ΠΑΡΙΑΠ



THE IMPACT OF MOTIVATION, STRESS, JOB SATISFACTION, LEVEL OF EDUCATION, AND THE NUMBER OF YEARS IN PRESENT JOB POSITION ON THE JOB PERFORMANCE OF SABAH STATE CIVIL SERVANTS IN KOTA KINABALU

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DECLARATION

The materials in this thesis are original except for quotations, summaries and references, which have been duly acknowledged.

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ABSTRACT

Low job performance has often been blamed on a myriad of factors ranging from lack of motivation to stress in their work environment. The Malaysian civil service has often been criticized for being lazy and inefficient. The job performance of Sabah State civil servants needs to be assessed in order to ascertain whether claims by the government and press of poor job performance by the civil service are applicable to the Sabah State civil servants in Kota Kinabalu. The factors that affect the job performance of Sabah State civil servants need to be identified and determined as well to aid in improving future job performance. This research sets out to determine whether independent variables such as motivation, stress, job satisfaction, level of education and number of years in present job position influence the job performance of Sabah State civil servants in Kota Kinabalu. This study has found that the factors mentioned have no effect on the job performance of Sabah State civil servants in Kota Kinabalu.



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ABSTRAK

PENGARUH MOTIVASI, TEKANAN KERJA, PERASAAN BERPUAS-HATI TERHADAP KERJA, TAHAP PENDIDIKAN DAN JUMLAH TAHUN MEMEGANG JAWATAN YANG SAMA KE ATAS PRESTASI KERJA PEGAWAI/PEKERJA KERAJAAN NEGERI SABAH DI KOTA KINABALU

Pelbagai jenis faktor telah lama dianggap sebagai penyebab tahap prestasi kerja yang rendah. Pegawai/pekerja kerajaan telah kerap kali dikritik dan dituduh bersifat pemalas dan kurang cermat. Penilaian perlu dibuat terhadap prestasi kerja oleh pegawai/pekerja Kerajaan Negeri Sabah agar dapat menentukan kebenaran pernyataan bahawa perkerja kerajaan memiliki prestasi kerja yang rendah. Pernyataan ini telah dibuat oleh akhbar-akhbar malah kerajaan sendiri. Faktor-faktor yang mempengaruhi prestasi kerja juga perlu ditentukan supaya prestasi kerja pekerja kerajaan dapat diperbaiki pada masa hadapan. Tujuan kajian ini adalah untuk menentukan sejauh manakah prestasi kerja pegawai/pekerja Kerajaan Negeri Sabah dipengaruhi oleh factor-faktor seperti motivasi, tekanan kerja, kepuasan kerja, tahap pendidikan dan akhirnya jumlah tahun memegang jawatan yang sama. Kajian ini telah mendapati bahawa factor-faktor yang disebut itu tidak mempengaruhi prestasi kerja pegawai/pekerja Kerajaan Negeri Sabah di Kota Kinabalu.





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CHAPTER 1

INTRODUCTION

1.1 Overview

Low job performance has often been blamed on a myriad factors ranging from lack of motivation to stress in their work environment. The Malaysian civil service has often been criticized for being not only lazy and inefficient but rude as well. Even the foreign press (BBC, Taipei Times 2005) is aware of the problem citing symptoms such as laziness, rudeness, ill-manners, unsmiling and inefficient. To quote the BBC:

"The government's chief secretary, (Tan Sri) Samsudin Osman, said he had been on the receiving end of just such poor service."

It is clear Malaysian civil servants are under increasing criticism and the government has already made plans to overcome this problem.

The aim of this study is to determine not only whether there is a correlation between the job performance of Sabah State Civil servants in the city of Kota Kinabalu and different factors such as motivation and stress. It is also to determine the truthfulness of the statement that Malaysian civil servants are lazy and inefficient i.e. have poor job performance is applicable to Sabah state civil servants within the vicinity of Kota Kinabalu.

1.2 Problem statement

In sum the problem statement is: To what extent do factors such as different motivating factors and stress affect the job performance of Sabah State civil servants. It is felt that it is important to differentiate between the problem and the actual symptoms. As was mentioned earlier, among the symptoms of poor job performance within governmental departments are laziness and inefficiency. Another problem that needs to be addressed is to determine whether Sabah State civil servants in the vicinity of Kota Kinabalu suffer from poor job performance in the first place.

Research questions

The following questions will be asked during research and an attempt will be made to deduce the best answer possible.

1. To what extent do different motivating factors (e.g. the need to satisfy physiological, safety[security] needs etc) influence the job performance of Sabah State Civil Servants in Kota Kinabalu?

2. To what extent does job satisfaction influence the job performance of Sabah State Civil servants in Kota Kinabalu?

3. To what extent does the level of education influence the job performance of Sabah State Civil servants in Kota Kinabalu?

3. To what extent does stress in the work environment influence the job performance of Sabah State Civil servants in Kota Kinabalu?

4. To what extent does the number of years spent in present job position (job experience) influence the job performance of Sabah State Civil servants in Kota Kinabalu?

1.3 Scope and objectives

Scope: This study would encompass the following five independent variables:

- 1. Motivating Factors (based on the 5 needs within Maslow's Hierarchy of Needs)
- 2. Stress in the work environment
- 3. Job satisfaction
- 4. Level of education
- 5. Number of years work experience working in the present position

The sole dependant variable is job performance.

The target population/focus group of the study would be the population of the Sabah State Government Civil Service within the vicinity of Kota Kinabalu City.

Motivation

Motivation can have an effect on the output of an organization and concerns both quantity and quality. Motivation or more specifically the fulfillment of needs as motivating factors is multidimensional. More on motivation and its dimensions will be discussed in detail later.

Stress in the work place

The four dimensions of stress are significant life adjustments, daily routines, unrealistic self expectations and interpersonal relationships. (NASA Occupational Health – Effective Stress Management 2005). These have been named stressors. This study will attempt to focus its efforts on measuring overall stress in the workplace from an overall perspective and its impact/outcome on job performance. However the different dimensions of stress will also be scrutinized to a certain extent.

Job satisfaction

There is evidence to suggest that employees with higher job satisfaction:

- believe that the organization will be satisfying in the long run
- care about the quality of their work
- are more committed to the organization
- have higher retention rates, and
- are more productive.

(National Business Research Institute white paper)

Porter et al. (1968) defines job satisfaction as being unidimensional in nature. To put it simply, a person is generally satisfied or dissatisfied with their job. In contrast other researchers argue that job satisfaction is multidimensional, (Smith et al. 1969); In other words one may be more or less satisfied with their job, their supervisor, their pay, their workplace, etc.

Level of Education UNIVERSITI MALAYSIA SABAH

Education encompasses teaching and learning specific skills. Education also involves the imparting of knowledge, good judgment and wisdom. The scope of "level of education" in relation to this study is the level of academic education that has been attained in order to perform the tasks required in an employee's job description. It is unidimensional since respondents will be asked their current level of education such as a diploma, undergraduate degree or postgraduate degree etc.

Number of years work experience working in the present position

This refers specifically to the actual amount of years the respondent has spent in his/her current job position and not the overall accumulated years working for in other jobs/departments.

Job performance

Johnson (2001) compared the contribution of "contextual performance" (sometimes referred to as organizational citizenship performance) and "task performance" to judgments of overall performance. "Contextual performance" comprises behaviors that show (a) job dedication (job-task conscientiousness) such as volunteering for a task or activities that are not formally part of the job and showing extra effort (b) organization dedication (organizational citizenship performance) such as following organizational procedures and rules and finally (c) interpersonal facilitation (interpersonal citizenship performance) which includes helping and cooperating with others, assisting or helping coworkers.

"Task performance" consists of activities that directly transform raw materials into the goods and services produced by the organization or maintain the technical core of the enterprise by replenishing supplies, distributing products, and providing planning, coordination, supervision, and staff functions that allow for efficient functioning.

"Adaptive performance" is the proficiency with which employees change their behavior to meet changing situational demands. For the purposes of this study, all 3 dimensions of job performance will be combined into an overall perspective of job performance.

Objectives:

 To examine the relationship between different types of fulfillment of needs as motivating factors based on Maslow's hierarchy of needs and job performance. To examine the relationship between the other variables (stress in the work environment, level of education, job satisfaction and number of years in present job position) and job performance.

1.4 Significance of the study

Rationale:

The rationale of the research to be conducted is to determine the extent of relationship between the motivation of employees and their job performance. This however is in addition to determining whether such a relationship exists in the first place. It is important to note that motivation/motivating factors may not be the only factor that motivates government civil servants. Other factors such as stress in the work environment, level of education and job satisfaction are also taken into account. Research and past theories on each of these factors will be examined.

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Significance of the study:

It is hoped that this study would assist current and future managers within the government sector improve the job performance of their employees through the identification of any factors that may impede or cause their job performance to stutter. It is also hoped that this study would help managers mould an environment that would be conducive to job performance through the elimination of negative elements such as job stress and other factors that may externally influence workplace motivation and job satisfaction.

1.5 Definition of Key Terms in This Study

The following are the definitions of the key terms according to how this study perceives them, although in chapter 2 other definitions from various researchers and notable experts in the subject matter will be also be considered.

Job performance is the quantitative measure characterizing a physical or functional attribute relating to the execution of employee's job duties as outlined in his job description. It is a major factor in determining productivity of a system, performance is primarily tied to availability, throughput and response time. According to Princeton University's Wordnet performance is the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; (Source - http://wordnet.princeton.edu/perl/webwn)

Motivation (more specifically fulfillment of needs as motivating factors outlined in Maslow's Hierarchy of Needs) is the things that drive the wants, needs and beliefs of a person. Motivation is the push of the mental forces to accomplish an action. Unsatisfied needs motivate hence the term motivating factors. On the biological level basic human needs of food, shelter and survival are powerful motivating factors. On the psychological level people need to be understood, affirmed, validated and appreciated. For the purposes of this study motivating factors will be based on the five level hierarchy of Maslow's theory of needs. Princeton's wordnet defines motivation as the psychological feature that arouses an organism to action toward a desired goal; the reason for the action; that which gives purpose and direction to behavior. Motivating factors are the factors which motivate. (Source http://wordnet.princeton.edu/perl/webwn)

Level of education is the level of academic qualifications that the respondent is currently at or has obtained in order to qualify for his/her current job. Importance is placed on for example the level of a person's degree rather than the quality of the degree. Princeton's Wordnet defines education as the knowledge acquired by learning and instruction. (Source - http://wordnet.princeton.edu/perl/webwn)

Stress in the workplace is the mental or physical tension that results from physical, emotional, or chemical causes found in the workplace. It is the sum of the biological reactions to any adverse stimulus, physical, mental or emotional, internal or external, that tends to disturb a person's normal state of well-being. According to the World Federation for Mental Health the definition of job stress (stress in the work environment) is the harmful physical and emotional response that occurs when the requirements of the job do not match the capabilities, resources, or needs of the worker. (Source - http://www.wfmh.org/wmhday/sec3_pt3_4_glossary.html) The Oxford University Press defines job satisfaction as:

"the feelings or 'affective response' someone experiences in a job role. Some researchers argue that it is possible to capture the level of job satisfaction with one question. Others suggest we can have strong negative feelings about one aspect of our job (e.g. pay) but feel positive about other facets of it (e.g. colleagues). In addition, researchers have developed sophisticated models of the key components of our 'affective response' to work which map the nature and intensity of feelings. Job satisfaction has been treated as both a cause and effect of other organizational variables such as 'burnout' and 'work performance."

1.6 Organization of the remaining chapters

In the following chapter (chapter 2) a review of the literature pertaining to the subject matter already outlined above will be conducted. Various theories and studies will be considered to determine whether they support the expected results and implications of the current study. This will be followed by chapter 3 which will use the research methods to derive a conclusion. An explanation on the research methods will be done inclusive of the theoretical framework and the relevant hypotheses. Chapter 4 will display the results and findings of the research. An evaluation of the findings will also be done. Lastly, chapter 5 will cover the discussion, possible implications and conclusion.

1.7 Executive Summary

In this chapter the following key points were made. The focus group of the study would be the population of the Sabah State Government Civil Service within the vicinity of Kota Kinabalu City. It is important to differentiate between Sabah State Civil servants and Federal Government civil servants as there is a difference in their culture. They both have different departments under them as well.

The purpose of this study is to determine not only whether the job performance of Sabah State Civil servants in the city of Kota Kinabalu and motivating factors (which will be based on Maslow's hierarchy of needs) are related and if so to what extent. It is also to determine whether Sabah State civil servants suffer the same symptoms plaguing our country's civil service as mentioned by various news sources.

This study encompasses the following independent variables namely motivating factors, job satisfaction, level of education, stress in the work environment and the number of years in present job position. The dependant variable is job performance. Motivating factors would encompass the need to fulfill physiological, security needs and so forth according to Maslow's needs hierarchy.

It is hoped that this study would help managers mould an environment that would be conducive to job performance through the elimination of negative elements such as job stress and other factors that may externally influence workplace motivation and job satisfaction.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The primary objective of Chapter 2 is to assess the current state of knowledge within the relevant fields/subject matter already outlined chapter 1. This chapter is important because it will provide an up to date account and discussion of the research findings for each and every relevant subject matter (variable). In other words this chapter will focus on various literature surrounding the five independent variables namely motivating factors, job satisfaction, stress in the workplace, level of education and the number of years spent in present job position. There will also be a review of the literature concerning the dependent variable job performance.

2.2 Motivation/Motivating Factors TIMALAYSIA SABAH

Incentives/motivating factors are the positive rewards and the negative consequences that drive a person to either surge forward and improve their weak work performance or maintain their already excellent work performance. Motivating factors can also be used as tools by managers to attempt to illicit a desired response from their subordinates. However, this may not always go according to plan especially if the manager in question uses the wrong motivator.

There is an old saying: "You can bring a horse to water to but you cannot force it to drink. It drinks when it wants to". The same is applicable to employees and specifically to civil servants in Kota Kinabalu. Employees must be motivated or driven to do either through their own will and desire or by other means such as external stimulus.

In Maslow's theory of need-hierarchy, Abraham Maslow (1954) was of the opinion that employees have five levels of needs. These were (in order from lowest to highest) physiological, safety, social, ego and self actualizing. Maslow presented a hierarchy of needs that could be divided into basic needs and growth needs. Maslow stated that before fulfilling the higher level needs the lower level needs would have to be satisfied first in a progressive nature. There is some common sense to be applied here as one cannot progress to fulfilling their safety and social needs when they are dying of hunger. However, since man is an animal that is never satisfied with what he has he would naturally move on to the next level as more and more of his needs are met. The theory of need-hierarchy has a great impact on many aspects of our life most notably the workplace. In order to maximize the effectiveness of employee job performance, managers must consider employee needs and their hierarchical order. The present study relies on these 5 levels of needs and will refer to them as motivating factors when defining their relationship with job performance. In relation to safety needs this study will look at it from the perspective of security of employment (revenues and employment benefits) and not the actual physical/physiological safety.



