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TRAINING, REWARDS, AND APPRAISAL SYSTEM: PREDECESSORS AND INFLUENCES ON JOB PERFORMANCE

Nur Ayunis Syairah Mohamad Zaidi[1] & Nurul Hidayana Mohd Noor[2*]

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ARTICLE INFO	ABSTRACT
	Civil servants are resources that help the government to carry out administration and achieve goals. Quality human capital plays an essential role in determining the direction and performance of civil servants. This study examines the direct relationship between training, rewards, appraisal system, and job performance. The study was conducted on 250 employees in the support and professional group at the Immigration Department of Malaysia. The final valid of 208 employees' responses were analyzed based on reliability analysis, normality test, descriptive analysis, correlation analysis, and regression analysis using the Statistical Package for Social Sciences. Through correlation analysis, training, rewards, and appraisal system were highly correlated with job performance. Linear regression analysis also shows that rewards and appraisal systems explain a high variance in job performance. This finding implies that employees with sufficient training, rewards, and receiving a comprehensive appraisal system are more motivated to achieve organizational goals because they will always be enthusiastic and dedicated to completing the tasks. These characteristics enable the employees to give the best service to the community efficiently and effectively. This study is expected to enlighten the relationship between human resource management factors and job performance in Malaysia's public service context.

1.   Introduction

The Malaysian Immigration Department is one of the agencies under the Ministry of Home Affairs. It provides services to Malaysian citizens, permanent residents, and foreigners visiting Malaysia. The Malaysian Immigration Department is one of the prominent government agencies in Malaysia. However, lately, there seems to be a mixed reaction of the public to the employees' work performance at the Malaysian Immigration Department. Immigration Malaysia has a long history of corruption, which allows the threat of terrorism and human trafficking to become a significant problem for the country. Despite the Malaysian government's desire to promote Malaysia's image as a progressive country, widespread abuse of immigration controls since at least the 2000s has tarnished that image. In 2017, former Minister of Melaka, Datuk Seri Utama Ir. Ts. Hj. Idris Hj. Haron named the Immigration Department in Melaka the state's most corrupt public service department (Murali, March 8, 2017). After being promoted as head of the Malaysian Immigration Department in 2017, Datuk Seri Mustafar Ali revealed that an internal audit and investigation by the Malaysian Anti-Corruption Commission (MACC) had revealed a passport fraud scheme carried out by officials in Selangor since 2014 (MalayMail, January 11, 2017). This situation attracts the interest of researchers to do an in-depth study about this matter. This aims to answer all the ambiguities about the employees' work performance at the Malaysian Immigration Department. This study will give importance and contribution to three parties involved in this study, namely the organization, employees, and interests in the academic field.

Organizations should optimize their human resources because they are the most critical factor for an organization. These human resources can be the driving force of other resources (Rigby & Ryan, 2018). The success of an organization is determined by human resource utilization activities that have quality and quantity and play an essential role in the organization's operational functions (Diamantidis & Chatzoglou, 2018). Realizing the importance of the workforce for the organization, the organization must pay special attention to its employees. The organization needs to understand and know the needs of its employees because it is one of the reasons for improving job performance (Rigby & Ryan, 2018). Employee performance is defined as the ability of an employee to achieve the standards set in the execution of tasks with accuracy, completeness, efficiency, and speed (Buil, Martínez, & Matute, 2019; Darvishmotevali & Ali, 2020). Among the factors affecting work performance are training, rewards, appraisal systems, stress, work environment, and workload (Chamberlin, Newton, & LePine, 2018; Manresa, Bikfalvi, & Simon, 2019; Rudman, 2020). Happy employees are productive employees who are satisfied with their jobs and will perform better. Good work performance can increase organizational productivity, directly increasing the national economy. Vice versa, less motivated employees will cause weaknesses in the administrative system of an organization due to a lack of commitment. One aspect of improving job performance is through training. According to Lee et al. (2020), training refers to aspects that are run to improve employee performance and enable the organization to achieve the objectives and goals that have been set. Training can be defined as planned systematic activities, and the results enable the development of employees' skills and knowledge in performing their duties more effectively (Manresa, Bikfalvi, & Simon, 2019; Tamsah, Yusriadi, & Farida, 2020). In addition, training can also improve employees' ability to think creatively to make good decisions (Erath, DiGennaro Reed, & Blackman, 2021).

Another way to optimize employee performance is by giving rewards in the form of incentives and work motivation. Incentives are deliberately given to employees so that a more excellent work spirit arises in them to improve work performance and increase productivity (Koo et al., 2020). Providing incentives in an organization plays a vital role because it is believed to overcome various problems in the workplace, such as low work motivation and absenteeism (Martono, Khoiruddin, & Wulansari, 2018). For an organization, incentives are expected to improve employee performance, work productivity, loyalty, discipline, and leadership quality (Puni, Mohammed, & Asamoah, 2018; Zafar et al., 2020). Employees could increase their income by providing incentives (Zafar et al., 2020). In addition to the incentive factor, a fair appraisal

system is needed to monitor the employee's achievements and progress and to encourage and support sustainable human resources development (Iqbal et al., 2019). The primary purpose of the appraisal system is as follows: (1) To monitor the organization as a whole, (2) To encourage and support continuous development, and (3) To encourage and motivate employees to continue to develop their skills (El Haddad, Karkoulian, & Nehme, 2018; Mohamad & Mohamad, 2022). The organization must have a proper compensation system. By assessing work performance, it will be known how well the employees have carried out the tasks assigned so that the organization can determine the appropriate remuneration for the work performance (Memon et al., 2019; Rubin & Edwards, 2020). The principle of "The right man in the right place" must be fulfilled so that the organization can run efficiently and effectively. Therefore, this study examined the influence of training, rewards, and appraisal system on Malaysian support and professional group job performance at the Immigration Department of Malaysia. This study is significant in delivering new insights into current literature and the theoretical context of human resource management. Despite many studies on job performance, most studies have been predominantly on police officers or general samples (e.g., Zainal et al., 2020), with a study that focuses on immigration officers often being neglected. Most past studies have been considered obsolete, and current research is needed to examine the determinant factors that influence the job performance of Malaysian immigration officers. On this premise, the purpose of the present study was to develop and determine the existence of training, rewards, and a comprehensive appraisal system for Malaysian immigration officers by evaluating its impact on job performance.

2.   Literature Review

Theoretical Foundation: Public Service Motivation (PSM)

Human resources are the most important resources available and provide a competitive advantage to the organization. Humans can provide a competitive advantage when human resources are unique and have competencies and capabilities that are difficult to imitate (Barney, 1991). Researchers in the field of management have introduced the theory of public service motivation (PSM), which emphasizes practical human resources to reduce operating costs through developing employee competence (Mohamad & Mohamad, 2022). Organizations focusing on PSM, called High-Performance Work Systems (HPWS), will support employee development and enable effective organizational strategy (Boselie, Van Harten, & Veld, 2021). Based on this theory, the policy, and activities of human resources, which include recruitment and selection of employees, performance appraisal, training and development of employees, and the awarding of rewards based on performance, are necessary to achieve effectiveness in the PSM system (Chamberlin, Newton, & LePine, 2018; Manresa, Bikfalvi, & Simon, 2019; Rudman, 2020). The relationship between an effective PSM system and employee outcomes and organizational performance can be explained through the PSM model (Figure 1). According to this model, PSM best practices can improve employee performance and subsequently be able to improve organizational performance. According to Boselie, Van Harten, and Veld (2021), PSM activity that is carried out effectively can influence employees in terms of increasing motivation, job satisfaction, and commitment and reduce employee turnover and conflict in the organization. Applying this theory, training, rewards, and appraisal system act as PSM's main components, which can improve employee and organizational performance.
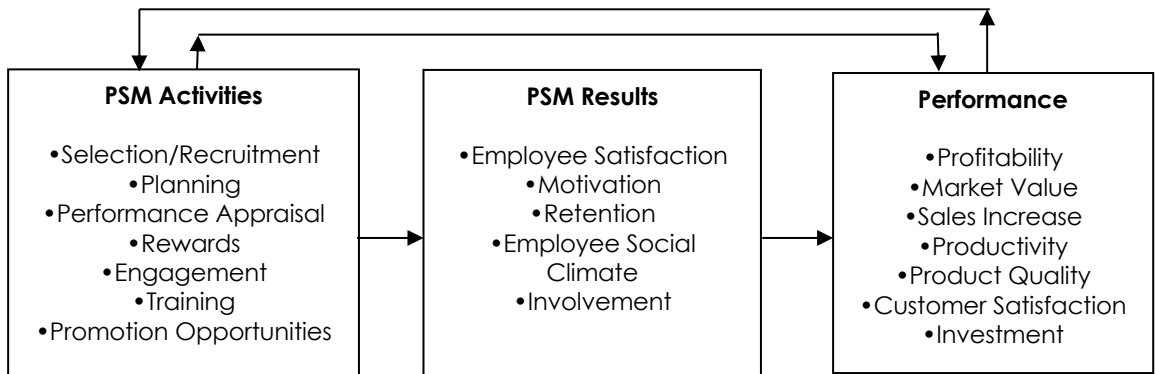
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┌─────────────────────────┐   ┌─────────────────────────┐   ┌─────────────────────────┐
│     PSM Activities      │   │       PSM Results       │   │       Performance       │
│                         │   │                         │   │                         │
│  •Selection/Recruitment │   │  •Employee Satisfaction │   │  •Profitability         │
│       •Planning         │→  │     •Motivation         │→  │  •Market Value          │
│  •Performance Appraisal │   │      •Retention         │   │  •Sales Increase        │
│       •Rewards          │   │  •Employee Social       │   │  •Productivity          │
│      •Engagement        │   │       Climate           │   │  •Product Quality       │
│       •Training         │   │     •Involvement        │   │  •Customer Satisfaction │
│  •Promotion Opportunities│  │                         │   │  •Investment            │
└─────────────────────────┘   └─────────────────────────┘   └─────────────────────────┘
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Figure 1. PSM Model that explains the relationship between PSM Activities and Employee Outcomes and Organizational Performance

Job Performance

Quality human capital plays a vital role in determining the direction of civil servants and ensuring efficient management. Therefore, the public sector must be efficient in ensuring the delivery of quality services. According to Darvishmotevali and Ali (2020), job performance is a set of behaviors relevant to achieving organizational goals. Job performance is a process in which managers ensure that employees' activities and productivity align with the organization's goals (Jiang, Siponen, & Tsohou, 2021). Borman and Motowidlo (1997) proposed two critical components of job performance: task performance and contextual performance. These two performance components can be used to differentiate behavior at work. Task performance refers to a behavior known as part of work and contributes directly to the particular purpose of the organization. In contrast, contextual performance represents behavior that does not directly support a goal in a particular organization. Instead, it generates a social and psychological environment in which organizational goals can be achieved more effectively. In the public sector, administrators have suggested a work culture based on performance using Key Performance Indicators (KPI) applied in public services to improve the quality-of-service delivery (Loga & Chand, 2019). In line with the agency's vision, mission, and function, every organization needs to measure service performance to ensure that all services are delivered to customers. This, in turn, can provide a clear picture of the organization's performance. It has been proven in past studies that job-related factors such as salary, working hours, promotion opportunities, appraisal system, training, and job security affect job performance (Chamberlin, Newton, & LePine, 2018; Manresa, Bikfalvi, & Simon, 2019; Rudman, 2020).

Training & Job Performance

Training is the primary domain to align employees' duties in the organization. Employees passionate about implementing tasks will take the training aspects included thoughtfully, which boosts work commitment and self-knowledge (Lee et al., 2020). Training and development are one of the approaches to generating human capital (Manresa, Bikfalvi, & Simon, 2019). This is very important to equip employees with the necessary skills to face all possibilities, such as technological changes. Training and development are designed for employees and organizational development. The training improves the knowledge and skills of employees for better performance, while development is an effort to shape attitudes and behavior. Training and development focus on understanding, knowledge, technique, and practice (Tamsah,

Yusriadi, & Farida, 2020). With proper training, new and existing employees receive the information and skills needed to perform their duties to their maximum potential (Erath, DiGennaro Reed, & Blackman, 2021). The training module must match the characteristics of the employees and the requirements of the current field of work so that the knowledge after the training (output) can be applied to carry out the work (Hildebrand, 2018). On the other hand, if the training is unrelated or impractical, it will have a negative effect because employees cannot contribute to the organization. Therefore, we posited the following hypothesis:

H1: There is a significant relationship between training and job performance of employees in the support and professional group at the Immigration Department of Malaysia

Rewards & Job Performance

Rewards are one of the critical factors that can contribute to an organization's effectiveness and positively affect individuals' attitudes and behavior (Koo et al., 2020). In addition, a well-managed reward system will increase employee motivation, and they will be more inclined to work harder to achieve organizational goals and strategies (Zafar et al., 2020). For example, the organization can use an efficient reward management system to increase employee commitment because it can attract and retain employees to increase the organization's efficiency and productivity (Martono, Khoiruddin, & Wulansari, 2018). Reward systems can be classified into two, namely extrinsic and intrinsic. Extrinsic rewards are results provided by the organization and include salary, status, job security, and fringe benefits. Intrinsic reward systems are developed to reward employees through self-esteem related to their feelings of achievement and growth within the organization. Employees feel satisfied when they have achieved something of value at work and are verbally appreciated by the organization. In other words, extrinsic rewards are monetary, while intrinsic rewards are non-monetary rewards. Previous studies have found that extrinsic and intrinsic rewards impact employee performance (Puni, Mohammed, & Asamoah, 2018; Zafar et al., 2020). Sihombing et al. (2018) found that rewards are the leading cause of motivation and job satisfaction and subsequently improve employee performance. The main objective of rewards is to attract and retain employees, to motivate employees to achieve a high level of performance, and to strengthen the behavior desired by employees (Chamberlin, Newton, & LePine, 2018). Therefore, the following hypothesis will be tested:

H2: There is a significant relationship between rewards and the job performance of employees in the support and professional group at the Immigration Department of Malaysia

Appraisal System & & Job Performance

Most organizations today have implemented performance evaluation activities for administrative purposes and employee development. Performance appraisal is an evaluation process to measure a person's level of achievement in a certain period, and employees are given evaluation feedback (El Haddad, Karkoulian, & Nehme, 2018; Mohamad & Mohamad, 2022). Performance appraisal is also an important mechanism that allows organizations to assess the effectiveness of workers (Iqbal et al., 2019). Performance appraisal management allocates resources, such as rewards, to meet employees' needs and wants (Memon et al., 2019). However, implementing the performance evaluation process is a challenging task. This demands that organizations design effective performance appraisal management systems to encourage employee development and achieve organizational goals (Lin & Kellough, 2019). An effective performance management system must be planned and implemented according to the goals mutually agreed upon by employees and employers (Rudman, 2020). In Malaysia, one of the basic principles of the public service performance evaluation system is encouraging positive competition in improving quality and productivity to achieve organizational objectives. Giving

work performance feedback is necessary to maintain commitment, quality of work, and loyalty, in addition to being used as an instrument of control over employees (Rubin & Edwards, 2020). In the performance management system, the evaluators should provide quality feedback to make critical decisions, such as planning training needs and strengthening the quality of employee performance over time (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2020). Poor quality performance feedback can cause damage to the value of the performance evaluation system (Iqbal et al., 2019). Quality performance feedback allows the evaluators to be more open, positive, and motivated (El Haddad, Karkoulian, & Nehme, 2018). Therefore, the following relationship will be tested in the hypothesized model:

H3: There is a significant relationship between the appraisal system and the job performance of employees in the support and professional group at the Immigration Department of Malaysia

In this case, the conceptual framework describes the relationship between the independent variables, training, rewards, and appraisal system, and the dependent variable, job performance (see Figure 2).
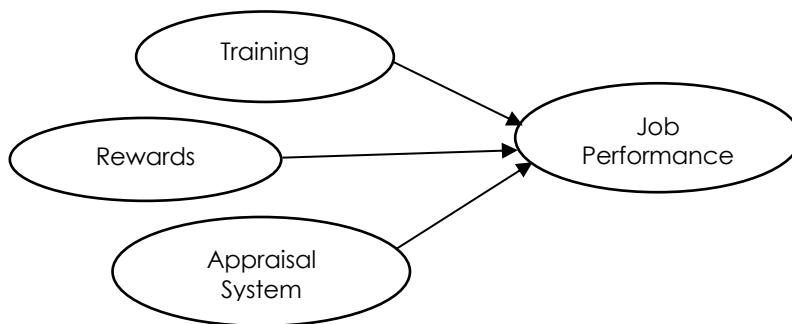
Figure 2. Conceptual Model of the Study

3.   Methodology

This study used a quantitative approach survey that involves the process of data collection through a questionnaire. The sampling method used in this study is a non-probability sampling method that uses purposive sampling, which refers to the procedure sampling where a group of subjects owning specific characteristics is selected as study respondents. This research follows Green's (1991) thumb rule for calculating an acceptable sample size where N <50 + 8m for regression analysis, where m is the number of predictor variables. For this study, using Green's (1991) sample >50 + 8x3 = 74 participants, a sample of 250 should be sufficient. Therefore, the sample comprises 250 respondents among the support and professional group employees at the Immigration Department of Malaysia.

Measurement instruments for variables used in this study are adapted from past studies (see Table 1). The measurements are developed in English and translated into Malay using the back translation method. This measurement uses a Likert scale with five answer options with a scale of one representing "strongly disagree" and five representing "strongly agree." The reliability of the instruments was measured based on Cronbach's Alpha, where when the Cronbach Alpha value is between 0.6 to 1, it shows that all items have high reliability (Sekaran & Bougie, 2016). Then, to test the level of normality of data, Kline (2015) suggests that the skewness value is within

±3.0, and the kurtosis value is within the 10 to +10 cut-off point. Pearson's Correlation analysis was performed to examine the relationship between the proposed relationships. Correlation analysis (r) will state the direction, strength, and significance of the relationship between all measured variables. Finally, regression analysis was used to determine the most influential predictors that affect job performance.

Table 1
Measurement of the Variable

Variable	Item		Source
Training	1)	The training provided is having what you need to do your job	Kirkpatrick (1994)
	2)	The training provided has relevant courses content	
	3)	There are suitable facilities for teaching and learning	
	4)	The training does not duplicate what you have learned previously	
	5)	Overall training content is good	
Rewards	1)	The rewards are distributed rightfully	Leary (2004)
	2)	The reward matches my work effort	
	3)	I am satisfied with the quality and quantity of the rewards	
	4)	I am ready to increase my work efforts to gain rewards	
	5)	Employees work more as a team to gain rewards	
	6)	The rewards have a positive effect on the work atmosphere	
	7)	The rewards motivate me to perform well in my job	
Appraisal System	1)	Those who got the highest rank are given appropriate rewards	Keeping & Levy (2000)
	2)	The appraisal system of the organization is motivating to the employees	
	3)	The employees are satisfied with the way they are being evaluated and ranked	
	4)	The appraisal system is effective in encouraging employees to work hard	
	5)	Employees take part in the formulation of the performance appraisal system	
Job Performance	1)	I can meet deadlines	Chen, Paetsch, & Paulraj (1997)
	2)	I am a self-motivated person	
	3)	I am clear about my duties and responsibilities	
	4)	I tend to see problems as a challenge rather than as obstacles	
	5)	I gain personal growth by learning various skills in my work	

4. Results & Discussion

By the end of the study period, we had received 208 completed surveys, an 83.2% return rate. Demographic analyses show that most respondents are men (52.4%), while the rest are women (47.6%). Most respondents are aged between 30-39 years (48.6%). Most respondents graduated from Sijil Pelajaran Malaysia (SPM) (31.7%). Data collection for this study was analyzed based on responses from questionnaires for each construct. So, it is essential to conduct the Cronbach alpha reliability test. From this analysis, the measurement of Cronbach alpha for all the primary constructs exceeds the determining point of 0.60, where the Cronbach alpha coefficient for training is 0.87, rewards are 0.87, the appraisal system is 0.85, and the job performance construct is 0.84. Meanwhile, the value of skewness and kurtosis are within the required range, proving that the data of this study is usually distributed. Table 2 shows the results of the Normality and Reliability tests.

Table 2
Normality & Reliability Results

Variables	Mean	SD	Skewness	Kurtosis	Cronbach's Alpha	No. of Items
Training	3.77	0.70	-0.012	-0.410	0.87	5
Rewards	3.77	0.70	-0.191	-0.074	0.87	7
Appraisal System	3.73	0.82	-0.520	-0.220	0.85	5
Job Performance	4.41	0.49	-0.443	-0.349	0.84	5

Table 3
Pearson Correlation Results

		Job Performance
Training	Pearson Correlation	0.371**
	Sig. (1-tailed)	0.000
	N	208
Rewards	Pearson Correlation	0.414**
	Sig. (1-tailed)	0.000
	N	208
Appraisal System	Pearson Correlation	0.411**
	Sig. (1-tailed)	0.000
	N	208

Based on Table 3, there are significant and positive relationships between training ($r=0.371$, $p<0.05$), rewards ($r=0.414$, $p<0.05$), and appraisal system ($r=0.411$, $p<0.05$) towards job performance. Thus, all proposed hypotheses were accepted.

Table 4
Regression Results

Variables	Beta (β)	Sig. (p)	Tolerance	VIF
Training	0.118	0.173	0.526	1.900

Rewards	0.200	0.032	0.450	2.222
Appraisal System	0.200	0.028	0.472	2.118
R^2	0.209			
Adjusted R^2	0.197			
F Change	17.933			
Sig.	0.000			

Regression analysis was used to measure dependent variable changes if one of the independent variables increases by one unit and all other independent variables are considered constant. First, to detect the existence of multicollinearity, this study refers to the value of the Variance Inflation Factor (VIF) and tolerance. If the VIF is less than ten and the tolerance value is more than 0.20, then the model has no multicollinearity (Kutner et al., 2004). Using tolerance and VIF factor, it revealed that there was no presence of multicollinearity (see Table 4). The absence of multicollinearity estimates the regression coefficients more accurately than their parameters. The R^2 value of 0.209 means that training, rewards, and performance appraisal can explain 20.9% of job performance. At the same time, the remaining 5.4% can be explained by other factors not examined in this research. The result also shows a high beta value which depicts that the rewards (β=0.200, p=0.032) and appraisal system (β=0.200, p=0.028) explain a high degree of job performance. Ensuring an organization's rewards and appraisal system is essential and positively impacts job performance (El Haddad, Karkoulian, & Nehme, 2018; Mohamad & Mohamad, 2022).

Some implications of this study can be viewed from an empirical and practical point of view. Empirically, this study has provided a new approach by examining how training, rewards, and appraisal system affect job performance. This is because previous studies focused more on negative aspects such as burnout, health problems, and work stress. By understanding influencing work factors in public service, organizations can implement work structures and appropriate intervention plans in creating competent employees, for example, improve aspects of training by considering the different cognitive levels of an individual employee. The selection method and management training should be different according to culture. In a collectivist culture like Malaysia, the selection of workers is more focused on how the individual can adapt in groups compared individualistic culture that pays more attention to individual technical skills. Practical implications can be seen from the perspective of civil servants' employment practices by building a working atmosphere that is productive and harmonious through social support given by the organization, supervisors, and friends towards each individual in the organization. Martono, Khoiruddin, and Wulansari (2018) have discussed that organizational support can stimulate motivation training and increase effectiveness. Organizations should become more flexible regarding management style and policy by devising strategies to increase flexibility. Organizations also can improve rewards and appraisal systems with employee involvement in decision-making. This method allows organizations to obtain helpful information from employees.

5.   Conclusion

This study has given an overview and a clear understanding of the importance of relationships between training, rewards, appraisal system, and job performance. The results of this study can further develop available literature sources by presenting empirical findings that other researchers can use. In addition, the contribution of this study can also give knowledge that is important to organizational management on the importance of public service motivation factors in playing an essential role in increasing job performance. However, this study has several limitations to be highlighted. First, this study only selected the support and professional group at the Immigration Department of Malaysia in two state contingents, namely Kuala Lumpur and Selangor. Accordingly, a study examining the sample as more heterogeneous can explain further research findings.

Moreover, this study is entirely dependent on a quantitative survey. Future studies should be conducted using qualitative methods to obtain more detailed findings. Next, the data obtained through self-assessment can cause the issue of common method bias (Podsakoff et al., 2003). One of the causes of common method bias is the social desirability bias that occurs when the respondent answers the questionnaire not based on their feelings or beliefs. However, they answered based on what should be answered. Future researchers need to reduce the effect of social desirability bias by emphasizing confidentiality of the identity of each respondent, explaining there is no right or wrong answer, avoiding using vague or complex concepts, and making sure the questions are easy to understand and not double-barreled.

Authors Contributions
Nurul Hidayana, M. N. and Nur Ayunis Syairah, M. Z. conceived and planned the research. Nur Ayunis Syairah, M. Z. contributed to the interpretation of the results. Nurul Hidayana, M. N. took the lead in writing the manuscript. All authors provided critical feedback and helped shape the research, analysis, and manuscript.

Conflict of Interest
We certify that the article is the Authors' and Co-Authors' original work. The article has not received prior publication and is not under consideration for publication elsewhere. This research/manuscript has not been submitted for publication, nor has it been published in whole or in part elsewhere. We testify that all Authors have contributed significantly to the work, validity, and legitimacy of the data and its interpretation for submission to Voice of Academia.

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