



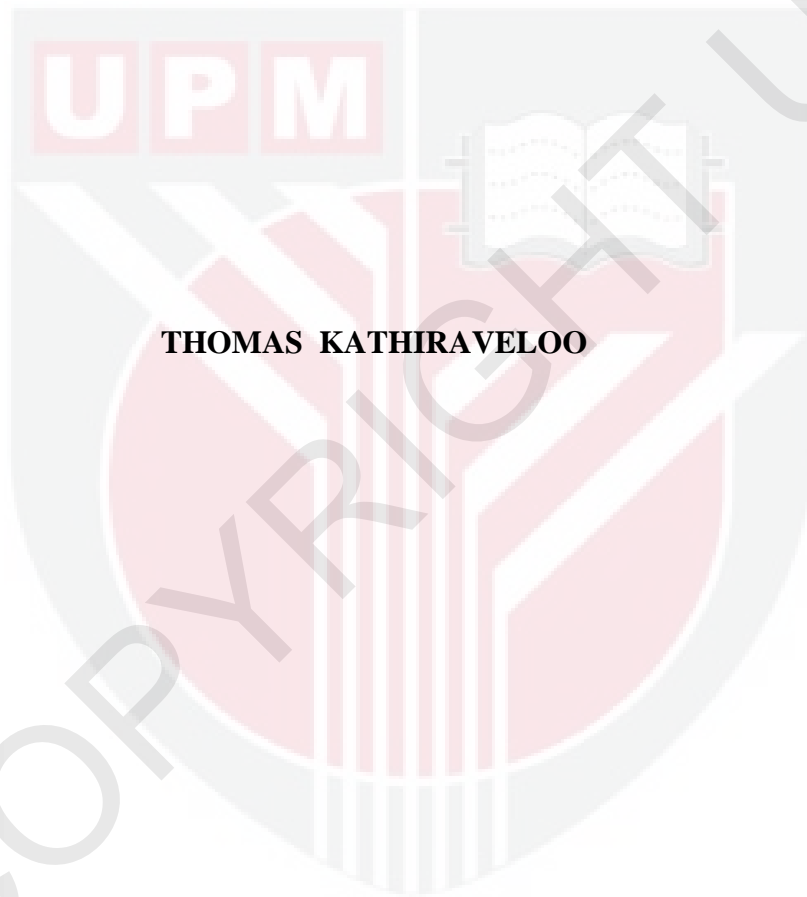
**UNIVERSITI PUTRA MALAYSIA**

***RELATIONSHIPS BETWEEN ORGANIZATIONAL CAPITAL  
AND EMPLOYEE WORK PERFORMANCE IN  
MALAYSIAN PUBLIC ORGANZATIONS***

**THOMAS KATHIRAVELOO**

**FPP 2013 29**

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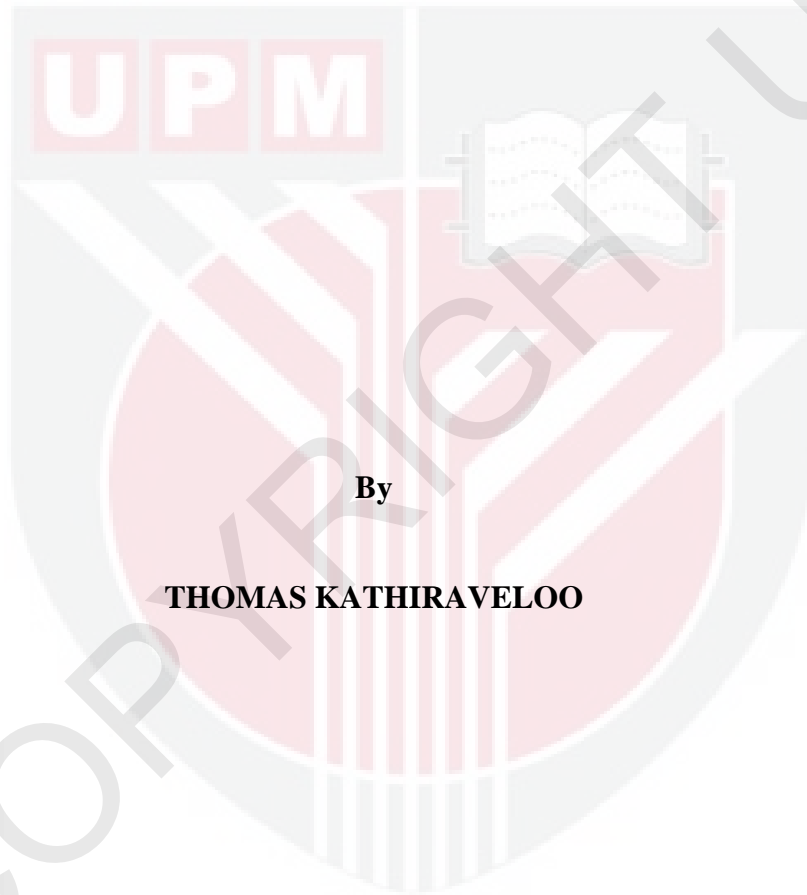


**THOMAS KATHIRAVELOO**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI PUTRA MALAYSIA**

**2013**

**RELATIONSHIPS BETWEEN ORGANIZATIONAL CAPITAL  
AND EMPLOYEE WORK PERFORMANCE IN  
MALAYSIAN PUBLIC ORGANIZATIONS**



**By**

**THOMAS KATHIRAVELOO**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

**May 2013**

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy.

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AND EMPLOYEE WORK PERFORMANCE IN  
MALAYSIAN PUBLIC ORGANIZATIONS**

By

**THOMAS KATHIRAVELOO**

**May 2013**

**Chairman : Professor. Jegak Uli, PhD**

**Faculty : Faculty of Educational Studies**

The main purpose of this research was to determine the factors that help to explain the variation of work performance among employees in Malaysian public sector organizations. The specific objectives of the study were to: (1) Determine the relationship between physical and financial, human, social, natural capital and work performance, (2) Assess the proposed four-factor regression model to explain the variation of work performance among employees in Malaysian public sector organizations, and (3) Determine whether gender and job category moderate the relationship between physical and financial, human, social, natural capital and work performance.

The dependent variable for this study was work performance. There were four independent variables in this study namely physical and financial capitals (PFC), human capital (HC), social capital (SC), and natural capital (NC). The basis of the theoretical foundation of this study were based on the Harwell (1979) job performance model and expanded model of ecological economic system described by Costanza, Cumberland, Daly, Goodland, and Norgaard (1997). The core of this models was the set of four basic types of capital: natural, human, social and manufactured. A balance among these four capitals is necessary for excellent work performance. This study hypothesized that physical and financial, human, social, and natural capitals are positively correlated to work performance and the contribution level of four capitals towards variance in work performance and finally the moderation effect of gender and job category. A positive relationship suggests that work performance is more apt to increase when the physical and financial, human, social, and natural capital increase.

This study used a two-stage of cluster sampling described by Scheaffer, Mendenhall and Ott (1990, p. 224). The first task in the two-stage cluster sampling was to specify appropriate clusters, in this study, all the 25 federal ministries were selected as the survey clusters. Subsequently, from this sampling frame, 6 ministries were selected using a simple random sampling procedure. The second task in the two-stage cluster sampling involved selecting 90 employees from the selected survey clusters by using simple random sampling. A total of 540 employees were selected for the survey. All the 540 employees responded fully. Thus, this figure represents the final number used for the confirmatory data analyses of this study.

The findings revealed, all the four capitals positively correlated with work performance. In addition, only human capital and social capital were significantly support the proposed model. The human capital made the strongest contribution in explaining variation of work performance and followed by social capital. Job category and gender only moderated the relationship between social capital and work performance. Therefore, the relationship between physical & financial, human, and natural capitals with work performance can be generalized for all levels of job category and irrespective of difference in gender.

Based on the findings and conclusion of this study, the following recommendation is offered. An organization should provide necessary and adequate capitals referred to current needs and importance for continuous development. Furthermore, all the capitals must be organized wisely to capture optimal output in the public sector organizations.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**HUBUNGAN ANTARA MODAL ORGANISASI DAN  
PRESTASI KERJA PEKERJA DI ORGANISASI  
PERKHIDMATAN AWAM MALAYSIA.**

Oleh

**THOMAS KATHIRAVELOO**

**Mei 2013**

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Kajian ini dijalankan untuk meningkatkan tahap pengetahuan dan menentukan faktor-faktor yang membantu menjelaskan variasi prestasi kerja pekerja di semua organisasi Perkhidmatan Awam Malaysia. Objektif-objektif khusus bagi kajian ini ialah: (1) Menentukan hubungan di antara modal fizikal dan kewangan, insan, sosial, alam semula jadi serta prestasi kerja, (2) Menilai empat faktor yang dicadangkan dalam model regresi untuk menjelaskan variasi prestasi kerja antara pekerja di organisasi sektor awam di Malaysia, dan (3) Menentukan sejauh mana jantina dan kategori pekerjaan sebagai moderator dapat mempengaruhi hubungan di antara modal fizikal dan kewangan, insan, sosial, alam semula jadi dengan prestasi kerja.



Pembolehubah tetap bagi kajian ini ialah prestasi kerja. Manakala, pembolehubah berubah ialah empat jenis sumber modal yang dikenali sebagai modal fizikal dan kewangan (PFC), modal insan (HC), modal sosial (SC) dan modal alam semula jadi (NC). Kajian ini dilaksanakan berasaskan Model Prestasi Kerja (Harwell, 1979) dan “expanded model of ecological economic system” seperti yang dinyatakan oleh (Costanza, Cumberland, Daly, Goodland, & Norgaard, 1997). Kedua-dua model ini focus pada asas penggabungan empat jenis modal seperti fizikal dan kewangan, insan, sosial dan alam semula jadi yang mana penggantian di antaranya adalah terhadap. Penggunaan empat jenis modal ini secara seimbang adalah penting dan wajar untuk meningkatkan kecemerlangan prestasi kerja. Kajian ini mengandaikan bahawa modal fizikal dan kewangan, insan, sosial dan alam semula jadi mempunyai hubungan positif dengan prestasi kerja. Kempat-empat modal ini juga menyumbang secara positif variasi prestasi kerja. Bahkan juga, dua moderator iaitu jantina dan kategori pekerjaan dapat mempengaruhi hubungan di antara modal (PFC, HC, SC and NC) dengan prestasi kerja.

Kajian ini menggunakan pensampel kluster dua peringkat yang telah dihuraikan oleh Scheafer, Mendenhall dan Ott (1990, p. 224). Langkah pertama, menentukan kelompok yang sesuai bagi kajian ini. Sehubungan itu, sebanyak 25 kementerian persekutuan telah dikumpulkan dan 6 kementerian dipilih secara pensampel rawak mudah. Tambahan pula, pensampel kluster dua peringkat juga digunakan untuk memilih 90 responden dari setiap kementerian dengan cara pensampel rawak mudah. Seramai 540 pekerja telah dipilih sebagai responden dan semua memberi respon yang baik.

Keputusan kajian ini menggambarkan bahawa semua modal (PFC, HC, SC and NC) dapat menunjukkan hubungan positif dengan prestasi kerja. Tambahan pula, hanya dua modal (HC and SC) sahaja dapat menyumbang kepada variasi prestasi kerja secara signifikan. Modal insan mendahului senarai sebagai penyumbang yang terbesar diikuti dengan modal social untuk menjelaskan variasi prestasi kerja. Moderator jantina dan kategori kerja dapat mempengaruhi hubungan di antara modal sosial dengan prestasi kerja sahaja. Hakikatnya, hubungan di antara PFC, HC dan NC dengan prestasi kerja boleh dirujuk sebagai pengukur umum bagi perbezaan jantina dan semua kategori jawatan.

Berdasarkan penemuan dan rumusan daripada kajian ini, sokongan digalurkan seperti berikut: Sesebuah organisasi mestilah menawarkan sumber modal yang perlu secara mencukupi mengikut tahap kepentingan semasa supaya memastikan peningkatan prestasi kerja berlaku secara berterusan dan optima. Bahkan juga, pengagihan modal haruslah diuruskan secara bijaksana demi meningkatkan tahap pengeluaran di organisasi sektor awam.

## ACKNOWLEDGEMENTS

This research has provided me with great challenges and opportunities to gain indepth knowledge of work performance and unexpected insights into public sector operations. Nevertheless, I have faced up to the challenges of this academic project and thank the good Lord for the strength he has given me to bring this project to conclusion.

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Lastly, I would like to dedicate this important milestone in my life to the Almighty.

With gratitude and appreciation to all.

K.Thomas.

MAY 2013



I certify that an Examination Committee met on 30 May 2013 to conduct the final examination of Thomas kathiraveloo on his Doctor of Philosophy thesis entitled “Relationships between Organizational Capitals and Employee Work Performance in Malaysian Public Organizations” in accordance with Universities and Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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## DECLARATION

I declare that the thesis is my original work except for quotation and citation which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at University Putra Malaysia or at any other institution.

---

**THOMAS KATHIRAVELOO**

Date : 30 May 2013

## TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	ii
<b>ABSTRAK</b>	v
<b>ACKNOWLEDGEMENTS</b>	viii
<b>APPROVAL</b>	x
<b>DECLARATION</b>	xii
<b>LIST OF TABLES</b>	xvi
<b>LIST OF FIGURES</b>	xviii
<b>LIST OF ABBREVIATIONS</b>	xx
<b>CHAPTER</b>	
<b>1 INTRODUCTION</b>	
Focus of the Study	1
Importance of Performance	2
Background of the Study	4
Statement of problem	14
Research questions	16
Objective of the Study	16
Research Hypotheses	17
Significance of the Study	19
Limitation of the Study	20
Operational Definition	21
Summary	22
<b>II LITERATURE REVIEW</b>	
Work performance	
Definition of Work Performance	24
Performance Drivers	27
Work Performance Theory	29
Dimension of Work Performance	31
Type of Capitals	33
Physical and Financial Capital	34
Theory of Physical and Financial Capital	39
Human Capital	41
Theory of Human capital	45
Social Capital	47
Theory Of Social Capital	51
Natural Capital	52



Theory of Natural Capital	55
Relationship between Capital and Work Performance	56
Physical and Financial Capital and Work Performance	56
Human Capital and Work Performance	57
Social Capital and Work Performance	59
Natural Capital and Work Performance	61
Moderator and Work Performance	62
Gender	62
Job Category	63
Work Performance Model	63
Theoretical Framework	64
Summary	68
<b>III. RESEARCH METHODOLOGY</b>	
Introduction	69
Research Design	69
Research Framework	70
Research Instrument Development	71
The First Phase	72
The Second Phase	76
Instrument Reliability	78
Population, Samples Size and Power Analysis	82
Data Preparation	85
Construct Validity of Study Instrument	85
Data Analysis	113
Objective 1	113
Objective 2	113
Objective 3	114
Objective 4	116
Summary	118
<b>IV FINDING AND DISCUSSION</b>	
Demographic Profile of Respondents	119
Level of Organizational Capitals' Items	120
Physical and Financial capital	121
Human Capital	124
Social Capital	134
Natural Capital	138
Work Performance	140
Correlation Analyses	148
Contribution of Organizational Capitals towards WP	152
Moderating effect: Gender & Job Category	156
Summary of Hypotheses Testing	160

Summary	161
<b>V SUMMARY, CONCLUSION, IMPLICATION AND RECOMMENDATIONS</b>	
Summary	162
Hypothesis of the study	164
Methodology	165
Summary of major findings	166
Conclusion	167
Implication of the Study	169
Theoretical implication	169
Practical implication	170
Practical Recommendation	175
Recommendation for Future Research	179
<b>BIBLIOGRAPHY</b>	181
<b>APPENDICES</b>	208
<b>BIODATA OF STUDENT</b>	218