INFLUENCE OF MOTIVATION TOWARD EMPLOYEES' JOB PERFORMANCE AT PUBLIC SECTOR IN MALAYSIA

CHIN SIN NEE

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Faculty of Cognitive Sciences and Human Development
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This study aims to identify the influence of motivations toward employees' job performance at public sector in Malaysia. The types of motivation that studied in this research were achievement, power, affiliation and incentive motivation. A quantitative research was conducted in which questionnaires were used as the instrument for the data collection. This study was conducted at Council of Kuching City South (MBKS) and Department of Broadcasting, Kuching. 160 sets of the questionnaires were distributed to the employees in public sectors. However, only 98 sets of the questionnaires were successfully collected. The collected questionnaires were used in the data analysis. In this study, Independent T-test was used to determine the difference between gender and job performance. Pearson Correlation was used to identify the relationship between the motivations and job performance. While, Multiple Regression were used to identify the dominant type of motivation that influence employees' job performance. The findings in this study had shown that there was no difference between male and female's job performance. Besides, the relationship for the four types of motivation toward job performance had shown positive strong relationship. Achievement motivation was identified as the dominant type of motivation toward employees' job performance at public sector. Through the findings, the organization and human resource practitioners were recommended to provide suitable motivation plans and understand employees' needs in order to improve employees' job performance in public sector.
ABSTRAK

PENGARUH MOTIVASI TERHADAP PRESTASI KERJA PERKERJA DI SEKTOR AWAM MALAYSIA

Chin Sin Nee

CHAPTER 1
INTRODUCTION

1.0 Introduction

This study is conducted to examine the influence of motivation toward employees' job performance. This chapter looks into the background of the research, statements of the problems, objectives of the study, conceptual framework, research hypotheses and definition of terms which include job performance, achievement motivation, power motivation, affiliation motivation and incentive motivation. Significance of the study also discusses in this study.
1.1 Background of the study

In today’s rapid changing working environment, job performance has become an important criterion to determine an organization’s reputation, outcome and employees’ job efficiency. Employees need to enhance their skills and knowledge from time to time in order to remain competitive and also becoming a knowledgeable worker. Through the enhancement of competency, knowledgeable employees would perform better on their tasks as well as moving forward to achieve the organization’s strategy and goals.

In the fourth quarter of 2009, gross domestic product (GDP) in Malaysia had growth of 4.5% after Malaysia economy had shown negative growth since last three quarters of the year (Malaysia Productivity Corporation, 2010). However, Malaysia Productivity Corporation reported that productivities growth of Malaysia has shown negative growth, -1.84%, as compared to others countries. In this challenging environment, many sectors have to compete to improve their performance in order to drive country’s productivity growth. At the same time, measurement of employees’ job performance has become more crucial to improve their productivities or service of work. According to Wall, Michie, Patterson, Wood, and Sheehan (2004), job performance was used in every organization to measure the development and progress of an organization.

In this research, employees’ job performance was studied to determine their satisfaction toward the motivation given to them. Blumberg and Pringle (1982) stated that when employees achieve high job performance, others employees would motivate to increase their performance too. Employers would evaluate employees’ performance throughout the year in order to determine whether employees’ job performance had met the organization’s goals and strategies. On the other hand, performance measurement also gave opportunity for the employees to identify their strength and weakness as well as guiding them to achieve success in their career once they know their performance level. Organization would use job performance appraisal to evaluate employees’
performance in which promotion, dismissal, reward or appraisal would be conducted (Jaramillo et al., 2005, as cited in Chen, 2009). Employees who are able to perform well in their jobs are more favourable to be selected and retained by the organization.

Campbell had developed a performance model which stated that performance could be known as behaviour in which employees' performance influenced on the organization's goals (as cited in Wright, Gardner, & Moynihan, 2003). Through this model, employees' work related behaviour produced the outcome of the organization or tasks (Krausert, 2009). Previous studies have been conducted by studying employees' job performance through the measurement of task performance (in-role) and contextual performance (extra-role) in which task performance was referred to job-related experiences while contextual performance was referred to individuals' behaviour that included interpersonal skills and dedication toward job (Krausert, 2009; Varela & Landis, 2010; Johanim Johari & Khulida Kirana Yahya, 2009).

However, employees' job performance could be influenced by different variables. According to Blumberg and Pringle (1982), job performance did not simply affected by one or two variables and research done using few variables are unable to show the significant relationship of the job performance. Previous study has researched on different variables such as “job knowledge, psychomotor skills, cognitive abilities, social skills, job-related attitudes, and emotional traits (Hunter & Hunter, 1984, p. 75).” Furthermore, study done by Barrick and Mount (1991) found that big five personality traits (extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience) are related to the employees' job performance. Krausert (2009) declared that performance behaviours often produced from the input of competencies, motivation, job related experiences, general mental ability (GMA) and contextual constraints. Employees with different behaviour and personality may have different willingness to increase their performance through their workplace motivation. The importance of workplace motivation was further supported by Yusrizal Halim (2009) who stated
that good capacity and job motivation are two important elements that affect on employees' job performance. Good capacity is referred to the skills and understanding of the employees toward their work, while job motivation is a crucial elements that drive the employees' performance.

In this study, motivation is the major concern in improving the employees’ job performance. Motivation could be the measurement to the organization's productivities or service. Once employees' needs are fulfilled through the motivation given to them, they would feel satisfied and more motivated to perform their job efficiently. Prawirosentono declared that individual performance is equal to the sum of capacity and motivation on work (as cited in Yusrizal Halim, 2009). Through this equation, it could be summarized that performance of the employees would increase when they had related knowledge, skills and work motivation such as monetary and non-monetary incentives, conductive work environment and communication.

Although numerous researches have shown about the workplace motivation, this issue worth to be studied as employees would have different perception when different types of motivation are given to them. According to Adair and Thomas (2004), motive is generally unconscious in which individuals may not understand what type of motivation is actually motivating them. Adair and Thomas also stated that although individuals are able to feel the motive they have, their action or performance on job would lead them to move to a more credible motive rather than their preference motive.

In this study, achievement, power, affiliation and incentives motivation are used to measure to employees' job performance. Achievement, power and affiliation motives were identified by McClelland in McClelland’s acquired needs theory (Keczer, 2010). Achievement motivation was referred to the desire to do tasks efficiently, solved problems and mastered complex tasks (Duncan & Peterson, 2010). This type of motivation is considered as central of human motivation. People with high need of achievement motive generally set
challenging but achievable goals (Nandi, 2008). They strived for success and performed well for their job. High achievement motive people tend to be more competitive and worked hard when they perceived that they could win the situation they were in (Lim, Srivastava, & Sng, 2008). Thus, achievement motivation could be one of the motives that influenced job performance when employees seek for high achievement. Power motivation is one of the predictor in determine employees’ job performance in which employees nowadays seek for power to influence over others. The power motive could increase the employees’ job performance when they had strength of power and involvement in their jobs (Schmidt & Frieze, 1997).

On the other hand, affiliation motive is related to the interpersonal relationship with others in the workplace. When individuals have good social network among the co-workers, they could accumulate knowledge from the social network and solve the problem they faced (Sparrowe, Liden, Wayne, & Kraimer, 2001). This would lead to an improvement in employees’ job performance when they exchange their ideas or views. Incentives motivation is another variables study in present research. According to Lim et al. (2008), incentives become an important element of the relationship between the employers and employees. It can determine the motivation level and attitudes of the employees to perform their job.

1.2 Problem statement

In this highly changed and competitive environment in Malaysia, all the employees are needed to adapt themselves in the changes of policies and increased their standard in order to improve their performance. When employees are unable to adapt to this challenging workplace environment, they would face pressure and stress on their job. According to Subha Imtiaz and Shakil Ahmad (2009), employees would produce low job performance, job dissatisfaction and high turnover when they faced high stress. Commonly, lack of motivation, insufficient incentives, mistrust and unfairness, lack of communication as well as
lack of control were job stressor to the employees (Sim, 2010, March). When employees felt stress and pressure in the workplace, they would loss of trust to the organization. This would directly influence the employees’ job performance.

Furthermore, numerous studies have shown about the different aspects in measuring employees’ job performance such as employees’ job satisfaction (Fauziah Noordin & Kamaruzaman Jusoff, 2009), work motivation (Wright, 2007), personality (Barrick & Mount, 1991; Barrick, Stewart, & Piotrowski, 2002) and organizational culture (Ojo, 2009). However, researches had provided inconclusive agreement on what aspects should be included in measuring job performance (Johanim Johari, Khulida Kirana Yahya, & Abdullah Omar, 2009, April). Due to these reasons, employees’ job performance has become a crucial issue to research on.

Common, job performance has significant influence to organization’s success and productivity or service. However, in the global competitiveness report 2010-2011, performance of Malaysia had declined in these three years as compared to others countries. Malaysia was ranked at 26th position out of 139 countries in the year 2010 in which Malaysia has dropped two ranking as compare to the year 2009 (World Economic Forum, 2010). This analysis measurement depends on the efficiency of the organizations’ productivity and service of the country. Hence, employees’ job performance would directly influence organization productivity or service. This global competitiveness report analysis had founded that communication skills, education, labour market efficiency and technology implementation were the weaknesses of Malaysia’s performance (Malaysia Productivity Corporation, 2010). Malaysia Productivity Corporation stated that labour market efficiency which includes flexibility of wages, pays and interaction among employer-employee relationship are important elements to improve performance. Generally, these weaknesses produced poor employees’ job performance and the quality of job performance becomes a crucial issue to be studied. Incentives also became one of the aspects to be studied as flexible wages and pay influenced on job performance.
Currently, some studies had shown the relationship of the turnover issue and the job performance of the employees (Allen Griffeth; as cited in Huning & Thomson, 2010). Turnover intention has become a more serious issue nowadays and it is generally interrelated to the job performance. According to Human Resource consultancy, turnover rate in Malaysia had increased to 10.1% in 2009 as compare to 9.3% in the year 2008 (as cited in Aznita Ahmad Pharmacy, 2009, December). Newer generation of the employees tend to work for the organization if the job matches their needs. However, when they felt unsatisfied with their job, they intend to quit their job and this would lead to a high turnover rate. Hence, it is crucial to understand the need of motive of the employees in order to retain them in the company.

Apart from that, social relationship among the employees has become an important issue in the workplace. Interaction or socialization among the employees in an organization is crucial in order to determine the influence of interpersonal relationship toward the employees' job performance (Westerman & Simmons, 2007). As stated in the global competitiveness report 2010-2011, continuous communication should be improved in the company in order to increase performance in Malaysia (Malaysia Productivity Corporation, 2010). Employees intend to leave the organization when they feel the pressure in their social network relationship. Due to this reason, affiliation motivation was studied in this research to investigate deeply on employees' perception on this motivation toward their job performance.

In order to retain the employees in an organization, the organization has to develop effective motivation program to encourage them to perform their jobs. When the employees were dissatisfied with low motivation and poor condition of the environment given to them, labour turnover would occur (Adedoyin Olusola Ologunde, Asaolu, & David Oladapo Elumilade, 2007). Some studies had found that job insecurity can be a challenge stressor that influence on employees' job performance (Staufenbiel & König, 2010). Employees' job performance would
decrease when the organization unable to provide them job security and motivation.

Motivation has been a popular issue and was being studied since then. It is still important in the workplace as different employees are motivated through different types of motivation. Previous researches have been conducted on achievement, power and affiliation motivation (Langan-Fox & Grant, 2007; Bahmer, Kuhl, & Bahmer, 2007; Schmidt & Frieze, 1997), but most of these researches done at the foreign countries and lack of the researches concern on these motivations toward employees' job performance in Malaysia public sector. Without motivation, employees are unable to perform efficiently even though they have the skills. In this study, different motivation elements include achievement, power, affiliation and incentives motivation are investigated to determine employees motivation level toward their job performance.

1.3 Research Objectives

1.3.1 General objective

The main objective of this research is to find out the influence of motivation toward employees' job performance.

1.3.2 Specific objectives

1. To determine the difference between gender and job performance.
2. To determine the relationship between achievement motivation and employees' job performance.
3. To determine the relationship between power motivation and employees' job performance.
4. To determine the relationship between affiliation motivation and employees' job performance.
5. To determine the relationship between incentive motivation and employees' job performance.
6. To determine the dominant factors in construct of types of motivation influences (achievement motivation, power motivation, affiliation motivation and incentive motivation) towards employees' job performance.

1.4 Conceptual framework

The purpose of this study is to study the influence of motivation toward job performance of employees in public sector. The independent variables include demographic characteristics (gender) and motivation (achievement motivation, power motivation, affiliation motivation and incentive motivation). The dependent variable in this study is job performance. The Figure 1.1 shows the conceptual framework of this study.

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<td>• Power motivation</td>
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Figure 1.1: The relationship between demographic characteristic and motivations with employees' job performance.
1.5 Research hypotheses

Six alternative hypotheses were formulated for this study.

Ha1: There is a significant difference between gender and job performance.
Ha2: There is a significant relationship between achievement motivation and employees' job performance.
Ha3: There is a significant relationship between power motivation and employees' job performance.
Ha4: There is a significant relationship between affiliation motivation and employees' job performance.
Ha5: There is a significant relationship between incentive motivation and employees' job performance.
Ha6: There is a dominant type of motivation that influence on employees' job performance.

1.6 Definition of Terms

1.6.1 Job performance

Conceptual Definition
Job performance is defined as "all behaviours involved in accomplishing a given job, including effectiveness and outcome of each 10behaviour" (Chen, 2009).

Operational Definition
In this study, job performance is referred to the outcome or achievement of the employees on their jobs that depend on their preference toward motivation. Job performance is measured through task performance and contextual performance.
1.6.2 Achievement motivation

Conceptual Definition
Achievement motivation is defined as planned goals to achieve success, high standard of work, complete possible but challenging tasks, risk-taking, and fair feedback for the jobs they perform (Nickson & Siddons, 2004).

Operational Definition
Achievement motivation in this study is referred to the desire to perform jobs or tasks effectively, motivate by challenging tasks and striving for success.

1.6.3 Power motivation

Conceptual Definition
According to Duncan and Peterson (2010), power motivation is defined as strong emotion that desire to control others, influence others and own behaviour, like attention and to be responsible to others.

Operational Definition
In this study, power motivation is referred to the motive of employees toward the desire to control and influence others, leadership behaviour, want to acquire a good standing in their job and have additional responsibilities.

1.6.4 Affiliation motivation

Conceptual Definition
Affiliation motivation is referred as the desire to create and maintain interpersonal interaction with others, social network and seek opportunities for communication (McClelland, 1987).
Operational Definition
Affiliation motivation in this study refers to the interpersonal relationship building, support, social network, conflict avoidance, cooperation and communication of employees with other co-workers in the workplace.

1.6.5 Incentive motivation

Conceptual Definition
According to Condly, Clark, and Stolovitch (2003), incentives motivation is referred to monetary incentives (salary and money), non-monetary tangible incentives (gift or vacation) and non-monetary intangible incentives (recognition or positive performance review).

Operational Definition
In this study, incentive motivation is referred to monetary incentives, non-monetary tangible incentives and non-monetary intangible incentives that use to motivate employees job performance.

1.7 Significance of the study

This study is conducted to provide better explanation for the organization to determine which types of motivation influence employees' job performance the most. From the result of the study, the motivation that employees preferred the most can be set up to improve employees' job performance. At the same time, this can give a better understanding for the employers to know employees' perception toward the motivation that had been given to them. Through this study, effective motivation plans can be developed to improve employees' job performance.

Apart from that, the need of the employees would be met when employers know their necessity. Strategies and ways can be developed to improve employees' job performance based on the influence of the types of motivation to the employees. This will help to increase productivity and reputations as employees'
job performance have increased. Through this study, turnover and low performance among the employees can be reduced. The organization's performance will also be improved when the employees are motivated to perform their work. This study helps future researchers to focus on different strategies and methods in conducting the future research related to this study.

1.8 Conclusion

In summary, this chapter discusses on the background of the study, statement of problem, objectives of the study (general objective and specific objectives), research hypotheses, conceptual framework, definition of terms (conceptual terms and operational terms), significance of the study and limitation of the research.
CHAPTER 2
LITERATURE REVIEW

2.0 Introduction

This chapter discusses the definition of job performance and motivations (achievement, power, affiliation and incentives motivation). It is also discussed on basis for formulating conceptual or theoretical framework and the past researches that support this study.