

**THE RELATIONSHIP BETWEEN
SATISFACTION ON HYGIENE AND
MOTIVATOR, WORK OVERLOAD AND JOB
PERFORMANCE AMONG PRIVATE COLLEGE
AND UNIVERSITY LECTURERS IN KOTA
KINABALU, SABAH.**



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**PERPUSTAKAAN
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DECLARATION

I hereby declare that the materials in this dissertation is my own except for quotations, excerpts, summaries and references which have been duly acknowledged.

17th August 2011


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ABSTRACT

THE RELATIONSHIP BETWEEN SATISFACTION ON HYGIENE-MOTIVATOR, WORK OVERLOAD AND JOB PERFORMANCE AMONG PRIVATE COLLEGE AND UNIVERSITY LECTURERS IN KOTA KINABALU, SABAH.

This study aims to find out the relationship satisfaction on hygiene-motivator, work overload and job performance among private college and university lecturers in Kota Kinabalu. The objectives of this study were achieved by examining the relationship between job performance (dependent variable) and two factors identified as independent variables which include satisfaction on hygiene and motivator and work overload. Results from the questionnaire collected from 116 respondents were analyzed using the multiple regression analysis. The analysis revealed that all independent variables (satisfaction on hygiene-motivator and work overload) have the significant relationship with job performance among private college and university lecturers. For the moderator test using hierarchical multiple regression, the result shows that gender and position level didn't moderate the job performance through independent variables. Although the relationship between dependent variable and independent variables when regressed together produced an acceptable result, further research should be done in order for this model to be proposed as a general model for developing a framework that can explain the job performance among college and university lecturers.



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ABSTRAK

Kajian ini bertujuan untuk mengetahui hubungan antara kepuasan atas kebersihan and motivasi, lebih beban kerja, dan prestasi kerja di kalangan pensyarah kolej dan universiti swasta di Kota Kinabalu. Objektif kajian ini dicapai dengan mengkaji hubungan antara prestasi kerja (pembolehubah bersandar) dan dua faktor yang dikenal pasti sebagai pembolehubah bebas yang termasuk kepuasan atas kebersihan and motivasi, lebih beban kerja. Hasil dari soal selidik yang dikumpul daripada 116 responden telah dianalisis dengan menggunakan analisis regresi berbilang. Analisis menunjukkan bahawa semua pembolehubah bebas (kepuasan atas kebersihan and motivasi, lebih beban kerja) mempunyai hubungan yang signifikan dengan prestasi kerja di kalangan pensyarah kolej dan universiti swasta. Untuk ujian penyederhana menggunakan regresi berganda hierarki, hasil menunjukkan jantina dan tahap kedudukan tiada kesan sederhana terhadap prestasi kerja melalui pembolehubah bebas. Walaupun hubungan antara pembolehubah bergantung dan pembolehubah bebas apabila regressed bersama-sama menghasilkan keputusan yang boleh diterima. Kajian lanjut perlu dilakukan bagi membolehkan model ini akan dicadangkan sebagai model umum untuk membangunkan rangka kerja yang boleh menjelaskan prestasi kerja di kalangan pensyarah kolej dan universiti.



UMS
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TABLE OF CONTENTS

TITLE	Page
	i
DECLARATION	ii
CERTIFICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
<i>ABSTRAK</i>	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
 CHAPTER 1: INTRODUCTION	
1.1 Overview of Private Institution of Higher Learning in Malaysia	1
1.2 Problem Statement	2
1.3 Research Question	5
1.4 Research Objectives	6
1.5 Scope of Study	6
1.6 Significance of Study	6
1.7 Operational Definition of Variables	7
1.7.1 Job Performance	7
1.7.2 Motivator	7
1.7.3 Hygiene	8
1.7.4 Work Overload	8
1.7.5 Gender	8
1.7.6 Position Level	8
1.8 Organization of the Report	8
 CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	10
2.2 Herzberg's Two Factors Theory	10
2.3 Conceptual Definition	10
2.3.1 Conceptual Definition of Job Performance	11
2.3.2 Conceptual Definition of Motivating Factors	12
2.3.3 Conceptual Definition of Hygiene Factors	14
2.3.4 Conceptual Definition of Work Overload	16
2.3.5 Conceptual Definition of Gender	17
2.3.6 Conceptual Definition of Position Level	17
2.4 The Relationship between Independent and Dependent Variable	17

2.4.1	The Relationship between Motivator and Job Performance	17
2.4.2	The Relationship between Hygiene and Job Performance	19
2.4.3	The Relationship between work Overload and Job Performance	22
2.5	The Relationship of Gender and Variables	23
2.6	The Relationship of Position Level and Variables	24
2.7	Conclusion	24

CHAPTER 3: RESEARCH METHODOLOGY

3.1	Introduction	25
3.2	Research Framework	25
3.3	Definition of Variables	26
3.3.1	Job Performance	26
3.3.2	Motivator	26
3.3.3	Hygiene	27
3.3.4	Work Overload	27
3.3.5	Gender	27
3.3.6	Position Level	27
3.4	Research Hypothesis	27
3.5	Research Design	30
3.6	Unit of Analysis	30
3.7	Sampling Design	31
3.7.1	Location of the Study and Population	31
3.7.2	Sampling Technique	31
3.7.3	Sample size	32
3.8	Instrument Design	32
3.9	Data Collection Method	33
3.10	Data Analysis Method	34
3.11	Expected Finding	35

CHAPTER 4: ANALYSIS OF FINDINGS

4.1	Introduction	36
4.2	Profile of Respondents	36
4.3	Factor Analysis	
4.3.1	KMO and Factor Loading for Independent Variables	38
4.3.2	KMO and Factor Loading for Dependent Variable	40
4.3.3	Framework and Hypothesis	41
4.4	Reliability Test	44
4.5	Descriptive Analysis	45
4.6	Correlation Analysis	46
4.7	Multiple Regression Analysis	47
4.8	Hierarchical Multiple Regression Test	49
4.9	Summary	52

CHAPTER 5: DISCUSSION AND CONCLUSION

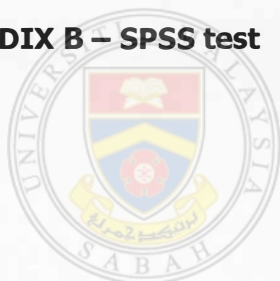
5.1	Introduction	54
5.2	Recapitulation of the Study	54
5.2.1	Factor Analysis	55
5.2.2	Reliability Analysis	55
5.2.3	Descriptive Analysis	55

5.2.4	Correlation Analysis	55
5.2.5	Multiple Regression Analysis	56
5.2.6	Hierarchical Multiple Regression Test	56
5.3	Discussion of Findings	56
5.3.1	The Relationship between Satisfactions on Hygiene-Motivator And Job Performance	56
5.3.2	The Relationship between Motivator and Job Performance	57
5.3.3	The Relationship between Hygiene and Job Performance	58
5.3.4	The Relationship between Work Overload and Job Performance	61
5.3.5	The Moderating effect of Gender in the Relationship Between Independent and Dependent Variables.	62
5.3.6	The Moderating effect of Position Level in the Relationship Between Independent and Dependent Variables.	63
5.4	Implications of the Study	64
5.5	Limitations of Study	65
5.6	Suggestion for Future Research	66
5.7	Conclusion	66

REFERENCES	68
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APPENDIX A – QUESTIONNAIRE	75
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APPENDIX B – SPSS test	80
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UMS
UNIVERSITI MALAYSIA SABAH

LIST OF FIGURES & TABLE

	Page
Figure 3.1 Theoretical Framework	26
Figure 4.3.3 Research Framework	43



UMS
UNIVERSITI MALAYSIA SABAH

LIST OF TABLES

	Page
Table 3.1	Variables for the study
Table 3.7.1	Total Academic Staff
Table 3.7.3	Population and suggested sample size
Table 4.1	Demographic Profile of the respondents
Table 4.3.1	KMO and Bartlett's Test for Independent Variables
Table 4.3.2	Results of the Factor Analysis (Independent Variables).
Table 4.3.3	KMO and Bartlett's Test for Dependent Variables
Table 4.3.4	Result of Factor Analysis (Dependent Variable)
Table 4.4	Summary of Reliability Test Analysis Results
Table 4.5	Descriptive Statistics
Table 4.6	Correlation between Independent and Dependent Variables
Table 4.7.1	Result of Regression Test for Independent Variables
Table 4.8.1	Result of Hierarchical Regression Test for Independent Variables with Gender.
Table 4.8.2	Result of Hierarchical Regression Test for Independent Variables with Position Level.
Table 4.9	Summary of the Hypotheses
Table 5.3.3	Descriptive Analysis for Salary



UMS
UNIVERSITI MALAYSIA SABAH

CHAPTER 1

INTRODUCTION

1.1 Overview of Private Institution of Higher Learning in Malaysia

The total number of private institutions of higher learning showed a sharp increase from 1995 to 2005. The increment is response to the government's new policy of relaxing rules in issuing permits and reducing the cost of business. Kanapathy (2003) stated that government is providing fiscal and financial incentives in the 1995/1996 Federal Budget. The fiscal policy provided by the government is tax incentives. It include tax exemption on import duties and excise duties on educational materials; a 100% Investment Tax Allowance for investments in technical and vocational institutions and tax deductions to corporations that make cash donations to institutions of higher learning (Kanapathy, 2003).

As the effect of the conducive investment climate, the private institutions of higher learning increased dramatically from 292 in 1995 to 630 in 2005. However, there was a decline in the number of private institutions from 704 to 404 from 2000 to 2011 (MOHE, 2011) probably because of consolidation or they were not sustainable as cost recovery was difficult. Unlike public universities, private institutions of higher learning are profit oriented and fees are threefold compared to public universities. This is because public higher learning institutions are government subsidized organizations.

The setting up of these private universities and institutions of higher education helped to satisfy some of the excess demand for local higher education. According to the Eighth Malaysia Plan, by the end of 2000, "private institutions provided a total of 32,480 places at the degree level, 116,265 at the diploma and 60,840 at certificate levels". This compares favorably with a total of only 47,200 students in 172 private institutions in 1993.

The private institutions of higher education offered degree, diploma and certificate courses. Among the courses offered by the private institutions that attracted the largest number of students were the diploma courses followed by the certificate and degree courses. Private institutions of higher education have also have had a comparative advantage in providing diploma and certificate courses whereas the public institutions have a comparative advantage in offering degree courses.

The privatization of higher education was to facilitate educational reform to produce quality graduates that could transform Malaysia from an agrarian economy to an industrialized and knowledge based economy by 2020 for the primary purpose of enhancing the competitiveness of the Malaysian economy. The 1996 Private Higher Educational Institutions Act, 1996 and 1997 East Asian economic crisis further opened the country to elite foreign universities to increase the supply of quality graduates to increase Malaysia's competitiveness. The liberalization of education therefore facilitated the process of globalization and Malaysia's deeper integration with the world economy as a regional center of academic excellence and as an exporter of educational services.

1.2 Problem Statement

There are many higher educational institutions in Malaysia that cater for the education needs, demands and aspirations of the Malaysian community. Private educators provide an important and often crucial service and an alternative to public education. It is estimated that only about 30 per cent of post SPM students receive a chance to further their studies in the public institutions of higher learning whereas the remaining 70 per cent have to look for other alternatives by venturing into the private higher education institutions (Sivanand and Nagalingam, 2006). The developments in the country have encouraged the growth of private higher education institutions. The main question is whether this growth in the number of private colleges and universities has served to maintain the quality of education in the country or has adversely affected it.

Quality in education means the service quality provided by institutions. Currently, assessing the quality of higher education has become a major public concern due to increasing competitive pressure, finite individual and institutional resources, and increased demand for universal access. The issues of performance have been set high on the agenda of higher education (Yusof, 2007). The individual performance is an issue of growing importance to the higher learning institutions in their preparation to accomplish their mission to become a world class university. An employee satisfaction, together with a competent workforce seemed to be of decisive importance for a university to be able to compete in quality and to go along with changes. At present, the theoretical linkages between job performances, satisfaction of hygiene and motivator and work overload simultaneously in the higher learning institution are not fully established by past researchers.

In the quest to attain the status of a developed nation and world class status, a culture of high human performance needs to be ingrained at all levels of the people working in an organization. The recent efforts by the Malaysian government to closely monitor the performance in every sector are certainly a step in the right direction that matched against international benchmarks to enforce performance accountability. According to the Malaysian former Human Resource Minister, Datuk Dr. Fong Chan Onn (Yusof, 2007), of all the countries that have been poor in terms of natural resources, it is clear that the most important resource of any nation must be the talents, skills, creativity and will of its people. Our people are our ultimate resource. The articulation of this statement in Malaysia's Vision 2020 blueprint rings clear until today. And it will undoubtedly remain so in the years ahead as we strive towards achieving the aims of the Vision.

By year 2020, Malaysia is decided to become a knowledge economy nation. Thus, Malaysia invests in the education and training for workforce quality, economic productivity, and global competition. Hence, to fully realize these goals, the country is keen to develop its human capital development which can respond to changes in the 21st century workplace (Nurul-Awanis, 2011). Highly skilled human capital is fundamentally important to change Malaysia from a developing country to developed country. So, a consistent and coordinated effort is needed to achieve the

Vision 2020. Therefore, higher education is the crucial for human capital development. However, Malaysian former Human Resource Minister, Datuk Dr. Fong Chan Onn in a statement on 16th June 2005 said that Malaysian workers are becoming less competitive (Yusof, 2007). Less competitive here refers to the performance of Malaysian workers that 'had gone down'. It will affect the country's competitiveness in the globalized area. The vision of the Government is to make Malaysia a centre of educational excellence (Jade, 2010). Thus, lectures' performance is crucially important in human capital development.

Some organizations are not properly administrated and employees are assigned excessive duties causing them to feel overwhelmed or overworked (Yusof, 2007). In higher education, the role of faculty members are burdened heavy workload which may affect the job performance. Higher education is multifaceted. They are under great pressure to conduct research, publish articles, teach classes, advise students and serve on committees. Many find it is necessary to work on weekends and during vacations to meet their job responsibilities and they are likely to spend a large amount of time working at home (Zin, 1998). Pressure is greatest for beginning lecturers who must compete to obtain confirmation. There is too little emphasis on research. Universities lecturers teach up to twenty in-class hours a week and do much on marking. This leaves little time to do research. By way of contrast, science department staffs at US research universities usually teach three in-class hours a week, with some junior staff given a lighter teaching load to enable them to concentrate on research. In addition, almost all the marking and tutorials are conducted by postgraduate teaching assistants (Zin, 1998). Besides, high level of workload will damage productivity, (Jade, 2010).

Besides, the salary offered to lecturers is not competitive. Salaries offered by private higher institution in Sabah are relatively lower than public sectors. A junior professor's salary at US research universities start at about RM20,000 a month. Factoring in the difference in cost of living, this figure is equivalent to almost RM9,000 in Malaysia, much higher than the RM3,000 currently offered to starting lecturers (Yusof, 2007). Finally, recognition of talent is lacking. Almost all university lecturers are guaranteed lifetime employment regardless of performance.

Furthermore, to our best of knowledge, job performance, namely performance in research and teaching, is often not the main criterion for promotions and for the awarding of research funding.

Moreover, a large number of researches exist on topics about job performance. There is hardly any has focused on job performance among private universities lecturers. Studies on the job performance among employees in the higher education industry in Kota Kinabalu, Sabah haven yet widely carried out. Therefore, it is timely important to investigate this issue.

Therefore, the problem statement for this study is the role of faculty members are burdened heavy workload which may affect the job performance. Besides, the salaries offered by private higher institution in Sabah are relatively lower than public sectors. Thus, this study is examined the two factors theory and workload that affect the job performance among private university lecturers in Kota Kinabalu, Sabah.

1.3 Research Question

The research question of this study was aimed to investigate the relationship of job performance of private college and university lectures with the independent variables that proposed in this study. Study examines the relationship between satisfaction on two factors theory (hygiene and motivator), work overload and job performance among private college and university lectures in Kota Kinabalu, Sabah. The research questions are as follows:

- a) What are the relationships between satisfaction on hygiene and motivator and job performance?
- b) What are the relationships between works overload and job performance?
- c) Does gender and position level moderate the relationship between satisfaction on hygiene and motivator, work overload and job

performance among private college and university lecturers in Kota Kinabalu?

1.4 Research Objectives

The objective of this study is to investigate the relationship between satisfaction on hygiene and motivator, work overload and job performance among private college and university lectures in Kota Kinabalu. The specific objectives include:

- a) To examine the relationships between satisfaction on hygiene and motivator and job performance.
- b) To examine the relationships between work overload and job performance.
- c) To investigate the moderating effect of gender and position level on the relationship between satisfaction on hygiene and motivator, work overload and job performance among private college and university lecturers in Kota Kinabalu.

1.5 Scope of Study

The scope of this study is being limited to private college and university lecturers in Kota Kinabalu, Sabah, with the target to obtain valuable local data. In addition, the scope in the literature review of this study focused on the key areas of job performance, satisfaction on two factors theory which included motivating factors and hygiene factors, work overload and the moderator of gender and position level.

1.6 Significant of Study

The finding of this study will have a significant positive impact for the private institution of higher education especially for those located in Kota Kinabalu area. The satisfaction on two factors theory (motivating factors and hygiene factors) and work overload are among the factors which contribute to job performance. Therefore, this study is significant to assist the managerial level of higher education organization to manage the workload which is one of the occupational stress at individual level, the motivating factors (such as promotion, recognition,

achievement, meaningful of work and responsibility) and the hygiene factors (such as interpersonal relationship, salary, supervision, working condition, and also policy and administration) among public and private institution of higher education.

By doing this study, managerial level of higher education organization can gain a clearer understanding on what the dilemma is faced by lecturers at its institution. Management competency is an apprehension that must be emphasized by the managerial level as workload (one of the dimension of occupational stress) may affect the employees efficiency and productivity which would be damaging to the individual's job performance and ultimately affect the organization's overall performance (Gillespie et al., 2001).

The finding of this study will have important impactions for the future practice, research management and development, and administration especially to the educational management teams of private institution of higher education in Kota Kinabalu or any other institute of education. Researchers believe that satisfaction in term of motivator and hygiene factors can increase their productivity, performance and improve organizational effectiveness. Nevertheless, with this research, satisfaction of lectures could be fulfilled and consequently increase motivation.

1.7 Operational Definition of Variables

In the course of the research, some terms may need further clarification. This is to avoid any confusion in the context later.

1.7.1 Job Performance

Job performance refers to the overall evaluation of how well an individual is meeting the organization's expectation (Allen and Griffeth, 1999).

1.7.2 Motivators

According to Herzberg's two factor theory, motivators are a set of intrinsic condition, which is the job content (Ivancevich *et al.*, 2008).

1.7.3 Hygiene

According to Herzberg's two factor theory, Hygiene factor is a set of extrinsic condition, which refers to job context (Ivancevich *et al.*, 2008).

1.7.4 Work Overload

Work overload refers to too many things to do or insufficient time to complete a job (Ivancevich *et al.*, 2008).

1.7.5 Gender

This refers to the respondent, whether male or female (Lim, 2009).

1.7.6 Position level

Nobile and McCormick (2006) stated that position refers to employment classification in schools. For example, in university, whether an academic worker is a professor, dean, senior lecture, lecture or a tutor. Therefore, the position level in this study referred to lecturer with administration position and lecturer with no administration position.

1.8 Organization of the Report

This report is organized into five chapters, which is Introduction, Literature Review, Research Methodology, Analysis of Findings, and Discussion and Conclusion.

In chapter One, Introduction, will provides an overview of the Private Institution of Higher Learning in Malaysia. It subsequently derives the Problem Statements, Research Question, Research Objectives, Scope of Study, Significant of Study, and Operational Definitions of Variables in this study and Organization of Report.

Chapter Two, Literature Review, reviews studies on satisfaction on two factors theory, work overload and job performance in the Higher Education Institute previously conducted by others. Some of these previous studies are nearly the same as this study with focus on different industries in different countries or stated, while some other studies focus on other factors that impacts job

performance in difference area. The dependent and independent variables used in this research were derived from the literature review and the relationship between them will be discussed further in Chapter Two.

Chapter Three, Research Methodology discusses the Research Framework, Hypotheses, methods and questionnaires used to conduct the survey for the research. Chapter Four presents the Analysis of Findings and finally, the report concludes in Chapter Five, Discussion and Conclusion.



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Chapter 2

LITERATURE REVIEW

2.1 Introduction

This chapter is focuses on the literature review which refer from a number of academic journals, books and other resources that are relevant to the research. Besides, this area will focus on the key review of job performance (dependent variable), satisfaction of hygiene and motivator, and work overload as (independent variables). There are two dimensions under satisfaction of hygiene and motivator which are motivating factor and hygiene factor. Gender and position level are the moderator variables. This chapter is identifying the relationship and defines the meaning of satisfaction of hygiene and motivator, work overload and job performance among private college and university lecturers in Kota Kinabalu, Sabah.

2.2 Herzberg's Two Factors Theory

Herzberg's developed a content theory known as the two factor theory of motivation (Herzberg *et al.*, 1959). He identified two levels of needs for his subjects; hygienic needs (which tend to focus on the dissatisfaction factors) and motivator needs (which tend to focus on the satisfaction factors) (Sergiovanni, 1967). The premise of the Motivator-hygiene theory was that job had specific factors which were related to job satisfaction or dissatisfaction (Herzberg *et al.*, 1959). Herzberg's original research led to the theory gave rise to two specific conclusions. First, there is a set of extrinsic condition, the job context. Second is a set of intrinsic condition, the job content. Herzberg's findings have important implications for educational administration and supervision (Sergiovanni *et al.*, 1967).

2.3 Conceptual Definition

This section is defined the meaning of two factors theory, work overload and job performance among private college and university lecturers in Kota Kinabalu, Sabah.

2.3.1 Conceptual Definition of Job Performance

According to Allen and Griffeth (1999), job performance commonly refers to the overall evaluation of how well an individual is meeting the organization's expectations. Besides, job performance is an essential criterion that relates to organizational achievement or outcomes. Performance also can be defined as a function of motivation and ability (Zin, 1998). Ahmed *et al.*, (2010) explained that there are two types of performance. It is necessary to differentiate between two types of performance which is standard performance and elevated performance. Standard performance is the typical level of output an individual delivers in the normal course of satisfying a role (Ahmed *et al.*, 2010). This level of performance is influenced by the hygiene factors, which do not drive productivity but whose absence (or negative perception) can destroy motivation (Ahmed *et al.*, 2010). Elevated performance is resulting from an individual exerting discretionary effort and "going the extra mile" because of their commitment to the group or organization and its mission and objectives. Commitment drivers will encourage employees to feel motivated and to achieve higher levels of performance (Yusof, 2007).

However, Ivancevich *et al.*, (2008) conceptualizes the definition of performance as a function of the capacity to perform, the willingness to perform and the opportunity to perform. Ivancevich *et al.*, (2008) identified that the capacity to perform is relating to the degree to which an individual to have task-relevant knowledge, abilities, skills, and experiences. Moreover, Ivancevich *et al.*, (2008) stated that high levels of job performance are only possible when the employee knows how to do it and what is supposed to be done. The opportunity to perform is another critical element in the job performance recipe in which the individual's job performance is dependent on the situation made available to the individual. Moreover, willingness to perform relates to the degree to which an individual both desires and is willing to exert effort toward attaining job performance (Ivancevich *et al.*, 2008).