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**Examining Factors Affecting Employee Performance With
The Mediation Of Employee Learning:
Malaysian SME Businesses Context**

Teh Chee Chong

Matrix No: 94659



UUM

Supervisor:

Assoc. Prof. Dr. Faizuniah Bt Pangil

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**Examining Factors Affecting Employee Performance with
Employee Learning as the Mediator:
Malaysian SME Businesses Context**



Dissertation Submitted to the Othman Yeop Abdullah Graduate School of
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: Teh Chee Chong

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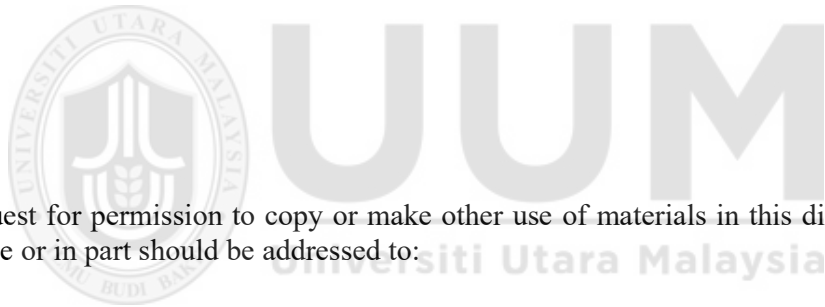
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ABSTRACT

The small and medium enterprise (SME) is the backbone of the nation's economy and government is indeed playing a rigorous role to develop this industry. Most SME businesses are competing to survive in this volatile and fierce market environment. The performance of the employee is one of the success factors in SME businesses. Plenty of research has been conducted on this topic, however, very limited research was conducted on employee learning as the mediator towards employee performance in the Malaysian SME industry. Hence, this research intends to fill the gap. The literature review showed the effects of several factors such as employee learning, employee motivation, working environment, employee work engagement, self-efficacy, employee ability, job satisfaction, and organization support towards employee performance. A theoretical framework was then developed based on the Social Learning Theory which consists of three (3) main aspects, namely Personal Factors, Environmental Factors and Behavioural Factors. 14 hypotheses were developed based on the research framework. This research used the quantitative methodology. A total of 390 valid responses were received for this research. The multiple regression technique was used to test the hypotheses. The results of this research showed that there is a positive and direct relationship between employee motivation, employee ability, self-efficacy, employee work engagement, and employee performance respectively within the Malaysian SMEs. Besides, this research also discovered three (3) new relationships. Firstly, it confirmed that employee learning has the full significant role of a mediator in the relationships between employee motivation and employee performance. Secondly and thirdly, employee learning is found to be a partial mediator in the relationship between employee ability, self-efficacy and employee performance respectively. These newly discovered relationships represent new contributions to the body of knowledge. The findings of this research contribute towards the theoretical and practical aspects.

Keywords: Employee performance, employee learning, mediator, small and medium enterprises.

ABSTRAK

Perusahaan kecil dan sederhana (PKS) adalah tulang belakang ekonomi negara dan kerajaan memang memainkan peranannya dengan sangat teliti dalam membangunkan industri ini. Kebanyakan PKS bersaing untuk bertahan dalam persekitaran pasaran yang tidak menentu dan sengit. Prestasi pekerja adalah antara faktor kejayaan PKS. Banyak penyelidikan telah dijalankan mengenai topik ini. Walau bagaimanapun tidak terdapat banyak penyelidikan khusus mengenai kesan pengantaraan pembelajaran pekerja ke atas prestasi pekerja dalam PKS di Malaysia. Oleh itu kajian ini mengisi jurang tersebut. Sorotan literatur menunjukkan faktor-faktor seperti pembelajaran pekerja, motivasi pekerja, persekitaran kerja, keterlibatan pekerja, keberkesanan diri, keupayaan pekerja, kepuasan kerja, dan sokongan organisasi mempengaruhi prestasi pekerja. Sebuah kerangka teori dibangunkan berdasarkan Teori Pembelajaran Sosial yang terdiri daripada tiga (3) aspek utama iaitu Faktor Peribadi, Faktor Persekitaran dan Faktor Perilaku. Sejumlah 14 hipotesis dibangunkan berdasarkan rangka kerja penyelidikan ini. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif. Sebanyak 390 maklum balas yang sah diterima untuk kajian ini. Teknik regresi berganda digunakan untuk menguji hipotesis. Hasil daripada kajian ini menunjukkan terdapat hubungan langsung yang positif antara motivasi pekerja, keupayaan pekerja, keberkesanan diri, penglibatan pekerja, dan prestasi pekerja masing-masing dalam PKS di Malaysia. Selain itu, kajian ini juga menemui tiga (3) hubungan baharu. Pertama, mengesahkan bahawa pembelajaran pekerja mempunyai kesan pengantaraan penuh terhadap hubungan antara motivasi pekerja dan prestasi pekerja. Kedua dan ketiga, pembelajaran pekerja didapati mempunyai kesan pengantaraan separa terhadap hubungan antara keupayaan pekerja, keberkesanan diri dan prestasi pekerja masing-masing. Hubungan yang baru ditemui ini mewakili sumbangan baharu kepada domain pengetahuan. Kajian ini mempunyai implikasi terhadap aspek teori dan praktikal.

Kata kunci: Prestasi pekerja, pembelajaran pekerja, pengantara, perusahaan kecil dan sederhana

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List of Abbreviations

AC	Abstract Conceptualization
AE	Active Experimentation
ASTD	American Society for Training and Development
ATD	Association for Talent Development
CE	Concrete Experience
HCM	Human Capital Management
HRD	Human Resource Development
ReCAPP	Resource Centre for Adolescent Pregnancy Prevention
RO	Reflective Observation
SLT	Social Learning Theory
SPSS	Statistical Package for Social Sciences
TSR	Total Shareholder Return

CHAPTER 1: INTRODUCTION

1.0 Introduction

Chapter one primarily serves as the overall view and includes background of the study. It also includes the predominant literature gap to be addressed by this study. This chapter will focus mainly in discussing the criticality and justify the significance of this study. It will also explain how this study contributes to the education and practical organization in regard to the employee performance and learning aspect, with the focus on the small and medium enterprise (SME) businesses in Malaysia. In brief, this chapter consists of nine (9) main sections. The organization and flow of this chapter is as shown in Figure 1.1 below.

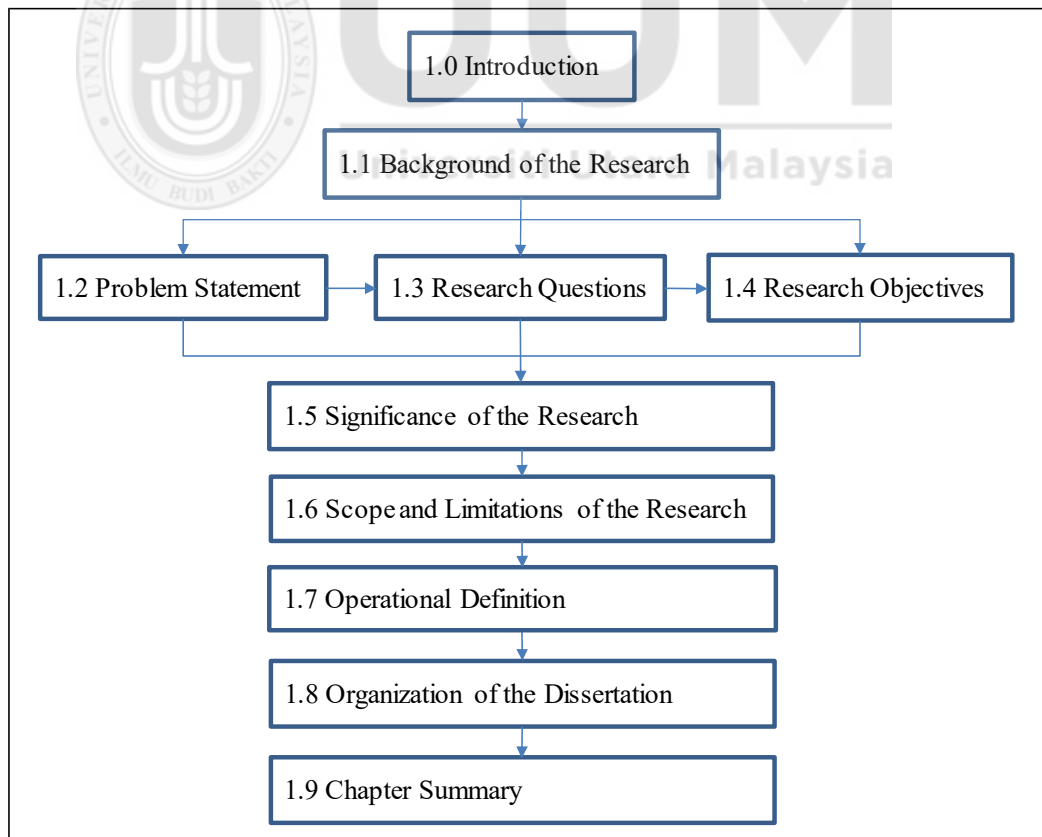


Figure 1.1
The organization and flow of Chapter 1

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APPENDICES

Appendix 1: Survey Questionnaire



Universiti Utara Malaysia,
Sintok, 06010 Kedah

28th August 2018.

Survey Request for Academic Study on Employee Performance

Dear Respondents,

Thank you for taking the time to participate in this university research project. The objective of this research is to examine the factors affecting employee performance with the mediation of employee learning within the Malaysian SME businesses. My academic supervisor is Associate Professor Dr Faizuniah Bt Pangil from Universiti Utara Malaysia (UUM).

All data collected in this survey is purely for academic uses purpose and it is confidential and anonymous. If you have any query about this project, you may contact me at 012 4582862.

Thank you for your assistance.

Teh Chee Chong
Matrix No. 94659
Email: richardteh.9813@gmail.com

Instructions:

This questionnaire consists of three (3) pages. It will take approximately 10 minutes to answer all the questions in Section A and Section B. There is no right or wrong answer for each question in this questionnaire. Your honest answer is the best answer. THANK YOU for your participation and support in this research.

Section A: Please put either “X” or “✓” inside the appropriate box for each items.

1. Please indicate the small medium enterprise (SME) sector your company is belongs to.

Manufacturing *Services* *Construction* *Agricultural*
 Mining & Quarry *Others, please specify* _____

2. Please indicate the location/region of your company in Malaysia.

Norther Region (Perlis, Kedah, Penang, Perak)
 Central Region (Selangor, federal territories of Kuala Lumpur and Putrajaya)
 Southern Region (Negeri Sembilan, Malacca, Johor)
 East Coast Region (Kelantan, Terengganu, Pahang)

3. **Gender:** *Male* *Female*

4. **Age Group:** *less than 30* *30-39* *40-49* *50 and above*

5. **Education Level:**

High School & Below *Certificate* *Diploma*
 Bachelor Degree *Master Degree* *Doctorate, PhD*

6. **Position Level:**

Line Supervisor *Technician* *Engineer* *Managerial*

7. **In the last 12 months, how many times did you attend work related training?**

None *1 time* *2* *3* *4* *5*
 6 *7* *8* *9* *10 or more times*

Section B: Please state your agreement level for each question by put either “X” or “✓” inside the appropriate box.

#	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I make significant contributions to the overall performance of my organization.					
2	I am the best employees in my organization.					
3	I always complete job assignments on time.					
4	My work performance always meets the expectations of my supervisor.					
5	When learning new things, I attempt to understand them.					
6	When learning new things, I connect them to my previous experiences.					
7	When I do not understand a new thing, I find relevant resources that will help me.					
8	When I do not understand a new thing, I would discuss with others to clarify my doubts.					
9	During the learning processes, I attempt to make connections between the new things that I learn.					
10	When I make a mistake, I try to find out why.					
11	When I meet new things that I do not understand, I still try to learn them.					
12	When new things that I have learned conflict with my previous understanding, I try to understand why.					
13	I believe financial rewards (salary, bonus and other perks) could increase motivation at my workplace.					
14	I am satisfied with the company pay structure.					
15	I believe rewards should be based on performance.					
16	My superior recognizes the extra effort that I put at workplace.					
17	Performance appraisal influence pay raise.					
18	Promotion should be based on job performance at the workplace.					
19	My supervisor always encourage me to perform well so to achieve promotion opportunities.					
20	My company provides fair promotion opportunities to the employees					
21	I am satisfied with my chances for promotion.					
22	I have equal opportunities of getting promotion with other colleagues with similar qualification.					
23	I am satisfied with my general work situation.					
24	I would recommend my friend to take a job similar to mine in this company.					
25	I just happy to get up in the morning to go to work.					

26	I often develops creative solution to the problem.					
27	I am able to develop new solution through different means.					

#	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
28	I often uses creativity to increase productivity in different ways.					
29	I am able to develop creative methods for problem solving.					
30	My work is creative.					
31	My work is original.					
32	My work is adaptive.					
33	I like challenging tasks as it enhance my knowledge.					
34	I am satisfied with the working condition at my work place					
35	I understand the importance to respect my colleague.					
36	My job brings positive changes to me.					
37	My superiors always guide me in the performance of my work.					
38	Sufficient incentives provided by management for the implementation new learning program.					
39	The knowledge upgrading is viewed as a strategic activities by management.					
40	There was sufficient commitment to implementation of employee learning.					
41	Sufficient resources were provided to implementation of the new learning program.					
42	The management actively supported the learning program.					
43	Management identified the employee learning as a critical priority.					
44	I believe that I will receive an excellent understanding in the program.					
45	I'm confident I can understand the BASIC concepts taught in program.					
46	I'm certain I can understand the MOST DIFFICULT material presented in program.					
47	I am capable of learning the material presented in program.					
48	I'm confident I can do an excellent job on the project given to me in the program.					
49	I expect to do well in the training program.					
50	At my job, I feel strong.					
51	At my job, I am very resilient mentally.					
52	At my work, I feel bursting with energy.					

53	When I get up in the morning, I feel like going to work					
54	At my work, I always persevere even when things do not go well.					
55	I can continue working for very long periods at a time.					



Appendix 2: Sampling Size Table

Required Sample Size								
Population Size	Confidence = 95%				Confidence = 99%			
	Margin of error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	146	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1,067	427	636	827	1,119
1,500	306	515	759	1,297	460	712	959	1,376
2,000	322	563	869	1,655	498	808	1,141	1,785
2,500	333	597	952	1,984	524	879	1,288	2,173
3,500	346	641	1,068	2,565	558	977	1,510	2,890
5,000	357	678	1,176	3,288	586	1,066	1,734	3,842
7,500	365	710	1,275	4,211	610	1,147	1,960	5,165
10,000	370	727	1,332	4,899	622	1,193	2,098	6,239
25,000	378	760	1,448	6,939	646	1,285	2,399	9,972
50,000	381	772	1,491	8,056	655	1,318	2,520	12,455
75,000	382	776	1,506	8,514	658	1,330	2,563	13,583
100,000	383	778	1,513	8,762	659	1,336	2,585	14,227
250,000	384	782	1,527	9,248	662	1,347	2,626	15,555
500,000	384	783	1,532	9,423	663	1,350	2,640	16,055
1,000,000	384	783	1,534	9,512	663	1,352	2,647	16,317
2,500,000	384	783	1,536	9,567	663	1,353	2,651	16,478
10,000,000	384	784	1,536	9,594	663	1,354	2,653	16,560
100,000,000	384	784	1,537	9,603	663	1,354	2,654	16,584
300,000,000	384	784	1,537	9,603	663	1,354	2,654	16,586

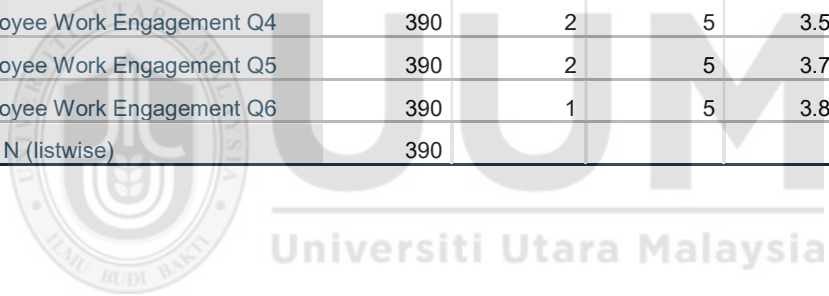
Source: adopted from Sekaran (2003).

Appendix 3: Frequency Table from SPSS.

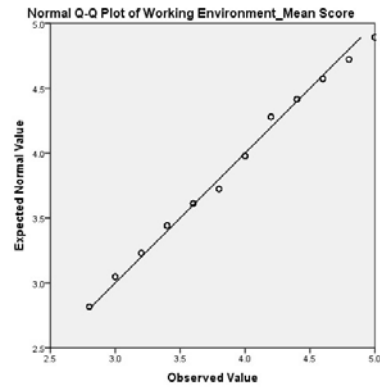
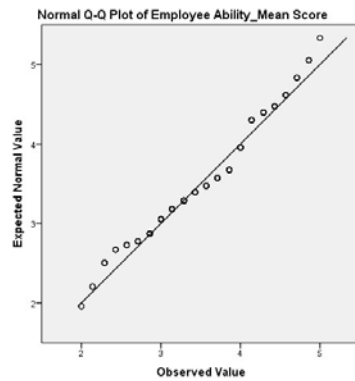
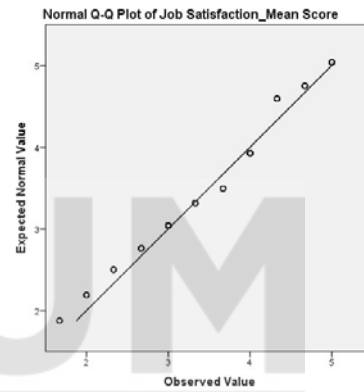
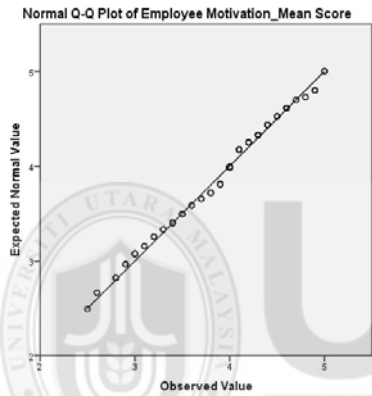
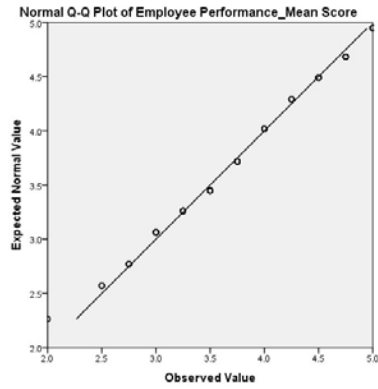
Descriptive Statistics

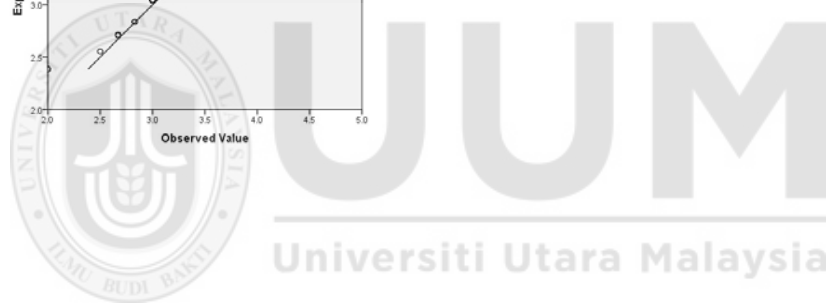
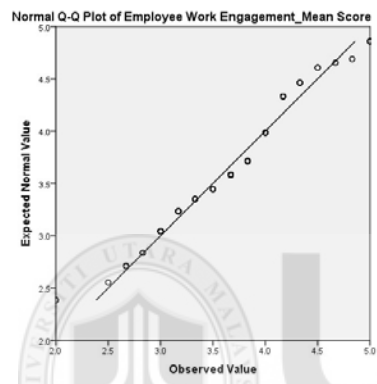
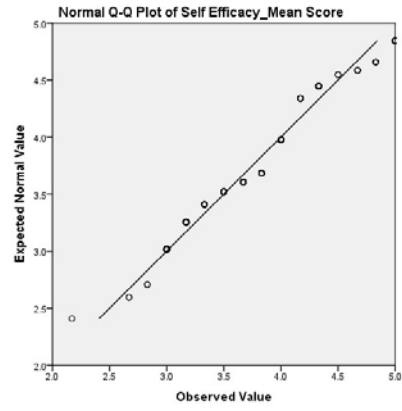
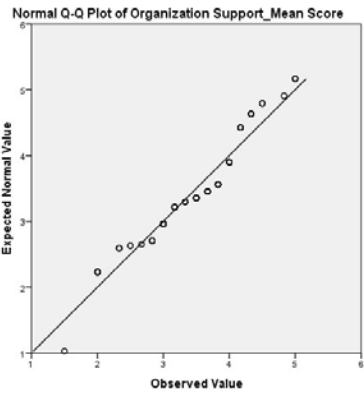
	N	Minimum	Maximum	Mean	Std. Deviation
Respondent Age Group	390	1	4	2.40	.798
Employee Performance Q1	390	1	5	3.85	.806
Employee Performance Q2	390	2	5	3.17	.804
Employee Performance Q3	390	2	5	3.99	.621
Employee Performance Q4	390	2	5	3.95	.632
Employee Learning Q1	390	3	5	4.14	.502
Employee Learning Q2	390	2	5	4.10	.523
Employee Learning Q3	390	1	5	4.04	.650
Employee Learning Q4	390	2	5	4.12	.508
Employee Learning Q5	390	3	5	4.11	.490
Employee Learning Q6	390	2	5	4.18	.488
Employee Learning Q7	390	3	5	4.06	.472
Employee Learning Q8	390	2	5	4.10	.502
Employee Motivation Q1	390	1	5	4.16	.820
Employee Motivation Q2	390	1	5	3.45	.803
Employee Motivation Q3	390	1	5	4.17	.813
Employee Motivation Q4	390	2	5	3.89	.720
Employee Motivation Q5	390	2	5	4.09	.659
Employee Motivation Q6	390	1	5	4.17	.675
Employee Motivation Q7	390	1	5	3.86	.785
Employee Motivation Q8	390	1	5	3.54	.850
Employee Motivation Q9	390	1	5	3.55	.803
Employee Motivation Q10	390	1	5	3.60	.801
Job Satisfaction Q1	390	2	5	3.73	.644
Job Satisfaction Q2	390	1	5	3.48	.817
Job Satisfaction Q3	390	1	5	3.53	.719
Employee Ability Q1	390	1	5	3.62	.842
Employee Ability Q2	390	2	5	3.77	.706
Employee Ability Q3	390	2	5	3.67	.836
Employee Ability Q4	390	2	5	3.64	.829
Employee Ability Q5	390	1	5	3.44	.848
Employee Ability Q6	390	2	5	3.68	.619
Employee Ability Q7	390	1	5	3.70	.737
Working Environment Q1	390	2	5	3.82	.662
Working Environment Q2	390	2	5	3.79	.652
Working Environment Q3	390	3	5	4.17	.450

Working Environment Q4	390	2	5	3.81	.629
Working Environment Q5	390	2	5	3.69	.719
Organization Support Q1	390	1	5	3.19	.880
Organization Support Q2	390	1	5	3.28	.885
Organization Support Q3	390	1	5	3.31	.880
Organization Support Q4	390	1	5	3.26	.906
Organization Support Q5	390	2	5	3.36	.872
Organization Support Q6	390	2	5	3.29	.855
Self Efficacy Q1	390	2	5	3.74	.540
Self Efficacy Q2	390	2	5	3.97	.496
Self Efficacy Q3	390	1	5	3.53	.747
Self Efficacy Q4	390	2	5	3.84	.543
Self Efficacy Q5	390	1	5	3.68	.704
Self Efficacy Q6	390	2	5	3.95	.479
Employee Work Engagement Q1	390	2	5	3.78	.696
Employee Work Engagement Q2	390	2	5	3.72	.654
Employee Work Engagement Q3	390	2	5	3.66	.628
Employee Work Engagement Q4	390	2	5	3.52	.748
Employee Work Engagement Q5	390	2	5	3.78	.600
Employee Work Engagement Q6	390	1	5	3.83	.702
Valid N (listwise)	390				



Appendix 4: Q-Q Plots for Each Variable





Appendix 5: Respondents' Profile

Survey Method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Offline-Softcopy	214	54.9	54.9	54.9
	Online Using Google Form	176	45.1	45.1	100.0
	Total	390	100.0	100.0	

SME Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	247	63.3	63.3	63.3
	Services	143	36.7	36.7	100.0
	Total	390	100.0	100.0	

Location of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern Region	197	50.5	50.5	50.5
	Central Region	78	20.0	20.0	70.5
	Southern Region	69	17.7	17.7	88.2
	East Coast Region	46	11.8	11.8	100.0
	Total	390	100.0	100.0	

Respondent Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	170	43.6	43.6	43.6
	Male	220	56.4	56.4	100.0
	Total	390	100.0	100.0	

Respondent Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 30	48	12.3	12.3	12.3
	30-39	167	42.8	42.8	55.1
	40-49	146	37.4	37.4	92.6
	50 and above	29	7.4	7.4	100.0
	Total	390	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School and below	16	4.1	4.1	4.1
	Certificate	13	3.3	3.3	7.4
	Diploma	71	18.2	18.2	25.6
	Bachelor Degree	214	54.9	54.9	80.5
	Master Degree	72	18.5	18.5	99.0
	Doctorate Degree	4	1.0	1.0	100.0
	Total	390	100.0	100.0	

Position Held In Current Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Line Supervisor	29	7.4	7.4	7.4
	Technician	38	9.7	9.7	17.2
	Engineer	103	26.4	26.4	43.6
	Managerial	220	56.4	56.4	100.0
	Total	390	100.0	100.0	

Number of training received in the last 12 months

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	82	21.0	21.0	21.0
	1	77	19.7	19.7	40.8
	2	107	27.4	27.4	68.2
	3	48	12.3	12.3	80.5
	4	28	7.2	7.2	87.7
	5	29	7.4	7.4	95.1
	6	8	2.1	2.1	97.2
	10	11	2.8	2.8	100.0
	Total	390	100.0	100.0	



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Appendix 6: Reliability Test Results

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.726	4

Item Statistics

	Mean	Std. Deviation	N
Employee Performance Q1	3.85	.806	390
Employee Performance Q2	3.17	.804	390
Employee Performance Q3	3.99	.621	390
Employee Performance Q4	3.95	.632	390

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.921	8

Item Statistics

	Mean	Std. Deviation	N
Employee Learning Q1	4.14	.502	390
Employee Learning Q2	4.10	.523	390
Employee Learning Q3	4.04	.650	390
Employee Learning Q4	4.12	.508	390
Employee Learning Q5	4.11	.490	390
Employee Learning Q6	4.18	.488	390
Employee Learning Q7	4.06	.472	390
Employee Learning Q8	4.10	.502	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Learning Q1	28.70	8.638	.758	.909
Employee Learning Q2	28.74	8.690	.702	.913
Employee Learning Q3	28.80	8.215	.668	.920
Employee Learning Q4	28.72	8.540	.783	.907
Employee Learning Q5	28.73	8.715	.750	.910
Employee Learning Q6	28.66	8.614	.793	.906
Employee Learning Q7	28.78	8.874	.721	.912
Employee Learning Q8	28.74	8.631	.761	.909

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.834	10

Item Statistics

	Mean	Std. Deviation	N
Employee Motivation Q1	4.16	.820	390
Employee Motivation Q2	3.45	.803	390
Employee Motivation Q3	4.17	.813	390
Employee Motivation Q4	3.89	.720	390
Employee Motivation Q5	4.09	.659	390
Employee Motivation Q6	4.17	.675	390
Employee Motivation Q7	3.86	.785	390
Employee Motivation Q8	3.54	.850	390
Employee Motivation Q9	3.55	.803	390
Employee Motivation Q10	3.60	.801	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Motivation Q1	34.31	21.932	.191	.851
Employee Motivation Q2	35.02	20.686	.375	.833
Employee Motivation Q3	34.31	21.205	.295	.841
Employee Motivation Q4	34.58	19.246	.682	.804
Employee Motivation Q5	34.39	20.521	.522	.819
Employee Motivation Q6	34.30	20.710	.472	.823
Employee Motivation Q7	34.62	18.715	.697	.801
Employee Motivation Q8	34.94	18.469	.668	.803
Employee Motivation Q9	34.93	18.768	.670	.803
Employee Motivation Q10	34.88	18.319	.745	.795

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.860	3

Item Statistics

	Mean	Std. Deviation	N
Job Satisfaction Q1	3.73	.644	390
Job Satisfaction Q2	3.48	.817	390
Job Satisfaction Q3	3.53	.719	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Job Satisfaction Q1	7.01	2.087	.669	.866
Job Satisfaction Q2	7.26	1.502	.788	.760
Job Satisfaction Q3	7.21	1.755	.774	.768

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.897	7

Item Statistics

	Mean	Std. Deviation	N
Employee Ability Q1	3.62	.842	390
Employee Ability Q2	3.77	.706	390
Employee Ability Q3	3.67	.836	390
Employee Ability Q4	3.64	.829	390
Employee Ability Q5	3.44	.848	390
Employee Ability Q6	3.68	.619	390
Employee Ability Q7	3.70	.737	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Ability Q1	21.90	12.589	.846	.863
Employee Ability Q2	21.76	13.748	.785	.873
Employee Ability Q3	21.85	12.662	.839	.864
Employee Ability Q4	21.88	12.512	.878	.859
Employee Ability Q5	22.09	12.938	.769	.874
Employee Ability Q6	21.84	17.330	.124	.933
Employee Ability Q7	21.82	14.225	.644	.888

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.741	5

Item Statistics

	Mean	Std. Deviation	N
Working Environment Q1	3.82	.662	390
Working Environment Q2	3.79	.652	390
Working Environment Q3	4.17	.450	390
Working Environment Q4	3.81	.629	390
Working Environment Q5	3.69	.719	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Working Environment Q1	15.46	3.308	.463	.712
Working Environment Q2	15.49	3.196	.532	.685
Working Environment Q3	15.11	3.950	.397	.734
Working Environment Q4	15.46	2.979	.685	.625
Working Environment Q5	15.58	3.133	.476	.711

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.968	6

Item Statistics

	Mean	Std. Deviation	N
Organization Support Q1	3.19	.880	390
Organization Support Q2	3.28	.885	390
Organization Support Q3	3.31	.880	390
Organization Support Q4	3.26	.906	390
Organization Support Q5	3.36	.872	390
Organization Support Q6	3.29	.855	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organization Support Q1	16.51	16.945	.868	.964
Organization Support Q2	16.41	16.875	.873	.964
Organization Support Q3	16.38	16.607	.924	.959
Organization Support Q4	16.43	16.585	.895	.962
Organization Support Q5	16.33	16.845	.895	.962
Organization Support Q6	16.40	16.822	.920	.959

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.878	6

Item Statistics

	Mean	Std. Deviation	N
Self Efficacy Q1	3.74	.540	390
Self Efficacy Q2	3.97	.496	390
Self Efficacy Q3	3.53	.747	390
Self Efficacy Q4	3.84	.543	390
Self Efficacy Q5	3.68	.704	390
Self Efficacy Q6	3.95	.479	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Self Efficacy Q1	18.97	5.645	.757	.846
Self Efficacy Q2	18.74	6.230	.565	.875
Self Efficacy Q3	19.18	4.984	.700	.859
Self Efficacy Q4	18.87	5.622	.760	.845
Self Efficacy Q5	19.03	4.911	.791	.838
Self Efficacy Q6	18.76	6.230	.593	.871

Case Processing Summary

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.869	6

Item Statistics

	Mean	Std. Deviation	N
Employee Work Engagement Q1	3.78	.696	390
Employee Work Engagement Q2	3.72	.654	390
Employee Work Engagement Q3	3.66	.628	390
Employee Work Engagement Q4	3.52	.748	390
Employee Work Engagement Q5	3.78	.600	390
Employee Work Engagement Q6	3.83	.702	390

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Work Engagement Q1	18.51	6.749	.722	.836
Employee Work Engagement Q2	18.57	6.909	.729	.836
Employee Work Engagement Q3	18.63	6.964	.750	.833

Employee Work Engagement Q4	18.77	6.710	.666	.848
Employee Work Engagement Q5	18.51	7.299	.675	.846
Employee Work Engagement Q6	18.46	7.473	.490	.878



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Appendix 7: Independent Samples T-test Analysis

Group Statistics					
	Survey Method	N	Mean	Std. Deviation	Std. Error Mean
Employee Performance_Mean Score	Offline-Hardcopy	214	3.7757	.51496	.03520
	Online Using Google Form	176	3.6974	.55524	.04185
Employee Learning_Mean Score	Offline-Hardcopy	214	4.1365	.39385	.02692
	Online Using Google Form	176	4.0703	.44200	.03332
Employee Motivation_Mean Score	Offline-Hardcopy	214	3.8682	.49116	.03358
	Online Using Google Form	176	3.8222	.49015	.03695
Job Satisfaction_Mean Score	Offline-Hardcopy	214	3.5980	.64971	.04441
	Online Using Google Form	176	3.5565	.64120	.04833
Employee Ability_Mean Score	Offline-Hardcopy	214	3.7032	.58654	.04009
	Online Using Google Form	176	3.5774	.63510	.04787
Working Environment_Mean Score	Offline-Hardcopy	214	3.8748	.43940	.03004
	Online Using Google Form	176	3.8307	.44307	.03340
Organization Support_Mean Score	Offline-Hardcopy	214	3.3622	.78906	.05394
	Online Using Google Form	176	3.1848	.84121	.06341
Self Efficacy_Mean Score	Offline-Hardcopy	214	3.8238	.45237	.03092
	Online Using Google Form	176	3.7386	.48217	.03634
Employee Work Engagement_Mean Score	Offline-Hardcopy	214	3.7440	.51906	.03548
	Online Using Google Form	176	3.6801	.52624	.03967

Appendix 8: Multiple Regression Analysis

Step 1 – Multiple Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.751 ^a	.563	.555	.35623	.563	70.413	7	382	.000	1.931

a. Predictors: (Constant), Employee Work Engagement_Mean Score, Organization Support_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Job Satisfaction_Mean Score, Working Environment_Mean Score, Self Efficacy_Mean Score

b. Dependent Variable: Employee Performance_Mean Score

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.549	7	8.936	70.413	.000 ^b
	Residual	48.477	382	.127		
	Total	111.026	389			

a. Dependent Variable: Employee Performance_Mean Score

b. Predictors: (Constant), Employee Work Engagement_Mean Score, Organization Support_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Job Satisfaction_Mean Score, Working Environment_Mean Score, Self Efficacy_Mean Score

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.596	.185		3.222	.001	.232	.960		
	Employee Motivation_Mean Score	.105	.052	.097	2.024	.044	.003	.207	.502	1.992
	Job Satisfaction_Mean Score	-.087	.044	-.105	-1.948	.052	-.174	.001	.396	2.524
	Employee Ability_Mean Score	.290	.045	.331	6.456	.000	.201	.378	.434	2.306
	Working Environment_Mean Score	-.014	.069	-.011	-.199	.842	-.149	.122	.353	2.830
	Organization Support_Mean Score	-.033	.029	-.050	-1.114	.266	-.091	.025	.565	1.771
	Self Efficacy_Mean Score	.158	.069	.138	2.290	.023	.022	.293	.315	3.170
	Employee Work Engagement_Mean Score	.419	.063	.410	6.692	.000	.296	.542	.305	3.284

a. Dependent Variable: Employee Performance_Mean Score

Step 2 – Multiple Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.597 ^a	.357	.350	.33622	.357	53.367	4	385	.000	1.980

a. Predictors: (Constant), Employee Work Engagement_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Self Efficacy_Mean Score
b. Dependent Variable: Employee Learning_Mean Score

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.131	4	6.033	53.367	.000 ^b
	Residual	43.521	385	.113		
	Total	67.652	389			

a. Dependent Variable: Employee Learning_Mean Score
b. Predictors: (Constant), Employee Work Engagement_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Self Efficacy_Mean Score

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.925	.161		11.948	.000	1.608	2.242		
	Employee Motivation_Mean Score	.175	.040	.206	4.386	.000	.097	.254	.757	1.321
	Employee Ability_Mean Score	.167	.040	.245	4.148	.000	.088	.246	.481	2.079
	Self Efficacy_Mean Score	.331	.062	.371	5.374	.000	.210	.452	.351	2.852
	Employee Work Engagement_Mean Score	-.095	.053	-.119	-1.784	.075	-.200	.010	.375	2.670

a. Dependent Variable: Employee Learning_Mean Score

Step 3 & Step 4 – Multiple Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.720 ^a	.518	.513	.37288	.518	103.379	4	385	.000	1.932

a. Predictors: (Constant), Employee Learning_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Self Efficacy_Mean Score
b. Dependent Variable: Employee Performance_Mean Score

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.496	4	14.374	103.379	.000 ^b
	Residual	53.531	385	.139		
	Total	111.026	389			

a. Dependent Variable: Employee Performance_Mean Score
b. Predictors: (Constant), Employee Learning_Mean Score, Employee Motivation_Mean Score, Employee Ability_Mean Score, Self Efficacy_Mean Score

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.345	.209		1.655	.099	-.065	.755		
	Employee Motivation_Mean Score	.062	.044	.057	1.412	.159	-.024	.149	.763	1.310
	Employee Ability_Mean Score	.313	.044	.358	7.114	.000	.226	.399	.496	2.022
	Self Efficacy_Mean Score	.340	.060	.298	5.637	.000	.222	.459	.449	2.229
	Employee Learning_Mean Score	.177	.056	.138	3.143	.002	.066	.288	.649	1.542

a. Dependent Variable: Employee Performance_Mean Score