

**PREDICTORS OF WORK PERFORMANCE  
AMONG FEMALE WORKFORCE IN MALAYSIA**

**SITI NOR ADAWIYAH AZZAHRA BT  
KAMARUDDIN**

**MASTER OF SCIENCE  
UNIVERSITI MALAYSIA TERENGGANU**

**2016**



**PREDICTORS OF WORK PERFORMANCE AMONG FEMALE  
WORKFORCE IN MALAYSIA**

**SITI NOR ADAWIYAH AZZAHRA BT KAMARUDDIN**

**Thesis submitted in Fulfillment of the Requirement for the Degree of Master of  
Science in the School of Maritime Business and Management  
Universiti Malaysia Terengganu**

**2016**

## **DEDICATION**

I dedicated this thesis to my father (Kamaruddin bin Mat Rahim), mother (Faidah binti Ismail), brothers (Muhammad Faizul Kamaruddin, Muhammad Fakhrurazi Kamaruddin and Muhammad Zulhafizan Kamaruddin), sisters (Siti Norhaliza Akma Kamaruddin, Siti Nur Syuhaida Nisa Kamaruddin, and Siti Nor Fatin Amalina Kamaruddin), and sister in law (Nurul Maaidah), my supervisor (Dr. Khatijah Omar and Professor Dr. Mohd Shaladdin Muda), my teachers and to all my friends.

Abstract of thesis presented to the Senate of University of Malaysia Terengganu in fulfillment of the requirement for the degree of Master of Science

**PREDICTORS OF WORK PERFORMANCE AMONG FEMALE  
WORKFORCE IN MALAYSIA**

**SITI NOR ADAWIYAH AZZAHRA BINTI KAMARUDDIN**

**April 2016**

**Main Supervisor : Khatijah Omar, Ph. D.**

**Co-Supervisor : Professor Mohd Shaladdin Muda, Ph. D.**

**School : School of Maritime Business and Management**

Female involvement in Malaysian workforce, especially in high positions, is still low despite their increasing number in the higher institutions of learning. Possibly, there exist some factors that hinder them from gaining employment or job promotion easily. Factors such as workload and job stress have been known to slow down their progress at work or hinder them to perform better in their jobs. These issues have motivated this study to be undertaken with the objective of investigating the relationship between factors such as personality, motivation, organizational climate and personal engagement that influence job performance among female workforce in Malaysia. This study also aimed at determining the role of time management as a moderator on the relationship between those factors and work performance among female employees in Malaysia.

The data was collected from four sectors in Malaysia, which are manufacturing, education, hospitality, and health. A total of 397 female employees from these four sectors participated in the study. The Smart Partial Least Squares 3 (Smart PLS-3) was used to analyze the relationships between personality, motivation, organizational

climate and personal engagement on job performance. In the course of determining the predictors, the researcher also analyzed the role played by time management as a moderator on the relationship between the independent and dependent variables.

The findings of this study revealed that there is a significant relationship between the predicting variables and female employees' job performance in Malaysia. Motivation, organizational climate and personal engagement contribute to better job performance among the female employees. Interestingly, the findings showed that there is no significant relationship between personality and female job performance. The results also revealed that time management moderates the relationship between motivation and job performance. In other words, a systematic arrangement of time and time management in the workplace that matches with the task are likely to increase employees' motivation among the female employees in Malaysia.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu  
sebagai memenuhi keperluan untuk ijazah Sarjana Sains

**PERAMAL PRESTASI KERJA DALAM KALANGAN PEKERJA WANITA  
DI MALAYSIA**

**SITI NOR ADAWIYAH AZZAHRA BINTI KAMARUDDIN**

**April 2016**

**Penyelia Utama : Khatijah Omar, Ph. D.**

**Penyelia Bersama : Profesor Mohd Shaladdin Muda, Ph. D.**

**Pusat Pengajian : Pusat Pengajian Perniagaan dan Pengurusan Maritim**

Penglibatan wanita dalam tenaga kerja di Malaysia masih rendah, terutamanya dalam jawatan-jawatan tinggi, walaupun penyertaan mereka dalam pendidikan tinggi semakin meningkat. Mungkin terdapat beberapa faktor yang menghalang mereka daripada mendapat pekerjaan atau kenaikan pangkat dengan mudah. Faktor-faktor seperti beban kerja dan tekanan kerja telah dikenalpasti melambatkan kerja mereka di tempat kerja atau menghalang mereka untuk melaksanakan kerja dengan lebih baik. Isu-isu ini telah mendorong kajian ini untuk dilaksanakan dengan objektif untuk mengenalpasti perhubungan antara faktor-faktor yang mempengaruhi prestasi kerja dalam kalangan pekerja wanita di Malaysia seperti personaliti, motivasi, iklim organisasi dan penglibatan diri. Kajian ini juga bertujuan untuk menentukan peranan pengurusan masa sebagai moderator ke atas hubungan antara faktor-faktor tersebut dengan prestasi kerja dalam kalangan pekerja wanita di Malaysia.

Data kajian ini telah dikumpul dari empat sektor di Malaysia iaitu sektor pembuatan, pendidikan, hospitaliti dan kesihatan. Seramai 397 pekerja wanita dari empat sektor telah terlibat dalam kajian ini. *Smart Partial Least Square 3 (Smart PLS-3)* telah

digunakan untuk menganalisis hubungan antara personaliti, motivasi, iklim organisasi dan penglibatan diri ke atas prestasi kerja. Dalam menentukan pembolehubah peramal, penyelidik juga menganalisis peranan pengurusan masa sebagai moderator ke atas hubungan antara pembolehubah bebas dan bersandar.

Hasil daripada kajian ini menunjukkan bahawa terdapat hubungan yang signifikan antara pembolehubah peramal dan prestasi kerja wanita di Malaysia. Motivasi, iklim organisasi dan penglibatan diri menyumbang kepada prestasi kerja yang lebih baik dalam kalangan pekerja wanita yang dikaji. Lebih menarik lagi, dapatan kajian menunjukkan bahawa tidak terdapat hubungan yang signifikan antara personaliti dan prestasi kerja wanita. Hasil kajian juga menunjukkan bahawa pengurusan masa memoderasikan hubungan antara motivasi dan prestasi kerja. Dengan kata lain, penyusunan masa dan pengurusan masa yang sistematik yang sesuai dengan tugas di tempat kerja berkemungkinan akan meningkatkan motivasi pekerja dalam kalangan pekerja wanita di Malaysia.