

Work Motivational Factors Affecting Job Performance among Government Servant

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ABSTRACT

Given the increasing job performance among employees, the purpose of this study is to investigate the motivating factor that leads to job performance among employees in the public sector at Putrajaya. The questionnaire was distributed to 200 employees at the headquarters of Jabatan Kehakiman Syariah Malaysia (JKSM) using convenience sampling. Analysis was conducted using SPSS Statistic 26 to investigate the relationship between motivation variables that can influence employee job performance. The results revealed that workplace design and job performance have a significant correlation while the reward element does not show a significant relationship with job performance. As a result, Malaysian public institutions in Malaysia can use the data acquired and the conclusion drawn to improve work performance among their employees. In addition, this study can enrich the existing literature and provide additional information for future research. Aside from that, this research can directly assist an organization in designing a better plan for establishing a better program or activities for their employees.

Keywords: Job Performance, Motivation, Workplace Design, Reward, Supervisor Support.

INTRODUCTION

Every organization must implement a different method to improve employee job performance. Many approaches have been developed and implemented to accomplish this. To get the most out of an employee, organizational should foster an atmosphere that is conducive to recruiting, retaining, and motivating them. Job performance increases

dramatically when employees are happy and committed to their work. Job performance in the public sector is a critical concern due to its impact on the effective delivery of public services and the overall functioning of government organizations. However, the public sector faces unique challenges that can hinder employee performance, including bureaucratic processes, limited resources, and complex decision-making structures [1]. There are many factors give impact job performance, however, the motivation element that affects the workforce vary depending on the nature of the work. A past study revealed that an appealing atmosphere will contribute to high-quality services, efficient space utilization, safer workplace and may simply determine an employee's motivation, subsequent performance, and productivity [2]. [3] discovered that employees perform better when they are recognized by management, receive recognition awards, are rewarded on time, and are promoted for their efforts. Some employees encountered problems with a lack of support and direction from the supervisor and they feel that the immediate supervisor does not give them the correct direction. Unclear direction from the immediate supervisor leads to confusion among employees and eventually performs. [4]

LITERATURE REVIEW

Job Performance

Employee performance is referring to contributions to the success of the firm are frequently evaluated based on how effectively their work fits into existent categories, how well they were assigned to specific duties, and how well their actions contributed to the company's goals [5,6]. According to [7] during a given period, an employee's performance on the job can be thought of as the sum of their efforts in small, isolated tasks. Additionally, [8] acknowledged that job performance is all about carrying out one's duties. Job performance refers to how an objective or collection of objectives is accomplished within a given job, role, or organization; it is not synonymous with the results of those activities. In addition, job performance is more of a multistep process than a one- and-done, as evidenced by research [8] job performance is a separate act from the results of that behavior, which include things like achievement and output. One of the most critical parts of employee performance is the degree to which objectives are met. Successful workers meet deadlines, make sales, and boost brand recognition by providing outstanding customer service. Most people know about work performance comes from past research. This study looked at how motivation affected job performance.

Motivation

Work motivation is regarded as a crucial factor in the success of organizations, as it encourages employees' productive performance [9]. The term motivation is referring to an individual's behavior towards reaching a certain goal can be initiated, directed, and sustained by their internal or external drive. It is the driving force behind people's decisions to act, persevere in their endeavors, and pursue success in their personal or professional lives [10]. The study conducted by [11] stated that when employees are inspired, they perform better on the job and are more likely to succeed in their efforts to achieve the job's goals. Apart from that, the study's results revealed employees' motivation and ability, as well as how they adapted to time restrictions and an unpleasant environment will give an impact on job performance [11,2,12]. This study focused on three (3) motivational factors: workplace design, reward, and supervisor support.

Workplace Design:

[12] stated that workplace design incorporates ergonomics and workflow, which look at how the job gets performed to optimize the layout. Employees of administrative offices spend a great deal of time cooped up in their offices as they work tirelessly to provide the critical support required for the organizations' overall performance [14]. Their organizations, whether private or public, should therefore prioritize their comfort. A study conducted in the service sector in Pakistan found that the performance of full-time workers can be enhanced through either pleasant or unpleasant working conditions. [15]. A pleasant working environment can be thought of as a perk or an advantage, and it's becoming more common to use them as a strategy to recruit and retain talents, such as a decent onsite staff canteen or light, airy, and modern offices [16]. Overall, investing in the physical working environment and staying current with workplace advancements will help the company not only attract new employees but also retain them, boosting overall organizational performance. [16] revealed that since workers spend so much time indoors, the design of such buildings can have a major impact on their well-being, as well as their effectiveness and efficiency on the job. Since a person's level of happiness is seen to directly correlate with their productivity at work, it follows that a more pleasant work environment should lead to better output. A person's ability to focus and get work done can be negatively impacted by environmental factors such as office noise, temperature, lighting, and ventilation. On the other hand, the study conducted [17] discovered that the motivation of employees and their drive to succeed was also greatly enhanced by working in a pleasant environment.

Reward:

According to [18] rewards are "all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship". Rewards can also be defined as gestures, a lawyer-reward system, or another sort of compensation intended to make a person more viable in future attempts to correct or enhance the obtained performance [19]. Different employees may have different reward choices in a company. So having a good combination of rewards is advantageous to the organization. Tailor-made retirement plans along with more customized healthcare packages are becoming more important in retaining and motivating employees [20].

Rewards can be intrinsic, extrinsic, or combination. According to [21] extrinsic reward refers to those factors that are unrelated to the employer's task, like promotion, workplace environment, benefits, and security. Meanwhile, intrinsic reward refers to gaining more trust from managers, personal growth, and expanding competence in a particular area and it is successfully influenced by the task itself because the individual appreciates the reward because of executing the job or reaching the objectives. Psychological incentives are things like having a chance to show off one's skills, facing new challenges, feeling appreciated, and receiving respectful treatment. Research conducted by [22], found that most employees prefer intrinsic rewards and when they felt valued by their employer, they will work more to achieve the company's goals, along with their job performance will increase.

Supervisor Support:

According to [23] supervisor support refers to employees' beliefs that their supervisors respect them and are concerned with their professional and personal development. [24] stated that supervisors should actively support their workers' work-related activities. This assistance

should be provided to their fellow staff members, as well as by improving both the organizational climate and the working conditions to improve their job performance levels directly and indirectly. Previous studies involved a survey of 200 employees from four (4) different educational institutions, suggests that supportive leadership plays a significant role as a moderator between stress and performance levels among academic institution employees [25].

However, according to [26] a lack of supervisor support can lead to employee miscommunication and misunderstanding and thus will give impact their work performance. Supervisor assistance refers to how managers aid their staff in applying what they've learned in training [26]. The same goes for [27] who described supervisor support as the extent to which supervisors-managers encourage and promote the use of newly acquired information and abilities on the job. [23] Supervisors who appear to be highly respected and well-treated by the company are more likely to identify with the company's core values and so have a great influence on organizational support. In the workplace, supervisors can respond to employees' needs by giving them expert instructions, feedback, and information [28].

Conceptual Framework

The development of the conceptual framework of this study was adopted and adapted from [29,30; 31]. There are three independent variables: Workplace design, rewards and supervisor support, and the dependent variable is job performance. Figure 1 illustrates the conceptual framework for this study. Based on the conceptual framework, the following hypotheses were developed.

- H1: Workplace design has a significant positive relationship with job performance.
- H2: Reward has a significant positive relationship with job performance.
- H3: Supervisor support has a significant positive relationship with job performance.

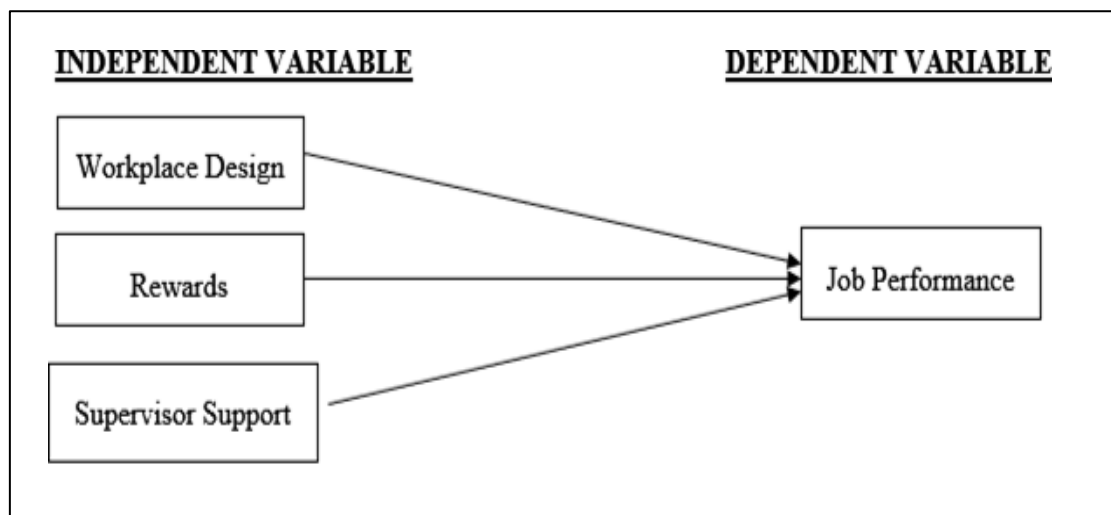


Figure 1: The conceptual framework

RESEARCH METHOD

Data Collection, Sampling and Response Rate

To investigate the link between the variables, a positivist method was adopted. A survey was done among 200 employees at JKSM, Putrajaya. The G*Power software was used to compute the sample size for this study, and the total sample size needed is 77 respondents, based to the calculation. The respondents were chosen via convenience sampling. This procedure is dependent on respondents' availability and agreement to participate in the survey, with no requirement to select respondents systematically.

Measurement

Upon a review of the relevant literature, variables were established, and measures were constructed. The survey is divided up into five sections, which include questions on demographics, workplace design, rewards, support from supervisors, and job performance. The participants were asked to answer questions about their backgrounds in terms of age, gender, marital status, degree of education, and job experience in order to determine the respondents' demographic profile. The questionnaire developed by [32] with five items, was adapted to measure workplace design. Five items were adapted from a questionnaire developed [30] to measure rewards. Five items developed by [4] were adapted to measure supervisor support. The last section was developed to measure job performance, consisting of five items adapted from [32]. All questionnaire questions were assessed on a 5-point Likert scale, with 1 being strongly disagree and 5 being strongly agree. A pre-testing was carried out to ensure that the questions to be used as the questionnaire were free of ambiguity and bias, and that the respondents comprehend the questions. Pre-testing is also necessary to avoid poor data quality and to minimise or limit item deletion during measurement model assessment [34]. Two (2) experts were selected for the pre-testing phase of this research to offer comments on the questionnaire questions. The final version of the instrument for this research was created using a modification based on the pre-testing. Following input from both experts and ordinary people, the final questionnaire was modified with minor phrasing adjustments for more accuracy and the elimination of certain jargon, acronyms, and terminology. The research procedure was evaluated and approved by the Universiti Teknologi MARA Research Ethics Committee.

Data Collection Procedure

To collect data from respondents, a survey approach was used. The researcher notified the respondents through email about the inclusion criteria. To help respondents understand the questions better, written explanations and instructions were provided. Respondents who met the criteria were given a questionnaire to complete. The surveys took the respondents around 5 to 10 minutes to complete. A total of 200 sets of questionnaires were issued to respondents through Google Form, and only 155 surveys were returned, producing a response rate of 77.5%.

FINDINGS AND DISCUSSION

Using SPSS version 26, normality tests, reliability tests, and demographic analysis were utilized to analyse the data. Using multiple regression analysis, the relationship between variables was investigated. The majority of respondents are female (73%) and between the ages of 40 and 49 (38.7%), with more than ten years of work experience (83%). Regarding educational background, 40% of respondents hold a degree. The outcomes are shown in Table 1.

Table 1: Demographic Profile of the Respondents and Relationship with Job Satisfaction

Demographic Profile	Frequency	Percentage
Gender		
Male	42	27
Female	112	73
Age		
Below 29	13	8.4
30-39	55	35.5
40-49	60	38.7
50 and above	27	17.3
Working Experience		
1-3 years	9	6
4-9 years	17	11
10 years and above	128	83
Marital Status		
Single	30	19.4
Married	125	80.6
Education Level		
SPM	36	23.2
Foundation/Diploma/STPM	44	28.4
Degree	62	40.0
Postgraduate	12	7.7

Before proceeding with the correlation analysis, this study conducted a normality test. The purpose of the normality test was to determine the distribution's shape. Skewness and Kurtosis results were presented after testing the hypotheses with descriptive statistics. Since the value of skewness and kurtosis for each variable was 3 [35], the normality test indicates that the data were normally distributed. Using multiple regression analysis, the relationship between the variables was established. The objective of this multiple regression analysis was to determine which variable in a set of independent variables can be considered the best predictor or most significant factor influencing the dependent variable. The results of the multiple regression analysis conducted for this study are shown in Table 2. Given that the value of the VIF was less than ten and the tolerance value was less than 1.0, there was no evidence of collinearity between the three independent variables. Three independent factors account for 67% of the variance in job performance. The F-test is significant at the p-value <0.05 (0.000); therefore, the linear model is valid overall. As specified in Table 2, the result from multiple regression analysis revealed significant relationships between workplace design ($\beta=0.639$, $p<0.05$) 95% CI [0.519, 0.758], and supervisor support ($\beta=0.174$, $p<0.05$) 95% CI [0.67, 0.280], However, only reward and job performance was not supported with the value of ($\beta=0.018$, $p>0.05$) 95% CI [-0.078, 0.113], Based on the findings, only two hypotheses were supported.

Table 2: Results of the multiple regression analysis

Independent variables	Standard Coefficient Beta	T	Sig.	Confidence Interval		Collinearity statistics	
				Lower	Upper	Tolerance	VIF
Workplace design	0.639	10.584	0.001	0.519	0.758	0.516	1.783
Reward	0.018	0.360	0.719	-0.078	0.113	0.485	2.060
Supervisor support	0.174	3.222	0.002	0.67	0.280	0.471	2.122
R square	0.676						
Adjusted R Square	0.670						
F	105.247						
Significance F Value	0.001						

The findings confirmed that there is a significant positive relationship between workplace design and job performance. The finding [36], is consistent with the result as workplace design generally sufficient source of giving an empowering environment that may best accelerate the performance of employees and an overall boost of productivity. Based on the findings, supervisor support was found to be a significant determinant of job performance. Hence, the study draws the inference that employees who report feeling appreciated by their superiors are more committed to doing a satisfactory job in general. The finding of this research is supported by [37] whereby the result also reveals that supervisors have a significant impact on their subordinates' performance. The relationship between reward and job performance revealed a contradictory finding. This study rejects the hypothesis, as the results found that there is no relationship between these two variables. The finding was supported by [38] on the influence of rewards on employee job performance, with special reference to mining company found that rewards do not have a major impact on employee performance. Since the monetary rewards granted to public employees are predetermined by the service circular, the employees in JKSM conclude that the rewards do not affect the employee's performance. Therefore, employees may think that no matter how hard or how much they work, the amount of reward they will receive is the same every year, in fact not as many private workers. Employees are also having the point of view that if they once have been appointed as civil servants, there are many allowances, medical and leave facilities that they are entitled to receive throughout their service and even after retirement. The majority of the respondents feel that they are fairly compensated for the work they do. It is important to remember that money is merely an extrinsic motivator to work; employees are more inspired to provide their best by a compensation package that covers everything they need.

CONCLUSION

This exploratory study's main goal was to determine the link between workplace design, rewards, and supervisor support with job performance among JKSM Malaysia employees. The results showed that workplace design and supervisor support had a significant connection with job performance. This study has merit, but there are also some limitations. First, because the study was cross-sectional in nature, it was not possible to draw any conclusions about the causal links between the factors examined. Second, this investigation relied specifically on samples drawn from the Jabatan Kehakiman Syariah Putrajaya's employees. Therefore, the current study's findings cannot be generalized to employees in other industries. The resulting

findings contribute to the growing body of literature on job performance despite these constraints. There are implications for research, practice, and policy from the current study. By establishing more effective human resources development program in their company the employer should pay special attention to enhancing and maintaining the work performance of their personnel. Further study might be done in order to enhance and develop an even deeper understanding of the current problem, which would provide a direction for future research. It is advised that a qualitative study be conducted to gain a more in-depth understanding of work performance among Malaysian public servants.

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