

**A STUDY ON POSITIVE AFFECTS OF
MOTIVATION AND JOB SATISFACTION TO JOB
PERFORMANCE**

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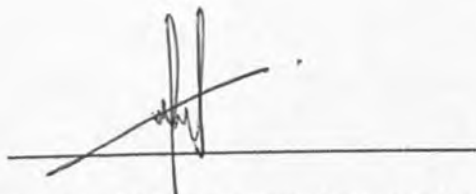
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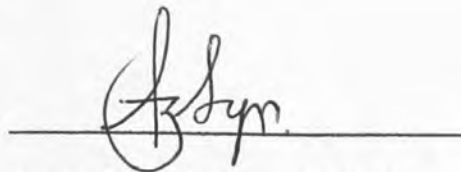
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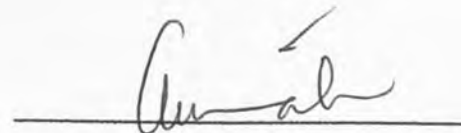
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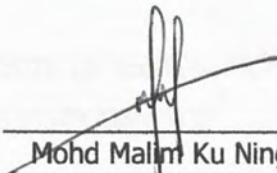
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DECLARATION

I hereby declare that the material in this thesis is my own except for quotations, excerpts, equations, summaries and references, which have been duly acknowledged

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ABSTRACT

A STUDY ON POSITIVE AFFECT OF MOTIVATION AND JOB SATISFACTION TO JOB PERFORMANCE

The concept of motivation and job satisfaction that directly influence employee's work performance had been debated and argued by numbers of expert in organizational management practice. Employees and organization are significant toward each other whereas good organization would address worker needs and not only addressing their competence. In order to investigate issues relating with motivation and satisfaction to employee's performance, this study have choose to replicate previous research instrument that measure the same variables to answer (1) Is motivation affect positively to employee's job performance? and (2) Is job satisfaction affect positively to employee's job performance? . The validity and reliability of the entire three instruments have been measured. The data of this research was analyzed using descriptive and inferential statistics the Statistical Packages for Social Sciences (SPSS). Base on the findings, a strong positive affect between motivation – job performance and job satisfaction – job performance have been establish. Results are discussed and implications for future research directions also explore.

ABSTRAK

Konsep motivasi dan kepuasan kerja mempunyai pengaruh dalam prestasi pekerjaan seorang pekerja telah lama dibincang dan terdapat perbezaan pendapat daripada kalangan pakar pengurusan organisasi. Pekerja dan organisasi merupakan tunjang kepada kejayaan sesebuah organisasi dimana pengurusan organisasi yang baik akan mengutamakan pekerjaannya dan bukan hanya fokus kepada kompetensi pekerja semata-mata. Untuk mengkaji pengaruh motivasi dan kepuasan kerja kepada prestasi kerja, kajian ini telah mengadaptasikan instrumen kajian lepas untuk menjawab (1) adakah motivasi memberikan kesan positif kepada prestasi kerja dan (2) adakah kepuasan kerja memberikan kesan positif kepada prestasi kerja. Pengujian kesahan telah dijalankan kepada data dengan bantuan alat SPSS. Merujuk kepada dapatan kajian, kesan positif antara motivasi – prestasi kerja dan kepuasan kerja – prestasi kerja adalah amat kuat sekali. Keputusan ini dibincangkan and kesannya kepada kajian dimasa akan datang juga dibincangkan.

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LIST OF SYMBOLS

r_a	Alpha Cronbach
r	Correlation Pearson Value
n	Numbers
%	Percentage
df	Degree of Freedom
p	Probability
\bar{x}	Mean
f	Frequency
$>$	Greater than
$<$	Less than
SD	Standard Deviation

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter discusses the background of the research, the problem statement and the research question. This follows by explanation on research objective, significant of research and its scope of study. Through out this chapter, clear understanding on purpose of this research can be established.

1.2 BACKGROUND OF RESEARCH

Employees and organization is significant toward each other. Without employees, organization will certainly fail to function as planned. Nowadays, challenges for organization to retain the right individual that possess knowledge, experience and skills required as manpower in the organization is very competitive. But in this challenging workforce environment, organization could not afford to depend entirely on the employees abilities alone. Good organization knows how to utilize its human resource as the success of an organization are not dependable only to the worker competence.

Robbins (2005) sees the important of organization to have the right individual that able to manage fast changes and critically views the business issues creatively as the essential element for the success and longevity of the organization is through adaptability. Being the most important asset in organization armory, organization should pay attention on them for the purpose of retaining their services in the organization.

According to O'Malley (2000) to get employees that were fully competent and commit with their job is the biggest obstacle for most organization currently. This is why organization must analysis its employee's performance level as an indicator for future reference on how to develop their performance. Springer (2010)

identified from previous research that there is significant relation between motivation and job satisfaction which relate with better work performance.

Springer (2010) added that such relation between job satisfaction and job performance is still in the wilderness. Almarganhi (2008) try to link this relation and to understand the significant relation of motivation, job satisfaction and job performance. Referring to Mowday et al. (1982), Almarganhi (2008) quoted that commitment is a relative strength of a person to his or her involvement in their organization. Robbins (2005) indicated three dimensions of commitment that is the driver for employees to be faithful or religious toward their organization.

According to Almarganhi (2008), some studies have reported strong correlations of organizational commitment and job satisfaction as indicated by Benkhoff (1997). Benkhoff sees job satisfaction and organizational commitment are important elements in assessing employee's decisions to quit or their contribution for the organization. Springer (2010) said that industrial organizational psychologist put heavy interest on studying intensively in motivation, job satisfaction and job performance. He stressed that ability to manipulate these variables in order to increase business related goals and outcomes can be supported by Maslow (1987) and Pinder (1998).

1.3 PROBLEM STATEMENT

Springer (2010) and Almarganhi (2008) agree that the relationship of motivation and job satisfaction on job performance are not clear. Both researchers try to link the relationship of motivation and job satisfaction that may affect job performance in organization in their research. According to Springer (2010), the rational strength and direction of the three variables are not clear although previous research (ex: Grant,2008; Halbesleben et al.,2007 etc) sees the correlation of these variables are establish. To establish more on the relationship of the three variables, Springer (2010) suggested that by using psychological theories that has link with motivation and job satisfaction combine with a specific goal of exploring what the predictor

variables of motivation and job satisfaction can reveal on job performance of employees in any organization.

Almarganhi (2008) stress that employees serve as the main role in any organization, thus their perceptions should also be considered as they are part of the organization. Almarganhi added that although the relation between motivation and job satisfaction often predict the quality of the employee's performance, still these three variables tend to be controversial as there has been an inconsistent finding to identify that high level satisfaction employee can be associated with high quality in their performance. This research, would like to rectify that motivation and job satisfaction positively affect employee's job performance in organization.

A private higher learning institution is chosen for this research to test the role of motivation, job satisfaction and job performance. The institution wanted to remain anonymous but agree to provide information and input to complete this research. There are no previous studies or research had been done by the organization to evaluate their staff performance seen its establishment a decade ago. This research can contribute to collect sufficient data relating to the employees scenario in the organization.

1.4 RESEARCH QUESTIONS

The focus of this study is to clarify from previous research conducted by Almarganhi (2008) that motivation and job satisfaction would affect job performance of employees. Almarganhi tested his hypothesis on employees of Universiti Utara Malaysia (UUM).

Therefore, this research would like to address this question as follow:

- A. Is motivation positively affecting employee's job performance?
- B. Is job satisfaction positively affecting employee's job performance?

1.5 RESEARCH OBJECTIVES

The objective of this research is:

1. To find out whether there is a positive affect of motivation to employee's job performance.
2. To find out whether there is a positive affect of satisfaction to employee's job performance.

1.6 SIGNIFICANT OF STUDY

This study tries to understand the affect motivation and job satisfaction to employee's job performance. By using data from a private higher learning institution, the finding of this research will contribute to enhance the organization understanding of its employees and their needs. Furthermore, the organization would identify their strength and weakness of human resources policies that address their human capital asset.

The research hopes to elaborate the finding from previous study that motivation and job satisfaction have significant affect to employees' performance. Also through this research, organization that involved in this research can identify how motivation and job satisfaction can elevate work performance. Indefinitely, the outcome of this research will help to further understand factor that affect worker performance.

1.7 SCOPE OF STUDY

The focus of this study is addressing the issues of motivation, job satisfaction and job performance. This study is limited to executive level employees in an unnamed private higher learning institute in Malaysia. Base on previous studies, researcher would like to identify that motivation and job satisfaction positively affect job performance.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The objective of this chapter is to understand further on job performance, job satisfaction and motivation by exploring literature of previous research that related with the objective of this study. With this, a clear understanding on the attribute of motivation and job satisfaction effecting job performance to employee in any organization can be established.

2.2 JOB PERFORMANCE

Cronje et al (1995) viewed performance as degree and quality of effort, cooperation, absenteeism, lateness, compliance with standards and commitment that are displayed by individuals. Ivancevich & Matterson (1996) sees performance as a translation of potential into behavior, that can be defined as terms of standards individuals must achieve in their work and it can be translated into desired result of behavior. Factor that effect employee's performance are depending on the individual's capacity, willingness and the chances to perform (Almarganhi, 2008). According to Ivancevich & Matteson (1996), quality of job performance are influence by the direction, intensity and duration of effort spend by any individuals in the organization.

Ivancevich & Matteson (1996) added that employee's performance includes a number of objectives in which the outcome of this objective can be measured and include turnover and absenteeism, personal behavior outcomes and reflect the individual's reactions to work. They also emphasis on the intrinsic and extrinsic outcomes which related to individual actions and may influence job performance. Jamal (2007) identify job performance works as ignition for a person

can successfully perform within the framework of the normal constraints and available resources. Borman & Motowidlo (1997) and Campbell (1990) defined job performance as the aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organizational goals.

According to Bailey (1982) job performance is a result of a pattern of actions carried out to satisfy an objective according to some standard. Bailey (1982) also differentiate job performance with behavior as performance outcome is equated with results while behavior is projected by actions of which is taken to achieve the desired results. There are three interrelated element in job performance (Bailey, 1982) that is:

- 1) The individual
- 2) The activity
- 3) The context

Cummings & Schwab (1973) see individual performance is influence by ability and motivation. Ability in this context is referring to the employee capacity to perform and in motivation, Cummings & Schwab (1973) stressing on how much the person feels inclined to perform. According to Ali (2000) individual's personality, cognitive abilities and competencies also influence job performance. Ali (2000) implies that organization must create a culture that enhances individual job performance and in the same time, maximizing the match of individual needs and capabilities with organization. This effort can be measured by using an effective performance appraisal system.

Campbell (1990) perceives job performance is a form of behavior. Campbell came up with eight general factors of job performance as listed below:

- a) **Job-specific proficiency** – behavior that an individual undertakes as part of job
- b) **Non-job-specific task proficiency** – behaviors which individual is required to undertake which do not pertain only to a particular job.
- c) **Written and oral communication** – activities where the incumbent is evaluated not just by the content of the message but on the adeptness with which they deliver the communication.

- d) **Demonstrating effort** – reflect the degrees to which people commit themselves to job tasks.
- e) **Maintaining personal discipline** – individuals expected to be in good standing with the law.
- f) **Maintaining peer and team performance** – good role model, coaching, giving advice or helping maintain group goals.
- g) **supervision/leadership** – the individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishment.
- h) **management/administration** – entails aspects of a job which serve the group or organization but do not involve direct supervision.

Campbell (1990) stress that although each factor of the eight dimensions may vary from different jobs, motivational element is seen as part of dimension. According to Springer (2010) the most recent research has added social efficacy as number nine in the dimension as the researcher propose that job performance is a multidimensional concepts that link both task related and contextual performance factors which includes the important of social skills as predictor of job performance. In reference to Campbell model, another model of job performance proposed by Murphy (1994) and used by the US Navy that only have four types of dimensions. This model is much broader to compare with the eight dimensional models. The dimensions as listed below:

- a) **Task oriented behavior** – which similar with task specific behaviors in Campbell's model – includes any major tasks relevant to someone's job.
- b) **Interpersonally oriented behaviors** – interaction the focal employee has with other employees.
- c) **Down-time behavior** – employees engage in during their free time either at work or off-site.
- d) **Destructive/Hazardous behavior** – Include things such as safety violations, accidents and sabotage.

Jex & Britt (2002) sees the differences in job performance are caused by the interaction among ability, motivation and situational factors that may facilitate or inhibit performance. In order to perform better, employees must possess job-relevant abilities but abilities alone would not lead to high levels of performance unless employee is motivated to do so and does not experience severe situational constraints. Jex & Britt (2002) added that in certain cases of which a high level of these three factors would compensate for low level of the others, it is better to have all three factors in high level because the three conditions are necessary.

2.3 JOB SATISFACTION

Is job satisfaction actualized? The installing of satisfaction within workers is a crucial task of management. With Satisfaction, confidence, loyalty and ultimately improvement in output of the employed are achieved. Employees will most likely not take any more pride in their work even if they win the weekend getaway for having the highest sale for instance. Managers have in mind to manage the movement of workers to act accordingly with desired manner of the organization, but how does this can be achieved as it is not as simple as giving out incentive programs or other types of conditional administrative policy to play a win-win situation for the employees and employers.

Gruneberg (1976) sees job satisfaction is the favorableness or unfavorableness with which employees view their work. Since job satisfaction involves expectations, it relates to equity theories, the psychological contract and motivation (Srivastava, 2005). Job satisfaction may refer to either a person or a group and it is part of life satisfaction (Near *et al*, 1978). Since job is an important part of life, it may influence an individual general life satisfaction. Job satisfaction is a result of various attitudes held by an employee towards life in general as these attitudes are related to jobs and concerned with such specific factors as wages, supervision, steadiness of employment, conditions of work, advancement opportunities, recognition of abilities, fair evaluation of work, social relations on the

job, prompt settlement of grievances, fair treatment by employer and other similar items (Blum & Naylor, 1968).

However, there are other factors that may contribute toward job satisfaction such as employees' age, health, temperament, desires and level of aspiration (Srivastava, 2005). Job satisfaction is a general attitude which is the result of many specific attitudes that can be divided into 3 areas: that are a) specific job factors, b) individual characteristic and c) group relationship outside the job (Srivastava, 2005). Vroom (1964) sees worker's satisfaction and his motivation to perform effectively should be viewed as a joint function of situational and personality variables, by no means imply that their determinants are identical. As reported by Katz *et al* (1950) and Katz *et al* (1951), there are low correlation between job performance and job satisfaction. Brayfield & Crockett (1955) concluded that there was a little evidence of any simple or appreciable relationship between employee attitude and job performance. Landy (1969), Pritchard (1969), Comisarow (1970) and Huber (1970) in their various studies have analyzed variables like motivations, supervisor-subordinate relationship and challenge in relation to job satisfaction and job performance in which such variables did not show similar pattern of relationship to both job satisfaction and job performance (Sharma, 1999).

Locke (1976) refers Job Satisfaction as a pleasant or positive emotional state resulting from the appraisal of one's job or experience. Locke (1976) also emphasizes the importance of values in this association and extent to which a person's job reflects those values. Clearly, job satisfaction may be seen as the extent to which a job fulfils a person's desires or expectations. To acknowledge job satisfaction better, we have to know factors that affect job satisfaction. Various aspects of jobs and the terms under which those jobs are carried out have been identified as important influences on job satisfaction (Blyton & Jenkins, 2007). Abraham Maslow linked job satisfaction with his five-fold hierarchy of human needs that range from basic physiological needs to self-actualization. Later this idea is being broadened up by Herzberg's two-factor theory of satisfaction as it becomes influential where the factors of giving rise to satisfaction at work are distinct from those that can create dissatisfaction. While Maslow's theory is based on psychological needs, Herzberg emphasizes more on physical needs.

Studies testing Herzberg's two factor theory using international samples have been no more supportive of the theory than studies conducted by the USA (Hines, 1973). Critics of Herzberg theory such as Schneider & Locke (1971) and Locke (1973), proposed alternative explanation of Herzberg finding. According to them, intrinsic factors are related to job satisfaction and extrinsic factors are related to job dissatisfaction because employees see themselves as responsible for their satisfaction and blame others for their dissatisfaction. Adler (1980) supports this explanation using an Israeli sample where he asked subjects to recall both a satisfying and a dissatisfying incident and to evaluate the importance of various agents in causing each incident.

Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspect or facets (Spector, 1997). Spector added that the dimension of a global approach is used when the overall or bottom line attitude is of interest. Job satisfaction is recognize by most scholar is a global concept that comprises of various facets such as pay, promotions, coworkers, supervision and work (Smith *et al*, 1969). Locke (1976) added few other facets that are recognition, working condition, and company and its management.

Although job satisfaction is recognize as global concept , Brief (1998) comments that organizational scientist often have been tapping the cognitive dimension while slighting or excluding the affective one. This is being supported by Brief & Roberson (1989) that found a purported measure of work cognitions correlated more strongly with job satisfaction than did positive and negative affectivity. Evaluating jobs both cognition and affect appear to be involved as cognition and affect are closely related in our psychology and even in our psychobiology (Anderson *et al*. 2002) Base on this facts, facets or cognitive dimension are related to motivation toward job satisfaction. Regardless theories in achieving job satisfaction, element of motivation play major role in determining job satisfaction in general.

2.4 JOB SATISFACTION AND JOB PERFORMANCE

Springer (2010) sees relationship of job satisfaction and job performance appears to be more clearly qualified but is more controversial comparing with relation of motivation and job performance. This is supported by Moorman (1993), Fisher (2003) and Judge et al. (2001). Moorman (1993) in his study discusses that huge assumption of managers that happy worker is productive workers. Moorman added base on most research on relationship of job satisfaction and job performance, there is least convincing evidence that this relationship is strong as most managers believe it to be.

Base on this, Moorman identified that there is a weak link between job satisfaction and job performance because most of researcher had wrongly measure performance. Moorman explained that job performance has been measured by the degree an employee reached either quantity requirement or a preconceived standard for effective behavior. Moorman (1993) and Organ (1997) proposed that job performance should include behavior which Organ refers as Organizational Citizenship Behaviors (OCB). OCB is consider as behavior that might be outside of the realm of traditional task needed to get the job done, but still it is important element of an employee's contribution to organization.

Fisher (2003), comments that prior research has shown the correlation between job satisfaction and job performance to be only in modest strength. Base on this, Fisher summarized her study of which:

- a) Base on her survey on the opinion of managers, supervisors and employees, majority believed feelings of satisfaction related to performance.
- b) Proving happy – productive worker hypothesis, Fisher used experience sampling methodology (ESM) that capture people behavior, thought and feeling. The result of this study demonstrated that the concurrent correlation between job satisfaction and job performance were small with correlation of .10 or below.

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