

The Relationship Between Employment Factors and Perceived Job Performance Among Foreign Workers in Manufacturing Industry

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Abstract: Dependency of foreign worker employment in manufacturing sector affects the productivity of organization. There was an issue discussed about the availability, education level and working condition that may affect the foreign worker's job performance. This study aims to determine the level of foreign worker employment factors and level of their job performance and to evaluate the relationship between employment factors and perceived job performance. A quantitative method was used in this research and the questionnaires were distributed to 364 respondents in manufacturing sector in Johor resulting to the responses rate of 13.74%. The data collected was analyzed by using Statistical Package for Social Science (SPSS) for descriptive analysis, reliability analysis, normality test, and correlation analysis. The results of descriptive analysis showed working condition was the main factor of foreign worker employment in manufacturing industry in Johor. Both availability and working condition of foreign workers had a significant relationship with perceived job performance. However, the education background did not have a significant relationship with perceived job performance. The findings may become as a reference to those companies in manufacturing sector to know the factors of foreign worker employment and their job performance.

Keywords: Employment factor, Job performance, Manufacturing industry

1. Introduction

1.1 Research Background

Organization performance is the actual output or results of organization as measured against its goals and objectives. According to Richard, Devinney, Yip and Johnson (2008), organization performance focuses on financial performance, product market performance and shareholder performance. Achim, Rusdi, and Noratikah (2017) stressed that the productivity earn from the

employment of foreign labour depicts the market performance in which the high productivity will expand the organization market share and sales performance. Every employee should successfully perform his or her duty in a dependable way as designated in the employment contract (Hettiararchchi & Jayarathna, 2014). In early 1990, industrial revolution in Malaysia started experiencing the inflow of foreign workers due to the labour shortage. This was primarily because the country's population could not make up adequate labour supply for export oriented products in the manufacturing sectors (Hock & Sam, 2012). Apart from labour shortages, other factors that caused the influx of foreign workers also involved the firm's intention to reduce the labour cost (Achim et al. 2017; Rahmah & Ferayuliani, 2014), and the poor control of travel policy (Abdul Rahim, Aminah & Bachan, 2011). Employment of foreign workers involves three factors which are availability, education level and working condition (Achim et al. 2017). Foreign workers are abundant in supplies and high in availability. Education level is also considered by employer when hiring foreign workers. According to Rahmah and Ferayuliani (2014), education level and skills of foreign workers have a positive relationship to foreign worker employment. Other factor is working condition. Abdul Rahim et al. (2011) found that local and foreign workers have different attitude and working condition. Foreign workers are found to be less selective whereas the local workers are not willing to work at the "dirty, dangerous and difficult" (3D) jobs (Ang, Athreya, & Chai, 2018).

1.2 Problem Statements

Job performance of foreign workers includes productivity and quality of work (Marhani, Adnan, Baharuddin, Esa & Hassan, 2012). Foreign worker that lacks experience and skill affects the quality of work and productivity which results in negative work perception, low performance and shows low organization citizenship behavior as compared to local workers (Ang, Dyne & Thomas, 2003). Furthermore, lack of training provided by the company affects the quality of work (Marhani et al. 2012) and the low-skilled foreign workers will influence the productivity growth and industrial upgrading (The Star Online, 2018). Some local employers do not provide sufficient training to foreign workers because they are needed more in production line. Ismail (2015) said large supplies of semi-skilled and unskilled foreign workers had a negative impact on productivity while high and non-stop reliance to foreign workers will reduce productivity of organization in the long-term (The Sun Daily, 2016). The reliance of local employers to foreign workers engaging in traditional method of production is because the lack of initiative to be technologically innovative in their businesses. There are a few evidences available that propose foreign workers will increase productivity, and firms which employ foreign workers are either more productive than or as productive as firms that do not (New Straits Times, 2015). The reliance on unskilled foreign workers is decelerating the productivity growth, however it assists output expansion in manufacturing sector (Suresh, Narayanan & Lai, 2014). Hence, the above problems should be discussed and verify whether the employment of foreign workers and their job performance will affect the overall of organization performance or not. Therefore, this study is carried out to evaluate the relationship between employment factors of foreign worker and perceived job performance in manufacturing industry.

1.3 Research Questions

- (i) What is the level of foreign worker employment factors in manufacturing industry?
- (ii) What is the level of perceived job performance in manufacturing industry?
- (iii) What is the relationship between foreign worker employment factors and perceived job performance in manufacturing industry?

1.4 Research Objectives

- (i) To determine the level of foreign worker employment factors in manufacturing industry.
- (ii) To determine the level of perceived job performance in manufacturing industry.

- (iii) To evaluate the relationship between foreign worker employment factors and perceived job performance in manufacturing industry.

1.5 Significance of the Study

This research is conducted to enhance the knowledge of researchers on the topics studied about the foreign worker employment factors and job performance. This study will provide the benefits to future researchers as this study provides evidence of the relationship between factors of foreign worker employment and perceived job performance. In addition, the finding of the study can be used as a reference to the companies in manufacturing sector to know whether the employment of foreign workers and their job performance will affect the organization performance. The companies can control and balance the recruitment of foreign workers in the organization. To increase the organization performance in term of employee's job performance, the company should employ the employees who are qualified with the education level and skills.

1.6 Scope of the Study

This research is focusing on two variables which are factors of foreign worker employment and perceived job performance. This study aims to examine the relationship between factors of foreign worker employment and perceived job performance in manufacturing industry. Other than that, the study also seeks to evaluate this relationship among foreign workers from managerial personnel in manufacturing industry. This study is carried out in the manufacturing sector in the state of Johor. It is conducted in Johor because it was reported that the state recorded the second highest of illegal foreign workers after Selangor (The Sun Daily, 6 Sept 2018).

2. Literature Review

2.1 Job Performance

Job performance can be measured by using methods included rating scales, tests of job knowledge, hands-on job samples, and archival records (Sonnetag et al., 2008). There are two types of organization performance measurement. First is the financial measure which focused on profit and productivity. Job performance is categorized as the second type and of the non-financial measure (Masa'deh, Obeidat & Tarhini, 2016). Financial measures include revenue, net income and return on investment (Masa'deh et al., 2016). Non-financial measures include service quality, product quality, user satisfaction, volunteerism, manufacturing cycle efficiency, and overall programme effectiveness (Mahmoud & Yusif, 2012). Moreover, organizational performance can also be measured by "3 Ps" components of financial (profit), social (people) and environment performance indicators (planet).

2.2 Factors of Foreign Worker Employment

One of the factors of foreign worker employment is the availability. According to the Prime Minister Malaysia Tun Dr Mahathir Mohamad, the availability of foreign worker from Bangladesh is higher than local workers. This is because Malaysian workers are unwilling to work in the dirty and dangerous job but they want to have an easy life (Malay Mail, 2018). Moreover, the reason of availability of Bangladeshis workers is because they need to finance their family in their homeland so they preferred to work in Malaysia (Arunandy, 2016). According to Marhani et al. (2012), a large number of foreign worker's availability helps local employer to easily hire them as compared to hire the local employees. Arunandy (2016) supports that employers are hiring foreign workers because local employers are only concerned about paying low labour cost but with high efficiency and effective to getting job done. Availability of foreign workers in Malaysia is high due to the limited

employment opportunities and low paid in their homeland. Moreover, local employers are more prefer to employ foreign workers because they are willingness to work for longer hour (Puteh, Sheikh, Ishak & Anwar, 2011). Local employers agreed that most of the local workers are too choosy in selecting jobs. Evidently, foreign workers are accepting to work for long period with low salary which compared to local employees who are always preferring to find new opportunities with better job offer (Achim et al. 2017). There is a positive relationship between the availability of foreign workers and organization performance. Foreign workers are willing to work for overtime and they will not take leave during peak season to make sure that the operation of organization to run smooth. Moreover, this is because of the availability of foreign workers will help to overcome the labour shortage issue in the manufacturing sector which local workers are preferring to work in other countries (Achim et al. 2017). Based in the discussions, the hypothesis is developed as:

H₁: There is a relationship between availability of foreign worker and perceived job performance.

The second factor of foreign worker employment is education level of the employees. Malaysia welcome the foreign worker who is high skilled especially the IT experts to stay and work in Malaysia and even become Malaysian citizens (The Star, 2018). Local worker who had higher education level expects and wants to work in a high position which equivalent to their academic qualification. Achim et al. (2017) stated that there is a high demand for unskilled workforce as their operators in manufacturing sector because this position does not require to have high education level. In manufacturing sector, employers do not have high expectation and do not care about the education level of employees, but they focused on the cost saving and getting the job done in time. Therefore, due to these reasons, more opportunity for foreign workers to work in Malaysia (Marhani et al., 2012). According to Marouani et al. (2015), most of the young Malaysian workers have formal education level and they do not prefer to work in the low skill sectors which included agriculture, construction and low-tech manufacturing. This phenomenon is increasing the demand for low-skilled foreign workers which have low education level. The announcement of minimum wage policy on the same pay between local and foreign workers has made the local workers unhappy and feel unfair. They feel that they are more educated, and they should not have the same level pay as the foreign workers (Arunandy, 2016). Labour productivity in manufacturing sector will be influenced by the dependency of foreign worker employment (Zaleha et al., 2011). Lack of formal education is not a barrier to career success in manufacturing jobs because the critical skills can be acquired in the workplace. Foreign worker who has low level of academic qualification will be employed and local employer may groom them for higher positions. Based on the discussions, the hypothesis is developed as:

H₂: There is a relationship between education level of foreign worker and perceived job performance.

Thirdly, working condition is another factor of foreign worker employment. Working condition included safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for well-perform and active in the decision making process of the firm (Raziq & Maulabakhsh, 2015). Some manufacturing sector let their employees work in poor working condition which the local employees are not willing to work and may be substituted by foreign workers (Achim et al., 2017). Local employees think that working in poor environment is a low class worker with low pay, unreasonable, unfair and do not match their education level. According to a report in Malaymail (2018), most Malaysian workers want to work in air-conditioned places, and the hard works should be carried out by foreign workers. Achim et al. (2017) supported that high risk and uncomfortable working condition was rejected by the local workers and filled by foreign workers. Marhani et al. (2012) stated that foreign workers did not bother to work in 3D's environment and willing to take the risk. This is because they are trying to avoid confrontation with their employer and willing to keep staying and working in Malaysia to earn money and send it back to their family in

their own country (Achim et al., 2017). According to Raziq & Maulabakhsh (2015), working condition in an organization will affect the employees' performance. It is proven that in a working condition where the employees are made as a part of the overall decision making process, being given flexible working hours, given less work load, provided with team work approach and a supportive top management could increase the job performance of employees. Working environment and motivation of workers have positive relationship to influence job performance (Jayaweera, 2015). Jayaweera stressed that employers are encouraged to promote motivation to employees and provide increments in pay and benefits and acknowledge their contribution to increase employee's satisfaction and improve their job performance. Based in the discussions, the hypothesis is developed as:

H₃: There is a relationship between working condition of foreign worker and perceived job performance.

The conceptual framework of this research is shown in Figure 1. According to the model, the independent variable is foreign worker employment factors including availability, education level and working condition. The dependent variable is perceived job performance. This model is adopted from Achim et al. (2017) and Jayaweera (2015).

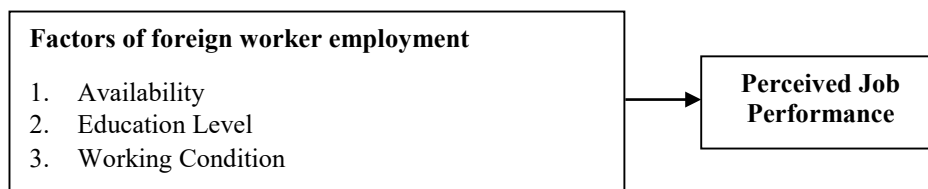


Figure 1: Research framework

3. Research Methodology

3.1 Research Design

Quantitative approach was suitable and used in this study to collect data. Questionnaires survey was employed as a tool to help the researcher to collect data. The study focuses on factors of employment and perceived job performance among foreign workers in manufacturing industry. The respondents were selected randomly from the sample in the population of manufacturing factories in the area of Johor. Then, the results were analysed by using SPSS software for reliability analysis, descriptive analysis, normality test and correlation to reach the objectives of the research. In this study, the unit of analysis was the organization in manufacturing industry. The target respondents in the study were companies that hired foreign workers. Based on Federation of Malaysian Manufacturers (2016), there were 7787 manufacturing companies in Johor. Survey data were collected by using simple random sampling technique. The samplings were randomly selected by using fishbowl draw. Every manufacturer in Johor had the same and independent chance to be selected as a respondent. Based on Krejcie and Morgan (1970) table, there was approximately 364 respondents as a sample size for this research. The questionnaire has three sections which are Part A which is about demographic information, Part B is the factors of foreign worker employment (availability, education level and working condition) and Part C is the perceived job performance. Part A is consisting of six (6) questions about respondent's profile and four (4) questions about profile of organization. While Part B is consisting of four (4) questions for each factors and Part C has six (6) questions. The questionnaire is using five points Likert-scale from 1 (strongly disagree) to 5 (strongly agree) in Part B and Part C.

3.2 Data Collection

Since the simple random sampling technique was used, the managerial employees were randomly picked within the manufacturing factories and invited to answer the questionnaires. The data collection process took about three months. There were two types of method used by the researcher to distribute the questionnaires: printed questionnaires and Google form methods. A total of 364 sets of questionnaires were distributed randomly to manufacturing companies in Johor. The researcher made appointment with some of the companies via email and telephone call. Only a few of them were willing to meet face to face and answer the questionnaires. The researcher had also received responses through Google form from the companies. Most of them answered in google form because online forms was easier and quicker. The response rate was 13.74% which was 50 out of 364 and all the questionnaires collected were usable. The result was low due to the nature of business and time constraints for the research. The summary of the respondents' profiles is presented in Table 1. Majority of the respondents are female (66%), age between 26 to 30 years (60%), hold a degree (70%), work at the production department (30%), work as supervisors (34%), and have working experience between 4 to 10 years (60%). Majority of the companies are Malaysian ownership (82%), have been established for more than 10 years (62%), have more than 200 full time employees (42%), and mostly are furniture, computer, electronic, optical equipment, rubber, plastics, food and beverage companies.

Table 1: Demographic profiles of respondents

Respondent profile	F	P	Company profile	F	P
Gender			Type of manufacturing sector		
Male	17	34	Food products and beverage	6	12
Female	33	66	Textiles and wearing apparel	5	10
Age			Wood, wood products and cork	3	6
Less than 25 years	6	12	Paper or paper products	1	2
26 – 30 years	30	60	Chemical and chemical products	2	4
31 – 35 years	6	12	Rubber and plastics products	6	12
36 – 40 years	5	10	Basic of metals	4	8
Above 40 years	3	6	Computer, electric, electronic and optical equipment	8	16
Education level			Furniture	10	20
O level/ SPM	4	8	Motor vehicles, trailers and semi-trailers	2	4
Certificate/ STPM	2	4	Foam and mattress	2	4
Diploma	7	14	Ceramic	1	2
Degree	35	70	Years of company's establishment		
Others	2	4	Less than 3 years	5	10
Department			4 to 10 years	14	28
Human Resource	7	14	More than 10 years	31	62
Production	15	30	Number of full-time worker		
Operation	5	10	5 to 75 (Small)	18	36
Financial	4	8	76 to 200 (Medium)	11	22
Marketing	7	14	201 and above (Large)	21	42
R&D	4	8	Ownership		
Logistics	2	4	Malaysian owned	41	82
Purchasing	4	8	Foreign owned	9	18
Quality	2	4			
Position					
Head of department	10	20			
Section head	9	18			
Supervisor	17	34			

Engineer	3	6
Executive	11	22
Job tenure		
Less than 3 years	15	30
4 to 10 years	30	60
More than 10 years	5	10

Note: F = Frequency; P = Percentage (%); N = 50

3.3 Data Analysis

There are 4 types of analysis used in this research which are descriptive analysis, reliability analysis, normality test and correlation analysis. The agreeableness level of descriptive analysis is according to mean interpretation by Samsudin, Awang & Ahmand (2017) with the mean values between 1.00 to 2.33 represent weak, between 2.34 to 3.67 is moderate and between 3.68 to 5.00 represents high. The Cronbach's Alpha or reliability coefficients of 1.00 indicates perfect reliability, value of less than 0.06 prove that the items are not reliable and the range of 0.80 to 0.90 is range that usually being used in most research (Salkind, 2012). There normality test is the Kolmogorov-Smirnov Test and Shapiro-Wilk Test. Shapiro-Wilk test is used if the sample size of the study is less than 50 and while in this study the sample size is more than 50, the Kolmogorov-Smirnov is used. Correlation analysis used in this study includes Pearson and Spearman correlation. The Pearson correlation is used if the data normally distributed while the Spearman correlation is used if the data is not normally distributed.

4. Data Analysis and Results

The Cronbach's alpha of the availability is 0.69 while education background is 0.64 where the reliability level of the both factors is acceptable The Cronbach's alpha for working condition is 0.71 which the interpretation is good. While the Cronbach's alpha value shows 0.88 for the perceived job performance. The result shown that reliability level of the questionnaire is good as shown in Table 2. The research instrument that being used is reliable which the value is sufficient as according to Sekaran & Bougie (2016) that the Cronbach's Alpha value must more than 0.50.

Table 2: Reliability analysis

Variable	Cronbach's Alpha	No of Items
Independent Variables		
Availability	0.69	4
Education background	0.64	4
Working Condition	0.71	4
Dependent Variable		
Perceived job performance	0.88	6

Table 3 shows an overall result for descriptive analysis. Foreign workers helps to overcome labour shortage has the highest mean in the availability of foreign worker which is 4.02 while the second highest mean is the factor of foreign workers' employment which is 3.72. Afterwards, the next mean is 3.42 which the respondents agreed that the labour shortages occurred because of local workers. The lowest mean is 3.38 which is foreign workers' recruitment is easier and quicker. Thus, the availability of foreign workers still has a medium central tendency level of range. Next, the result

for education background shows the highest mean of education background of foreign workers where most local workers are choosy in making job decision with the mean at 3.78 which has a high central tendency level of range. Foreign workers are not particular in choosing job and represents the second highest mean which is 3.64. Most foreign workers come from less education background has the mean at 3.38 while the lowest mean is 2.86 which is employer prefer less education operators. Overall, the total average mean of education background of workers is 3.42, which is still within the medium central tendency level of range. Employer prefer to hire high educated workers to help them to move forward to Industry Revolution 4.0. While the local workers with high education level mostly are choosing in making job decision due to the salary and job description. The influx of foreign workers helps to overcome labour shortage in manufacturing industry especially in production flow. The main reason is local workers are not willing to work in the low level of position.

The highest mean in the working condition of foreign worker as one of the factors of foreign worker's employment is 4.00 which the respondents answered for locals not interested to work in poor working condition. While, there are two statements have the same value of mean in 3.64. The statements are foreign worker not choosy in making job decision and foreign workers willing to work in any condition of work. Typically, the total average mean of this factor is 3.71. The result of analysis indicates that they have high central tendency level of range. Most of the locals are not interested even not willing to work in 3D working condition. They are preferring to work in environment which has air conditioner. Furthermore, the highest mean of the perceived job performance among foreign workers which respondents agreed that foreign workers have the physical ability to carry duties. Moreover, foreign workers have job knowledge has the mean at 3.32 while the third highest mean is 3.20 where respondents agreed that foreign workers are always concentrate to duties. The mean for foreign workers has high teamwork skills and foreign workers are always punctual to work are 3.18 for both statement. While the lowest mean in this variable is 2.72 for foreign workers have high communication skills. The result shows that the perceived job performance among foreign workers has the medium average mean score of 3.24. This indicated that they have medium central tendency level of range. The respondents agreed that the foreign workers have positive value in perceived job performance such as they have job knowledge, the physical ability to carry duties, they are able to communicate, work in team, punctual and able to concentrate during work.

Table 3: Descriptive analysis

No.	Items	Mean	SD	Level
Availability				
1	Availability is the factor of foreign workers employment.	3.72	0.70	High
2	Labour shortages occurred because of local workers.	3.42	0.99	Medium
3	Foreign workers help to overcome labour shortage.	4.02	0.71	High
4	Foreign workers' recruitment is easier and quicker.	3.38	1.01	Medium
Average Score		3.64		Medium
Education background				
1	Employer prefer less education operators.	2.86	0.95	Medium
2	Most foreign workers come from less education background.	3.38	0.92	Medium
3	Foreign workers not particular in choosing job.	3.64	0.72	Medium
4	Most local workers choosy in making job decision.	3.78	0.68	High
Average Score		3.42		Medium
Working condition				
1	The acceptance of poor working condition is the factors.	3.54	0.89	Medium
2	Foreign worker not choosy in making job decision.	3.64	0.83	Medium
3	Foreign workers willing to work in any condition of work.	3.64	0.78	Medium
4	Locals not interested to work in poor working condition.	4.00	0.76	High

	Average Score	3.71	High
Perceived job performance			
1 Foreign workers have job knowledge.	3.32	0.74	Medium
2 Foreign workers have the physical ability to carry duties.	3.84	0.68	High
3 Foreign workers have high communication skills.	2.72	0.95	Medium
4 Foreign workers have high teamwork skills.	3.18	0.89	Medium
5 Foreign workers are always punctual to work.	3.18	0.91	Medium
6 Foreign workers are always concentrate to duties.	3.20	1.01	Medium
	Average Score	3.24	Medium

The significant level of both independent variables and dependent variable by Kolmogorov-Smirnov are $p < 0.05$, which is a not normal distribution where the values in the range of 0.004 to 0.009. While the significant level of availability of foreign workers and their education background by Shapiro-Wilk are not normal distribution where the values are 0.041 and 0.035. However, the value of working condition of foreign workers and perceived job performance are $p > 0.05$ which are 0.110 and 0.114. However, the statistical testing by Kolmogorov-Smirnova and Shapiro-Wilk has some variables not normal. Due to these findings, the research will proceed with non-parametric analysis which is the Spearman correlation analysis.

Table 4: Correlation analysis

Independent Variables	Perceived Job Performance
Availability	0.461**
Education background	0.201
Working Condition	0.343*

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 4 shows the results of Spearman's correlation coefficient, r is 0.461 which is a moderate relationship between availability of foreign workers and perceived job performance. The correlation analysis supports a significant positive relationship between availability of foreign workers and perceived job performance. Therefore, H_1 is supported. Next, the results of Spearman's correlation Coefficient, r is 0.201 which is a weak relationship between education background of foreign workers and perceived job performance. Therefore, the correlation analysis supports not a significant positive relationship between education background of foreign workers and perceived job performance. H_2 is not supported. There is a weak relationship between working condition of foreign workers and perceived job performance where the r value is 0.343. The correlation analysis supports a significant positive relationship between working condition of foreign workers and perceived job performance. Therefore, H_3 is supported.

5. Discussion and Conclusion

Based on the findings, the major factors of employment is working condition, availability and education background of foreign workers. From the previous chapter, the respondents agreed that the foreign workers help to overcome labour shortage. Labour shortage occur due to the local employees are choosing jobs and they prefer higher position to match their education level. The demand of labour exceeds the supply of labour in local market making the local employers are forced to hire foreign workers to fill the gap. Low skilled foreign workers are employed to do hard labour jobs in Malaysia. According to The Star Online (2016), textile industry is facing a critical labour shortage even the ratio of labour force between foreign worker and local worker in the industry is 60:40. The

recruitment of foreign workers is not a quick and easy process due to the regulation regarding the foreign worker policy in Malaysia. The government controls the intake of foreign workers by allowing foreign workers from certain country only to fit in certain sectors. According to Immigration Department of Malaysia, the foreign workers who are legal to work in manufacturing sector should only come from Vietnam (male and female), Philippines (male) and Indonesia (female). The local employers must fulfil the application procedures and comply with the labour law to hire foreign worker successfully. Only 28% and less of applications to hire foreign workers were approved in April 2019 (The Star Online, 2019). The government also has cut off the quota on dependency of foreign workers in Malaysia and prefers the companies that employ high skilled workers to lead the country to Industry Revolution 4.0. To turn to automation, Malaysia government encourage the organization to reduce reliance on foreign workers and to hire high-skilled local workers (New Straits Times, 2019). The research has found that the local employers prefer to hire educated people to help increase the organization's performance and even though local workers are better educated, it is difficult to identify them with the required technical skills (Malay Mail, 2016).

Foreign workers have the ability to do dangerous task. They are not concern on communication skills because they are doing a repetitive labour job. The manager agreed most highly foreign worker has higher physical ability compared to local workers. Most of the respondents are agreed that foreign workers have basic communication skill. Some of the foreign worker are come from developing country such as Vietnam, Indonesia and the Philippines which the communication language is different with Malaysian language. They also have low education background (Valithern, 2014). Communication barrier occur between foreign workers and local due to many of the foreign labour are not able to speak nor understand local language (Malay) and international language (English). Wong & Yazdanifard (2015) support that many foreign workers only have basic communication skills and this language barrier may lead to safety and occupational issue and also affect the productivity. Based on the findings and aligned with Achim et al. (2017), there is a significant relationship between availability of foreign worker and perceived job performance. From the research of Zaleha et al. (2011), foreign labour has a significant relationship impact on labour productivity in Malaysia's manufacturing sector. Most of the manufacturing sector are dependency on semi-skilled and unskilled labour in the process of production. This is because employers prefer to hire foreign labour with cheaper cost from various countries such as Indonesia (Bachtiar, Fahmy, & Ismail, 2015). Foreign workers do not care about the wage compare to local labour even if the foreign workers are highly educated or skilled. Generally, due to the limited job opportunity, standard of life quality over their hometowns which is much lower and they feel that Malaysia is peaceful, thus they are not concern about the wage. Hence, the availability of foreign workers in manufacturing industry helps the organization to continue operate their business smoothly.

There is no relationship between education background of foreign worker and perceived job performance with low value of r , coefficient. It is possibly due to the two items under the variable that is not relevant. The finding contradicts with previous researcher where Achim et al. (2017) found that there was a relationship between education background and organization performance. Organization that employs higher educated workers may help the organization increase the overall productivity and its performance. Besides that, Faith (2014) also stated that education level has a strong relationship between employee's performances. Local workers have less interest in the working condition which are considered dirty, dangerous and difficult. In contrast, foreign workers are more willing to work in the 3D sector. The availability of foreign workers helps the industry to overcome labour shortage due to the local employee loss the interest to work in 3D working environment. Jayaweera (2015) supported that working condition and motivation of workers has positively relationship to affect their job performance. Abiola (2010) support that there is a significant relationship between working condition and employees' performance. Based on Raziq & Maulabakhsh (2015), there is a relationship between working condition of an organization with employees' performance. He stated

that better working condition will made the employees perform well and increase their productivity. In the nutshell, the availability and working condition of foreign workers have significant relationship to perceived job performance among foreign workers in manufacturing industry.

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