

A PRELIMINARY STUDY ON HUMAN RESOURCE IN WAQF INSTITUTION: THE CASE OF THE STATE OF SELANGOR, MALAYSIA

Sharfizie Binti Mohd Sharip^{*}, Abd Halim Bin Mohd Noor^{**}, Siti Sara Binti Ibrahim^{*} and Nurhanani Aflizan Binti Mohamad Rusli^{*}

***Abstract:** Effectiveness in human resource plays a crucial role for the success of an organisation, as well for retaining employees. The main objective of this study was to examine the effectiveness of human resource in Selangor Waqf Corporation by highlighting several factors including compensation, training and development and performance appraisal. The data collected were carefully analyzed using descriptive statistics to represent the raw data in a meaningful manner. The results explain that quality is closely linked to the role of compensation, training and development and performance appraisal in producing the effectiveness in human resource. The research findings are significantly important to be understood in order to retain the employees in an organisation and promote job satisfaction among the employees.*

***Keywords:** Waqf, Effectiveness, Human Resource, Compensation, Training and Development and Performance Appraisal, Quality.*

1. INTRODUCTION

Human Resource is one of the important elements in an organisation. According to Dessler (2013), human resource management is defined as a process of acquiring, training, appraising, compensating employees, attending to their labour relations, health and safety and fairness concerns. Human resource plays a crucial role in an organisation because each of the departments is responsible to make sure that everyone including the lower level manager, the manager and the top management in the organisation implements the best action for the success of the organisation. Lee and Lee (2007), Silahtaroglu & Vardarler (2016) state that human resource practice can be beneficial to improve the firm's business performance including employee's productivity, product quality and firm's flexibility.

Waqf institutions are among the institutions that have close connections with the human resource management. They are categorized under non-profit organisations

^{*} Universiti Teknologi Mara Negeri Sembilan, Malaysia. Email: sharfizie@ns.uitm.edu.my; nurhanani@ns.uitm.edu.my; saraibrahim@ns.uitm.edu.my

^{**} Universiti Teknologi Mara Melaka, Malaysia. Email: drabdhalim@bdrmelaka.uitm.edu.my

that also have the same responsibilities like any other institutions. Although they are not based on profit, they have a role in ensuring that every donated property is well maintained, protected and monitored by a responsible officer, who has an ability and a capability, and is honest and trustworthy, and has the interest to perform each task given. In Malaysia, they are controlled by the state rulers and Waqf arm, the department of Awqaf, Zakat and Haj (JAWHAR) that provides financial and non-financial assistance (Sulaiman & Zakari, 2015)

Previous research on Waqf only covered on the development of Waqf property (Mohd Saharudin, Mohd Saifoul Zamzuri and Jamal (2003). Likewise, a study conducted by Asmak (2009) only focused on the role of Waqf property in the economic development in Malaysia, without discussing on the effectiveness of human resource in the organisation. This is important because human resource management plays an important role in the administration of the organisation. Meanwhile, previous research inclined to investigate the implication of cash Waqf in the society (Rininita, 2012), and also focused on the cash Waqf administration such as the number of collection in each state in Malaysia (Amirul, Sheila and Mustafa, 2012), while how the management of Waqf handling their tasks by emphasizing the factors in human resource was not discussed.

This issue is vital because Waqf in Malaysia still needs to be improved. According to Sanep and Nur Diyana (2011), the management of Waqf in Malaysia deals with various administrative problems such as less efficient as there is no written proof of all donated properties, there are some lands which have not been developed, lack expertise of staff and funds to cover the development costs and so forth. Thus, this study investigated the effectiveness in human resource in a Waqf institution by highlighting the issues of compensation, training and performance appraisal from the Malaysian perspective, particularly at Selangor.

2. LITERATURE REVIEW

This part presents the previous studies which are relevant to the purpose of this research paper. This review contains four parts whereby the first part of the review contains several empirical studies on the effectiveness in human resource. Meanwhile, the second part reviews the compensation, followed by the third issue, training and development, and the last part is performance appraisal.

2.2.1. Effectiveness in Human Resource

According to Stefanos (2005) effectiveness is one of the elements that assesses the performance in an organisation. She adds that effectiveness has strong relationship with a formula or a strategy used in order to strengthen the business environment. Basically, effectiveness is differ from efficiency. This is because efficiency focuses on minimizing the cost and improving the operational margin of an organisation

(Stefanoz, 2005), whereas effectiveness focuses on more various issues such as the part of managerial effectiveness, the process as well the capability of the manager in handling and managing the organisational resources (Mohd Yazam, Aqeel and Abdul Rashid, 2011).

According to Eric, Lam, Ramesh, Charles and Vimala (2012), the success of an organisation and the tendency of employee retention are very significant with the effectiveness of human resource practices in an organisation. This is because the effectiveness of human resource consists of elements that cover every angle in the management including compensation, performance appraisal, training, staffing and hiring, and so on, which are important in producing the best management in an organisation. A study conducted by Liou and Brian (2004) argue that compensation is one of the elements that contributes to effectiveness in human resource. They believe that producing innovative compensation packages may attract talented workers to join an organisation. They also add that training and development also become the reasons for producing effectiveness in an organization. This is because having skilled workers and experts in an organisation may help employees to compete the demands in the industries and finally producing effectiveness in the organisation. On the other hand, Eric et. al., (2012) state that performance appraisal also can best produce the effectiveness in human resource because employees may have the opportunity to review their carrier plan through the employee's assessment, in light of their strengths and weaknesses. Moreover, it serves a useful career planning purpose and indirectly can motivate employees in producing the quality of job (Dessler, 2011).

2.2.2. Compensation

Compensation is the factor that is often discussed in producing the effectiveness in an organisation. According to Dessler (2011), compensation can be defined as the total rewards provided by the employer to employees in return for their services. It can also be described as a form of pay or rewards to remunerate their contribution in performing their job well. Meanwhile, Eric et. al.(2012) argue that compensation refers to something that is typically money and is granted to someone as a compensation for any injury or as an appreciation or recognition. Thus, in producing the effectiveness in human resource, the management plays an important role to ensure that employees get a suitable and attractive compensation programme.

Nguyen and Brian (2005) state that basically, subordinates may have higher level of job satisfaction when they feel delighted with their working environment, payment and other incentives that may result in contributing a better job performance. According to Adewale et. al., (2014), they believe that an organisation must clearly communicate the compensation programme to their subordinates because it may avoid any misunderstanding and wrong perception among the staff. At the same time, by evidently converse the compensation programme, employees will prepare

themselves to be ready for what type of expectations required from their employer and concurrently producing the best in their performance.

There are many factors that may contribute to compensation programmes in an organisation that include its ability to pay, its productivity, cost of living, managerial attitudes, the government policy as well the national economy (Dessler, 2011). Hence, it is important for the management team to ensure that their subordinates receive remuneration that is appropriate to their skills, qualification and standard of living in the present. Indirectly, employees will satisfy with their payments and benefits that they will ultimately provide their best performance.

2.2.3. Training and Development

Training and development is the process of teaching new and current employees the basic skills they need to perform their job (Dessler, 2011). It becomes one of the factors that may contribute to the success of an organisation. According to Noe (2012), training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. Basically, training is useful for employees to master in a task given. In contrast, training can be seen as the process to prepare an employee for a promotion and managerial succession as well to satisfy personal growth needs (Dessler, 2011).

According to Nguyen and Brian (2005), an organisation must train the subordinates in order to deliver their best quality. They also state that sending the subordinates to improve their skills will produce a good image to the customers and ultimately will turn out to the effectiveness in the organisation. Besides, training can be seen as a precious and important activity that may contribute to the staff's loyalty, less intention to leave and job satisfaction that eventually may create the effectiveness in an organisation. Eric et. al., (2012) add that by involving subordinates with a training programme, it might minimize job dissatisfaction, and basically employees who have the training chances may feel safe staying in the organisation. This is because when employees have sufficient skills, there are opportunities for promotion, and it may lead them to stay loyal to the organisation.

Moreover, Olusanya, Awotungase & Ohadebere (2012) suggest that training and development play a crucial role towards the growth of an organisation. Thus, it is essential for the management to provide appropriate training programmes that are suitable with the employees' nature of job. Choosing the right training programmes gives confidence to the management that they have a highly efficient working team and at the same time may produce effectiveness in their management. This is supported by McCourt and Derek (2003) who state that it is important for an organisation to identify the needs for trainings and also select suitable programmes, plan how to execute them and afterward evaluate the outcome from the programmes.

2.2.4. Performance Appraisal

According to Dessler (2013) performance appraisal is a formal system to evaluate the performance of an individual or a team. This system is one of the best tools that can be used to evaluate the employees' performance and become as an important element in the human resource management (Mwema & Gachunga, 2014). Basically, it is very important for the subordinates because it provides information for promotion, hiring, firing and salary decision. Employees can also get the information for their performance and at the same time plan for their career and personal development (Dessler, 2013). Correspondingly, Mwema & Gachunga (2014) also state that through this evaluation, subordinates may identify their talents and capacities which indirectly makes them aware of advancement and improvement as well as sets up their planning career.

On the other hand, Chris (2011) states that performance appraisal is very useful for the management in making decision concerning various elements such as promotion, training, compensation and merit increases since the evaluation has the reliability and validity of assessing an individual. Liza (2012) also approves that, performance appraisal may help the management to assess subordinates according to their task and ensure that they meet the required standard which will affect the compensation. Thus, employees will get the increment or decline based on the evaluation. Besides, it also can be a measurement for the employees in attending training programmes, which can be as a tool to identify their skills as well as their weaknesses (Liza, 2012). As a result, employees who have low scores must be sent to a training programme for improvement in the future. Through performance appraisal, employees can also use to motivate themselves in improving their job. This is consistent with Abraham, Assegid, Assefa (2014) who believe through the evaluation, employees may work harder or improve any weakness for producing the best in their job.

Fundamentally, performance appraisal takes part as a medium of communication between the employer and employees, because during this time, employees are given the opportunities to give their own feedback regarding the appraisal made by their employer (Eric et. al., 2012). Employees can also get advice from their employer regarding their performance which can be used as an enhancement.

3. RESEARCH METHODOLOGY

The empirical data for the study were collected through a well-structured questionnaire, which was prepared and distributed among the members of staff in Selangor Waqf Corporation. In regards of the selection of sample, a cover letter was sent to Selangor Waqf Corporation in order to get the approval to implement this study. After obtaining the permission, questionnaires were hand delivered to

their leader to be distributed to their employees randomly in accordance with the objective of the study.

Respondents were requested to answer the questions using a five point Likert scales (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree,). Data from the questionnaires were analysed by using Software Package for Social Science (SPSS). The questions were adopted from Minjoon, Shaohan and Hojung (2005) and also from Mohd Yazam, Aqeel and Abdul Rashid (2011). It is also taken from a study conducted by Eric, Lam, Ramesh, Charles and Vimala (2012) where they also adopted the same items in their study.

4. RESULTS AND DISCUSSION

The study was conducted on the employees at Selangor Waqf Corporation. Respondents who participated in the study were full time employees. A total of 50 questionnaires were personally distributed to the staff at Selangor Waqf Corporation. The questionnaires were only sent out to the full time employees. Out of 50 questionnaires, only 34% of the questionnaires were returned. This was due to most of the employees in Selangor Waqf Corporation had to complete other tasks outside their office during the data collection was conducted.

4.4.1. Demographic of the Respondents

The background of the respondents who had responded to the survey is shown in Table 1 and 2.

Table 1
Demographic Profile of the Respondents (Qualitative)

<i>Demographic Profile</i>		<i>Frequency</i>	<i>Percentage (%)</i>
Gender	Male	11	54.7
	Female	6	35.3
Position	Executive	4	23.5
	Non executive	13	76.5
Highest Qualification	Diploma	11	64.7
	Degree	3	17.6
	Missing	3	

Table 1 shows that majority of the respondents were males ($n = 11$, 54.7%) as compared to females ($n = 6$, 35.3%). 23.5% of them ($n = 4$) were executives, and the remaining ($n = 13$, 76.5%) were non executives. With regards to the education levels, 17.6% ($n = 3$), possessed a bachelor degree, and 64.7% ($n = 11$) had a diploma.

Table 2
Demographic Profile of the Respondents (Quantitative)

<i>Demographic Profile</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Standard Deviation</i>
Age	24	32	28.94	2.304
Numbers of years in the present job position	1	9	3.41	2.033
Numbers of years in the present organisation	0.5	6.0	3.441	1.5996
Frequency distribution by income level	1150	3400	2095.87	605.89

Table 2 indicates the mean of the respondents’ age that was 28 years old, proving that majority of the respondent were new in the organisation and freshly graduated from universities. It was supported by the mean of the number of years in the present organisation which was 3. In fact, by looking at the mean of distribution, the income level which was RM2095.87, clearly explained that generally the respondents were initially started their career, which is corresponds to the average salary for the same industry that is non profit organization.

4.4.2. Compensation

Table 3
Compensation

<i>No</i>	<i>Items</i>	<i>Percentage</i>					<i>Mean</i>	<i>SD</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
1	I am satisfied with the pay that I receive.		11.8	5.9	58.8	23.5	3.94	0.899
2	My pay encourages me to improve the quality of my work.			11.8	64.7	23.5	4.12	0.600
3	I will receive a reward if I do something to improve my work.		18.8	25	43.8	12.5	3.5	0.966
4	The non-monetary benefits, such as vacation time and medical insurance that I receive here are better than those I could get at other companies.	5.9	17.6	5.9	35.3	35.3	3.76	1.300
5	The salary package is very competitive.		17.6	11.8	52.9	11.8	3.63	0.957
6	The salary package offered is the main reason I’m staying in this organisation.	5.9	23.5	11.8	52.9	5.9	3.29	1.105
7	The salary policy in this organisation always changes according to the economic situation.	11.8	17.6	29.4	29.4	11.8	3.12	1.219

Table 3 shows the respondents’ responses on compensation. 58.8% of them (mean = 3.94, standard deviation = 0.899) agreed that they were satisfied with the pay they received. According to Lai (2011), employees tend to feel that they are appreciated by an organisation when they get a good salary. Whereas, Chou et. al., (2013) adds that when employees feel satisfied with their salary, the more they are willing to make contributions to the organisation. In some way, it tends to produce effectiveness in the organisation.

64.7% of them (mean = 4.12, sd = 0.600) believed that their pay encouraged them to improve the quality of their work. This might encourage the increase in their quality of work as well as they understood it became their internal motivation that might give positive significance to their job performance. Nguyen and Brian (2005) state that when employees are rewarded for their performance, they tend to deliver amazing and extraordinary service because they are happy with what they do. Indirectly it may contribute to the effectiveness in the organisation.

43.8% of them (mean = 3.5, sd = 0.966) agreed that they would receive rewards if they did something to improve their work. It was supported by Waruni (2014) in his study that affirms the rewards system inspires the employees to improve and work harder because normally they need motivation to put extra effort in performing their task. Indirectly, enthusiasms of the employees are very connected with the remuneration they get.

35.5% of them (mean = 3.76, sd = 1.300) strongly agreed that they received better non monetary benefits from the organisation. Hence, it explains that non monetary benefits also contribute significantly to the employees' work performance. Dzuaranin,. (2012) asserts that an organisation needs to bring in non monetary benefits to its performance reward system to increase the level of motivation among employees. This is because some employees tend to feel money alone is not always sufficient to motivate high performance (Farooq, Sobia and Rafia, 2013). Automatically, it may encourage employees to perform better in the organisation.

More than half of them (52.9%, mean = 3.63, sd = 0.957) agreed with the salary package offered to them, and they agreed that was the main reason they were staying in the organization. This might be due to their lack of job experience and skills. Hence they need to learn more in the organisation.

Only 29.4% of them (mean = 3.12, sd = 1.219) agreed with the salary policy in the organisation that was always changed according to the economic situation. Thus, it is important for the organisation to clearly communicate with their employees about the compensation policy of the organisation. Meyer & Partners (2011) present that the objectives of communicating compensation include awareness, motivation, understanding and appreciation. Hence, employees may get the information regarding the pay for their performance, risk and reward relationship, merit policy and so forth that possibly increase their level of performance. On the other hand, it may help the employees to clearly set their objectives and goal as well as perform better (Meyer & Partners, 2011).

As a whole, clearly indicating the item number two has the highest mean (4.00), in which the respondent at Selangor Waqf Corporation agreed that quality of work made a great impact with the payments they receive. Factually, they believed the good quality of work will provide the best performance and ultimately will

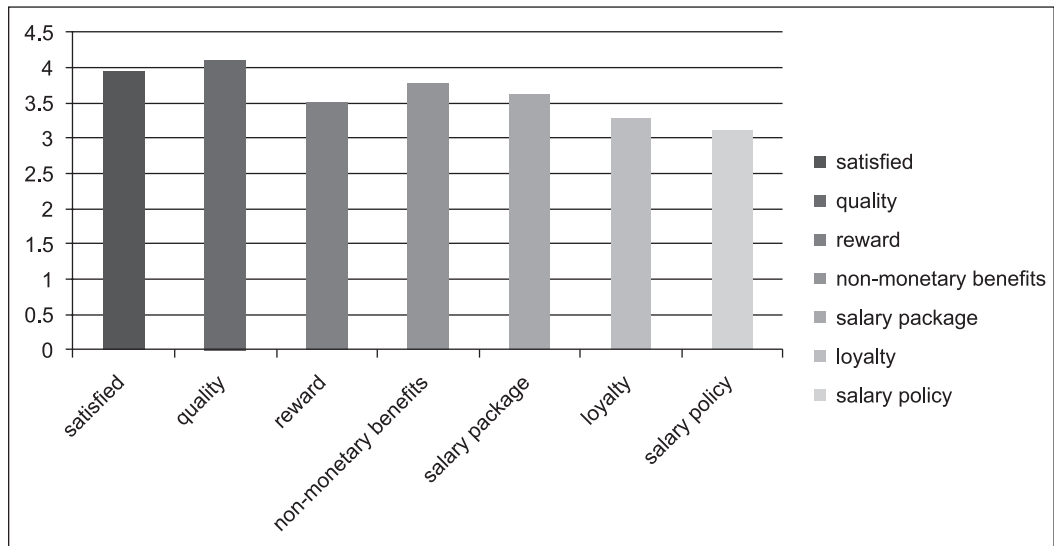


Chart 1: Mean of Compensation

contribute to the profitability of the organisation. Therefore, employer will feel that workers show determination in carrying out the work and will finally provide fair remuneration for them. The finding that derived from the above analysis is equivalent with research conducted W. L. Njanja , R. N. Maina , L. K. Kibet & Kageni Njagi (2013) showed 78.5% of respondent agree that cash bonuses motivate them to do quality work. This study was conducted in Kenya showed majority of employees agreed the cash bonuses have a great influence in motivating employees to achieve their target as well as motivating them to be more productive in performing their job. As a result, they will produce the good and best quality of job.

4.4.3. Training and Development

**Table 4
Training and Development**

No	Items	Percentage					Mean	SD
		1	2	3	4	5		
1	I have received sufficient training at the firm to do my job effectively		11.8		76.5	11.8	3.88	0.781
2	I am trained in quality improvement skills	5.9		5.9	70.6	17.6	4.00	0.707
3	I am arranged with a mentor to facilitate career planning	5.9	11.8	5.9	58.8	17.6	3.71	1.105
4	I am given training at a regular basis		11.8		76.5	11.8	3.88	0.781
5	I have received training programme that suitable with my job description		11.8	5.9	64.7	17.6	3.88	0.875

Table 4 shows the respondents' responses on training and development. 76.5% of them (mean = 3.88, sd = 0.781) agreed that they received sufficient training in order to do their job effectively. Newman et. al., (2011) state that trainings are very significant with the organisational commitment. They further add that a training is considered as a tool to increase the obligation and commitment with organisation. Therefore, it is important to ensure that each worker receives adequate training programmes in order to give their best to the organisation.

70.6% of them (mean = 4.00, sd = 0.707) agreed that they were trained in quality improvement skills. Presently, technology is becoming more sophisticated and rapidly changing. Sometimes, there are skills that are outdated and not in line with the market and the organisation's demand. Thus, the improvement of new skills allows employees to be competitive with workers in other companies (Anis et. al., 2010) and simultaneously produces the best for the organisation.

58.8% of them (mean = 3.71, sd = 1.105) agreed that they were arranged with a mentor to facilitate their career planning. A mentor plays an important role in the career path of an employee. A mentor is usually a senior staff that has more experience or knowledge, acts as a counselor, a role model as well offering support, guidance, challenging and sharing advice (Leavitt. 2011). Thus, with the help of a mentor, employees are expected to work more efficiently and better.

76.5% of them (mean = 3.88, sd = 0.781) agreed that they received a training at a regular basis. This may be due to the fact that they were still new in the organisation, the management might believe it would help the employees acquire the skills required by the organisation. Moreover, regular training can also ensure that employees obtain the latest skills accordance with the passage of time.

64.7% of them (mean = 3.88, sd = 0.875) agreed that they had received training programme that were suitable with their job description. It is important because inappropriate training programmes will become a burden to the organisation and it has to bear much cost and losses. Olusanya, Awotungase & Ohadebere (2012) Suharti & Pramono (2016) find that choosing the right and appropriate training will ensure employees possess the right skills for the organisation and ultimately produce effectiveness in the organisation.

As a whole, clearly indicating the item number two has the highest mean (4.00), in which the respondent agreed that they were trained in quality improvement skills. At Selangor Waqf Corporation, there are several training programs such as computer training program, soft skill program, communication course and so forth given to the employees that are necessary for them and it meets the need of the industry at present. By sending them to the training program, organisation believes it can help to improve their existing skills and indirectly, it may producing the quality of work done. The finding that derived from the above analysis is equivalent with research conducted by Ameer and Furqan H. (2013), which is they believed

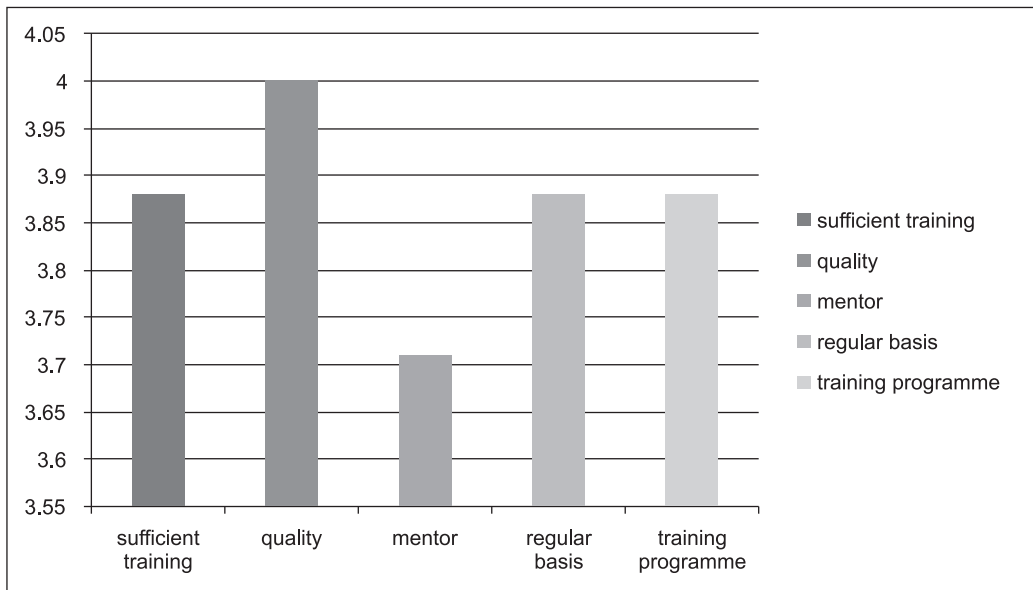


Chart 2: Mean of Training and Development

training program has a very close positive relation with employees performance. They added, training is an investment by the organization to get improvement in the employee’s quality of skills. With the training, in some way it can improve the employee’s skills and fill up the missing skills which are need to them.

**Table 5
Performance Appraisal**

No	Items	Percentage					Mean	SD
		1	2	3	4	5		
1	The quality of my work is an important factor in evaluating my job performances				64.7	35.3	4.35	0.493
2	I am always get feedback about my work performance		5.9	23.5	64.7	5.9	3.71	0.686
3	I am satisfied with existing performances appraisal system		5.9	17.6	58.8	17.6	3.88	0.781
4	The performance rating were done periodically			23.5	64.7	11.8	3.88	0.600
5	The performance rating is helpful to identify my strengths and weaknesses			5.9	58.8	35.5	4.29	0.588

Table 5 shows the respondents’ responses on performance appraisal. 64.7% of them (mean = 4.35, sd = 0.493) respondents agreed that their quality of work became the factor in evaluating their job performance. Liza (2012) states that employees who are committed to their job will produce excellent performance and it may assist during the assessment made by their employer.

64.7% of them (mean = 3.71, sd = 0.686) agreed that they would get feedback about their work performance from their employer. Chris (2011) suggests that the employer must discuss with the employees as soon as possible after he or she has assessed them. This is crucial because effective and timely feedback is a critical component of successful performance. Employees are also given the opportunities to respond to the reaction and advice from the evaluation made by their employer. Brown, Haytt, & Benson, (2010) state that providing employees with the chance to communicate with their suggestion and opinion shows that they belong in the organisation.

58.8% of them (mean = 3.88, sd = 0.781) agreed that they were satisfied with the existing performance appraisal system. Based on the interview conducted with the staff at Selangor Waqf Corporation, it was found that they were using the supervisory appraisal in rating the staffs. Through this method, employees will write down all their activities and involvement during a year either inside or outside the organisation. Marks will be given based on their participation and contribution.

64.7% of them (mean = 3.88, sd = 0.600) agreed that the performance rating was done periodically. Chris (2011) recommends that the assessment should be conducted three to four times a year for most employees. He adds that when appraisal is conducted only once in a year, it leads to the difficulty for the appraiser to recall what happen throughout the year.

58.8% of them (mean = 4.29, sd = 0.588) agreed that performance rating was helpful in identifying their strengths and weakness. Liza (2012) states that performance appraisal helps employees discover their strengths and weaknesses that eventually would help in decision making about their career choice. Chris (2011) further adds if a supervisor fails to communicate the strengths and weaknesses of his employees, the subordinates' future performance would be in jeopardy.

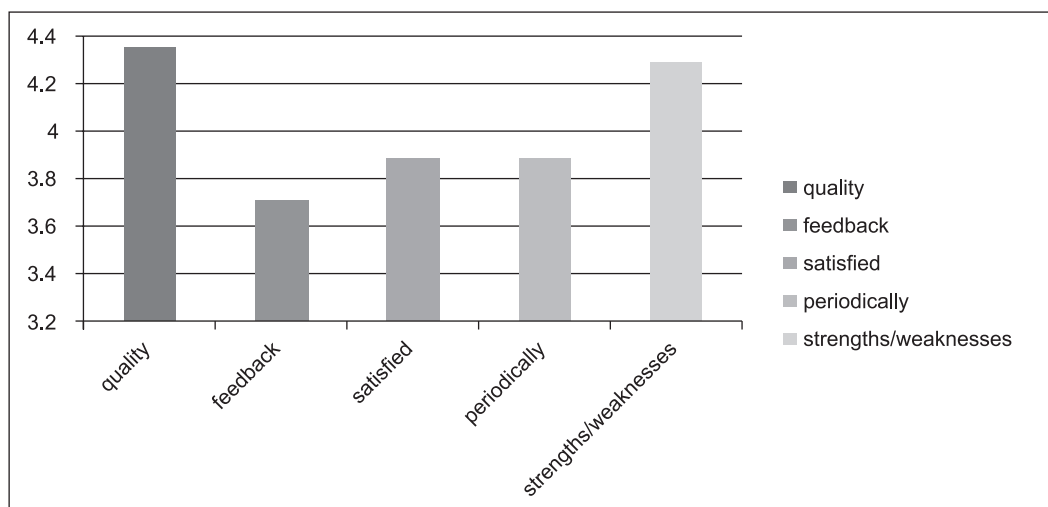


Chart 3: Mean of Performance Appraisal

As a whole, clearly indicating item number one has the highest mean (4.35), in which the respondent agreed that their quality of work became the factor in evaluating their job performance. At Selangor Waqf Corporation they are using supervisory appraisal in rating the staffs. Through this method, the employee is required to provide a report or commentary on the work and achievements compared to the target set or key performance indicator (KPI). In the event of a work target is not reached, the employee shall state the reasons it was not achieved. This is important because a great deal of work will have a great impact on the growth and profitability of the organization. Apart from that, it also provides a view of either the employee is able or not to hold the responsibility given. Indirectly, the workers who produce the good and quality of work shows they are love their job as well believe in their abilities and capabilities and deserve to get good grade for their appraisal. The finding that derived from the above analysis is equivalent with research conducted by Hosmani A.P. and Shambhushankar, B. R (2014) stated that quality of work is affected by many factors such as quality of life in families and communities as well from their working life. They believed that the more satisfied employees on the evaluation or assessment, the greater commitment toward their work and organization. They added, to utilize the capabilities of the employees, the employer should motivate them with rewards, recognition, promotion, career development and so forth to retain them in organization (Hosmani A.P. and Shambhushankar, B. R, 2014)

5. CONCLUSION

On the whole, clearly indicate issues related to quality are closely linked to the role of compensation, training and development and performance appraisal in producing the effectiveness in human resource. In some way, it showed how important to emphasis the issues of quality in the organization and it became a key to the success of an organization. Organizations need to adopt an effective monitoring system for each activity in the supply and delivery of products to customers. Through the monitoring of the processes and activities, organisation will always be ready to correct any shortcomings and mistakes. It also will lead the organization to achieve total quality in all aspects of its operations and simultaneously produce the effectiveness in the organisation.

The findings found from this study also will be particularly useful for the Waqf Management in other states in Malaysia to understand and specifically to identify the factors that contribute to the effectiveness in human resource that eventually will produce a competitive organisation. At the same time, this study may help other organisations to know the aspects that may lead their employees to retain and loyal with their organisation.

In this research, a few limitations were encountered, which were lack of involvement of respondents. This was due to most of the employees in Selangor

Waqf Corporation had to complete other tasks outside their office during the data collection was conducted.

Thus, for the future research, it is recommended the sample size of respondents need to be increased by involving waqf organisations other states in Malaysia rather than focussing only one. It is believed that this may increase the reliability and validity of the results.

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