

The Relationship between Work Environment and Employee Performance towards Service Quality in Malaysia Public Sector

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Abstract: Introduction: The aim of this study is to have better quality of service provided in service quality of Malaysia public sector. The dependent variable of this study is about employee performance. The dependent variable are appreciation factor to motivate employee on stress, reward and incentive, training and development, salary and promotion are significant for the study. A research framework design was use in this study.

Methodology: As discussed in chapter one and chapter two, the summary of the specific issues that will analyses in detail are supervisor's support and motivation and the co-workers support. Also the impact of these issues to the towards employees performance. The nature of industry that was identified to access these two issues are service sector. The method to carry out this research this research will be further described in detail in next session.

Findings: The following sections will present the findings and also to relate with the studies. Questionnaire was distributed to respondents as discussed in chapter 3. The total of respondent for this study is 209 respondents. Questionnaire was distributed to all public sector employee of Klang valley. Data given by respondent is data which will be used to collect information to be analysed in this chapter. And the result will be useful to provide better relationship between employees and organization and also to give quality services to public. This data also will be benefit to employees and organization to improve their weakness.

Conclusion and recommendations: In order to decide if the five research framework does not have impact on employee performance in organization in Malaysia public sector. There are other main factors than independent variables given in research framework which actually effect employee work performance in organization. Through this study, several recommendations to improve on providing better quality of service towards public from public sector employees has been discussed further in this chapter.

Keywords: Motivation, Employee Performance, Service Quality, Public Sector, Co-Worker, Organization, Data, Findings.

I. INTRODUCTION

Public sector is competing to achieve demand of market challenging market environment. In matter of surviving, employees need to have excellent skills, talent and effective human principal to work in public sector. Management need to provide public servants with satisfactory remuneration package base in good salary, bonus, appraisal appreciations,

good training and development and other form of medical benefits. Even then there is a large complaints received from public regard to poor service given especially from the counter services and frontline servant. Literally, number of complaints have increased from public had been reported due to late delivery of service given by public sectors servant in term of service delivery. This is caused due to the lack of work motivation and which resulted in poor work performance. For this reason this project paper objective is to find the cause that impact to low work motivation and also to inspect the relationship between work performance cause for employees' quality of service. Workers are one of the foremost critical determinants and driving components that determine the victory of an organization in a competitive environment. This can be especially genuine for service organizations that depend intensely on their representatives to supply inviting and courteous administrations to their clients in this competitive environment. This investigates for the most part looks for to distinguish and look at how much the relationship between the working environment and the execution of workers within the organization.

II. LITERATURE REVIEW

In this session, mainly the past studies relevant to the concept discussed in chapter one will be discussed in detail. Based on discussion in chapter one, there are two components of work environment identified as issued to explored in this research. Those two components are employer's motivation and support and second one is co worker support. These components are among the vital factors that lead to performance. Therefore, these two concepts will be explored in detail in term of past studies.

Based on observation and communication with working colleagues, it known some employees faced issues with lack of supervisor support and direction. Some employees feel that they did not get proper direction from immediate supervisor. The unclear direction from immediate supervisor lead employees confusion and in some worse lead to job stress and in which eventually effect their work performance and job satisfaction.

Apart from employees feel relief to share their problem faced in work and as well some personal problem with co-workers.

Communication with co-workers will make staff with problem feel better and increase their productivity. There are some employees shares their disappointment of their immediate supervisor with co-workers which they trust. Therefore, co-workers support is vital in influencing work performance.

To look at whether there's a noteworthy relationship between in service preparing and work performance. To examine whether there's a noteworthy relationship between job promotion and job performance. To look at whether there's a noteworthy relationship between working environment and work performance. To look at whether there's a noteworthy relationship between work energy and work performance. To look at which free variable (incorporate in-service training, work advancement, working environment and work passion) has the most

Grounded impact on work execution among public servant in Malaysia. Employees job performance which serves a dependent factors are heavily influenced by other factors independent factors. The two independent factors that was explored in detail based research from past studies and as well as research from Malaysia are supervisor's support and motivation and co workers support. The supervisor's support and motivation and co workers are component of work environment. There next chapter will discuss in detail research methodology, conceptual framework, theoretical framework and analysis of data.

Employees performance

Execution is efficiency of a representative, inspiration and maintenance of a representative, information and expertise of a representative, inventiveness and inventive level of a worker, responsiveness to benefit and mechanical progression, participation and non-appearance of a representative, client fascination and maintenance of the organization conjointly the enhancement of the organization.

Stress

Present day life is full of push particularly when working environment tends to have challenges coupled with individual life. Leads to negative results to the person additionally company. Word related stretch is the encounter of unsavoury feelings of outrage, dissatisfaction, pressure, sadness and uneasiness.

Rewards and Incentives

Benefits that agents get from their boss for completing a certain errand or commitment past their recompense are called rewards, and are a key component for their motivation, extending levels of productivity, as well as playing a certain portion in agent upkeep (Dyck & Neubert, 2009). Rewards can take various shapes, such as cash, verbal or composed praise, affirmation, a combination of these, or something else completely.

Training and development

Planning and progression implies to the strategy of planning specialists with an point to make their aptitudes and increment generally effectiveness, commonly inside the outline of various orchestrated and exact works out which increase the level of skill, competency, and data basic to performing doled out commitments well interior the organization (Gordon, 1992).

Salary

Remuneration is the foremost objective of the workers to work. There's persistently a positive relationship between pay and work execution which additionally impacts work and organizational behaviour. The seen consistency or tolerability of one's pay can be more crucial issue than the genuine sum. Disappointment with pay may well be another reason to decrease inside the farm every year era and work execution.

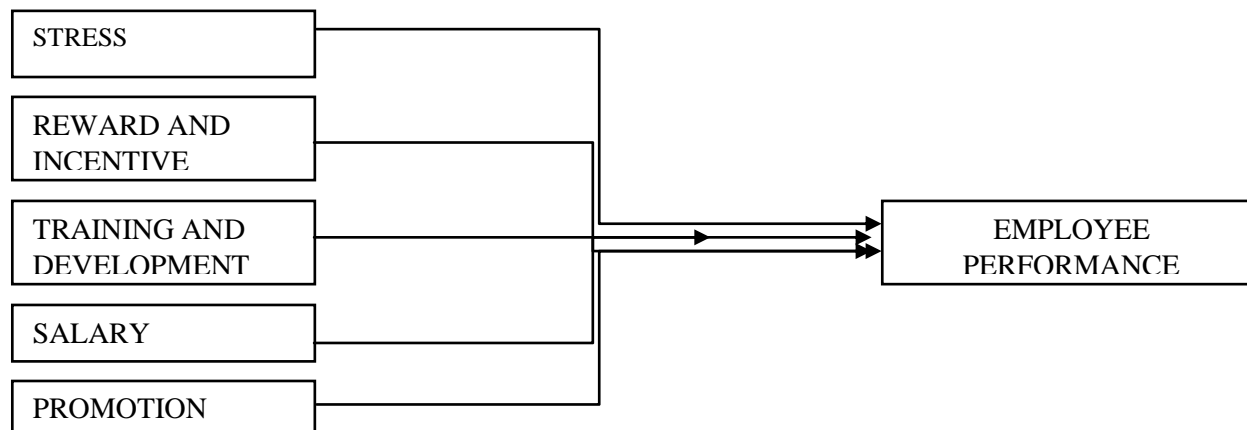
Promotion

Job promotion is a major part of expectation by employees to upgrade in their work performance and priorities employee needs. Public sector employee feeling and behaviour to work environment is also depend on promotion of organization. This is to motivate them in job satisfaction. As it is mention Herzberg's two factor (Herzberg et all, 1959) confirms that job satisfaction through promotion is highly gives confident and create competition among the co workers. It will increase work performance towards better quality. But in Public sector's promotion are based on seniority with limited position of post. And also employee will be transferred out from their existing work place.

III. METHODOLOGY

As discussed in chapter one and chapter two, the summary of the specific issues that will analyses in detail are supervisor's support and motivation and the co-workers support. Also the impact of these issues to the towards employees performance. The nature of industry that was identified to access these two issues are service sector. The method to carry out this research this research will be further described in detail in next session. The measurement tools that will be used to measure the independent and dependent variables are Likert Scale. To be more specific 5- point Likert Scale will be used. Liker Scale was developed by psychologist Rensis Likert. Basically, Likert Scale used to when requires respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. Thus, the range captures the intensity of respondent's feelings or agreement for a given item. The five point or level Likert Scale rating typically will be from 1 to 5. Whereby 1 for strongly disagree, 2 for disagree, 3 for neither agree nor disagree, 4 for agree and 5 for strongly agree. Once the questionnaire structure been determined, next section would discuss the conceptual framework.

Research Framework



Work execution of workers plays a critical part in accomplishing organizational execution (Wang et al., 2015). Work execution can allude to set of administrative behaviours clarified on

How representatives perform their jobs. An organization must investigate ways to form a helpful environment for workers to reach the capacity level that can deliver a greater impact on their job or work in arrange to extend efficiency and accomplish a proper work execution with more proficiency and successfully.

Hypothesis

Research to show impact of employee performance and quality service towards public. In order to get full support and success hypothesis needed to get better quality served to public. Motivation on handling stress. Upgrading reward and incentive to employee appraisal. Career enhancement through training and development. Salary revision equally to current market value. Promotion given to best worker without biased or double standard.

There are fundamentally two fundamental categories of inquire about accessible. The quantitative and the subjective considers. The quantitative considers can be characterized as showcasing inquire about that addresses investigate targets through experimental appraisals that include numerical estimation and investigation translation. Separated from that, quantitative thinks about requires less administration mediation whereby includes standard activity. Essentially quantitative ponders include figures for case numeric rating scales and connected measurable methods.

Quantitative think about will be utilize for this thinks about. One of the foremost common quantitative investigate instruments is survey. It is the instrument that will be utilized for this ponder. The survey will be isolated into four categories or areas. The primary segment will be statistic profile. It'll contain statistic data of respondents such as age, sex, wage run, year of benefit within the organization. The moment area will contain articulations or in other words factors related with to begin with subordinate variable which

is supervisor's back and inspiration. Third area or Area C comprise of articulations or factors getting to associates bolster. The final area, which is Segment D comprise of articulations that will get to the representative execution. The explanations to get to all the free and subordinate variable will be embraced from past thinks about. In this manner, there are two subordinate factors and autonomous variable; supervisor's bolster and inspiration and co workers.

As recognized in early chapters, that nature of industry that's chosen to conduct this consider is benefit segment in government organization in Klang Valley. The add up to number of employee working within the organization is 200. In this manner, based on rule by Krejcie and Morgan, 1970, in the event that the populace is 200 than the test measure will be 132. The table provide a clear picture on how to choose a test estimate for known populace.

Essential information is unique and collected for the primary time by the analyst for the utilization of this think about. It is assembled through survey. By utilizing essential information as the method, analyst able to gather information for this thinks about (Kothari 2004). In this consider information was accumulated through survey at one of the government organization in Klang Valley and through statically bundle for social science (SPSS) form 18.0. The reason of utilizing essential information as a strategy of information collection is basically includes survey which empowers the analyst to accumulate data which may not be effortlessly gotten. Auxiliary information are those information that are as of now accessible and were collected from auxiliary sources of information such as diaries, books, daily papers, websites, distributions and other archives accessible in libraries counting inquire about reports from recognized academicians (Kothari 2004).

In arrange to decide in the event that the three conceptual system do have impact towards workers execution in an organization like private and government segment, there were straightforward cruel and one way anova was performed and the detail of the discoveries were spoken to in Chapter Four.

IV. RESULT AND DISCUSSION

The following sections will present the findings and also to relate with the studies. Questionnaire was distributed to respondents as discussed in chapter 3. The total of respondent for this study is 209 respondents. Questionnaire was distributed to all public sector employee of Klang valley. Data given by respondent is data which will be used to collect information to be analysed in this chapter. And the result will be useful to provide better relationship between employees and organization and also to give quality services to public. This data also will be benefit to employees and organization to improve their weakness.

Section a Demographic

Research done to six categories of demographic part by 209 respondents. This part includes of age, gender, highest education level, marital status, working experience and position in current organization. Researcher done by using statistical package for social science (IBM SPSS) system. Statistic as shown below

Statistics							
		Age	Gen der	Education Level	Marital Status	Experien ce	Positio n
N	Valid	209	209	209	209	209	209
	Missi ng	0	0	0	0	0	0
Mean		1.82	1.51	2.89	2.06	2.09	2.52
Std. Deviation		.697	.501	.999	.913	.969	1.197

Response of age

Table below shows result of age group. Based on respondents result majority of respondent are from 31-50 years old. Second group is 18-30 years old and third group is 51-60 years old. Most of the respondents fall in middle age group.

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	73	34.9	34.9	34.9
	31-50	101	48.3	48.3	83.3
	51-60	35	16.7	16.7	100.0
	Total	209	100.0	100.0	

Responses of gender

Based on the statistic shows result male is 106 respondents and female are 103 respondents. Which shows male percentage is 50.7% and female are 49.3% differences in percentage is 1.4%.

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	103	49.3	49.3	49.3
	MALE	106	50.7	50.7	100.0
	Total	209	100.0	100.0	

Responses of highest education level

Study shows that 8.6% are from high school, 24.4% are diploma holders, 41.1% are degree holders, 20.6% are master holders and 5.3% are PHD holders. Based on the result higher qualification respondents are degree holders. Followed by diploma and master holders in the highest group. High school and PHD holders falls in a small percentage of group.

Highest Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	18	8.6	8.6	8.6
	Diploma	51	24.4	24.4	33.0
	Degree	86	41.1	41.1	74.2
	Master	43	20.6	20.6	94.7
	PhD	11	5.3	5.3	100.0
	Total	209	100.0	100.0	

Marital status of respondent.
Based on the result respondent from married group is the highest respondent by 41.1%.
Followed by single group of 30.6%, divorce are 20.1% and minority is widowed group which is only 8.1%.

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	64	30.6	30.6	30.6
	Married	86	41.1	41.1	71.8
	Divorce	42	20.1	20.1	91.9
	Widowed	17	8.1	8.1	100.0
	Total	209	100.0	100.0	

Responses of working years of service.

Working experience is important part of the finding. Research show that highest respondent are from 1-10 years of service which are 35.4%. Followed by 26-35 years of service which are 30.1%, service of 11-25 years are 27.3% and above 36 years are 7.2%.

Working Years Of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-10 Years	74	35.4	35.4	35.4
	11-25 Years	57	27.3	27.3	62.7
	26-35 Years	63	30.1	30.1	92.8
	Above 36 Years	15	7.2	7.2	100.0
	Total	209	100.0	100.0	

Respondents position in organization.

Researches shows that majority respondents are from supervisor position which are 27.8%. Assistant manager are 25.8%. Clerk are 24.4%. Followed by managers are 15.8% and the least is others position which are 6.2%.

POSITION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerk	51	24.4	24.4	24.4
	Supervisor	58	27.8	27.8	52.2
	Assistant Manager	54	25.8	25.8	78.0
	Manager	33	15.8	15.8	93.8
	Others	13	6.2	6.2	100.0
	Total	209	100.0	100.0	

Reliability Test

Cronbach’s alpha is a measure of internal consistency (reliability). It is most commonly used when there is multiple likert question in survey questionnaire that form a scale is which to determine the scale is reliable. Another guide to find reliability is through technical version Cronbach’s alpha is not statistic test. It is a coefficients of reliability. The equation of Cronbach’s alpha is as below.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Correlation

In this study Spearman’ Rho is used for data analyse statistic. Spearman’s is rank order as correlation coefficient. It is a non parametric measure and strength which associates between two variables and one ordinal scale. The symbol (r/s) is pronounce as rho. Spearment’s correlation is to understand if there is association between employee performance and work environment towards service quality in Malaysia public sector. Test used for Spearment’s correlation are Kendell’s tau-b, Goodman and Kruskal’s gamma. To view relationship of two variables in a scatterplot to see running a Spearment’s correlation is best to use for measurement. Value of Spearment’s correlation is as below.

Study of research show that relationship between work environment and employee performance towards service quality in Malaysia public sector is satisfied since all the independent variables has a positive beta relationship. The highest beta score of 0.515

Signifying strong relationship of work environment and employee performance towards reward and incentive given by organization. Second highest beta score of 0.303 related to training and development provided. Meanwhile promotion, stress and salary had a moderate relationship of 0.291, 0.269 and 0.264.

Statistic in this study show that P values result are significant thus values are lesser than 0.05.

Therefore p values in this study is accepted. Value of highest P value in this study is 0.008 compare to other IV’s are showing lesser.

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

$\rho = \text{coefficient OR } r_s = \text{coefficient}$

$\rho(df) = \rho \text{ coefficient, } P = P \text{ value}$

CORRELATIONS								
			Employee Performance	Stress	Reward And Incentive	Training And Development	Salary	Promotion
Spearman's Rho	Employee Performance	Correlation Coefficient	1.000	.930**	.941**	.918**	.924**	.935**
		Sig. (2-Tailed)	.	.000	.000	.000	.000	.000
		N	209	209	209	209	209	209
	Stress	Correlation Coefficient	.930**	1.000	.968**	.937**	.964**	.967**
		Sig. (2-Tailed)	.000	.	.000	.000	.000	.000
		N	209	209	209	209	209	209

	Reward And Incentive	Correlation Coefficient	.941**	.968**	1.000	.917**	.939**	.964**
		Sig. (2-Tailed)	.000	.000	.	.000	.000	.000
		N	209	209	209	209	209	209
	Training And Development	Correlation Coefficient	.918**	.937**	.917**	1.000	.971**	.910**
		Sig. (2-Tailed)	.000	.000	.000	.	.000	.000
		N	209	209	209	209	209	209
	Salary	Correlation Coefficient	.924**	.964**	.939**	.971**	1.000	.935**
		Sig. (2-Tailed)	.000	.000	.000	.000	.	.000
		N	209	209	209	209	209	209
	Promotion	Correlation Coefficient	.935**	.967**	.964**	.910**	.935**	1.000
		Sig. (2-Tailed)	.000	.000	.000	.000	.000	.
		N	209	209	209	209	209	209
**. Correlation Is Significant At The 0.01 Level (2-Tailed).								

Hypothesis testing

Research of this study shows that P values from correlation result are lesser than 0.05. It shows that null hypothesis of this study are rejected and hypothesis below are accepted.

H1: Correlation between employee performance and work stress are significant.

H2: Correlation between employee performance and reward and incentive are significant.

H3: Correlation between employee performance and training and development are significant.

H4: Correlation between employee performance and promotion are significant.

H5: Correlation between employee performance and salary are significant.

Based from study research and result of finding shows that five independent variables which is from work stress, reward and incentive, training and development, salary and promotion given by organization is taken as appreciation by employees and has a minimum effect on dependent variable on employee performance on giving better service quality in Malaysia public sector. There are other main factor than independent variables given in research framework which actually effect employee work performance in organization. According to research apart from work environment there are other factors than actually effect on employee work performance. Some of the issues related to work performance of employee in providing good service to public are as below: -

- Lack of employee motivation towards work performance.
- To establish relationship between work environment and performance.

- Managing relationship between emotional organizational commitment and employee work execution.
- Relationship between job satisfaction work self-efficiency, work characteristics and organizational citizenship conduct on employee performance.

This research of study is to show impact of employee performance and to give better quality of service in Malaysia public sector. Analysis of primary data has been collected from 209 respondent from public sector employee. The main reason of analysis is to show significant of challenges face by employee in public sector. The result from Spearment's correlation coefficient analysis is used with IBM SPSS software of version 25, which indicate relationship between variables. All the questionnaire delivered through online used google form and social media such as facebook, instagram and what app. Data was analyse in three categories which part A describe of demographic, part B was general question and part C describe of independent and dependent variables. Data from respondent for part A include of gender, age, highest education, marital status, work experience position in organization. Challenges face by employee such as relationship between co worker, supervisor and public, work environment, being in multi racial employees is included in part B. and in part C data collected from obstacles face by employee in handling stress, reward and incentive, training and development, promotion and salary given by organization to employee are equal to job given in providing better service of quality in Malaysia public service.

V. CONCLUSION

In order to decide if the five research framework does not have impact on employee performance in organization in Malaysia public sector. Simple mean and one way anova had been explained and detail of finding were presented in regression in chapter four. Based from study research and

result of finding shows that five independent variables which is from work stress, reward and incentive, training and development, salary and promotion given by organization is taken as appreciation by employees and has a minimum effect on dependent variable on employee performance on giving better service quality in Malaysia public sector. There are other main factors than independent variables given in research framework which actually effect employee work performance in organization.

According to public complaint on Government service quality shows public is more concern on no action taken or delay in giving service which creates unsatisfactory of service of quality. Conclusion revolves in this study is employee performance is well balance with independent variables chosen in research framework. Survey of questionnaire shows employees are highly agreed on all the relevant question given. Each research framework of independent variables shows more closet to 50% of acceptance benefit given by organization. Thus future research can also include of creation of a knowledge sharing within Malaysia public sector by sharing latest updates from their respective organization within Malaysia public sectors. Lack of knowledge and information lead to poor public sector service. Apart from that future researchers also to identify specify organization and conduct study towards all the employees in the selected organization.

Apart from all the mention topics future research also can be done on managing stress on having counselling therapist in organization. During working hours management only focus to work related problems personal life of employee will not take into consideration.

Through this study, several recommendation to improve on providing better quality of service towards public from public sector employees. Recommendation suggested was as stated. Empathy, patience and consistency. Clear communication. Knowledge. Encourage feedback. Provide online services. Service strategy. Empowerment. Counselling. Employee performance is based on both physical and emotional factors. By having transparency between management and co workers an open communication, creating goals and KPI's which benefits both employee and organization in handling matter as not enough workers.

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