multivariate method was used to detect the outliers. To this end, the Mahalanobis distance was employed by performing a simple multiple regression analysis in SPSS. To find out which cases had outliers, the researcher needed to determine the critical chi-square value by using the number of independent variables as the degrees of freedom at an alpha level of 0.001 (Pallant, 2011; Tabachnick & Fidell, 2007).

This study had four independent variables, thus, the critical chi-square value was four. Subsequently, via SPSS, the Mahalanobis distance was identified and the alpha values that were less than 0.001 needed to be removed. Out of the 699 cases, 10 cases were removed as these cases were detected as multivariate outliers because their alpha values were less than 0.001. Consequently, this study focused on the 689 cases that were free from multivariate outliers for further analysis. Table 4.12 shows the findings of the multivariate outliers with alpha values of less than 0.001.

Table 4.12
The findings of the multivariate outliers

No.	Case No.	Mahalanobis Distance (D^2)	Alpha Value
1.	22	25.23897	.00005
2.	67	23.86943	.00008
3.	542	23.40375	.00011
4.	648	23.40375	.00011
5.	599	21.99626	.00020
6.	680	21.95281	.00020
7.	276	21.43863	.00026
8.	89	20.80072	.00035
9.	212	19.95196	.00051
10.	556	19.32729	.00068

4.5.3 Testing Assumption of Regression Analysis

Regression analysis is one of the most complicated statistical techniques and consists of many assumptions that must be met besides needing a large number of sample sizes (Pallant, 2011). The assumptions of regression analysis are related to sample size, normality, linearity, homoscedasticity, and multicollinearity. Thus, these assumptions need to be tested and their conditions met before regression analysis can be implemented. In the event of failure to meet these requirements, the regression

analysis cannot be conducted. Hence, this study tested all of these assumptions to meet the requirements.

4.5.3.1 Sample Size

Most of the research problems about sample size concern the generalisability of the population. A small sample size produces a result that cannot be repeated and does not generalise with another sample; consequently, less scientific value is obtained (Pallant, 2011). According to Pallant (2011), sample size can be calculated via a formula that was created by Tabachnick and Fidell (2007), i.e.: $N > 50 + 8m$ (where m is the number of independent variables). Meanwhile, Stevens (1996) suggested that the sample size for social science research should be about 15 cases per predictor. For this study, the sample size, which consisted of 689 cases, was more than enough to run regression analysis. Hence, the sample size was not an issue and this facilitated the progression to the next step.

4.5.3.2 Normality Test

In any research, normality is the most important assumption in any multivariate analysis. Normality refers to the shape of the data distribution in the form of an asymmetrical, bell-shaped curve for individual metric variables and its correspondence to the normal distribution (Hair *et al.*, 2014; Pallant, 2011). Many statistical techniques can be used to assess normality, such as skewness and kurtosis, the Kolmogorov-Smirnov test, and the Shapiro-Wilk test. Meanwhile, graphical methods such as histograms and normal probability plots can also be beneficially used to check normality. Hair *et al.* (2014) suggested that researchers should use both statistical tests and graphical plots to assess normality. Hence, in this study, skewness,

and kurtosis, as well as graphical plots, were suitable and considered as appropriate to check normality. Skewness and kurtosis are values that give information regarding the distribution scores of the two groups (Pallant, 2011). Skewness refers to the distribution of data that is either balanced or unbalanced or canted and symmetrical or shifted to one side, either left or right (Hair *et al.*, 2014).

The rule of thumb is that if the data distribution is balanced, the data is considered as a normal distribution. Alternatively, if the data distribution is unbalanced, it will skew to the right or the left. If skewed to the right, it shows a positively skewed distribution with large values and tails off to the right. Meanwhile, if the distribution is skewed to the left, it indicates a negative distribution with small values and tails off to the left. Hair *et al.* (2014) suggested that skewness values should fall within the range of +1 to -1. On the other hand, kurtosis is used to measure the flatness or peak of data distribution. A positive value indicates a peaked distribution while a negative value indicates a flat distribution. The most common value to assess normality for skewness and kurtosis is ± 2.58 at a significance level of 0.01 or ± 1.96 at a significance level of 0.05 (Hair *et al.*, 2014). The findings of this study indicated that skewness and kurtosis were normally distributed. Consequently, the assumption of normality distribution was adequately met. Hence, the study could proceed to the other statistical analyses. Table 4.13 depicts the values of skewness and kurtosis for this study.

Table 4.13
Value of Skewness and Kurtosis

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Job Performance	.081	.093	-.388	.186
Job Attitudes	-.149	.093	-.406	.186
Motivation	.025	.093	-.902	.186
Job Involvement	-.071	.093	-.539	.186
Compensation	.097	.093	-.638	.186

Another important analysis method to check normality is by using graphical plots such as histograms and normal probability plots (P-P). A histogram is a visualisation check that compares the observed data values with the normal distribution and is applicable in large sample sizes (Hair *et al.*, 2014). In this study, the histogram showed a normal distribution with most of the scores occurring in the center. Meanwhile, a normal probability plot is used to compare the cumulative distribution of actual data values with the cumulative distribution of a normal distribution (Hair *et al.*, 2014). The normal distribution form is a straight diagonal line and the plotted data values are compared with this diagonal line. Hence, if the data is normally distributed, the plotted data will closely follow the diagonal line. Based on the outputs produced by SPSS, the normal probability plot showed that data were normally distributed. Hence, the assumption of normality was supported (see Figure 4.1 and Figure 4.2, respectively). Thus, this study could proceed to the next test.

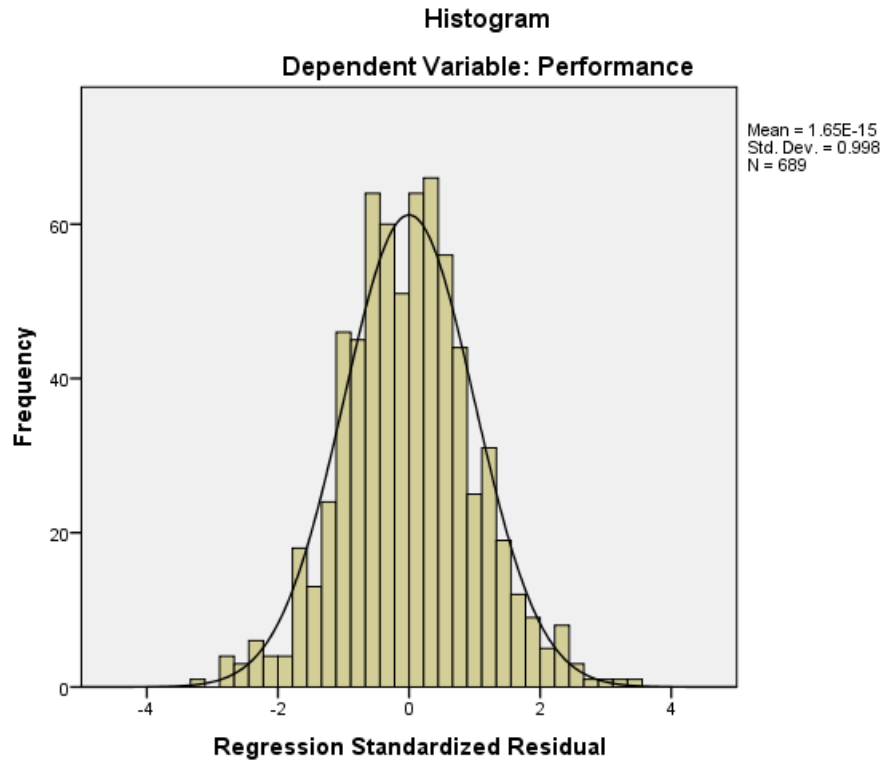


Figure 4.1 Histogram

4.5.3.3 Linearity Test

Linearity can be defined as the residual that has a straight-line relationship with predicted dependent variable scores (Pallant, 2011). Linearity can be checked through a scatterplot and/or simple multiple regression (Hair *et al.*, 2014). In this case, linearity was checked via a normal probability plot (P-P) of the regression standardised residual in simple multiple regressions. Referring to Figure 4.2, a straight-line relationship was found with the dependent variable, which revealed that a non-linear pattern existed. Hence, linearity for this study was fulfilled.

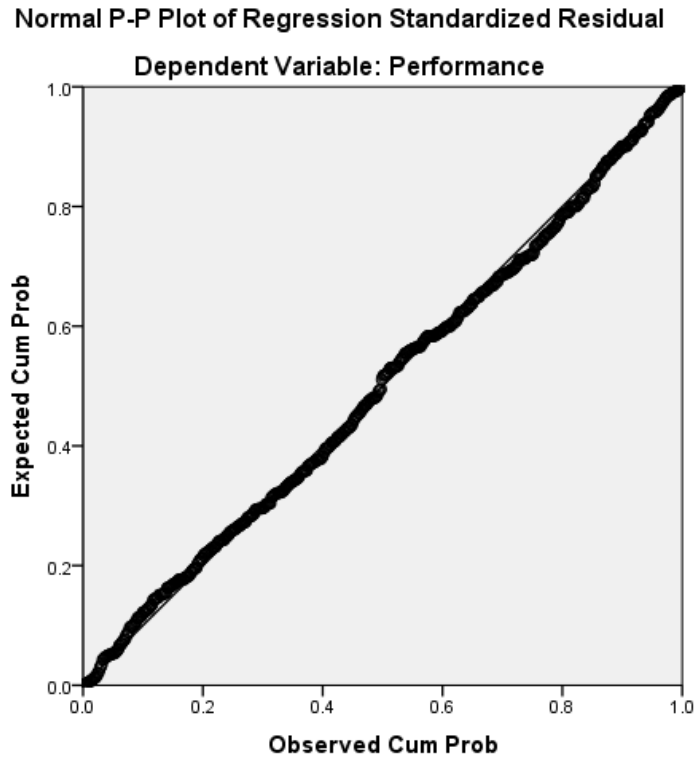


Figure 4.2 Linearity Test

4.5.3.4 Homoscedasticity Test

Before performing a correlation analysis, it is essential to check homoscedasticity (Pallant, 2011). Homoscedasticity is used to verify the variability in scores for the dependent variable, which should have similar scores with the independent variable and should indicate a fairly even cigar shape along its length (Pallant, 2011). Homoscedasticity can be generated through a scatterplot in SPSS. For this study, the result of the scatterplot (Figure 4.3) proved the existence of homoscedasticity in the dependent variable. Hence, the assumption of the dependent variable having similar values as the independent variables was met. Thus, the researcher could proceed to the regression analysis.

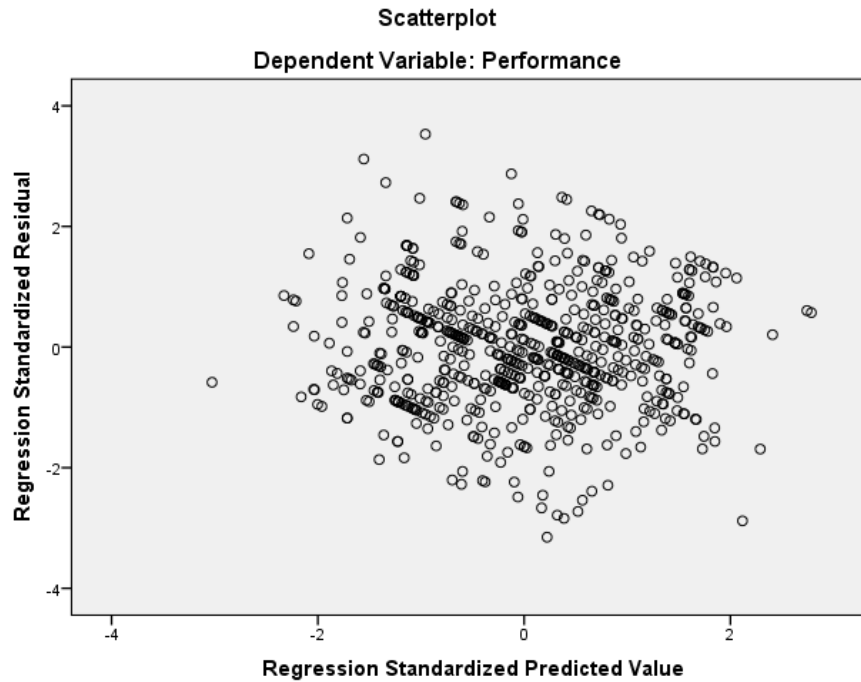


Figure 4.3 Scatterplot of Homoscedasticity Test

4.5.3.5 Multicollinearity Test

Multicollinearity is the relationship between the independent variables that are highly correlated (Sekaran & Bougie, 2013). In most cases, if multicollinearity exists, the regression analysis becomes unreliable and produces a bad model (Sekaran & Bougie, 2013). The three ways to detect multicollinearity are via a correlation matrix, tolerance value, and variance inflation factor (VIF). This study employed these three tests to detect multicollinearity. According to Pallant (2011) and Hair *et al.* (2014), if the correlation metric indicates a value of $r = 0.90$ or $r > 0.90$, multicollinearity is indicated. Table 4.14 shows the findings of the correlation matrix, which indicated that no multicollinearity existed. Hence, the results of the study showed that the regression analysis was reliable and could produce a good model for the study.

Table 4.14
Correlations Matrix

	1	2	3	4	5
1 Job Performance					
2 Job Attitudes	.341**				
3 Motivation	.601**	.372**			
4 Job Involvement	.384**	.281**	.741**		
5 Compensation	.341**	.103**	.608**	.647**	

**Correlation is significant at the 0.01 level (1-tailed); n=689

Besides using the correlation matrix, the tolerance value and the variance inflation factor can be utilised to check multicollinearity. The tolerance value is defined as the amount of variability not explained by the other independent variables. Meanwhile, the variance inflation factor (VIF) is the degree to which the standard error has been increased due to multicollinearity (Hair *et al.*, 2014). A common cut-off point for multicollinearity that exists for tolerance is less than 0.10 and for VIF, it is above 10.00 (Hair *et al.*, 2014; Sekaran & Bougie, 2013). Table 4.15 displays all the tolerance values that were more than 0.10 and VIF values that were less than 10.00. Hence, no multicollinearity was detected.

Table 4.15
Tolerance and VIF Values

Independent variables	Collinearity Statistics	
	Tolerance	VIF
Job Attitudes	0.861	1.161
Motivation	0.421	2.376
Job Involvement	0.450	2.221

Overall, the data set fulfilled all the assumptions that were needed to run the regression analysis. As stated above, the results indicated that the sample size was sufficient for

the study and that conditions for normal distribution and linearity were adequately met. Moreover, the results showed that homoscedasticity and multicollinearity fulfilled the assumptions of regression analysis. Hence, this study could proceed to regression analysis to answer the research questions and research objectives.

4.6 Nonresponse Biases

Non-response bias is a bias that exists when a respondent in the survey is different from those who do not respond in terms of the demographics and variables of the study (Sax, Gilmartin & Bryant, 2003). In other words, non-response bias is a bias that exists when not all people in the sample are willing or able to complete the survey (Couper, 2000). According to Sax *et al.* (2003), non-response bias can be measured by differentiating between an early respondent and a late respondent. A late respondent can be considered to possess similar characteristics as non-respondents (Armstrong & Overton, 1977). Moreover, if the results showed differences between these two groups-early respondents and late respondents-response bias existed whereby $p < 0.05$.

For this study, the respondents were divided into two groups-early respondents and late respondents. In order to evaluate the existence of response bias, the time trend exploration technique was employed, by assuming that the late respondents would be similar to the non-respondents (Armstrong & Overton, 1977). Thus, the comparison between early respondents and late respondents was to identify whether statistical differences existed between the groups. Based on the total number of respondents, the first 50% of the respondents were considered as early respondents while the remaining 50% of the respondents were considered as late respondents. Hence, since the total

number of respondents in this study was 689, 345 respondents were considered as early respondents while another 344 respondents were deemed as late respondents.

Subsequently, to examine the differences between these two groups, an independent sample t-test was used on the main variables of this study, which were job performance, job attitude, motivation, job involvement, and compensation. These variables were deemed to be appropriate. Based on the results, there were no significant differences statistically in the mean scores of the variables between early respondents and late respondents ($p > 0.05$). Hence, it was confirmed that no response bias existed for these 689 respondents in the study. Table 4.16 depicts the results of non-response bias.



Table 4.16
Results of Independent Sample T-Test for Non-Response Bias

Variables	Group	N	Mean	Std. Dev.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
Job Performance	Early response	345	4.0056	.48607	1.123	687	.262	.04101	.03653	-.03072	.11274
	Late Respond	344	3.9046	.46819	1.123	686.670	.262	.04101	.03653	-.03071	.11274
Job Attitudes	Early response	345	3.6010	.43525	1.385	687	.166	.04806	.03469	-.02006	.11618
	Late Respond	344	3.5529	.47460	1.385	681.573	.166	.04806	.03470	-.02007	.11619
Motivation	Early response	345	3.7352	.45542	1.118	687	.264	.03894	.03481	-.02942	.10730
	Late Respond	344	3.6963	.45842	1.118	686.938	.264	.03894	.03481	-.02942	.10730
Job Involvement	Early response	345	3.3666	.44774	-1.726	687	.085	-.06043	.03501	-.12916	.00830
	Late Respond	344	3.4270	.47089	-1.726	685.056	.085	-.06043	.03501	-.12917	.00831
Compensation	Early response	345	3.2879	.52675	1.876	687	.061	.07701	.04105	-.00359	.15760
	Late Respond	344	3.2109	.55043	1.876	685.496	.061	.07701	.04105	-.00359	.15760

4.7 Common Method Variance

Common method variance (CMV) is a variance that is attributable to the measurement method rather than to the constructs the measures represent (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Usually, common method variance creates false internal consistency, whereby there is an apparent correlation among variables generated by their common source. This means that the independent and dependent variables are answered by the same respondents using a self-reporting technique. Accordingly, most behavioural research has the potential problem of yielding misleading findings (Chang, Van Witteloostuijn & Eden, 2010; Podsakoff *et al.*, 2003). Two ways to control common method variance are by (i) designing good study procedures before distribution of the questionnaires; and/or (ii) using statistical controls which are implemented after the distribution of the questionnaires (Podsakoff *et al.*, 2003).

In this case, the study employed a statistical control method to measure common method variance due to its ease of implementation and because it was one of the most common methods used in behavioural research. The statistical control method used was created from Harman's single-factor test to measure common method variance (Chang *et al.*, 2010; Podsakoff *et al.*, 2003). This method was assessed by loading all items from every variable into an exploratory factor analysis using principal component factor analysis (Podsakoff *et al.*, 2003). If the percentage of variance was indicated to be less than 50%, it meant that the study was not affected by common method variance (Podsakoff & Organ, 1986). The result of the study was 24% of the variance represented for all items, which was less than 50%. Hence, the study was free from common method variance, whereby the data were free from any threat that could lead to misleading findings.

4.8 Reliability Analysis

Reliability is used to measure the level of items that hang together and to ascertain items that are under the same underlying construct (Pallant, 2011). As mentioned in Chapter Three, this study employed Cronbach's coefficient alpha to measure reliability. The Cronbach's coefficient alpha should have values of $\alpha = 0.70$ or above (DeVellis, 2003; Hair *et al.*, 2014; Nunnally & Berstein, 1994). Based on the analysis, the results indicated that all the variables were reliable with 0.70 and above Cronbach value. As stated by Sekaran and Bougie (2013), the higher the value of the coefficients, the better the measuring instrument, meaning that it is free from bias, stable, and highly correlated. Moreover, it can measure the concept that it is supposed to measure, as required in this study. Hence, based on the analysis, this study measured what was supposed to be measured. Table 4.17 exhibits the reliability results of each variable and its dimensions.

Table 4.17
Reliability of Constructs and Dimensions

Construct and dimensions	No. of items	Cronbach's Alpha value
Job Performance	12	.839
Job Attitudes	15	.735
a) Job Satisfaction	8	.750
b) Organization Commitment	7	.738
Motivation	69	.963
a) Intrinsic Motivation	29	.906
b) Extrinsic Motivation	40	.953
Job Involvement	19	.796
Compensation	9	.775
Total Items	124	

4.9 Hypotheses Testing

Upon meeting the requirements of all assumptions and reliability, the research questions, research objectives, and research hypotheses were finally tested. To test the hypotheses, correlation analysis, multiple regression analysis, hierarchical multiple regression analysis, and independent sample t-test analysis were used.

4.9.1 Correlation Analysis

The correlation analysis is used to determine the strength and direction of the linear relationship between the independent variable, the moderating variable and the dependent variable (Pallant, 2011). The two types of correlation analysis are Pearson's correlation coefficient (r) and the Spearman rank-order correlation (ρ). Since this study was designed for interval scales, Pearson's correlation coefficient was utilised. As general rule of thumb, the r coefficient values determine the strength of the association between variables, ranging from -1 to +1, usually measured on Hair *et al.*'s (2010) scale: $r \leq 0.1$ (weak relationship); $0.1 < r \leq 0.3$ (modest relationship); $0.3 < r \leq 0.5$ (moderate relationship); $0.5 < r \leq 0.80$ (strong relationship); $r \geq 0.8$ (very strong relationship). If $r = 0$, there is no relationship between the two specific variables (Field, 2000).

4.9.1.1 Correlation Analysis for All Employees

Table 4.18 presents a summary of the results of Pearson's correlation coefficient analysis for all employees between independent variables, moderator, and dependent variable. Based on the results, the r values range between 0.139 and 0.706, which indicated a modest to a strong relationship of the variables. Specifically, the extrinsic motivation, intrinsic motivation and job satisfaction showed significant, positive and

the moderate relationship with job performance at $r = 0.480$, $r = 0.478$, $r = 0.406$ respectively at $p < 0.01$. This indicated that the higher the level of extrinsic motivation, intrinsic motivation, and job satisfaction, the higher the level of job performance that could be achieved among fast-food employees. This outcome implied that most of the fast-food employees perceived that their extrinsic motivation, intrinsic motivation, and job satisfaction had a major correlation with their job performance in fast food restaurants.

However, a modest relationship also found between job involvement, employee compensation and organization commitment with job performance at $r = 0.293$, $r = 0.202$, and $r = 0.152$ respectively at $p < 0.01$. This also indicated that the higher the level of job involvement, employee compensation, and organization commitment, the higher the level of job performance that could be achieved among fast-food employees. This outcome implied that most of the fast-food employees perceived that their job involvement, employee compensation, and organization commitment were the fourth, fifth and sixth factors that correlated with their job performance respectively in fast food restaurants.

Hence, the initial support for the hypotheses in this research can be examined by the correlation analysis which indicated that a significant and positive relationship exists between all independent variables that are, job attitudes, motivation, job involvement, compensation, and dependent variable; job performance for all employees. However, the coefficient r cannot explain the variance when several independent variables and the dependent variable are utilized simultaneously. Therefore, further regression analysis will be conducted to test the hypotheses.

Table 4. 18
Result of Pearson Correlations Coefficient Analysis for All Employees

	1	2	3	4	5	6	7
1.Job Satisfaction							
2.Organization Commitment	.208**						
3.Intrinsic Motivation	.268**	.363**					
4.Extrinsic Motivation	.200**	.263**	.697**				
5.Job Involvement	.168**	.313**	.533**	.706**			
6.Compensation	.139**	.155**	.404**	.537**	.502**		
7.Job Performance	.406**	.152**	.478**	.480**	.293**	.202**	

** . Correlation is significant at the 0.01 level (1-tailed); n=689

4.9.1.2 Correlation Analysis for Local Employees

Table 4.19 shows the results of Pearson’s correlation coefficient analysis for local employees. Based on the results, a similar finding was recorded for all employees. The results indicated that the *r*-value range between 0.106 and 0.709, which indicated a modest to a strong relationship of variables. Specifically, the intrinsic motivation showed a significant, positive, and strong relationship with job performance at $r = 0.508$ at $p < 0.01$. This indicated that the higher the level of intrinsic motivation, the higher the level of job performance that could be achieved among local fast-food employees. This outcome implied that most of the local fast-food employees perceived that their intrinsic motivation was the main factor that correlated with their job performance in fast food restaurants.

While, the extrinsic motivation and job satisfaction showed significant, positive and moderate relationship with job performance at $r = 0.485$ and $r = 0.399$ respectively at $p < 0.01$. This also indicated that the higher the level of extrinsic motivation and job satisfaction, the higher the level of job performance that could be achieved among

local fast-food employees. This outcome implied that most of the local fast-food employees perceived that their extrinsic motivation and job satisfaction were the second and third factors that correlated with their job performance in fast food restaurants.

Additionally, the modest relationship was also found between job involvement, employee compensation and organization commitment with job performance at $r = 0.293$, $r = 0.210$, and $r = 0.106$ respectively at $p < 0.01$. This showed that the higher the level of job involvement, employee compensation, and organization commitment, the higher the level of job performance that could be achieved among local fast-food employees. This outcome implied that most of the local fast-food employees perceived that their job involvement, employee compensation, and organization commitment were the fourth, fifth and sixth factors that correlated with their job performance in fast food restaurants.

In sum, the initial hypotheses examined in this research through correlation analysis indicated that a significant and positive relationship exists between all the independent variables: job attitudes, motivation, job involvement, compensation, and dependent variable: job performance for local employees. However, the coefficient r could not explain the variance when several independent variables and the dependent variable were utilized simultaneously. Therefore, further regression analysis will be conducted to test the hypotheses for local employees.

Table 4.19
Result of Pearson Correlations Coefficient Analysis for Local Employees

	1	2	3	4	5	6	7
1.Job Satisfaction							
2.Organization Commitment	.190**						
3.Intrinsic Motivation	.274**	.329**					
4.Extrinsic Motivation	.205**	.235**	.686**				
5.Job Involvement	.180**	.294**	.526**	.709**			
6.Compensation	.148**	.165**	.432**	.554**	.510**		
7.Job Performance	.399**	.106**	.508**	.485**	.293**	.210**	

** . Correlation is significant at the 0.01 level (1-tailed); n=563

4.9.1.3 Correlation Analysis for Foreign Employees

With regards to foreign employees, the results indicated that the r -value range between 0.024 and 0.634, indicating a weak to a strong relationship of variables. Specifically, the results indicated that job satisfaction, extrinsic motivation, organization commitment and intrinsic motivation showed significant, positive and the moderate relationship with job performance at $r = 0.445$, $r = 0.433$, $r = 0.319$ and $r = 0.314$ respectively at $p < 0.01$. This indicated that the higher the level of job satisfaction, extrinsic motivation, organization commitment, and intrinsic motivation, the higher the level of job performance that could be achieved among foreign fast-food employees. This outcome implied that most of the foreign fast food employees perceived that their job satisfaction, extrinsic motivation, organization commitment, and intrinsic motivation were the first, the second, the third, and the fourth factor that correlated with their job performance in fast food restaurants.

Meanwhile, employee job involvement also showed a significant, positive but weak relationship with job performance at $r = 0.224$ at $p < 0.01$. However, this also indicated

that the higher the level of job involvement, the higher the level of job performance that could be achieved among foreign fast-food employees. This outcome implied that most of the foreign fast food employees perceived that their job involvement was the fifth factor that correlated with their job performance in fast food restaurants but in a weak relationship.

In terms of employee compensation, the findings indicated a contradiction between the results for all employees and local employees. Employee compensation for foreign employees showed insignificant results concerning employee job performance ($r = 0.108, p > 0.05$). Therefore, since the variable of compensation was a moderator in this study, hierarchical multiple regression analysis could not be conducted to test Research Objective 2b since the results showed that there is no relationship between employee compensation and dependent variable. Hence, Hypothesis 4b, Hypothesis 5b, and Hypothesis 6b could not be tested and failed to prove the function of employee compensation as a moderating variable for foreign employees. However, in order to answer Research Question 1b, multiple regressions were conducted.

In summary, the results indicated that relationships existed between the independent variables and the dependent variable. However, employee compensation showed no correlation in the case of foreign employees. This probably because foreign employees did not receive complete compensation packages as local employees received. In other words, they (foreign employees) probably feel unsatisfied with the compensation packages provided by the fast-food companies when compared with the local employees. Hence, the moderating effect could not be identified for the foreign

employee relationship. Thus, Research Question 2b was invalid. Table 4.20 shows the results of Pearson's correlation coefficient analysis for foreign employees.

Table 4.20
Result of Pearson Correlations Coefficient Analysis for Foreign Employees

	1	2	3	4	5	6	7
1.Job Satisfaction							
2.Organization Commitment	.285**						
3.Intrinsic Motivation	.263**	.406**					
4.Extrinsic Motivation	.194*	.253**	.634**				
5.Job Involvement	.107	.292**	.406**	.564**			
6.Compensation	.092	.024	.179*	.375**	.377**		
7.Job Performance	.445**	.319**	.314**	.433**	.224**	.108	

** . Correlation is significant at the 0.01 level (1-tailed), n = 125

4.9.2 Multiple Regression Analysis

The multiple regression analysis was used to test Hypothesis 1, Hypothesis 1a, Hypothesis 1b, Hypothesis 2, Hypothesis 2a, Hypothesis 2b, Hypothesis 3, Hypothesis 3a and Hypothesis 3b. Therefore, the multiple regression analysis was used to analyze for all employees, local employees, and foreign employees.

4.9.2.1 Multiple Regression Analysis for All Employees

After conducting the correlation analysis, the multiple regression analysis was performed to answer Research Question 1. However, the multiple regression analysis for all employees was conducted separately based on the variables of this study which are employee job attitudes, motivation, and job involvement with employee job performance.

a) Multiple Regression Analysis of Employee Job Attitudes and Employee Job Performance for All Employees

As mentioned before, employee job attitudes comprise of job satisfaction and organization commitment. Based on the results, Model 1 presented the effects of job satisfaction and organization commitment on employee job performance. The result indicates $R^2 = 0.170$, which means that job satisfaction and organization commitment factors explain 17.0% of the variance in employee job performance with $F = 70.103$, $p < 0.001$. In this case, the job satisfaction and organization commitment contribute significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.392$, $p < 0.000$; $\beta = 0.71$, $p < 0.050$ respectively. In addition, job satisfaction and organization commitment showed positive influences on employee job performance. Furthermore, the beta values showed that job satisfaction was the strongest variable that influenced employee job performance in the context of all fast food employees when compared to organization commitment. This implied that fast food employees believed that their job satisfaction and organization commitment played a vital role in improving their job performance. Moreover, they also believed that their job satisfaction served as a major factor that improved their performance.

Table 4.21 shows the results of the analysis.

Table 4.21
Result of Multiple Regression Analysis of Employee Job Attitude for All Employees

Variables	B	SE B	β	Sig.
Job Satisfaction	.355	.032	.392**	.000
Organization Commitment	.066	.033	.071*	.047

R = 0.412
 $R^2 = 0.170$
 F = 70.103

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

b) Multiple Regression Analysis of Employee Motivation and Employee Job

Performance for All Employees

As mentioned before, employee motivation comprises intrinsic motivation and extrinsic motivation. Based on the results, Model 1 presented the effects of intrinsic motivation and extrinsic motivation on employee job performance. The result indicates $R^2 = 0.270$, which means that intrinsic motivation and extrinsic motivation factors explain 27.0% of the variance in employee job performance with $F = 126.925$, $p < 0.001$. In this case, intrinsic motivation and extrinsic motivation contribute significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.278, p < 0.000$; $\beta = 0.286, p < 0.000$ respectively. In addition, intrinsic motivation and extrinsic motivation showed positive influences on employee job performance. Furthermore, the beta values showed that extrinsic motivation was the strongest variable that influenced employee job performance in the context of all fast food employees, compared to intrinsic motivation. This implied that fast food employees believed that their intrinsic motivation and extrinsic motivation played a vital role in improving their performance. Moreover, they also believed that their extrinsic motivation served as a major factor that improved their performance. Table 4.22 shows the results of the analysis.

Table 4.22

Result of Multiple Regression Analysis of Employee Motivation for All Employees

Variables	B	SE B	β	Sig.
Intrinsic Motivation	.326	.053	.278*	.000
Extrinsic Motivation	.237	.038	.286*	.000

R = 0.520
R² = 0.270
F = 126.925

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

c) **Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for All Employees**

Based on the results, Model 1 presented the effects of employee job involvement on employee job performance. The result indicates $R^2 = 0.086$, which means that the job involvement factor explain 8.6% of the variance in employee job performance with $F = 64.515$, $p < 0.001$. In this case, job involvement contributes significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.293$ $p < 0.000$. In addition, job involvement showed positive influences on employee job performance. This implied that all fast food employees believed that job involvement played a vital role in improving their job performance. Table 4.23 shows the results of the analysis.

Table 4.23

Result of Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for All Employees

Variables	B	SE B	β	Sig.
Job Involvement	.259	.032	.293	.000

R = 0.293

R² = 0.086

F = 64.515

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

4.9.2.2 Multiple Regression Analysis for Local Employees

Similarly, to answer Research Question 1a for local employees, multiple regression analysis was used. The multiple regression analysis was conducted separately based on the variables used in this study.

a) Multiple Regression Analysis of Employee Job Attitudes and Employee Job Performance for Local Employees

Employee job attitudes for local employees also comprises of job satisfaction and organization commitment. Based on the results, Model 1 presented the effects of job satisfaction and organization commitment on employee job performance for the local fast food employees. The result indicates R² = 0.160, which means that job satisfaction and organization commitment factors explain 16.0% of the variance in employee job performance with F = 53.313, $p < 0.001$. In this case, the job satisfaction and organization commitment contribute significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.393$, $p < 0.000$; $\beta = 0.32$, $p < 0.050$ respectively. In addition, job satisfaction and organization commitment showed positive influences on employee job performance. Furthermore, the beta values

showed that job satisfaction was the strongest variable that influenced employee job performance in the context of local employees when compared to organization commitment. This implied that local fast food employees believed that their job satisfaction and organization commitment played a vital role in improving their job performance. Moreover, they also believed that their job satisfaction served as a major factor that improved their job performance. Table 4.24 shows the results of the analysis.

Table 4.24
Result of Multiple Regression Analysis of Employee Attitude for Local Employees

Variables	B	SE B	β	Sig.
Job Satisfaction	.359	.036	.393**	.000
Organization Commitment	.030	.038	.032*	.042
R = 0.400				
R ² = 0.160				
F = 53.313				

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

b) Multiple Regression Analysis of Employee Motivation and Employee Job Performance for Local Employees

Employee motivation also comprises intrinsic motivation and extrinsic motivation. Based on the results, Model 1 presented the effects of intrinsic motivation and extrinsic motivation on employee job performance in the context of local employees. The result indicates $R^2 = 0.293$, which means that intrinsic motivation and extrinsic motivation factors explain 29.3% of the variance in employee job performance with $F = 116.004$, $p < 0.001$. In this case, intrinsic motivation and extrinsic motivation contribute significantly towards the prediction of fast food employee job performance with beta

values of $\beta = 0.330, p < 0.000$; $\beta = 0.258, p < 0.000$ respectively. In addition, intrinsic motivation and extrinsic motivation showed positive influences on employee job performance. Furthermore, the beta values showed that intrinsic motivation was the strongest variable that influenced employee job performance in the context of local employees, compared to extrinsic motivation. This implied that local fast food employees believed that their intrinsic motivation and extrinsic motivation played a vital role in improving their job performance. Moreover, they also believed that their intrinsic motivation served as a major factor that improved their job performance. Table 4.25 shows the results of the analysis.

Table 4.25
Result of Multiple Regression Analysis of Employee Motivation for Local Employees

Variables	B	SE B	β	Sig.
Intrinsic Motivation	.405	.060	.330*	.000
Extrinsic Motivation	.219	.041	.258*	.000
R = 0.541				
R ² = 0.293				
F = 116.004				

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

c) Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for Local Employees

Based on the results, Model 1 presented the effects of employee job involvement on employee job performance in the context of local employees. The result indicates $R^2 = 0.089$, which means that the job involvement factor explained 8.9% of the variance in employee job performance with $F = 54.814, p < 0.001$. In this case, job involvement

contributed significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.298$ $p < 0.000$. In addition, job involvement showed positive influences on employee job performance. This implied that local fast food employees believed that job involvement played a vital role in improving their job performance. Table 4.26 shows the results of the analysis.

Table 4.26
Result of Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for Local Employees

Variables	B	SE B	β	Sig.
Job Involvement	.259	.032	.293	.000

R = 0.293

R² = 0.086

F = 64.515

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

4.9.2.3 Multiple Regression Analysis for Foreign Employees

To answer Research Question 1b for foreign employees, multiple regression analysis was also conducted. The multiple regression analysis was also performed separately based on variables of this study.

a) Multiple Regression Analysis of Employee Job Attitudes and Employee Job Performance for Foreign Employees

In the context of foreign employees, the employee job attitudes also comprise of job satisfaction and organization commitment. Based on the results, Model 1 presented the effects of job satisfaction and organization commitment on employee job performance for foreign employees. The result indicates R² = 0.238, which means that

job satisfaction and organization commitment factors explain 23.8% of the variance in employee job performance with $F = 19.095$, $p < 0.001$. In this case, the job satisfaction and organization commitment contribute significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.386$, $p < 0.000$; $\beta = 0.209$, $p < 0.050$ respectively. In addition, job satisfaction and organization commitment showed positive influences on employee job performance. Furthermore, the beta values showed that job satisfaction was the strongest variable that influenced employee job performance in the context of foreign employees when compared to organization commitment. This implied that foreign fast-food employees believed that their job satisfaction and organization commitment played a vital role in improving their job performance. Moreover, they also believed that their job satisfaction served as a major factor that improved their job performance. Table 4.27 shows the results of the analysis.



Table 4.27
Result of Multiple Regression Analysis of Employee Attitude for Foreign Employees

Variables	B	SE B	β	Sig.
Job Satisfaction	.331	.071	.386**	.000
Organization Commitment	.185	.073	.209*	.013

R = 0.488

R² = 0.238

F = 19.095

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

b) Multiple Regression Analysis of Employee Motivation and Employee Job Performance for Foreign Employees

Employee motivation also comprises of intrinsic motivation and extrinsic motivation for foreign employees. Based on the results, Model 1 presented the effects of intrinsic motivation and extrinsic motivation on employee job performance in the context of foreign employees. The result indicates $R^2 = 0.190$, which means that intrinsic motivation and extrinsic motivation factors explained 19.0% of the variance in employee job performance with $F = 14.292$, $p < 0.001$. In this case, intrinsic motivation and extrinsic motivation contributed significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.065$, $p < 0.000$; $\beta = 0.391$, $p < 0.000$ respectively. Besides, intrinsic motivation and extrinsic motivation showed positive influences on employee job performance. Furthermore, the beta values showed that extrinsic motivation was the strongest variable that influenced employee job performance in the context of foreign employees, compared to intrinsic motivation. This implied that foreign fast-food employees believed that their intrinsic motivation and extrinsic motivation played a vital role in improving their performance. Moreover, they also believed that their extrinsic motivation served as a major factor that improved their job performance. Table 4.28 shows the results of the analysis.

Table 4.28
Result of Multiple Regression Analysis of Employee Motivation for Foreign Employees

Variables	B	SE B	β	Sig.
Intrinsic Motivation	.073	.118	.065**	.000
Extrinsic Motivation	.345	.093	.391**	.000
R = .436				

$$R^2 = .190$$

$$F = 14.291$$

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

c) Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for Foreign Employees

Based on the results, Model 1 presented the effects of employee job involvement on employee job performance in the context of foreign employees. The result indicates $R^2 = 0.050$, which means that the job involvement factor explained 5.0% of the variance in employee job performance with $F = 6.484$, $p < 0.001$. In this case, job involvement contributed significantly towards the prediction of fast food employee job performance with beta values of $\beta = 0.224$ $p < 0.000$. Besides, job involvement showed positive influences on employee job performance. This implied that foreign fast-food employees believed that job involvement played a vital role in improving their job performance. Table 4.29 shows the results of the analysis.

Table 4.29
Result of Multiple Regression Analysis of Employee Job Involvement and Employee Job Performance for Foreign Employees

Variables	B	SE B	β	Sig.
Job Involvement	.235	.092	.224	.000

$$R = .224$$

$$R^2 = .050$$

$$F = 6.484$$

Note: * denotes statistical significance at 0.05 level; ** denotes statistical significance at 0.001 level; B denotes unstandardized coefficients; SE B denotes standard error coefficients; β denotes beta coefficients.

4.9.3 Hierarchical Multiple Regression Analysis

The hierarchical multiple regression analysis was used to measure the moderating effect of employee compensation between independent variables and dependent variable. In this study, the hierarchical multiple regression was divided into two sections based on all employees and local employees only. Due to the result of correlation analysis on the foreign employee that showed employee compensation did not correlate with employee job performance the hierarchical multiple regression analysis could not be performed. Therefore, Research Objective 2b cannot be tested.

Three steps were followed in conducting hierarchical multiple regression analysis using SPSS. The first step was to measure the relationship between independent variables and dependent variable. The second step evaluated the relationship between the moderator and dependent variables, and the last step measured the interaction between the moderator and independent variables.

4.9.3.1 Hierarchical Multiple Regression Analysis for All Employees

In order to test Hypothesis 4, Hypothesis 5, and Hypothesis 6, the hierarchical multiple regression analysis was performed. The hierarchical multiple regression analysis was performed separately for each variable of job attitudes, motivation, and job involvement for all employees as followed.

a) The Moderating Effect of Employee Compensation on the Relationship between Employee Job Attitude and Employee Job Performance for All Employees

To examine Hypothesis H4, the three steps of hierarchical multiple regression analysis were conducted to assess if the employee compensation moderates the relationship between employee job attitudes and employee job performance. The first step was between IV-DV (employee job attitudes-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As showed in Table 4.30, the results of the direct relationship revealed that employee job attitudes (job satisfaction and organization commitment) had a significant and positive influence on employee job performance with $R^2 = 0.170$, and the significant $\beta = 0.392$ and $\beta = 0.71$ respectively. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.186$ and $\beta = 0.142$. Thus, the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee job attitudes (job satisfaction and organization commitment) as independent variables and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.30 also shows the results, with $R^2 = 0.221$ at $p < 0.001$ and a β value 0.158 which reveals that employee job attitudes and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 3.7% when the interaction term (employee compensation) was added. Furthermore, the β value increased from 0.142 to 0.158 at $p < 0.05$ level, which reveals

that the presumed moderator of the employee compensation does indeed moderate the effects of employee job attitudes and employee job performance. Specifically, the β value for job satisfaction increase from 0.392 to 1.226, and organization commitment from 0.071 to 1.088 at $p < 0.05$, when the moderating term was added.

To sum these results, Hypothesis H4 is supported, showing that it perfectly achieve Research Objective 4, which indicates that employee compensation can increase the effect of employee job attitude (job satisfaction and organization commitment) on employee job performance in the fast-food restaurant.

Table 4.30

Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Attitudes and Employee Job Performance for All Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
<u>Independent Variables</u>			
Job Satisfaction	0.392***		
Organization Commitment	0.071*		
R ²	0.170***		
<u>Moderator</u>			
Compensation		0.142***	0.158***
R ²		0.186***	
<u>Interaction</u>			
Job Satisfaction x Compensation			1.226*
Organization Commitment x Compensation			1.088***
R ²			0.221***
R ² Change:	0.037***		

Note: * $P < 0.05$, ** $p < 0.01$, *** $p < 0.001$

b) The Moderating Effect of Employee Compensation on the Relationship between Employee Motivation and Employee Job Performance for All Employees

To examine Hypothesis H5, the three steps of hierarchical multiple regression analysis were also conducted to assess if the employee compensation moderates the relationship between employee motivation and employee job performance. The first step was between IV-DV (employee motivation-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As showed in Table 4.31, the results of the direct relationship revealed that employee motivation (intrinsic motivation and extrinsic motivation) had a significant and positive influence on employee job performance with $R^2 = 0.270$, and the significant $\beta = 0.278$ and $\beta = 0.286$ respectively. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.276$ and $\beta = 0.090$. Thus the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee motivation (intrinsic motivation and extrinsic motivation) as independent variables and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.31 also shows the results, with $R^2 = 0.295$ at $p < 0.001$ and a β value 0.123 which reveals that employee motivation and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 1.9% when the interaction term (employee compensation) was added. Furthermore, the β value increased from 0.090 to 0.123 at $p < 0.05$ level, which reveals that the

presumed moderator of the employee compensation does indeed moderate the effects of employee motivation and employee job performance. Specifically, the β value for intrinsic motivation increase from 0.278 to 2.143, and extrinsic motivation from 0.286 to 2.276 at $p < 0.001$, when the moderating term was added.

To sum these results, Hypothesis H5 is supported, showing that it perfectly achieved Research Objective 5 thereby indicating that employee compensation can increase the effect of employee motivation (intrinsic motivation and extrinsic motivation) on employee job performance in the fast-food restaurant.

Table 4.31
Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Motivation and Employee Job Performance for All Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta	Std Beta	Std Beta
	Step 1	Step 2	Step 3
<u>Independent Variables</u>			
Intrinsic Motivation	0.278***		
Extrinsic Motivation	0.286***		
R ²	0.270***		
<u>Moderator</u>			
Compensation		0.090*	0.123*
R ²		0.276***	
<u>Interaction</u>			
Intrinsic Motivation x Compensation			2.143**
Extrinsic Motivation x Compensation			2.276***
R ²			0.295***
R ² Change:	0.019***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

c) The Moderating Effect of Employee Compensation on the Relationship between Employee Job Involvement and Employee Job Performance for All Employees

To examine Hypothesis H6, the three steps of hierarchical multiple regression analysis were also conducted to assess if the employee compensation moderates the relationship between employee job involvement and employee job performance. The first step was between IV-DV (employee job involvement-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As showed in Table 4.32, the results of the direct relationship revealed that employee job involvement had a significant and positive influence on employee job performance with $R^2 = 0.085$, and the significant $\beta = 0.293$. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.087$ and $\beta = 0.073$. Thus the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee job involvement as the independent variable and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.32 shows the results, with $R^2 = 0.100$ at $p < 0.050$ and a β value 0.779 which reveals that employee job involvement and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 1.4% when the interaction term (employee compensation) was added. Furthermore, the β value increased from 0.293 to 1.472 at $p < 0.01$ level, which reveals that the presumed moderator of the employee compensation does indeed moderate the effects of employee job involvement and

employee job performance. Specifically, the β value for employee job involvement increases from 0.293 to 1.472 at $p < 0.01$, when the moderating term was added.

To sum these results, Hypothesis H6 is supported, showing that it is perfectly achieved. Research Objective 6 indicates that employee compensation can increase the effect of employee job involvement on employee job performance in the fast-food restaurant.

Table 4.32
Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Job Involvement and Employee Job Performance for All Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
<u>Independent Variables</u>			
Job Involvement	0.293***		
R ²	0.085***		
<u>Moderator</u>			
Compensation		0.073*	0.779*
R ²		0.087***	
<u>Interaction</u>			
Job Involvement x Compensation			1.472**
R ²			0.100***
R ² Change:	0.014***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.00$

4.9.3.2 Hierarchical Multiple Regression Analysis for Local Employees

In order to test Hypothesis 4a, Hypothesis 5a, and Hypothesis 6a, the hierarchical multiple regression analysis was also being performed. The hierarchical multiple regression analysis was performed separately for every variable (job attitudes, motivation, and job involvement) for local employees.

a) The Moderating Effect of Employee Compensation on the Relationship between Employee Job Attitude and Employee Job Performance for Local Employees.

To examine Hypothesis H4a, the three steps of hierarchical multiple regression analysis were conducted to assess if the employee compensation moderates the relationship between employee job attitudes and employee job performance for local employees. The first step was between IV-DV (employee job attitudes-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As showed in Table 4.33, the results of the direct relationship revealed that employee job attitudes (job satisfaction and organization commitment) had a significant and positive influence on employee job performance with $R^2 = 0.157$, and the significant $\beta = 0.393$ and $\beta = 0.32$ respectively. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.178$ and $\beta = 0.153$. Thus, the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee job attitudes (job satisfaction and organization commitment) as independent variables and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.33 shows the results, with $R^2 = 0.200$ at $p < 0.001$ and a β value of 0.180 which reveals that employee job attitudes and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 2.5% when the interaction term (employee compensation) was added. Furthermore, the β value increased from 0.153 to 0.180 at $p < 0.05$ level, which reveals that the

presumed moderator of the employee compensation does indeed moderate the effects of employee job attitudes and employee job performance. Specifically, the β value for job satisfaction increase from 0.393 to 1.143, and organization commitment from 0.032 to 1.893 at $p < 0.01$, when the moderating term was added.

To sum these results, Hypothesis H4a is supported, showing that it perfectly archived the Research Objective 4, which indicates that employee compensation can increase the effect of employee job attitude (job satisfaction and organization commitment) on employee job performance among local fast-food employee at the restaurant.

Table 4.33
Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Job Attitudes and Employee Job Performance for Local Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
<u>Independent Variables</u>			
Job Satisfaction	0.393***		
Organization Commitment	0.032*		
R ²	0.157***		
<u>Moderator</u>			
Compensation		0.153***	0.180*
R ²		0.178***	
<u>Interaction</u>			
Job Satisfaction x Compensation			1.143**
Organization Commitment x Compensation			1.893**
R ²			0.200***
R ² Change:	0.025***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.00$

b) The Moderating Effect of Employee Compensation on the Relationship between Employee Motivation and Employee Job Performance for Local Employees

To examine Hypothesis H5a, the three steps of hierarchical multiple regression analysis were also conducted to assess if the employee compensation moderates the relationship between employee motivation and employee job performance among local employees. The first step was between IV-DV (employee motivation-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As shown in Table 4.34, the results of the direct relationship revealed that employee motivation (intrinsic motivation and extrinsic motivation) had a significant and positive influence on employee job performance with $R^2 = 0.290$, and the significant $\beta = 0.330$ and $\beta = 0.258$ respectively. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.298$ and $\beta = 0.110$. Thus, the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee motivation (intrinsic motivation and extrinsic motivation) as independent variables and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.34 shows the results, with $R^2 = 0.308$ at $p < 0.001$ and a β value 0.122 which reveals that employee motivation and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 1.3% when the interaction term (employee compensation) was added. Furthermore, the β value increased from 0.110 to 0.122 at $p < 0.01$ level, which reveals that the presumed

moderator of the employee compensation does indeed moderate the effects of employee motivation and employee job performance. Specifically, the β value for intrinsic motivation increased from 0.330 to 1.672, and extrinsic motivation from 0.258 to 1.927 at $p < 0.001$, when the moderating term was added.

To sum these results, Hypothesis H5a is supported, showing that it perfectly achieved Research Objective 5, which indicates that the employee compensation can increase the effect of employee motivation (intrinsic motivation and extrinsic motivation) on employee job performance among local fast-food employees at the restaurant.

Table 4.34
Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Motivation and Employee Job Performance for Local Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
<u>Independent Variables</u>			
Intrinsic Motivation	0.330***		
Extrinsic Motivation	0.258***		
R ²	0.290***		
<u>Moderator</u>			
Compensation		0.110*	0.122**
R ²		0.298***	
<u>Interaction</u>			
Intrinsic Motivation x Compensation			1.672**
Extrinsic Motivation x Compensation			1.927***
R ²			0.308***
R ² Change:	0.013***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

c) The Moderating Effect of Employee Compensation on the Relationship between Employee Job Involvement and Employee Job Performance for Local Employees

To examine Hypothesis H6a, the three steps of hierarchical multiple regression analysis were also conducted to assess if the employee compensation moderates the relationship between employee job involvement and employee job performance for local employees. The first step was between IV-DV (employee job involvement-employee job performance) and the second step was between MV-DV (employee compensation-employee job performance). As shown in Table 4.35, the results of the direct relationship revealed that employee job involvement had a significant and positive influence on employee job performance with $R^2 = 0.084$, and the significant $\beta = 0.293$. For the second assumption, employee compensation was also found to have a significant and positive influence on employee job performance with $R^2 = 0.088$ and $\beta = 0.082$. Thus, the second assumption was met for the next step test.

In the third step, the interaction term was added, meaning that the final regression coefficient was conducted using employee job involvement as an independent variable and employee job performance as the dependent variable to establish the moderating effect of the employee compensation. Table 4.35 shows the results, with $R^2 = 0.104$ at $p < 0.01$ and a β value 0.086 which reveals that employee job involvement and employee compensation have a significant and positive influence on employee job performance. The R^2 change was 1.8% when the interaction term (employee compensation) was added. Furthermore, the β value increased from .082 to 0.086 at $p < 0.01$ level, which revealed that the presumed moderator of the employee compensation does indeed moderate the effects of employee job involvement and

employee job performance. Specifically, the β value for employee job involvement increased from 0.293 to 1.647 at $p < 0.01$, when the moderating term was added.

To sum these results, Hypothesis H6a is supported, showing that it perfectly achieved Research Objective 6, which indicates that the employee compensation can increase the effect of employee job involvement on employee job performance among local fast-food employees at the restaurant.

Table 4.35
Result of Hierarchical Regression Analysis on the Moderating Effect of Employee Compensation on the Relationship between Employee Job Involvement and Employee Job Performance for Local Employees

Dependent Variable: Employee Job Performance			
Variables	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
<u>Independent Variables</u>			
Job Involvement	0.293***		
R ²	0.084***		
<u>Moderator</u>			
Compensation		0.082*	0.086*
R ²		0.088***	
<u>Interaction</u>			
Job Involvement x Compensation			1.647**
R ²			0.104**
R ² Change:	0.018***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

4.9.4 Independent Samples T-Test Analysis for All Employees

To test Hypothesis 7, Hypothesis 8, Hypothesis 9, and Hypothesis 10, an independent samples t-test was utilized. The independent samples t-test is used to compare the mean scores of the continuous variables of two different groups of participants (Pallant, 2011). In this study, the continuous variables were job performance, job attitude, motivation, and job involvement, while the two different groups of participants were Malaysians and Non-Malaysians, i.e. local and foreign employees.

For employee job performance, the results indicated a statistically significant difference ($t(687) = -2.907, p = 0.004$) between local employees ($M = 3.9303, SD = 0.47496$) and foreign employees ($M = 4.0673, SD = 0.48599$) at the level of $p < 0.05$. Hence, Hypothesis 7 was supported. Moreover, it was found that foreign employees ($M = 4.0673$) had a higher mean value compared to local employees ($M = 3.9303$). This finding indicated that foreign employees possessed more positive job performance compared to local employees.

In terms of employee job attitude, the results indicated a statistically significant difference ($t(687) = -6.540, p = 0.023$) between local employees ($M = 3.5584, SD = 0.45605$) and foreign employees ($M = 3.6608, SD = .44593$) at the level of $p < 0.05$. Hence, Hypothesis 8 was supported. Moreover, it was found that foreign employees ($M = 3.6608$) had a higher mean value compared to local employees ($M = 3.5584$). This finding indicated that foreign employees possessed more positive job attitudes compared to local employees.

For employee motivation, the results also revealed that there was a statistically significant difference ($t(687) = -6.540, p = 0.000$) between local employees ($M = 3.6637, SD = 0.42363$) and foreign employees ($M = 3.9506, SD = 0.41415$) at the $p < 0.05$ level of motivation. Thus, Hypothesis 9 was supported. Furthermore, it was found that foreign employees ($M = 3.9506$) had a higher mean value compared to local employees ($M = 3.6637$). This suggested that foreign employees were more motivated compared to local employees in the context of fast-food restaurants.

Finally, for employee job involvement, the results showed a statistically significant difference ($t(687) = -6.591, p = 0.000$) between local employees ($M = 3.3440, SD = 0.45464$) and foreign employees ($M = 3.6349, SD = 0.40772$) at the $p < 0.05$ level of job involvement. Moreover, it was found that foreign employees ($M = 3.3440$) had a higher mean value compared to local employees ($M = 3.6349$). Hence, Hypothesis 10 was supported. This implied that foreign employees were more job involved in fast-food restaurants compared to local employees. Table 4.36 exhibits the results of the independent samples t-test analysis.

Table 4.36
Result of Independent Samples T-Test Analysis

Variables	Group	n	Mean	Std. Dev.	t	Sig.
Job Performance	Malaysian	564	3.9303	.47496	-2.907	.004
	Non-Malaysian	125	4.0673	.48599	-2.865	.005
Job Attitudes	Malaysian	564	3.5584	.45605	-2.280	.023
	Non-Malaysian	125	3.6608	.44593	-2.313	.022
Motivation	Malaysian	564	3.6637	.44999	-6.540	.000
	Non-Malaysian	125	3.9506	.41415	-6.895	.000
Job Involvement	Malaysian	564	3.3440	.45464	-6.591	.000
	Non-Malaysian	125	3.6349	.40772	-7.065	.000

In conclusion, all the variables showed differences between local and foreign employees. It could also be concluded that foreign employees were better in terms of job attitude, motivation, and job involvement in fast-food restaurants compared to

local employees. This finding suggests that organizations and restaurant managers should pay more attention to local employees to improve their job attitude, motivation, and job involvement in the future.

4.10 Chapter Summary

This chapter discussed the data analysis and the results. The chapter discussed empirical results produced to answer the research questions and research objectives. The key findings were presented and the results revealed that employee job attitudes, motivation, and job involvement significantly influenced employee job performance for both locals and foreigners. Besides, the results also indicated that employee compensation moderated the relationship between (i) job attitude and job performance; (ii) motivation and job performance and (iii) job involvement and job performance for both local and foreign employees. The next chapter further discusses the findings obtained, their implications, suggestions for future research, limitations of the study, and the conclusion of this study. Table 4.37 summarises the findings on the hypotheses of the study.

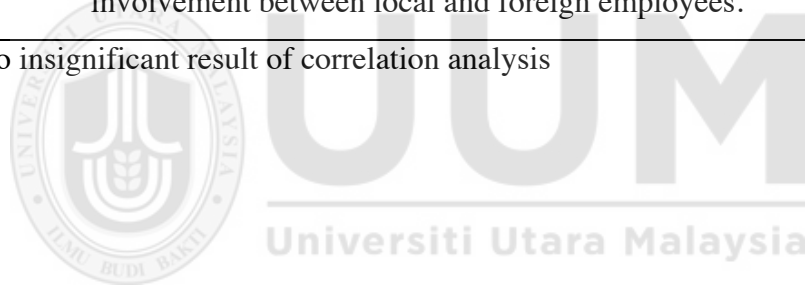
Table 4.37
Summary of Hypotheses Findings

RQ	H	Hypotheses	Results
RQ1	H ₁	There is a positive relationship between job attitude and job performance for all employees. <i>H_{1a}: There is a positive relationship between job attitude and job performance for local employees.</i> <i>H_{1b}: There is a positive relationship between job attitude and job performance for foreign employees.</i>	Supported
	H ₂	There is a positive relationship between motivation and job performance for all employees.	Supported

	<i>H_{2a}: There is a positive relationship between motivation and job performance for local employees.</i>	Supported
	<i>H_{2b}: There is a positive relationship between motivation and job performance for foreign employees.</i>	Supported
H ₃	There is a positive relationship between job involvement and job performance for all employees.	Supported
	<i>H_{3a}: There is a positive relationship between job involvement and job performance for local employees.</i>	Supported
	<i>H_{3b}: There is a positive relationship between job involvement and job performance for foreign employees.</i>	Supported
RQ2	H ₄ Employee compensation moderates the relationship between job attitude and job performance among local and foreign employees.	Supported
	<i>H_{4a}: Employee compensation moderates the relationship between job attitude and job performance among local employees.</i>	Supported
	<i>H_{4b}: Employee compensation moderates the relationship between job attitude and job performance among foreign employees.</i>	Not Applicable*
H ₅	Employee compensation moderates the relationship between motivation and job performance among local and foreign employees.	Supported
	<i>H_{5a}: Employee compensation moderates the relationship between motivation and job performance among local employees.</i>	Supported
	<i>H_{5b}: Employee compensation moderates the relationship between motivation and job performance among foreign employees.</i>	Not Applicable*
H ₆	Employee compensation moderates the relationship between job involvement and job performance for all employees.	Supported

	<i>H_{6a}: Employee compensation moderates the relationship between job involvement and job performance for local employees.</i>	Supported
	<i>H_{6b}: Employee compensation moderates the relationship between job involvement and job performance for foreign employees.</i>	Not Applicable*
RQ3	H ₇ There is a significant difference in terms of employee job performance between local and foreign employees.	Supported
	H ₈ There is a significant difference in terms of employee job attitude between local and foreign employees.	Supported
	H ₉ There is a significant difference in terms of employee motivation between local and foreign employees.	Supported
	H ₁₀ There is a significant difference in terms of employee job involvement between local and foreign employees.	Supported

*due to insignificant result of correlation analysis



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter describes and summarises all the findings obtained from Chapter Four in order to answer the research questions, research objectives, and research hypotheses. The chapter begins with a recapitulation of the study, followed by a discussion of the key findings and the results of the hypotheses. The research contributions, which comprise theoretical and practical contributions, are also discussed and this is followed by the limitations of the study. Next, suggestions for future research are described, followed lastly by the conclusion.

5.2 Recapitulation of Study

Based on the Theory of Work Performance introduced by Blumberg and Pringle (1982), this study examined the relationships between job attitude, motivation and job involvement, and job performance among fast-food employees in the restaurants located in the Federal Territory of Kuala Lumpur and Selangor Darul Ehsan, Malaysia. The first research objective was to examine the relationship between employee job attitude, motivation and job involvement, and employee job performance. Since this study employed employee compensation as a moderating variable, the second research objective was to examine the moderating role of employee compensation on the relationships between employee job attitudes, motivation and job involvement, and

job performance. This study also involved local and foreign employees; thus, the third research objective was to identify the differences between local and foreign employees in terms of job performance, job attitudes, motivation, and job involvement. The findings contributed to a deeper understanding of non-managerial fast-food employees, which would help organizations and managers to improve the job performance of both local and foreign employees.

The research framework for this study was adapted from two theories—the Theory of Work Performance by Blumberg and Pringle (1982) and Herzberg's Two-Factor Theory (Herzberg, 1987). The Theory of Work Performance was adapted to explain the factors that influenced employee job performance and the relationships between the variables. Meanwhile, Herzberg's Two-Factor Theory was used to identify the factors that usually motivated fast-food employees together with the factors that influenced their job performance. Also, this study adapted several models from previous related studies as guidelines. Based on these two theories and the models, the ultimate objective was to improve the job performance of non-managerial fast-food employees in the Malaysian context. The target population for this study was fast food employees who were working at the non-managerial level. The study focused on four fast food brands, which were McDonald's, Burger King, Marrybrown and A&W which were located in the Federal Territory of Kuala Lumpur and in Selangor, Malaysia. The sample comprised local and foreign employees who worked as cashiers, waiters/waitresses, cooks, floor crews, stewards and riders.

In terms of Cronbach's coefficient alpha, most of the items were reliable, whereby all the variables indicated values more than $\alpha > 0.7$, ranging from $\alpha = 0.735$ to $\alpha = 0.963$.

In terms of validity, correlation coefficients and factor analysis were utilised. The correlation coefficient analysis showed that all the items were correlated to each other. Meanwhile, the results of the factor analysis indicated that 50 items were considered inappropriate and they were removed from the study.

In terms of analysis, this study was divided into two stages. First, the study analysed all employees, which included both local and foreign employees. Second, the study analysed local and foreign employees separately. The correlation analysis results revealed that employee job attitude, motivation, job involvement, and compensation were correlated to employee job performance for all employees (local and foreign) and also for local employees. However, for foreign employees, the correlation analysis indicated that employee job attitude, motivation, and job involvement were correlated to employee job performance, but not employee compensation. Therefore, hierarchical multiple regression analysis could only be performed for all employees (local and foreign) and local employees. For foreign employees, only multiple regression analysis could be performed.

The results of the hierarchical multiple regression analysis for all employees showed that employee compensation moderated the relationship between employee job attitude and job performance, employee motivation, and job performance, as well as between employee job involvement and job performance. In the analysis of local employees, similar results were obtained, which was that employee compensation moderated the relationship between employee job attitude and job performance, employee motivation, and job performance as well as between employee job involvement and job performance.

In terms of the foreign employee, the multiple regression analysis equally showed that employee job attitudes, motivation, and job involvement influenced employee job performance. The results also revealed that differences between local and foreign employee job performance, job attitude, motivation, and job involvement existed. The independent sample t-test indicated that foreign employees' job performance, job attitudes, motivation, and job involvement were better than local employees.

5.3 Discussion of the Findings

The following section discusses all the findings obtained from Chapter Four in detail, beginning with the relationship between employee job attitude, motivation and job involvement, and job performance, followed by the moderating role of employee compensation on the relationships between employee job attitudes, motivation, and job involvement, and job performance. Finally, the differences between local and foreign employees in terms of job performance, job attitude, motivation, and job involvement were discussed.

5.3.1 The Relationship between Employee Job Attitude, Motivation, Job Involvement and Employees Job Performance

The discussion on the relationships between employee job attitudes, motivation and job involvement, and job performance are discussed separately, as follows:

5.3.1.1 The Relationship between Employees Job Attitude and Employees Job Performance

RQ1:	<p>What is the relationship between employee job attitudes and job performance for all employees?</p> <p>a) What is the relationship between employee job attitudes and job performance for local employees?</p> <p>b) What is the relationship between employee job attitudes and job performance for foreign employees?</p>	RO1:	<p>To examine the relationships between employee job attitudes and job performance for all employees.</p> <p>a) To examine the relationship between employee job attitudes and job performance for local employees.</p> <p>b) To examine the relationship between employee job attitudes and job performance for foreign employees.</p>
H ₁ :	There is a positive relationship between employee job attitudes and job performance for all employees.		
H _{1a} :	There is a positive relationship between employee job attitudes and job performance for local employees.		
H _{1b} :	There is a positive relationship between employee job attitudes and job performance for foreign employees.		

This study found that employee job attitude was significant and positively correlated to employee job performance. This outcome was consistent with the findings of Jiang *et al.* (2012), Kagaari *et al.* (2010), Melián-González (2016), and Riketta (2008) who also found that employee job attitude significantly influences employee job performance. Although the majority of the studies reviewed were conducted in Western countries, the findings of this study showed similarities in the relationship between employee job attitude and employee job performance. Hence, this indicated

that employee job attitude positively influences employee job performance even in the Malaysian context.

Employee job attitude was measured by two dimensions, which were job satisfaction and organizational commitment. The findings indicated that there was a significant and positive relationship between employee job satisfaction and employee performance. This meant that when fast-food employees were satisfied with their jobs, their job performance would rise. This applied to both local and foreign employees. The finding was consistent with the studies of Imran, Arif, Cheema, and Azeem (2014), McGuigan, McGuigan, and Mallett (2016), Siengthai and Pila-Ngarm (2016), and Susanty and Miradipta (2013), which found that job satisfaction is regularly significant and positively connected to employee performance.

The items used to measure employee job attitude were happiness and work enjoyment, working as a family, being treated with respect by managers, and feeling attached to the company. As described by du Plessis, Douangphichit and Dodd (2016), happy employees are more motivated and productive compared to unhappy employees. Moreover, these happy employees devote more effort to their tasks to produce high-quality work and productivity, consequently contributing to higher levels of job performance (du Plessis *et al.*, 2016). In addition, du Plessis *et al.* (2016) stated that the pleasant feelings possessed by these employees normally result in positive job attitudes and job performance. Logically, when employees are happy, they tend to be successful in the organisation (Jalagat, 2016).

When employees work as a family, they cultivate a sense of teamwork and at the same time avoid rudeness, offensive comments, and difficult behaviour among themselves (Dugguh & Dennis, 2014). People should live in harmony regardless of cultural and other diversities; then, employees can perform better in their work. Additionally, this work culture will yield a positive attitude among employees. Managers' respect also plays a vital role in influencing and determining employee job attitudes. Melián-González (2016) concluded that most of the improvement in employee job performance is due to managers showing respect to their subordinates, which in turn yields a positive job attitude among employees. Moreover, the positive relationship between leaders and subordinates reveals the level of confidence, trust, and respect between the subordinates and the leaders (Lin & Lin, 2011).

Additionally, a good relationship between managers and subordinates helps to improve employee job attitudes. If the company wants to be supported by the employees, managers should ensure that they are concerned about their subordinates' well-being (Melián-González, 2016). Therefore, when a subordinate trusts his/her manager and interacts with his/her manager on good terms, he/she will be more willing to accept the damage incurred from the behaviour of managers or co-workers because the subordinate believes that his/her rights will not be overlooked. As described by Robbins and Judge (2015), employees who possess a positive job attitude normally have a sense of organisational loyalty or attachment towards the organisation. This attitude encourages the employee to devote their time and energy to perform better for the company. This phenomenon was also found in this study.

Moreover, a comfortable working environment is also considered as a factor that satisfies employees that in turn yields a positive job attitude among them. Roelofsen (2002) pointed out that one of the basic human needs is a working environment that permits people to do their work optimally under comfortable conditions. Moreover, it has been accepted by managers that a safe working environment can result in greater effectiveness and productivity of employees (Garg & Rastogi, 2006). Thus, the level of employee job performance can be raised if companies provide a comfortable working environment at the workplace (Lee & Chen, 2013).

Importantly, a comfortable working environment enables employees to adopt a positive attitude towards their jobs, which allows them to become true professionals (Robinson & Morrison, 1997). Enhancing the working environment can reduce absenteeism and complaints among employees while increasing their productivity (Roelofsen, 2002). Comfortable workplace conditions and environments for employees have also been identified as pivotal elements for improving their job attitude and productivity (Mokaya, Musau, Wagoki & Karanja, 2013).

Another factor that may influence the positive influence between employee job attitude and employee job performance is the payment received. According to Teck-Hong and Waheed (2011), pay satisfaction is a part of job satisfaction, which can lead to higher productivity and job performance of the employee. The employee is stimulated to accomplish more and usually will expend his/her full efforts only if he/she is satisfied with the payment received.

In terms of organisational commitment, the findings revealed that there was a significant and positive influence between employee organisational commitment and employee job performance. This meant that when organisational commitment increased, employee job performance also increased. This result was similar for both local and foreign respondents and showed that local and foreign employees' organisational commitment was important in improving their job performance. This finding of this study was consistent with the studies of Imran *et al.* (2014), Rodwell *et al.* (1998) and Susanty *et al.* (2013) that found that employee organisational commitment is significant and positively influences employee job performance.

Lee and Chen (2013) asserted that employees who are committed to working usually display a positive job attitude, produce and deliver a high level of customer service, as well as perform better in their jobs. According to Joung, Choi and Taylor (2018), it is essential to stress the importance of increasing employees' commitment levels. Ideally, this will improve their job attitude and job performance, raise profits, and ensure the organisation's success. Maxwell and Steele (2003) also agreed that organization commitment enhances employee job performance in the workplace.

Notably, the improvement of fast-food employees' job attitudes in relation to the improvement in employee job performance supported the research model of this study, which was that employee job attitude positively influenced employee job performance. Consequently, this finding also supported the assumptions of the Theory of Work Performance. The Theory of Work Performance introduced by Blumberg and Pringle (1982) states that an individual's job performance is impaired by his/her job attitude. Therefore, the implication was that the positive job attitude of local and

foreign fast-food employees related to their positive job performance. Hence, these positive job attitudes significantly increased the fast-food employees' job performance itself, as predicted by the theory.

Overall, the findings of this study showed that employee job attitude, which comprised job satisfaction and organisational commitment, influenced employee job performance in the context of fast-food employees in the restaurants in the Federal Territory of Kuala Lumpur and in Selangor Darul Ehsan. These findings were consistent with past arguments related to employee job attitude and employee job performance; employee job satisfaction and employee job performance; and employee organisational commitment and employee job performance put forward by Blumberg and Pringle (1982), Denton (2005), Jiang *et al.* (2012), Kagaari *et al.* (2010) and Melián-González (2016).

5.3.1.2 The Relationship between Employees Motivation and Employees Job Performance

RQ1:	<p>What is the relationship between employee motivation and job performance for all employees?</p> <p>a) What is the relationship between employee motivation and job performance for local employees?</p> <p>b) What is the relationship between employee motivation and job</p>	RO1:	<p>To examine the relationships between employee motivation and job performance for all employees.</p> <p>a) To examine the relationship between employee motivation and job performance for local employees.</p> <p>b) To examine the relationship between employee motivation and job</p>
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	performance for foreign employees?		performance for foreign employees.
H ₂ :	There is a positive relationship between employee motivation and job performance for all employees.		
H _{2a} :	There is a positive relationship between employee motivation and job performance for local employees.		
H _{2b} :	There is a positive relationship between employee motivation and job performance for foreign employees.		

The results of this study showed that employee motivation was significant and positively influenced employee job performance. This finding specified that motivation was an important antecedent for local and foreign employees to boost their job performance in the context of the fast-food industry. The finding was also in line with previous studies by Hazra *et al.* (2015), Shahzadi *et al.* (2014), and Ukandu and Ukpere (2013) that found a positive relationship between employee motivation and employee job performance. Hence, increasing local and foreign fast-food employees' motivation was vital to improve their job performance.

Many factors influenced the relationship between employee motivation and employee performance. In this study, these factors were divided into two types—intrinsic motivation and extrinsic motivation. Intrinsic motivation referred to six factors and these were achievement, recognition, the work itself, responsibility, advancement, and growth. Extrinsic motivation consisted of nine factors, and these were company policy and administration, supervision, working conditions, salary, job status, interpersonal relationships between employees and co-workers, interpersonal relationships between employees and supervisors, personal life and job security. Dugguh and Dennis (2014) noted that achievement has a positive influence on employee job performance in an

organisation. The authors also stated that providing regular and timely feedback about the employee's work status will influence employee achievement. Hence, setting clear and achievable goals and standards for each position and making sure employees know and understand these goals and strategies to accomplish is crucial for the employee to gain achievement.

Usually, an employee who is motivated is always conscious about the goals to be achieved and directs his/her efforts at attaining those goals (Salleh, Dzul kifli, Abdullah, & Ariffin, 2011). As stated by Harmania and Nessa (2016), once an employee completes his/her mission successfully, a greater feeling of accomplishment can be obtained. For instance, in fast food restaurants, if the employees deliver products promptly to the customers, this will create a feeling of accomplishment. In this respect, the significance of recognition was examined by Teck-Hong and Waheed (2011), who found that recognition is one element of motivation that is related to employee job performance.

Dugguh and Dennis (2014) also stated that employees at all levels in the organisation want to be acknowledged for a job well done. The employees also want the management to appreciate their good work. Hence, employees will feel satisfied and stimulated to maintain and enhance their good work (Yeboah & Abdulai, 2016). Edirisooriya (2014) reported that recognition is an effective motivation element that helps employees to know how well they have accomplished their targets.

Therefore, employees who perform exceptionally on the job usually want to be acknowledged (Aarabi *et al.*, 2013). This brings to the fore the importance of praise

and acknowledgment as essential motivational tools to encourage outstanding job performance among fast-food employees in the workplace. Also, acknowledging the employee's good work is less expensive, and if an employee feels he/she is being acknowledged well by the organisation, this will improve his/her morale and inspire positive behaviour towards work. These factors will consequently encourage the employees to perform their work willingly and efficiently (Anis, Ijaz-Ur-Rehman, Nasir & Safwan, 2011).

In contrast, the motivation of the employees will decline if the company does not recognise their employees' accomplishment of good job performance immediately and this may reduce the job excitement for the employee (Aarabi *et al.*, 2013). Hence, little recognition given to a job well done can demotivate employees and consequently decrease employee job performance levels (Hossain & Hossain, 2012). Some of the ways to express recognition to employees include saying thank you, establishing a formal recognition programme such as employee of the month or year, writing a note of praise, making periodic reports directly available to the employees themselves rather than to management and publicly appreciating the employee for finding solutions to a problem (Dugguh & Dennis, 2014).

Another important motivation factor that can be used to enhance fast-food employee job performance is the work itself. As observed by Herzberg (1987), employees will perform better if the task is stimulating. Therefore, the employee always remembers the goals and objectives that need to be achieved and takes efforts in his/her work that leads and contributes to positive results and goal achievement (Dugguh & Dennis, 2014). Accordingly, the employee understands that his/her work is crucial to the

overall processes that enable restaurant operations to run successfully. The employee also notes that pointless tasks can be abolished or streamlined to bring better effectiveness to the organisation.

To motivate and enhance employee job performance, therefore, companies and managers should provide a sense of responsibility to the employee. As established by Yeboah and Abdulai (2016), employees must be given greater responsibility in planning, managing, and controlling their work. Dugguh and Dennis (2014), meanwhile, stated that conferring additional authority to employees in their activities and giving them enough job freedom and power so that they feel that they 'own' the results, are ways of giving them responsibility, thus motivating and enhancing their job performance. In addition, as employees grow, they can be provided opportunities for added responsibility by adding challenging and meaningful work.

Furthermore, employee advancement is another important intrinsic motivation factor that motivates and improves fast-food employee job performance. According to Ukandu and Ukpere (2011), to increase employee motivation, the company should provide advancement prospects for the employee. Afful-Broni (2012) asserted that the absence of clear professional advancement will diminish the spirit of the employee to accomplish a high level of productivity. Therefore, support from the company and managers to the employee, for example by encouraging the attainment of higher-level certificates to become experts and making the employee feel more valuable to the company, can motivate employees (Dugguh & Dennis, 2014). Hence, managers must work on providing opportunities for career advancement and development to their employees to improve their job performance (Teck-Hong & Waheed, 2011).

In this regard, Yeboah and Abdulai (2016) revealed that managers can intrinsically motivate employees by working together with the employee to create challenging goals and develop career paths and by assisting them with their personal growth within their jobs. As described by Afful-Broni (2012), personal growth is positively associated with employee motivation and if less opportunity and deferrals are offered by the organisation for employees' personal growth, the organisation will suffer losses due to low job performance and consequently demotivated employees.

Furthermore, personal growth policy should be matched to employees' needs and positively associated with high job performance (Hossain & Hossain, 2012). Employee personal growth is an imperative opportunity since employees are the true assets of the organisation. Employees need to develop their knowledge and skills often to keep themselves abreast of the latest developments to survive the fierce competition in the job market and to perform better (Yeboah & Abdulai, 2016). Moreover, in-house and outsourced training is needed to develop employees and make them better and more reliable resources for the company.

Company policy and administration also play a significant role in motivating and spurring employees to higher job performance. Teck-Hong and Waheed (2011) claimed that company policy and administration is a significant motivational variable. According to Hossain and Hossain (2012), employee motivation is greatly affected by company policies and administration. This is because employees believe that company policies, such as best employee of the month and outstanding employee of the year, the internal promotion system, and good job performance proclamation within the

company, are some of the conditions which trigger and motivate employees to perform better (William, 2010).

Moreover, company policies and administration are a great source of motivation for employees if the policies and procedures are clear, necessary, and following them is acceptable (Dugguh & Dennis, 2014). A company that has a favourable company policy that is reviewed from time to time will motivate and improve employee job performance. Besides, a company policy that allows the employee flexible working hours according to the employee's convenience or that provides free food is also a factor that motivates fast-food employees (Nawaz, 2011).

The importance of supervision effectiveness is also in line with the findings of the study by Nawaz (2011), who stated that to obtain maximum output, employees should always be supervised and directed. As described by Dugguh and Dennis (2014), the role of supervision is challenging and entails good leadership skills and the capability to treat all employees equally. Smerek and Peterson (2007) stated that managers are trained to improve communication, management, and decision-making to influence employees.

Oosthuizen (2001) equally claimed that the relationship between managers and employees strongly impacts satisfaction levels and increases team spirit. Also, for managers, maintaining good relationships with their subordinates is a crucial factor to achieve success and to survive in challenging environments. Hossain and Hossain (2012) discovered that employees always find the purpose of being at work and the meaning of their jobs. Thus, the manager needs to treat employees as individuals and

with respect (Glanz, 2002). When managers and the organisation treat employees with respect, the employees will feel appreciated and secured, and as a consequence, they will be loyal to the company and motivated in their jobs (Hossain & Hossain, 2012).

Additionally, Hossain and Hossain (2012) also stated that it is crucial that there should be everyday communication between a superior and a subordinate, where the superior can take note of the progress of the subordinate and express written and verbal appreciation for task accomplishment. Similarly, good communication flows between managers and employees, recognising employee views, and considering their inputs in making decisions are important for employees at the workplace (Yeboah & Abdulai, 2016).

Hence, a good relationship between managers and employees leads to work satisfaction and consequently motivates employees and increases job performance. A manager who uses non-verbal immediacy and friendliness and maintains open communication lines with the employee can also influence employee job performance (Dugguh & Dennis, 2014). Hossain and Hossain (2012) further stated that job performance feedback encourages employees to invest more effort in their work. Thus, giving feedback, soliciting ideas from the employee, giving consultations, and caring for the employee as an individual can improve the relationship between managers and employees.

The next extrinsic motivation factor was working conditions. Hossain and Hossain (2012), Islam and Ismail (2008) and Teck-Hong and Waheed (2011) found that good working conditions not only influence employee motivation but also greatly contribute

to employee job performance. Employees spend a large portion of their lives at work, it is therefore important for them to have good working conditions (Yeboah & Abdulai, 2016). As stated by Oosthuizen (2001), the amount of work, the availability of resources such as machinery and tools, and the conditions of the physical workplace such as ventilation, lighting, workspace, and air conditioning, are the important working condition elements in motivating employees. Moreover, Dugguh and Dennis (2014) claimed that the provision of modern equipment and facilities, quality furniture, and well-ventilated, well-spaced, and secure workspaces are some of the conditions that are required to enhance employee motivation in the organisation. To perform the job, the right persons and the right tools are essential (Nawaz, 2011). According to Dugguh and Dennis (2014), working conditions have a great effect on the level of employee pride for the work they do. Hence, providing a high level of working conditions for fast food employees is crucial.

In contrast, poor working conditions lead to employees' disappointment and this will place the organisations' objectives at risk. Afful-Broni (2012) stressed that poor employee job performance is a consequence of insufficient facilities provided by companies. Dobre (2013) found that working under stressful working conditions cannot bring out the employees' potential to perform to their utmost capabilities. Poor working conditions can also cause continuing health problems including depression, stress, and anxiety among employees (Yeboah & Abdulai, 2016). Kondalkar (2007) observed that, for the employees to display a minimum level of satisfaction, a minimum level of working conditions must be constantly provided.

Salary was also found to be an extrinsic motivation factor that enhanced employee motivation and employee job performance. Yeboah and Abdulai (2016) stated that employees are often motivated by salary. Fisher (2005) pointed out that salary plays a prominent role and is a key driver of employee motivation. Islam and Ismail (2008), meanwhile, showed that Malaysian employees regard salary as the most significant factor that effectively stimulates the employee to perform well, irrespective of gender, occupation, age, income or job status. Fair pay offered by a company makes an employee feel happy and consequently motivates and improves job performance (Dugguh & Dennis, 2014).

Additionally, employees' understanding of how the base salary is determined and how the increments are calculated also influence fast food employee motivation (Oosthuizen, 2001). Information on comparable salaries and benefits, as well as clear policies relating to salaries, increments, bonuses, and benefits, must be indicated to the employees to avoid dissatisfaction, which can demotivate and decrease employee job performance (Dugguh & Dennis, 2014).

Moreover, the employee should also feel satisfied with the salary received when compared to another similar job at another organization. According to Yeboah and Abdulai (2016), employees are happy when they receive commensurate salaries and incentives. Furthermore, they stated that nothing influences employee morale as much as individuals who feel they are poorly paid in comparison with others, based on their contribution and that of other similar jobs. Dugguh and Dennis (2014) established that if the employee feels underpaid, he/she will be dissatisfied and therefore become

hostile towards the organisation and co-workers, which may ultimately result in a lack of motivation and low job performance.

Furthermore, Mani (2002) stated that employee motivation levels are heavily influenced by the relationships between co-workers. If the employee has a good relationship with co-workers, this will create a productive environment, enhance his/her capabilities, and increase his/her retention of information. If co-workers share their work, this will enhance their knowledge and skills (Anis *et al.*, 2011). Lin and Lin (2011) noted that a co-worker relationship is the friendship, acceptance, and loyalty built up between the members of a group.

Afful-Broni (2012) likewise added that encouraging employees to perform in groups will allow them to become more competent, motivated, and flexible in carrying out multiple tasks, as well as in producing outstanding products and delivering services expected by the customers. Moreover, a good relationship between co-workers cultivates a positive job attitude among employees that can increase employee motivation and reduce work absenteeism, resulting in employees remaining loyal to the company (Afful-Broni, 2012). A harmonious relationship and strong support among workers prompt solidarity and thus expand their motivation levels (Oosthuizen, 2001).

Kondalkar (2007) found that job status is also crucial in influencing employee motivation. According to Dugguh and Dennis (2014), when the job status is different, it may be difficult to communicate effectively in the organisation. To solve this issue, fast food managers should use both verbal and non-verbal forms of communication to

pass messages to employees effectively to ensure the highest level of probability that the information circulated will be intact. Moreover, in fast food restaurant operations, job status is diluted to avoid a situation where those with higher status will not influence members with a lower status (Dugguh & Dennis, 2014). This is because individual status should not be a yardstick for motivation. In addition, an increase in employee status will help the employee in achieving job satisfaction and motivation.

Oosthuizen (2001) in this regard classifies employee status as a job position or job title that is used to determine the level of motivation among employees. Hence, the management should take responsibility for increasing employee status by identifying and satisfying these perceived status symbols as much as possible among their employees.

Furthermore, Hossain and Hossain (2012) and Senol (2011) found that job security is associated with employee job performance. Oosthuizen (2001) equally observed that many factors contribute to the feeling of job security including the well-being of an individual's specific job or position, employees' survivability in the organisation, and a medical aid and pension fund. Dugguh and Dennis (2014) reported that job security is freedom from threats of layoffs, frequent queries, harassment, discrimination, and bullying at the workplace. If the employee lacks job security, he /she will seek to fulfil his/ her needs elsewhere or burnout occurs.

Moreover, Domenighetti *et al.* (2000) claimed that an employee's behaviour will be affected once he/she knows he/she will lose his/her job. Dartey-Baah and Amoako (2011) stated that employees will normally do everything possible to secure their jobs.

Aarabi *et al.* (2013) concluded that job security has an important role in preventing employees from leaving a job since it can change employees' thoughts and cause negative work behaviour among employees.

These observations were also supported by the research model of this study. The research model found that employee motivation was positively correlated to employee job performance. Moreover, these findings proved one of the assumptions of the Theory of Work Performance. The Theory of Work Performance states that motivation is one of the important elements that influence an individual's job performance. This is in line with the findings of Hazra *et al.* (2015) and Locke and Latham (1990) that also confirmed that employee motivation correlates with employee job performance. Hence, positive motivation among fast-food employees is vital in enhancing their job performance.

Notably, this study also proved the assumptions of Herzberg's Two-Factor Theory. Herzberg's Two-Factor Theory states that individual motivation depends on intrinsic and extrinsic motivation. In this respect, this study showed that fast food employees, including local and foreign employees, were motivated based on intrinsic and extrinsic motivation factors. These findings were consistent with those of Yousaf, Yang, and Sanders (2015) and Zhang *et al.* (2016) Therefore, this study proved that intrinsic and extrinsic motivation played an important role in determining employee motivation in the context of fast-food restaurants.

Additionally, this study found that Herzberg's Two-Factor Theory was relevant and could be used as a guideline for companies and managers when sustaining and

improving employee job performance. Companies can motivate their employees by providing adequate intrinsic motivation elements such as achievement, recognition, responsibility, the work itself, advancement, and personal growth. This observation agreed with the findings of the studies of Afful-Broni (2012), Hossain and Hossain (2012), Huei, Mansor and Tat (2014) and Zhang *et al.* (2016), which concluded that improvements made to intrinsic motivation factors will increase job performance.

Moreover, in the context of fast-food employees, this study confirmed that the elements of extrinsic motivation like company policy and administration, supervision, working conditions, salary, job status, interpersonal relationships with subordinates, peers and supervisors, personal life, and job security were vital in influencing employee job performance. This was in line with the studies of Yousaf *et al.* (2015) and Zhang *et al.* (2016), who demonstrated similar results. These findings implied that to improve local and foreign fast-food employee job performance, companies and managers also need to give attention to extrinsic motivation elements. Hence, this study suggests that companies and managers should improve and persevere with their available intrinsic and extrinsic motivation factors.

In sum, the findings of this study demonstrated the existence of a strong and positive influence between employee motivation and employee performance. Thus, fast food organisations must keep motivating their employees to obtain high-quality job performance. As suggested by Hazra *et al.* (2015) and Shahzadi *et al.* (2014), motivating employees will boost the productivity and effectiveness of the company. Additionally, Govender and Parumasur (2010) agreed that organisations and managers should continue motivating their employees consistently to achieve organisational

goals and reduce employee turnover. Moreover, motivated employees usually work harder and try their best to improve themselves in every aspect (Ukandu & Ukpere, 2013).

5.3.1.3 The Relationship between Employees Job Involvement and Employees Job Performance

RQ1:	What is the relationship between employee job involvement and job performance for all employees? a) What is the relationship between employee job involvement and job performance for local employees? b) What is the relationship between employee job involvement and job performance for foreign employees?	RO1:	To examine the relationships between job involvement and job performance for all employees. a) To examine the relationship between employee job involvement and job performance for local employees. b) To examine the relationship between employee job involvement and job performance for foreign employees.
H ₃ :	There is a positive relationship between employee job involvement and job performance for all employees.		
H _{3a} :	There is a positive relationship between employee job involvement and job performance for local employees.		
H _{3b} :	There is a positive relationship between employee job involvement and job performance for foreign employees.		

This study concluded that employee job involvement was significant and positively influenced employee job performance. This meant that the higher the level of fast-food employee job involvement, the higher the job performance that would be

achieved in the organisation. On the other hand, if there was a low level of employee job involvement, employee job performance would drop. These findings indicated that employee job involvement was important to fast food employees-both local and foreign-in order to improve their job performance.

This outcome supported the research objective and was in line with the previous studies of Diefendorff *et al.* (2002), Kappagoda (2012) and Rotenberry and Moberg (2007) that found that employee job involvement positively influences employee job performance. Therefore, in this study, enhancing employee job involvement was vital to fast-food employees to improve their job performance in their restaurants. A possible reason was the understanding or interpretation of employee job involvement among fast-food employees. This meant that the employees understood the job involvement that they needed to practice that would affect their job performance. Diefendorff *et al.* (2002) and Rotenberry and Moberg (2007) stated that job involvement may affect employee job performance depending on how well job involvement is measured and how job performance is defined. Therefore, this showed that if the employee understands clearly the job involvement and job performance required by the company, and managers to achieve the company objectives, his/her job performance would increase.

Work-life balance is another factor that contributes to the positive relationship between employee job involvement and employee job performance. Therefore, organisations should strive to provide a good quality of working life to obtain the best results from their employees (Permarupan, Al-Mamun, & Saufi, 2013). Eranza and Razli (2013) explained that family and work balance is pivotal in engaging employees

to work. If the workplace is flexible and organisations treat employees as human beings and not as machines and if organisations provide them with proper opportunities to balance their working lives and personal lives and do not overload them with work that creates stress for them, employees will be motivated to stay longer (Anis *et al.*, 2011). Work-life policies and supervisor support greatly affect the behavioural and psychological instincts of employees, and in turn, if this situation exists, it will lower work-life conflict. In this respect, the results of this study indicated that fast food employees agreed that they had work-life balance even working in the fast-food industry.

Fulfilment of employees' needs was probably another explanation for this finding. As observed by Govender and Parumasur (2010), employees will respond to their work based on their expectations about the work and the extent to which these expectations are achieved. This will determine the level of job involvement they experience. The fulfilment of employees' needs occurs when the congruence between job expectations and the job itself produces a high level of job involvement. This is probably because the need for a comfortable working environment is fulfilled.

Ukandu and Ukpere (2014) and Yeboah and Abdulai (2016) pointed out that most employees spend a huge proportion of their lives at work, so naturally, they must have good working conditions. For instance, working in a hot kitchen constantly creates an uncomfortable environment for employees but nowadays, most fast food restaurants provide air-conditioning in every section, including the kitchen. This measure is aimed to ensure that employees work in a comfortable working environment and therefore it can enhance their job involvement.

A strong sense of duty towards work was also considered as another possible factor that contributed to the positive influence between employee job involvement and employee job performance in this study. As observed by Govender and Parumasur (2010), a highly involved individual will have a substantial sense of duty towards work. This is because they feel greatly satisfied with their work. Moreover, Lodahl and Kejner (1965) ascertained that most employees are willing to complete the tasks assigned if they are paid equally for the work done. Employees are also willing to take on extra duties and responsibilities if they are paid for their overtime.

Additionally, the job security that is provided by fast-food companies also maintains employee job involvement. Puteh *et al.* (2011) stated that it is important to ensure that incentives such as annual bonuses, overtime allowance, EPF and SOCSO, insurance, and free medical expenses are provided to employees. These incentives will enable employees to feel secure and create bonding between employers and employees. They will also create employee loyalty to their employers because their needs are fulfilled. This can reduce exploitation and attract employees to work in the food service industry (Puteh *et al.*, 2011).

These findings were in line with the theory and research model of this study, which found that employee job involvement positively influences employee job performance. This study was also supported by one of the assumptions of the Theory of Work Performance. The Theory of Work Performance assumes that individual job involvement determines the job performance of a particular individual. Hence, this study showed that this assumption of the Theory of Work Performance and the research model in this study was supported due to the above explanations.

In summary, this study found that employee job involvement was positively influenced by fast-food employee job performance. This was probably because of the understanding among fast-food employees about the requirements of job involvement needed in the workplace, the nature of the working environment in fast-food restaurants, the type of fast food employment and the fulfilment of employees' needs, as well as a strong sense of duty towards work. These were among the factors that influenced positive job involvement for both local and foreign fast-food employees.

5.3.2 The Moderating Effect of Employee Compensation on the Relationship between Employee Job Attitude, Motivation, Job Involvement and Employee Job Performance

The discussion of the moderating effect of employee compensation on the relationships between employee job attitude, employee motivation, and employee job involvement, and employee job performance is presented below.

5.3.2.1 The Moderating Effect of Employee Compensation on the Relationship between Employee Job Attitude and Employee Job Performance

RQ2:	Does employee compensation moderate the relationship between employee job attitude and job performance for all employees? a) Does employee compensation moderate the relationship between employee job attitude and	RO2:	To investigate the moderating affect of compensation on the relationships between employee job attitude and job performance for all employees. a) To investigate the moderating affect of compensation on the relationships between employee job attitude and job
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	<p>job performance for local employees?</p> <p>b) Does employee compensation moderate the relationship between employee job attitude and job performance for foreign employees?</p>		<p>performance for local employees.</p> <p>b) To investigate the moderating affect of compensation on the relationships between employee job attitude and job performance for foreign employees.</p>
H ₄ :	Employee compensation moderates the relationship between employee job attitude and job performance for all employees.		
H _{4a} :	Employee compensation moderates the relationship between employee job attitude and job performance for local employees.		
H _{4b} :	Employee compensation moderates the relationship between employee job attitude and job performance for foreign employees.		

The empirical findings demonstrated that employee compensation was significant and positively moderated the relationship between employee job attitude and employee job performance. This meant that employee compensation influenced the relationship between employee job attitude and employee job performance for fast-food employees. The outcome equally indicated that if fast food companies provided good compensation packages to employees, they would lead to higher levels of employee job attitude and job performance. Conversely, if companies reduced employee compensation packages, the job attitude and job performance of fast-food employees will drop.

These findings were in line with the studies of Demerouti *et al.* (2014), Feng *et al.* (2015), Larkin and Angeles (2019), Taylor *et al.* (2009), and Wheatley and Doty (2010) that found that compensation plays an important role as a moderating variable. According to Anis *et al.* (2011), compensation is a powerful incentive for employees.

This suggests that the compensation packages offered by fast food companies positively influence employee job attitude and performance. This conclusion was espoused by Chepchumba and Kimutai (2017), Faldetta, Fasone and Provenzano (2013), and Gupta and Shaw (2014), who stated that compensation positively influences employee job attitude and behaviours and that these behaviours reduce employee turnover and increase business profitability. Usually, employees contribute their efforts, knowledge, skills, etc. in exchange for financial and non-financial rewards (Chow, 1992). Therefore, low compensation will undoubtedly contribute to poor employee job attitudes or morale (Ryan *et al.*, 2011). One of the best ways to keep employees happy, increase productivity, and improve company performance is by offering the most competitive compensation packages in the market to employees (Burke & Hsieh, 2006).

Second, employee compensation is vital in determining the employee's status. Umar (2014) stated that compensation is a critical factor for the employee because it reflects the magnitude of the employee's work value among the employees themselves, as well as their family and community. It is also considered as a symbol of intangible goals such as security, power, prestige, and a feeling of accomplishment and success (Ghazanfar, Chuanmin, Khan & Bashir, 2011). Moreover, basic wages and subsidies should be relatively stable to ensure the employee's minimum standard of living (Chow, 1992). Hence, determining the amount of the compensation package is the most complex job in the industry and a critical condition for employees because the amount of the compensation package will reflect employee status.

One way to determine the compensation package is based on employee job performance (Umar, 2014). Ahmad (2013) stated that it is appropriate to give compensation to employees based on their contributions to the company. Kline and Hsieh (2007) recommended that compensating employees based on their job performance is more effective because employees expect pay and rewards to be distributed according to their contributions. Thus, this will encourage employees to display better job attitudes and job performance. Therefore, providing fair compensation packages to employees is vital because it represents the employees' status and impacts their job attitude and job performance.

Another possible reason for the moderating effect is because compensation influences employee job satisfaction. As revealed by Velnampy (2007), the job satisfaction experienced by employees induces them to give their best to the organisation. Hence, compensation is vital because it positively influences employees' job satisfaction (Artz, 2010; Chen, Kraemer & Gathii, 2011). By increasing the value of employee compensation, employee job satisfaction levels can be increased, which in turn will influence employee job attitude and job performance (Feng *et al.*, 2015). Chow (1992) observed that job performance is viewed by employees as the most important basis for allocating their compensations. Therefore, from the behavioural perspective, compensation is examined to determine its effectiveness in incentivising employees and improving their job performance.

In sum, employee compensation played an important role in moderating the relationship between employee job attitude and job performance for fast-food employees in this study. Therefore, ensuring fair and competitive employee

compensation packages is crucial for fast food companies to improve employee job attitude and thus increase employee job performance.

5.3.2.2 The Moderating Effect of Employee Compensation on the Relationship between Employee Motivation and Employee Job Performance.

RQ2:	Does employee compensation moderate the relationship between employee motivation and job performance for all employees? a) Does employee compensation moderate the relationship between employee motivation and job performance for local employees? b) Does employee compensation moderate the relationship between employee motivation and job performance for foreign employees?	RO2:	To investigate the moderating affect of compensation on the relationships between employee motivation and job performance for all employees. a) To investigate the moderating affect of compensation on the relationships between employee motivation and job performance for local employees. b) To investigate the moderating affect of compensation on the relationships between employee motivation and job performance for foreign employees.
H ₅ :	Employee compensation moderates the relationship between employee motivation and job performance for all employees.		
H _{5a} :	Employee compensation moderates the relationship between employee motivation and job performance for local employees.		
H _{5b} :	Employee compensation moderates the relationship between employee motivation and job performance for foreign employees.		

In terms of employee compensation as a moderating variable in the relationship between employee motivation and employee job performance, the interaction was

significant and thus did support Hypothesis 5 which is employee compensation moderates the relationship between motivation and job performance for all employees. This meant that employee compensation did moderate the relationship between employee motivation and employee job performance for fast-food employees. This outcome indicated that if fast food organizations provided good compensation packages to employees, they would lead to higher levels of employee motivation and job performance. Conversely, if organizations reduced employee compensation packages, the motivation and job performance of fast-food employees will drop. Hence, providing high-quality employee motivation in terms of intrinsic motivation and extrinsic motivation were important and effective in improving fast-food employee job performance for local and foreign employees. As stated by Chow (1992), compensation may be an effective managerial tool to motivate employees.

This finding was consistent with Gupta and Shaw (2014), who found that employee compensation affects employee motivation and is perhaps the most powerful tool concerning human capital, thereby promoting organisational effectiveness. The finding is also consistent with the results of Djati and Khusaini (2003), who explained that compensation may contribute to improving the job performance of employees. Anis *et al.* (2011) noted that the design and implementation of compensation systems not only affect employee motivation but can also be harnessed to improve safety, quality, creativity, innovation, and myriad other outcomes critical in a successful workplace. Therefore, most of the previous studies found that compensation is critically important in motivating employees, which is consistent with the finding of this study.

One of the possible reasons for this finding in this study was that compensation is appropriate. As mentioned by Hakim, Muttaqien and Darmawan (2019), with the provision of appropriate compensation following the established rules, employees will create a sense of satisfaction and will be motivated to continue to work with good and quality that will improve their job performance. Usually, compensation has a strong impact on employee motivation, which means that there is a positive relationship between compensation and motivation (Umar, 2014). Hence, the benefits of compensation paid can affect employee motivation. If mistakes in implementing compensation benefits occur, they can result in the rise of demotivation or no motivation in the employee and when this happens, it can cause a decline in employee job performance (Umar, 2014). However, this study found that most of the employees are satisfied with the benefits given by the companies such as insurance coverage, medical coverage bonuses schemes paid sick leaves clothing provision holiday entitlement employee of the month and year award, and staff party.

Another factor that probably best described this finding was the use of pay-for-performance. This study discovered that fast food companies effectively implemented plans of pay-for-performance for their employees. This may have been the reason employee compensation moderated the relationship between employee motivation and employee job performance of fast-food employees. As observed by Gupta and Shaw (2014), many companies claimed that they use pay-for-performance to evaluate their employees. However, a closer examination discovered that many differences occurred in implementing pay-for-performance plans across companies, which critically affected the success of the pay-for-performance plans for employees. Hence, an

improvement in pay-for-performance plans is required to enhance employee motivation and employee job performance.

The fourth possibility was due to no differences between fast food employee compensation. Gupta and Shaw (2014) stated that the differences in employee compensation based on hierarchical echelons and literal levels could lead to the consequences of imperfections in financial incentives. Usually, the differences in pay among employees results in pay dispersion that is either good or bad. Thus, proper communication of pay information to employees will determine whether pay dispersion is beneficial or harmful, which influences employee job performance. Hence, the company policy and administration as well as great supervision in communicating about pay information to employees make them satisfied.

The last possibility is that the compensation packages provided by the company are effective. According to Gupta and Shaw (2014), when money is related to employee behavior, employees will show positive behavior to ensure that they obtain the desired money. Thus, when assessing the effectiveness of financial incentives, compensation is a critical factor to be considered because it will influence employee behaviours and motivate them to perform better.

5.3.2.3 The Moderating Effect of Employee Compensation on the Relationship between Employee Job Involvement and Employee Performance.

RQ2:	Does employee compensation moderate the relationship between employee job involvement and job performance for all employees? a) Does employee compensation moderate the relationship between employee job involvement and job performance for local employees? b) Does employee compensation moderate the relationship between employee job involvement and job performance for foreign employees?	RO2:	To investigate the moderating affect of compensation on the relationships between employee job involvement and job performance for all employees. a) To investigate the moderating affect of compensation on the relationships between employee job involvement and job performance for local employees. b) To investigate the moderating affect of compensation on the relationships between employee job involvement and job performance for foreign employees.
H ₆ :	Employee compensation moderates the relationship between employee job involvement and job performance for all employees.		
H _{6a} :	Employee compensation moderates the relationship between employee job involvement and job performance for local employees.		
H _{6b} :	Employee compensation moderates the relationship between employee job involvement and job performance for foreign employees.		

This study found that employee compensation moderated the relationship between employee job involvement and employee job performance. This showed that employee compensation had a positive impact on the relationship between employee job involvement and employee job performance for fast-food employees. This meant that if fast food companies increased the level of employee compensation, job

involvement, and job performance of the employees would also increase. In contrast, if the companies reduced the level of employee compensation, the strength of the relationship between fast food employee job involvement and job performance would decline.

This outcome indicated that employee compensation, which comprised external competitiveness, compensation based on performance, incentive-based mix, and openness and participation, significantly influenced fast-food employee job involvement and job performance. This was probably because the compensation offered by the companies to the employees was considered sufficient. Gupta and Shaw (2014) reported that in virtually every aspect of organisational functioning, compensation can shape employee behaviour and organisational effectiveness.

Another possibility was that the compensation package provided by the companies fulfilled employee needs and therefore increased employee job involvement and job performance in the fast-food industry. This assertion was supported by Govender and Parumasur (2010), who pointed out that employees are usually more job-involved if their needs are fulfilled. Usually, employees are very much involved in their jobs because they spend one-third of their days in the workplace. Therefore, by providing fair pay, benefits, and promotion opportunities, the organisation aims to satisfy the employees to enhance their job performance.

Velnampy (2007) stated that employee job involvement is the process of engaging employees in their work. This leads to fast food employees being motivated and possessing the capabilities to be involved in the organisational environment

(Govindarajulu & Daily, 2004; Parvin & Kabir, 2011). Usually, the employees will be involved if they have a positive perception of the organisation, appreciate the organisation, and make work a more meaningful experience by demonstrating persuasive skills in the organisation (Anis *et al.*, 2011; Brown, 1996). Hence, managers need to encourage employees to complete their daily work. Therefore, providing adequate compensation packages for the employees will increase their job involvement and job performance in contributing to organisational success.

5.3.3 Differences between Local and Foreign Employees in Term of Job Performane, Job Attitude, Motivation and Job Involvement.

RQ3:	Is there any difference between local and foreign employees in terms of their job performance, job attitude, motivation, and job involvement?	RO3:	To ascertain the differences between local and foreign employees in terms of job performance, job attitude, motivation, and job involvement.
H ₇ :	There is a significant difference in terms of employee job performance between local and foreign employees.		
H ₈ :	There is a significant difference in terms of employee job attitude between local and foreign employees.		
H ₉ :	There is a significant difference in terms of employee motivation between local and foreign employees.		
H ₁₀ :	There is a significant difference in terms of employee job involvement between local and foreign employees.		

The last research objective was to identify differences between local and foreign employees in terms of job performance, job attitude, motivation, and job involvement. In this respect, the study revealed that there were significant differences between local and foreign employee job performance, job attitude, motivation, and job involvement.

The results indicated that foreign employees were better in terms of job performance, job attitude, motivation, and job involvement compared to local employees. This was in line with Ahmad *et al.* (2016) and Eranza and Razli (2013), who stated that foreign employees are better in these areas than local employees. Moreover, as noted by Krjukova *et al.* (2009), it has already been recognised in the mass media that labour migrants excel in their eagerness to work hard. Therefore, differences do exist between these two groups.

One possible explanation for this finding was employee job attitude. According to Wan (2006), Malaysians generally have a relaxed work attitude, and employees are unwilling to sacrifice their family and leisure time for their employer. For many Malaysians, work and leisure are equally important, and a few simple luxuries are enough to make them feel contented (Ahmad & Scott, 2015). Moreover, most local employees, even senior staff, have a laid-back attitude towards work (Ahmad *et al.*, 2016). Local employees also usually give reasons to avoid working extra hours and decide things at the last minute (Mohamed *et al.*, 2012). Compared to local employees, most foreign employees are more devoted to their jobs even if they are given additional work to do. This is because of their job attitude toward the job that they possess (Mohamed *et al.*, 2012). Furthermore, foreign employees are willing to learn, which makes them better compared to local employees (Eranza & Razli, 2013).

The second reason was the economic factor. According to Krjukova *et al.* (2009), most foreign employees migrate to other countries due to the poor economic conditions of their home countries. The poor economic opportunities faced by foreign employees are a motivation factor for them to improve their families' economic status (Krjukova

et al., 2009). Ahmad *et al.* (2016) discovered that in comparing foreign to local employees, some of them perceived that money is easier to obtain in foreign employment. Besides, the younger generations nowadays are pampered and many of them do not face economic hardship. Therefore, the motivation level to work harder among local employees, especially the younger generation, is low (Ahmad *et al.*, 2016). Consequently, this factor probably contributes to the low motivation of local employees compared to foreign employees.

Another reason for the finding was because of the salary. Most foreign employees are willing to migrate to other developed countries to earn higher wages even when the salary is lower compared to that of locals (Abdul-Rahman *et al.*, 2012). Conversely, local employees perceive that they are paid insufficiently and expect to receive higher salaries (Eranza & Razli, 2013). Moreover, the enforcement of minimum wage legislation by the Government of Malaysia attracts foreign employees more than locals (Eranza & Razli, 2013). It is a sad fact that foreign employees who can accept low incomes and unfavourable terms and conditions of employment are more sought-after by local employers. This is because the main purpose of foreign employees is to gain a better income and economic status than in their home countries. In other words, compensation that is perceived to be poor by local employees is perceived to be sufficient by foreign employees. Thus, Mohamed *et al.* (2012) were of the view that Malaysian local employees are not protected against cheap foreign labour. In fact, local employees feel threatened by foreign employees' low requirements of payment, quality of work, and other fringe benefits (Mohamed *et al.*, 2012). Therefore, local employees need to face the challenges in terms of salary scale and rewards received

due to Malaysian foreign employee recruitment practices that emphasise low salary schemes and cost-saving labour (Mohamed *et al.*, 2012).

Past studies have also indicated that foreign employees have better personalities compared to local employees. According to Eranza and Razli (2013), foreign employees bring along with them good values, work ethics, and the required skills and energy, as well as the motivation to work. Moreover, foreign employees are also socially adjustable to environmental needs, which encourages them to gain the required skills, knowledge, and attitudes needed in the industries they work in. Another variable was the level of job involvement. The finding indicated that there was a significant difference in the level of employee job involvement between local and foreign employees. This difference indicated that local employees showed low commitment compared to foreign employees. Ahmad *et al.* (2016) observed that local employees are not committed to their jobs and that some of them are unproductive even after internal disciplinary action is implemented. In addition, the behaviour of a foreign employee who wants to be recognised by local employees as one of them consequently impacts his/her job involvement in working harder compared to locals (Krjukova *et al.*, 2009). Krjukova *et al.* (2009) asserted that people from other countries are always seen as strangers; therefore, foreign employees want to prove themselves by working hard and engaging in extra-role behaviours to become accepted as one of the group members. This is like fighting for their legitimacy (Krjukova *et al.*, 2009).

Image may also have influenced the differences between local and foreign fast food employees in this study. According to Eranza and Razli (2013), most local employees

look for jobs that can give them a better image while foreign employees do not care about image or status. For foreign employees, working in a low-status job plays a less important role in their estimation as long as they can earn a high income and reward and achieve their personal goals (Abdul-Rahman *et al.*, 2012; Krjukova *et al.*, 2009).

In sum, the study found that local employees possess less positive job attitudes, motivation and job involvement compared to foreign employees. These findings indicate that local employees need to improve their job attitude, motivation and job involvement levels in order to compete with foreign employees. Abdul-Rahman *et al.* (2012), Ahmad *et al.* (2016) and Mohamed *et al.* (2012) pointed out that employers prefer having foreign employees working for them and as a result, local employees may face difficulties in being employed.

5.4 Research Contribution

The contributions of this study are divided into two-theoretical contributions and practical contributions. The discussion on the contributions is as follows:

5.4.1 Theoretical Contribution

From the theoretical perspective, the overall findings supported the idea that employee job attitude, motivation, and job involvement were part of the predictors of employee job performance among fast-food employees. This proved the assumptions of the Theory of Work Performance that job attitude, motivation, and job involvement are imperative in developing and promoting better job performance. Furthermore, the study found that employee job attitude, which included the element of job satisfaction and organisational commitment, was a factor that influenced employee job

performance. Thus, improving job satisfaction and organisational commitment among fast-food employees is vital to boost job performance.

The present study also discovered that employee motivation was one of the elements that influenced fast-food employee job performance in the Malaysian context. This confirmed the assumption of the Theory of Work Performance that motivation is one of the antecedents of work performance. The study also supported and confirmed Herzberg's Two-Factor Theory that the elements of intrinsic and extrinsic motivation were antecedents that influenced employee job performance in the Malaysian fast food industry. The elements of intrinsic motivation—achievement, recognition, the work itself, responsibility, advancement and growth, and the elements of extrinsic motivation—company policy and administration, supervision, working conditions, relationship with supervisors and peers, salary, job status, and job security, played significant roles in this study. Therefore, companies and managers should use these elements to continue motivating and improving their employees to increase employee job performance.

In addition, the study confirmed that employee job involvement was one of the factors that influenced employee job performance, hence supporting the assumptions of the theory as well. It is therefore suggested that employee job involvement is an imperative attribute in developing and promoting better job performance among fast-food employees. Companies and managers should utilise these elements to keep improving their employee's job involvement for future job performance.

The study also enhanced the understanding of employee compensation as a moderating variable. As highlighted earlier, little is known about the moderating effect of employee compensation. This study, however, discovered that employee compensation significantly moderated the relationship between employee job attitude and job performance, the relationship between employee motivation and job performance, as well as the relationship between employee job involvement and job performance. It showed that compensation had an impact on the job attitude-job performance relationship, motivation-job performance relationship as well as the job involvement-job performance relationship. Thus, these results supported the Theory of Work Performance as well as the existence of employee compensation in the Malaysian context as a moderating variable.

5.4.2 Practical Contribution

In terms of practical contributions, this study found that to improve employee job performance, factors such as employee job attitude, motivation, job involvement, and compensation played vital roles. Therefore, this study can serve as a guide to enable organizations and managers to have a deeper and wider understanding of their employees' perspectives on job attitude, motivation, job involvement, compensation, and job performance. This study suggests that organizations and managers should focus more on these elements to enhance their employees' job performance. In order to improve employee job attitude, organizations should first look into increasing the level of job satisfaction and organizational commitment among the employees. More specifically, organizations should make employees' jobs more interesting to keep them engaged and avoid getting bored at work. Organizations are encouraged to make the employees view the organization as a family for them and their job like a hobby.

Furthermore, organizations can work on fostering a strong sense of belonging among employees towards the organization.

Additionally, the organizations need to pay more attention to employee motivation because the study ascertained that the level of employee motivation was lower compared to employee job attitude and job involvement. In this respect, this study suggests that organizations and managers need to improve employees' intrinsic and extrinsic motivation attributes. In terms of intrinsic attributes, organizations can create a culture of recognition of employees' achievements besides encouraging them in positive manners when performing jobs and delivering excellent services to customers. Additionally, organizations also need to thank and appreciate employees to boost motivation in them. The organization should provide recognition to their employees when customers share positive feedback about the employee for performing satisfactory services as well as when the employees have done something extraordinary.

Apart from that, the organization should trust their employees by empowering them to do their job and have full control over it. This would contribute to a sense of responsibility in the employees. Furthermore, the organization must create awareness among the employees regarding the opportunities for career growth offered by the organization. This is because most employees wish to progress in their careers and have a promising future ahead. Besides, the employees have to be aware of the criteria of career advancement in the organization. In this light, the organization must implement fair consideration in any job vacancy, and once the information of the open position is available, all employees should be informed and be able to apply if they

feel they are qualified for the position. This is important for the employees' growth in the organization.

In terms of extrinsic motivation, factors such as the attributes of company policy and administration, supervision, working conditions, salary, personal life, job status, interpersonal relationships with subordinates, co-workers, and supervisors, and job security must be looked into regularly to ensure the motivation of the employees are well taken care of. Consequently, this will motivate and improve their job performance. In this light, it is suggested that the manager should always deliver and communicate any information related to the job effectively. The manager also needs to communicate the goals and strategies of the company with employees occasionally to ensure the goals are achieved. In the context of fast food, one of the most important goals is achieving customer satisfaction by delivering excellent service. Therefore, fast food company policies and administration must work effectively to ensure employees are always motivated and consequently improve their job performance.

Effective supervision by managers plays an important role in improving employees' job performance. In this matter, managers must be able to communicate and manage employees efficiently and thus creates an environment that can foster trust in the organization. Managers should also be approachable so that employees feel comfortable initiating a conversation with them. Apart from that, managers must take care of their employees and treat them with respect. This will build a good relationship between managers and employees. To ensure the organization runs smoothly, the managers should be someone with good decision-making skills and gives fair and

constructive feedback about employees' job performance. Hence, the employee will feel satisfied with their managers.

Relationship between co-workers is an important factor in motivating and improving employee job performance. With this, it is recommended that the organization cultivate trust between co-workers, treat co-workers with respect, help each other when needed, and work as a team. This will build a good relationship between co-workers and at the same time, they will be able to take care of each other in the organization. Besides that, all employees want to have job security. The same goes for fast-food employees who seek job security. In this case, it is recommended that each organization provides steady employment, make employees feel secure with their job, and maintain a safe work environment. Once the employees feel secure with their job, their motivation and job performance tends to increase accordingly. Therefore, organizations must ensure that employees feel their jobs are secure.

Another way to improve employee job performance is by encouraging employees to get involved in the activities conducted by the organization. This will enable employees to feel like a family in their workplace. Besides that, it will also help employees develop love toward the organization, raise the spirit to work, increase satisfaction and responsibility, and consequently motivate them to work harder and improve their job attitudes towards work.

In summary, organizations and managers may be able to improve employee job performance by ensuring that employees receive fair and adequate motivation and compensation packages. The organization and managers also need to pay attention to

employees' job attitudes and job involvement to increase their job performance, especially on local employees. Moreover, managers should minimize the differences that exist between local and foreign employees by improving their productivity.

5.5 Limitations and Suggestions for Future Research

The results of this study should be interpreted within a few limitations. First, according to the Theory of Work Performance, there are three major dimensions involved, which are capacity, willingness, and opportunity. However, this study only focused on the dimension of willingness, which includes job attitude, motivation, and job involvement, and the dimension of opportunity, which includes compensation.

Hence, for future research, it is suggested that the dimension of capacity should also be studied. Moreover, future research could also include the other variables that constitute willingness and opportunity in the Theory of Work Performance, such as individual ability; knowledge and skills; personality behaviour; ego involvement; job status; self-image; physical conditions; organisational policies, rules, and procedures; actions of co-workers and leaders; employee behaviour and the pay.

The second limitation of this study was that the study relied solely on employees' feedback, which may have created biases in the questionnaire responses. Therefore, in any future research, it is recommended that controllable determinants be imposed on employee job performance. The third limitation was that the study was conducted in the Federal Territory of Kuala Lumpur and Selangor only. Thus, the findings of the study cannot be generalised to other locations in Malaysia. Hence, in future studies, it

is suggested that data be collected at other major cities such as Pulau Pinang and Johor Baharu that also have many foreign employees.

The study also focused only on fast food employees. Consequently, the results cannot be generalised to other restaurant types. Therefore, further research should be conducted on other restaurant types, especially those that possess many foreign employees. The other types of restaurants such as Nandos, Kopitiam, the Chicken Rice Shop, and many more have more foreign employees compared to fast-food restaurants. At the same time, the study focused on non-managerial employees of fast-food restaurants; thus, the findings are unrepresentative of other managerial levels or other industries. The suggestion is that similar studies could be replicated for other industries as well as other managerial levels.

In terms of the sample, this study concentrated on both local and foreign employees. However, the number of local employees was higher than the number of foreign employees. Hence, the number of differences between these two groups was considered large. In the future, it is suggested that the number of foreign employees studied should be increased. The comparison between these two groups should involve equal numbers.

Moreover, to obtain a better understanding of the differences between local and foreign employees, future research should conduct a longitudinal study with extensive interviews of respondents and managers. Also, as there is insufficient research related to local and foreign employees, any future research should continue to include and compare both groups, albeit in different settings. Lastly, this study employed a cross-

sectional method; it is recommended that future studies should adopt a prospective design for a better understanding of employee job performance.

5.6 Conclusion

To summarise, this study empirically demonstrated and supported the relationships between employee job attitude, motivation and job involvement, and job performance as perceived by fast-food employees. It revealed that the elements of job attitude, motivation, and job involvement were crucial in improving employee job performance, specifically in the context of the fast-food industry. Hence, this study contributed to the understanding of fast food employee job performance, literally and practically. Moreover, the study also revealed that employee compensation moderated the relationships between job attitude and job performance, motivation, and job performance, as well as job involvement and job performance. Hence, improving employee compensation will directly improve employee job attitude, motivation, and job involvement towards job performance.

In terms of the differences between local and foreign employees, the study discovered that foreign employees had better job performance, job attitude, motivation, and job involvement compared to local employees. Hence, an improvement of local employee job performance, job attitudes, motivation, and job involvement is required. In addition, these differences existing between local and foreign employees will help organisations in implementing changes or improvements in human capital and productivity. Hence, it is hoped that these findings can provide useful information for organisations and managers to obtain a better understanding of their employees.

Finally, it is hoped that the findings of this study can be used to provide useful information for the development of organisations and offer insights into fast food employee job performance. Additionally, the findings can be used as guidelines to improve fast food employee job performance as well as reference points for future studies by practitioners and other researchers.



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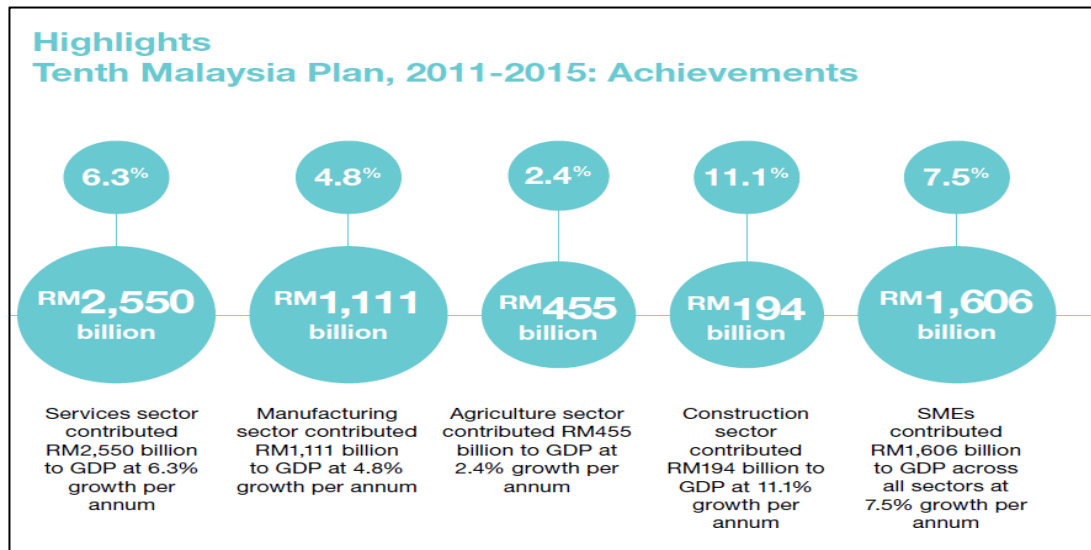
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APPENDICES

Appendix 1: Tenth Malaysia Plan Achievements



UUM
Universiti Utara Malaysia

Appendix 2: Letter of Data Collection



GHAZALI SHAFIE GRADUATE SCHOOL OF GOVERNMENT
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

Reference No. UUM/COLGIS/GSGSG/900408

Date: April 4, 2016

TO WHOM IT MAY CONCERN

Sir/Madam,

DATA COLLECTION FOR PHD THESIS

This is to certify that **Muhamad Saufiyudin Bin Omar (Matric Number: 900408)** is a full time PhD student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his research paper in order to fulfil the requirement of his PhD programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research paper.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully,

(JAMILAH BINTI SAMSUDIN)

Principal Assistant Registrar,

On behalf of Dean

Ghazali Shafie Graduate School of Government

E-mail: sjamilah@uum.edu.my

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Universiti Pengurusan Terkemuka
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Appendix 3: Research Questionnaire (English Version)

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Determinants of Job Job performanceamong Fast Food Employees (Local and Foreign Employees)

Respected participant,

Thank you for agreeing to take part in my PhD research. This survey has been designed to find out about your job performanceat fast food restaurant.

There are no right or wrong answers, so please provide answers that best reflect your opinion. I would like to ensure you that any information you choose to tell me will be treated as **confidential** and your identity will be kept anonymous.

This survey will take approximately 20 minutes to complete and participation in this research completely voluntary. You have the right to withdraw at any time or refuse to participate entirely. Completion of the questionnaire will be taken as evidence of consent to participate in this study.

If you have any inquiry, I would be happy to explain the research in more detail. I can be contacted at +60(0)122660944 or saufiyudin@yahoo.com.

I hope you enjoy completing the questionnaire and I look forward to receiving your responses.

Thank you so much for your time.

Best wishes,

Muhamad Saufiyudin Omar
PhD's Researcher,
School of Tourism, Hospitality and Environmental Management,
Universiti Utara Malaysia (UUM),
06010 UUM Sintok, Kedah Darul Aman,
Malaysia.

Instruction

Listed is the information that related with fast food employee's job. Please circle the number that best describes or reflect you based on the following statements using the scale rating as stated below. Please **ANSWER ALL** and please **pay more attention** to the **BOLD** statement.

- 1= Strongly Disagree
 2= Disagree
 3= Uncertain
 4= Agree
 5= Strongly Agree

Section A: Employee Job performance

1.	I took on challenging work tasks, when available.	1	2	3	4	5
2.	I continually sought new challenges in my work.	1	2	3	4	5
3.	I worked at keeping my job knowledge up-to-date.	1	2	3	4	5
4.	I worked at keeping my job skills up-to-date.	1	2	3	4	5
5.	I took on extra responsibilities if any.	1	2	3	4	5
6.	I came up with creative solutions to new problems.	1	2	3	4	5
7.	I actively participated in organization's activities.	1	2	3	4	5
8.	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
9.	I talked with colleagues about the negative aspects of my work (R).	1	2	3	4	5
10.	I talked to people outside of the organization about the negative aspects of my work (R).	1	2	3	4	5
11.	I made problems greater compare to other workers at work (R).	1	2	3	4	5
12.	I focused on the negative aspects of a situation at work, instead of the positive aspects (R).	1	2	3	4	5
13.	I complained about unimportant issues at work (R).	1	2	3	4	5
14.	I was able to plan my work, so that I finished it on time.	1	2	3	4	5
15.	I kept in mind the work outcome that I needed to achieve.	1	2	3	4	5
16.	I was able to distinguish my problems at work.	1	2	3	4	5
17.	I was able to carry out my work well with minimal time.	1	2	3	4	5
18.	I was able to carry out my work well with minimal effort.	1	2	3	4	5
19.	I planned my work at my best.	1	2	3	4	5

Section B: Employee Attitudes

20.	My job is pretty uninteresting (R).	1	2	3	4	5
21.	I definitely dislike my work (R).	1	2	3	4	5
22.	I feel that my job is no more interesting than others I could get (R).	1	2	3	4	5
23.	I am often bored with my job (R).	1	2	3	4	5
24.	I am disappointed that I ever took this job (R).	1	2	3	4	5
25.	Most of the time I have to force myself to go to work.	1	2	3	4	5
26.	Each day of work seems like it will never end (R).	1	2	3	4	5
27.	My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5
28.	My job is like a hobby to me.	1	2	3	4	5
29.	I feel fairly well satisfied with my present job.	1	2	3	4	5
30.	It seems that my friends are more interested in their jobs.	1	2	3	4	5
31.	I consider my job rather unpleasant (R).	1	2	3	4	5

32.	I like my job better than other workers.	1	2	3	4	5
33.	I feel that I am happier with my work than most other people.	1	2	3	4	5
34.	Most days I am enthusiastic/excited about my work.	1	2	3	4	5
35.	I find real enjoyment in my work.	1	2	3	4	5
36.	One of the few serious consequences of leaving this organization would be the scarcity/shortage/lack of available alternatives.	1	2	3	4	5
37.	Leave this organization requires considerable personal sacrifice in which other organization may not match overall benefits as I have here.	1	2	3	4	5
38.	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
39.	It would be very hard for me to leave my organization right now, even I if wanted to.	1	2	3	4	5
40.	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
41.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
42.	If I got another offer for a better job elsewhere I feel it was right to leave my organization.	1	2	3	4	5
43.	I believe that loyalty is important, therefore I feel responsible to remain in this organization.	1	2	3	4	5
44.	I think that people these days move from organization to organization too often.	1	2	3	4	5
45.	Things were better in the days when people stayed with one organization for most of their careers.	1	2	3	4	5
46.	I do not believe that a person must always be loyal to his or her organization (R).	1	2	3	4	5
47.	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
48.	I do not think to be a 'company man' or 'company woman' is sensible anymore (R).	1	2	3	4	5
49.	Jumping from one organization to other organization is unethical to me (R).	1	2	3	4	5
50.	I do not feel like 'part of the family' at my organization (R).	1	2	3	4	5
51.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
52.	I do not feel a strong sense of belonging to my organization (R).	1	2	3	4	5
53.	I do not feel 'emotionally attached' to this organization (R).	1	2	3	4	5
54.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5

Section C: Employee Motivation

55.	I feel satisfied with my job because it gives me feelings of accomplishment.	1	2	3	4	5
56.	I feel I have contributed towards my organization in a positive manner.	1	2	3	4	5
57.	I successfully completed a difficult assignment.	1	2	3	4	5
58.	I am proud to work in this organization because it recognizes my achievements.	1	2	3	4	5
59.	I gained a feeling of worthwhile accomplishment from my job.	1	2	3	4	5
60.	Someone has talked to me about my progress in the past year.	1	2	3	4	5

61.	I enjoy the type of work I do.	1	2	3	4	5
62.	My job is interesting.	1	2	3	4	5
63.	My job gives me a sense of accomplishment.	1	2	3	4	5
64.	I make a difference in my organization.	1	2	3	4	5
65.	I am empowered enough to do my job.	1	2	3	4	5
66.	I have control over how I do my work.	1	2	3	4	5
67.	My opinion counts at work.	1	2	3	4	5
68.	I have the necessary tools and equipment's to do my job.	1	2	3	4	5
69.	The physical environment allows me to do my job.	1	2	3	4	5
70.	I have a say in decisions that affect my work.	1	2	3	4	5
71.	Expressions of appreciation are common in my organization.	1	2	3	4	5
72.	I know what is required of me to advance within the organization.	1	2	3	4	5
73.	I will choose career advancement rather than monetary incentives.	1	2	3	4	5
74.	In my organization, the information about job vacancies is readily available.	1	2	3	4	5
75.	In my organization, the internal candidates receive fair consideration for open positions.	1	2	3	4	5
76.	My opportunities for advancement exist within the organization.	1	2	3	4	5
77.	My customers recognize my good work.	1	2	3	4	5
78.	My contributions are valued by crew members after working hours.	1	2	3	4	5
79.	I get appropriate recognition when I have done something extraordinary.	1	2	3	4	5
80.	Expressions of thanks are common in my organization.	1	2	3	4	5
81.	I got opportunities at work to grow in the past year.	1	2	3	4	5
82.	I got opportunities at work to learn in the past year.	1	2	3	4	5
83.	My organization offers the training that I need to grow in my job.	1	2	3	4	5
84.	I have received the necessary training to do my job well.	1	2	3	4	5
85.	The attitude of the administration is very accommodative in my organization.	1	2	3	4	5
86.	In this organization, the manager effectively communicates the goals of our organization.	1	2	3	4	5
87.	In this organization, the manager keeps employees informed.	1	2	3	4	5
88.	In this organization, the manager demonstrates leadership practices that are consistent with the stated values of our organization.	1	2	3	4	5
89.	In this organization, the manager effectively communicates the strategies of our organization.	1	2	3	4	5
90.	I am proud to work for this organization because the organization policy is favourable for its workers.	1	2	3	4	5
91.	Salary/pay increases are appropriate.	1	2	3	4	5
92.	I am fairly paid for the work I do.	1	2	3	4	5
93.	I understand how my base salary is determined.	1	2	3	4	5
94.	My salary/pay rate is a significant factor in my decision to stay at the organization.	1	2	3	4	5
95.	My salary/pay rate is competitive when compared to similar jobs at other organization.	1	2	3	4	5
96.	My workplace is located in an area where I feel comfortable.	1	2	3	4	5
97.	I believe my job is secure.	1	2	3	4	5

98.	I always feel secure in my job.	1	2	3	4	5
99.	I believe I'm safe working at my organization.	1	2	3	4	5
100.	The organization did a good job of providing steady employment.	1	2	3	4	5
101.	My manager recognizes me doing good work.	1	2	3	4	5
102.	My manager treats me with respect.	1	2	3	4	5
103.	My manager considers my ideas.	1	2	3	4	5
104.	My manager cares about me as a person.	1	2	3	4	5
105.	My manager gives me constructive feedback on my performance.	1	2	3	4	5
106.	My manager manages people effectively.	1	2	3	4	5
107.	My manager is an effective decision-maker.	1	2	3	4	5
108.	My manager communicates well.	1	2	3	4	5
109.	My manager creates an environment that fosters trust.	1	2	3	4	5
110.	My manager is easy to talk with.	1	2	3	4	5
111.	My co-workers and I work as part of a team.	1	2	3	4	5
112.	I can count on my co-workers to help out when needed.	1	2	3	4	5
113.	I am consistently treated with respect by my co-workers.	1	2	3	4	5
114.	People care about each other in my organization.	1	2	3	4	5
115.	I trust my co-workers.	1	2	3	4	5
116.	I felt satisfied with the working conditions (heating, lighting, ventilation, etc.) on the job.	1	2	3	4	5
117.	My physical surroundings were very pleasant.	1	2	3	4	5
118.	Compared with most other jobs, the working conditions were very satisfactory.	1	2	3	4	5
119.	I am proud to work for my organization because of the pleasant working conditions.	1	2	3	4	5
120.	I feel like I am a stranger in my family all the time because of my job.	1	2	3	4	5
121.	I like the geographic location of the organization.	1	2	3	4	5
122.	Because of my job, my family offers everything that I want.	1	2	3	4	5
123.	I have a given status because of my job.	1	2	3	4	5
124.	In comparison with other jobs of comparable knowledge, experience, and ability, I receive a high salary as a crew.	1	2	3	4	5
125.	I receive a symbol of status on my job.	1	2	3	4	5

Section D: Employee Involvement

126.	I'm really a perfectionist about my work.	1	2	3	4	5
127.	Sometimes I lie awake at night thinking ahead to the next day.	1	2	3	4	5
128.	I feel depressed when I fail at something connected with my job (R).	1	2	3	4	5
129.	I usually show up for work a little early, to get things ready.	1	2	3	4	5
130.	The major satisfaction in my life comes from my job.	1	2	3	4	5
131.	The most important things that happen to me involve my work.	1	2	3	4	5
132.	For me, mornings at work really pass quickly.	1	2	3	4	5
133.	To me, my work is only a small part of who I am.	1	2	3	4	5
134.	I am very much involved personally in my work.	1	2	3	4	5
135.	I used to be more ambitious about my work than I am now (R).	1	2	3	4	5

136.	Most things in life are more important than work.	1	2	3	4	5
137.	I have other activities more important than my work.	1	2	3	4	5
138.	I used to care more about my work, but now other things are more important to me (R).	1	2	3	4	5
139.	Sometimes I'd like to kick myself for the mistakes I make in my work.	1	2	3	4	5
140.	You can measure a person pretty well by how good a job s/he does.	1	2	3	4	5
141.	I'll stay overtime to finish a job, even if I'm not paid for it.	1	2	3	4	5
142.	I would probably keep working even if I didn't need the money.	1	2	3	4	5
143.	My job is everything to me.	1	2	3	4	5

Section E: Employee Compensation

144.	I am given bonus when the business is profitable.	1	2	3	4	5
145.	I am given service points which are based on the amount of the business.	1	2	3	4	5
146.	A substantial portion of my compensation is fluctuating.	1	2	3	4	5
147.	I am given commission for selling the restaurants' product and services.	1	2	3	4	5
148.	Rewards are distributed based on employees' contribution to organization.	1	2	3	4	5
149.	My bonuses are based on my performance.	1	2	3	4	5
150.	There is a large pay spread between low performers and high performers in a given job.	1	2	3	4	5
151.	My salary increments are based on my performance.	1	2	3	4	5
152.	There are no formal policies that discourage me from revealing my pay to co-workers (R).	1	2	3	4	5
153.	My feelings and preferences for various compensation forms are taken seriously by top management.	1	2	3	4	5
154.	My organization openly discloses the administrative procedures on how pay levels and pay raises are established.	1	2	3	4	5
155.	I have a say in my pay policies.	1	2	3	4	5
156.	My employer adopts the best compensation system in the industry.	1	2	3	4	5
157.	My salary is among the best in the market.	1	2	3	4	5
158.	My benefits are among the best in the market.	1	2	3	4	5

Section F: Demographic

1. Gender
 - 1) Male
 - 2) Female

2. Age
 - 1) 20 years old and below
 - 2) 21 - 30 years' old
 - 3) 31 - 40 years' old
 - 4) 41 - 50 years' old
 - 5) 51 and above

3. Race
 - 1) Malay
 - 2) Chinese
 - 3) Indian

- 4) Other (Please specify: _____)
4. Marital status
- 1) Single
 - 2) Married
 - 3) Divorced
5. Education
- 1) Completed Primary School
 - 2) Completed Secondary School
 - 3) Completed Tertiary School
 - 4) Other (Please specify: _____)
6. Nationality
- 1) Malaysia
 - 2) Other (Please specify: _____)
7. Job position
- 1) Crew
 - 2) Supervisor
 - 3) Other (Please specify: _____)
8. Job tenure
- 1) less than 1 year
 - 2) 1 to 5 years
 - 3) 6 to 10 years
 - 4) 11 to 15 years
 - 5) 16 to 20 years
 - 6) 21 years and above
9. Monthly gross income
- 1) Less than RM900
 - 2) RM901 to RM1400
 - 3) RM1401 to RM1900
 - 4) RM1901 to RM2400
 - 5) RM2401 and above

10. I am given the following fringe benefits coverage by employer: **YES** **NO**

	YES	NO
a) Insurance coverage		
b) Medical coverage		
c) Loan scheme		
d) Relocation allowance		
e) Personal accident insurance		
f) Bonuses schemes		
g) Paid sick leaves		
h) Paid annual leaves		
i) Holiday entitlement		
j) Clothing provision		
k) Free transport to and from work		
l) Free meal		
m) Free laundry services		
n) Free accommodation		
o) Staff discount		
p) Sport and social facilities / outdoor activities		
q) Profit sharing schemes		
r) Employee of the month award		
s) Employee of the year award		
t) Birthday celebration		
u) Staff party		

Appendix 4: Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: *N* is population size, *S* is sample size.

Source: Krejcie and Morgan (1970)