



Faculty of Cognitive Sciences and Human Development

**THE INFLUENCE OF MOTIVATIONAL FACTORS ON
EMPLOYEES' JOB PERFORMANCE**

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**THE INFLUENCE OF MOTIVATIONAL FACTORS ON EMPLOYEES' JOB
PERFORMANCE**

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This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Sciences with Honours
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ABSTRACT

This research aimed to study the influence of motivational factors on employees' job performance. There are many motivational factors that could affect employees' job performance, however, this study focusing on the two motivation factors which are interpersonal relationship and leadership role. The influence of these two motivational factors will be studied among workers in one of the public sectors in Sarawak. The target population of this study consists of 45 employees in two random department with the sample size of 40 employees as respondents. Furthermore, this study also used 5 points Likert-scale questionnaires to be distributed to the respondents which also indicates as quantitative method. Multiple regression analysis has been used to test the influence of independent variables which are interpersonal relationship and leadership role on employees' job performance. The findings showed that interpersonal relationship is significant influence to employees' job performance while the leadership role is not significant influence to employees' job performance. The current study also included the limitations of study and recommendations to future research and organization.

ABSTRAK

Kajian ini bertujuan untuk mengkaji pengaruh faktor motivasi terhadap prestasi kerja pekerja. Terdapat banyak faktor motivasi yang boleh mempengaruhi prestasi kerja pekerja, namun, kajian ini memberi tumpuan kepada dua faktor motivasi iaitu hubungan interpersonal dan peranan kepimpinan. Pengaruh kedua-dua faktor motivasi ini akan dikaji dalam kalangan pekerja di salah satu sektor awam di Sarawak. Populasi sasaran kajian ini terdiri daripada 45 pekerja di dua jabatan yang dipilih secara rawak dengan saiz sampel 40 pekerja sebagai responden. Tambahan pula, kajian ini juga menggunakan 5 mata soal selidik berskala Likert untuk diedarkan kepada responden yang juga merupakan kaedah kuantitatif. Analisis regresi pelbagai telah digunakan untuk mengkaji pengaruh pemboleh ubah bebas iaitu hubungan interpersonal dan peranan kepimpinan terhadap prestasi kerja pekerja. Dapatan kajian menunjukkan hubungan interpersonal adalah pengaruh penting kepada prestasi kerja pekerja manakala peranan kepimpinan tidak mempengaruhi prestasi pekerjaan pekerja. Kajian ini juga merangkumi batasan kajian dan cadangan kepada penyelidikan dan organisasi pada masa hadapan.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Workers need something to trigger them in order to complete specific tasks and achieve their own goals that is called as motivation. Motivation refers to a process that guides, instigate and sustains goal-oriented behavior (Mayer, 2011). It is something biologically and emotionally that driving force behind human actions. In addition, motivation consists of two types which are intrinsic motivation and extrinsic motivation. Intrinsic motivation defined as doing something as it is innately enjoyable and interesting while extrinsic motivation means to doing something because it leads to a distinguishable output (Ryan & Deci, 2000).

Ryan and Deci (2000) also asserted that intrinsic motivation includes recognition, achievement and personal growth while the extrinsic motivation includes salary, job security, interpersonal relationship and supervision. Each employee demand different types of motivation as our needs are not the same. Motivation at the workplace is important as it helps to ensure the increases of employee productivity and other benefits to organization (Lang, 2020).

Job performance refers to achieve an objective or a set of aims be it in a tasks, role or organization (Campbell, 1990). According to Campbell, “job performance is not a single action but rather a complex activity”. Job performance usually can be seen after someone has done their job or tasks given will be look for through the quality and the quantity. Most organizations take job performance as an important matter because of high productivity will able to give benefits to the organization itself (Hunter & Hunter, 1984). This research is focusing on the influence of motivational factors on employees’ job performance.

1.2 Background of Study

Job performance refers to an expected efficacy to the organization of the individuals' behaviors during the completion of tasks over specific period of time (Motowidlo & Kell, 2012). Bullock (2013) stated that job performance is a feature of behavior of employees at work. Their behavior also has an expected value because it is kind of an indicator either they will bring the benefits or hinder to the organization (Bullock, 2013). Job performance can be defined as the outcomes from what the individuals do from the task given by the organization.

However, there must be reasons or factors that might influence job performance. One of the important components for an organization is where the employees are fully motivated as the motivation is considered as something that can help to assess job performance (Mohd Said, Ahmad Zaidee, Mohd Zahari, Ali, & Salleh, 2015). Some researchers also stated that "employee motivation plays a vital role in the management field; both theoretically and practically." (Steers, Mowday, & Shapiro, 2004). In other words, motivation is something needed by employees and organization to ensure their connection in a good term as these two parties are related to each other.

Cook (2015) also asserted that motivation is important to any employees. Cook stated that motivation helps employees to achieve their own goal where employees who are fully motivated will eventually have a great satisfaction towards their job until they gain a willingness to perform better in their job (Cook, 2015). As motivation consists of two factors, such as extrinsic and intrinsic, interpersonal relationship and leadership role are one of the extrinsic factors. There are many motivational factors such as rewards, promotions and working conditions, however, in this study, motivational factors will be studied based on interpersonal relationship and leadership role.

To conclude, when the level of motivation is increase, thus, the level of job performance will increase too. Employees will able to perform better when they feel satisfy with the motivation that they received such as interpersonal relationship and leadership role. The purpose of the current research is to study the influence of motivational factors on employees' job performance.

1.3 Problem Statement

Nowadays, motivation has become the key of employees' effectiveness that eventually increasing their level of job performance. There are many researches that have been done by other researchers (e.g., Azar and Shafighi, 2013; Selvanathan, Selladurai, Madina, Rahman and Shaik Dawood, 2016; Pang and Lu, 2018) regarding to the influence of motivational factors such as rewards, working environment or conditions, promotion, job security and recognition or status on employees' job performance but not much on interpersonal relationship and leadership role.

Motivational factors such as interpersonal relationship also should be carried out more in order to investigate other factors in different context instead of money that can improve employee's job performance (Widiani, 2019). There are many motivational factors that have not been covered much in past researches that relate with working environment such as interpersonal relationship and leadership role, so by including those factors in this study may enhance others understanding about the influence of motivation on employees' job performance (Ghaffari, Mohammad, & Burgoyne, 2017).

Besides, maintaining employee motivation especially within public sector is quite challenging rather than private sector. It is said that any matters regarding to public sector is crucial to government functions and it is slightly different from private sector (Martinelli, 2014). Thus, different approaches need to be studied and done in order to maintain

employees' job performance. According to Donovan and Ho (2015), managing employees who do not perform excellently is the most challenges in the scope of management.

Furthermore, there are lot of cases regarding the termination of employees who are poor performers in the workplace. In that case, before the employers decided to dismiss their employees due to this reason, they should be able to give their employees an opportunity to change and improve their work by assisting them and giving their support and motivation (Donovan & Ho, 2015). It shows how employers play an important role in motivating their employees as the employees are not only motivated by promotion or money such as incentives or rewards.

This matter has driven current researcher to conduct on the influence of motivational factors which are interpersonal relationship and leadership role on employees' job performance at the public sector in Kota Samarahan, Sarawak.

1.4 Research Objectives

1.4.1 General Objective

To study the influence of the motivational factors on employees' job performance.

1.4.2 Specific Objectives

- i. To study the influence of interpersonal relationship on employees' job performance.
- ii. To study the influence of leadership role on employees' job performance.

1.5 Research Hypotheses

HA₁: There is a significant influence of interpersonal relationship on employees' job performance.

HA₂: There is a significant influence of leadership role on employees' job performance.

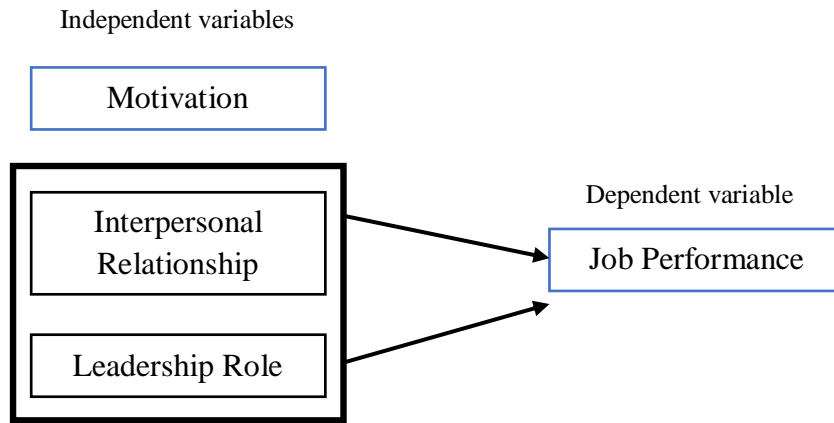
1.6 Conceptual Framework

According to past research, a good work environment that involves a healthy relationship between co-workers and employers in the workplace also one of the motivational factors that work the same as rewards or incentives (Halbesleben & Wheeler, 2007).

Interpersonal relationship with co-workers also do influence job performance and has been supported by Altinoz et al., (2012) as their findings asserted that when there is a healthy relationship among colleagues and employees, it able to help job performance and satisfaction increase (Altınöz, Çakıroğlu, & Çöp, 2012).

Leadership styles also gives influence towards employees' job performance as it is one of extrinsic motivation. Managers who able to give positive support and motivation towards their employees will eventually enhance their performance (Sakiru et al., 2014).

In this research, conceptual framework has been constructed to explain the flow of the influence of motivation on employees' job performance with the motivational factors as the independent variables which are interpersonal relationship and leadership role while the dependent variable is the employees' job performance. Below is the conceptual framework for this study:



Sources: Shazali et al., 2018

Figure 1. 1 Conceptual Framework of The Influence of Motivational Factors on Employees' Job Performance

1.7 Significance of Study

1.7.1 Significance to Organization

The importance of this study is that employees would know their rights and how importance they are in the organizations. Employees could tell which motivation factors are the most dominant to them that able to influence their performance at the workplace. Furthermore, the importance of this findings with regards to management of this organizations is that they realize how to motivate their employees more. With this study, management may able to identify improvement needed especially when it is related with factors affecting employees' performance.

1.7.2 Significance to Body of Literature

The findings of this study will affect to the benefit of future researchers considering that these ideas may be used as further references especially the data. It may give an insight into the

issue regarding of job performance that usually happens in a workplace. Future researchers also might be able to use this study as their references on doing future research. Besides, they can gain a new knowledge and will be served with an added literature that they might have not aware of before into their learnings.

1.7.3 Significance to Related Industry

The study may able to establish an understanding on other organization that run under the same sector and industry. The data of this study may be used as a comparison in order to improve their method in solving the same issue regarding motivation and job performance. It is essential for other organizations with the same sector and industry with this finding to have an extensive knowledge of the motivation at the workplace.

1.8 Limitation of Study

This research has potential limitations. The researcher just covers on few variables where the independent variable is motivation with sub variables such as interpersonal relationship and leadership role while the dependent variable is job performance. Besides, the current researcher only used one local authority organization in Kota Samarahan, Sarawak. Lastly, the current researcher only used questionnaire as the research instrument which is also considered as limitation of the study.

1.9 Definition of Terms

1.9.1 Motivation

Conceptual Definition

Bartol and Martin (1998) stated that motivation is “an influence that powers the conduct and gives track to the performance and motivate the understanding to carry on.” (Bartol & Martin, 1998).

Operational Definition

Motivation is a willingness of employees to take responsibility and how many hours they are willing to spend on work. In this study, motivation factors refer to interpersonal relationship and leadership role.

1.9.2 Interpersonal Relationship

Conceptual Definition

Manibo (2019) stated that interpersonal relationship at workplace refers to an interconnection among the members in the same organization (Manibo, 2019).

Operational Definition

In this study, interpersonal relationship refers to an interaction of workers and how well they are working together who also share the common goals. Interpersonal relationship will be assessed by using Interpersonal Relationship at Work Questionnaire developed by Quest Meraki (2018).

1.9.3 Leadership Role

Conceptual Definition

Leadership role or styles refers to the manner or approach of assigning path, inspiring individuals and achieving goals (Fertman & Van Linden, 1999).

Operational Definition

In this research, leadership role refers to the perceived level of influence that leader and workers have on the same organization resulting in both sides achieving a higher level of performance. Leadership role will be assessed by using Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (2004).

1.9.4 Job Performance

Conceptual Definition

According to Motowidlo et al., (1999), job performance refers to an action or activity that are carried out in order to accomplish the organization's goals (Motowidlo & Schmit, 1999).

Operational Definition

In this study, job performance refers to how well and how many the output done by the employees and the timeliness in completing the tasks given. Job performance will be assessed by using Work Performance Questionnaire with an 18-item scale developed by (Koopmans, 2015).

1.10 Summary

This chapter has discussed the introduction on motivation and job performance, background of study, problem of statement, research objectives, hypotheses, conceptual framework, significance of study and definition of terms used in this current research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In chapter 2, literature review of the research will be discussed. This chapter is consisting of several parts which are the discussion of variables of the study, theory related and discussion of past similar findings.

2.2 Discussion on Variables of the Study

2.2.1 Motivation

Motivation is defined as inner desire that cause or moves someone to do something (Resnick, 1996). Motivation also refers to “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied” (Antonioni, 1999). An organization need to take the various forces that able to motivate employees as an important matter so that the employees are able to give the best outcomes (Sarker, 2017).

In other words, motivation influences individual to work as it enacted to the same categories of desires, wishes and drives. These researchers also mentioned that managers who plays important roles in inspiring their workers will expect that their organizational goals able to be achieved whenever they give the desires, wishes and drives to their workers. Besides, motivation can be divided into two which are intrinsic motivation and extrinsic motivation.

According to Herzberg (2008), intrinsic motivation is where an individual willing to do the task based on the internal rewards while the extrinsic motivation is driven by the external rewards such as incentives or bonuses. Most past researchers argue that money or incentives

which is one of the extrinsic rewards are not the most dominant factors in influencing employee's job performance.

However, both researchers, Reio and Callahan (2004) studied that both types of motivation are actually resulted in higher job performance in an organization. Organization management should look for these two types of motivation as an important aspect in motivating employees because they work in a different way. In this study, researcher will focus more on intrinsic rewards such as interpersonal relationship and leadership role in an organization.

2.2.1.1 Interpersonal Relationship

Interpersonal relationship refers to “the connections that employees form with individuals on the same level of the organizational hierarchy with no formal authority over one another” (Sollitto & Myers, 2015). It also can be defined as the relationship between co-workers that work under the same organization to achieve shared goals. Employees who receive great support from their co-workers will eventually feel the self-belonging in the workplace until they feel motivated.

Furthermore, Prachi (2018) stated that interpersonal relationship is a “strong association among individuals working together in the same organization. Even though interpersonal relationship in the workplace is not included in the job description, this factor is capable in motivating employees (Athirah Saidi et al., 2019). Besides, according to Kahn (1990), interpersonal relationship among co-workers who provide more support and motivation able to generate psychological safety.

It has showed that employees who feel pleasure in working with their colleagues due to a healthy interconnection are motivated and usually increase their job performance (Robbins, Stuart-Kotze, & Coulter, 2000). It has been supported by El-Sabaa (2001) where this