

## The Level of Motivation Amongst Public Service Servant in Penang Malaysia

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**Abstract:** Motivation is considered as a predictor of job performance. In other words, the determinant of employee job performance is important because it will reflect the public sector performance. Employee performance standards were designed by the government to measure the performance of the organization. In fact, most administrators in government sector will face a crucial question of what factors influence employee performance and inadequate empirical information that might guide their efforts in enhancing overall job performance among employees. These employees are "backbone" of the government services with imperative role of ensuring that government policies and programs in the new era of national development are implemented effectively and efficiently. This article discussed about level of motivation amongst public service servant in Penang Malaysia. Motivation is an important determinant for show an organization's success. Many studies have been conducted in improving motivation in various sectors of Malaysia.

**Key words:** Motivation • Penang Government State

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### INTRODUCTION

Human resources decisions will give influence to organizational performance. In the simplest terms, they must either improve efficiency or contribute to revenue growth. Human resources, both as labour and as a business function, has traditionally been viewed as a cost to be minimized and a potential source of value creation, or what Hamel and Prahalad [1] termed as "numerator management". According to Brian and Barry [2] labour cost continue to be the single largest operating cost in many organizations and reductions in employment continue to be a major aspect of strategies to restructure operations and reduce these cost. This new perspective, addressed by special issues and forums in this journal and in others Industrial Relations (Journal of Accounting and Economics), suggests that HR (both the function and the system) contributes directly to the implementation of the operating and strategic objectives of firms. This new strategic role for HR has attracted interest in the subject beyond the traditionally narrower boundary of human resource research. The strategic approach draws heavily on psychology, economics, finance and strategy and we feel that the best research will likely come from taking an interdisciplinary focus.

One of the main targets in any organization is adapting the changes of markets and employee needs. Thus, the managers have huge responsibilities to improve and arrange these relations to act powerfully in the market in which the strategies and the composition of organizations have change a lot [3,4,5].

Therefore, the managers must compile their plans to these changes to set missions and predicted outputs as well as reaching enough efficiency and effectiveness [6,7]. To reach this goal, they must think about both employees and customers and the way to communicate with them [8,9]. Indeed, the employee is the main concept to pay attention in the human resource realm; thus they are assumed to form the main part of the human resource strategies that managers adopt in their organization [9,10,11,12]. In this case, for example, when the line managers consider rewards in their human resource strategies, they should prepare a suitable rewarding system for their organization [12,13,14].

It is critically important for organizations today to recruit high performing employees [15,16,17]. One big question that organizations may find hard to answer is how to separate individuals who will perform well from those who will not. The answer may to some extent relate to the type of personality that one exhibit. Discussions

that concern personality as a valid predictor of job performance have flourished ever since Barrick and Mount [18] conducted a substantial Meta analysis on the same topic.

According to Giles and Anderson [19] the commercial aspects that comes along with personality testing has been one factor that has contributed to a more specialized focus in the field of personality testing in their recruitment processes there has been reasonable doubt in terms of their true usefulness To date the major objective in most research studies have been to investigate the potential relationship between the famous Five-Factor Model (FFM) and overall job performance.

More specifically, researchers have been motivated to discover the factual relationship between broad personality traits and their direct impact on job performance. Moreover, Barrick and Mount [18] said research suggests that personality traits and their predictor variables can be generalized across all occupations and works task.

**Problem Statements:** According to Franken [20] Motivation is the study of behavior principles and behavior indicates the attempt to perform situation adaption. In this regard, Franken mentioned that employees have an intrinsic motivation to overcome and survive. If the logical mind investigates a situation and finds it out to be unthreatening, the brain shuts down the emotional response and if the environmental situations are recognized to be relaxed, then he/she feels no need to reply, react and defeat. Arguably, a person requires sufficient incentive to develop the internal motivation to do something else. Additionally, the author states the rewarding for having better performance or behavior is an external reward or motivation. Based on Andrew [21] relevantly,

While those rewards, similar to the viewpoint of reaching ones job height, develop an intrinsic motivation to accomplish more. Then, the individual designs a path or action plan to realize that objective. In addition, the emotions role is to enable individuals to develop ones situation and view to create steps for feelings of stimulation to perform better [22,23,24,25].

To better understand employee attitudes and motivation, Federick Herzberg performed studies to determine which factors in an employees work environment soused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work*.

The studies included interviews in which employees where asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the motivation - hygiene theory to explain these results. He called the satisfiers motivators and dissatisfies hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

Extrinsic motivation behaviors include the actions that are extracted from external rewards, such as payment, esteem, material properties and positive evaluation. In addition, via the change and the identification of environmental contingencies, involving extrinsic empowerment, the increases of motivation ore realized in workplace behaviors such as attendance, selling promptness, cost reduction, productivity, sales work quality and customer service [21,26,27,28,29].

**Literature Review:** There are many studies *i.e.* [30,31,32,33,34,35] which explored the existing trend on job satisfaction and work motivation around the globe but there was scarcity of this work in the local environment. Copious researchers agreed on their finding that job satisfaction was dependent on work motivation. In past studies [36,37], every researcher has defined each variable and to some extends about the relationship of work motivation with job satisfaction. Wish list putting a glance on organizations, it was examined the main challenges for the companies was to create and promote the best HRM practices and to enhance the employee's performance by implementing different strategies. In addition to these approaches were; training, promotions, compensation to employees, motivation, salary increment and bonus, team empowerment and performance related pay [38,39]. Job satisfaction formulates the employee more considerate and concerned for the organization. The multinational organizations always take considerable actions to improve the employee's performance in every stage of their profession.

On the other hand, it should be borne in mind that motivation is not a magic show that can perform miracles. There is no secret or trick to motivate people to do good work. It took just few things in consideration to create motivation like spending fair time with staff, advice people what ought to be done, what standards you expect, work on their problems and help them to succeed [40,41,42].

Motivation can only be improved if the particular member of staff is trained to obtain vital skills and ability such as training could be both on the job and off the job.

But, with the condition the training components are designed in such a way which helps in achieving their motivational learning objectives of work. In conclusion, Human Resource Management (HRM) is a planned and sound approach to the most valued assets of management. The employees put their effort individually and collectively with more commitment and loyalty for the achievements and goals of the organization or business based on Michael Armstrong [43] this trend has been increased with the passage of time. Thus, different practices and approaches have been used and work motivation is one of them. In the previous studies, authors explained work motivation with different intervening variables (intrinsic and extrinsic rewards).

In this paper, researchers try to find the direct relationship of satisfaction on the link of motivation. There would be no utility of intervening variables in this study. In simple words, authors tried identifying the effect of oral motivation (without intrinsic and extrinsic rewards) on job satisfaction.

Self-motivation for achievement or achievement motivation of employees is generally assumed to have important impact on their performance and satisfaction. It is deep rooted in human nature. Some individuals appear to have an intrinsically high level of self-motivation for achievement while others have low in the same job. The first category people typically do not require the use of external incentives to prompt them to work towards their goals because they already have the desire to do so. People who are motivated mainly by a high self-motivation for achievement will seek out challenging tasks and work hard to succeed at them. People low in self-motivation for achievement tends to pursue very easy tasks or where the chances of success are high. But people who are in the other extreme choose tasks that are extremely difficult, where no reasonable person could be expected to succeed. Therefore, the employee who possesses higher self-motivation for achievement will tend to great satisfaction in the job. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved.

**Motivation:** Motivation is the result of the interaction of the individual and the situation. Certainly, individuals differ in their basic motivational drive. Motivation is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. The three key elements in motivation definition are intensity, direction and persistence. Intensity is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead a favorable job-performance outcomes unless the effort is channeled in a direction that benefits the organization [44,45,46]. Therefore, we have to consider the quality of effort as well as its intensity [47,48,49]. Effort that is directed toward and consistent with, the organization's goal in the kind of effort that we should be seeking [50,51,52]. Finally motivation has a persistence dimension. This is a measure of how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal [53].

The majority of theorists in the area of motivation argue that, there is an unquestionable link between motivation and job satisfaction and motivation with employee loyalty to the organization [54]. According to Sirota [55] in a major study of motivation and job satisfaction, involving 135,000 respondents from different countries and groupings, found that organizations employing motivation strategies, that include three major things, i.e. justice, companionship and achievement. Barber and Bretz also [53] mentioned that reward management systems have major impact on organizations ability to catch, retain and motivate high potential employees and as a result getting the high levels of performance. The individual motivation of employees plays an important role in getting high level satisfaction [57]. Motivation is a process in which people are influenced to move onwards for performing something especially to fulfill their needs and get satisfaction [58]. Baron [59] defined motivation in his own right. He says "motivation is a collection or arrangements of procedures involved in push and pull forces that makes the actions stronger towards success". Kinicki and Kreitner [60] assumed that motivation corresponds to such emotional processes that cause the inspiration and determination of voluntary actions that helps to attain the goals. Rutherford [61] found in his research that motivation is the effective agent in an organization because; motivated employees are always innovative in their jobs. It is task for the organization to appreciate and understand the

procedures necessary to have an effect on encouragement of their workers.

**Methodology:** Javed Iqbal [62] states “The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data, without the restraints imposed by structured methodologies”. This study utilizes quantitative research method. A questionnaire was collected at Public Sector. Keeping in mind what researchers have discussed in their work with level of motivation in Penang Government Sector, this paper is been designed and the research is been conducted to have a clear view about the public servant performance. A questionnaire was designed to collect the required data for motivation and satisfaction. Data was analyzed using descriptive statistics including mean, median and standard deviation. Regression Analysis was carried out to study the effect of work motivation on job satisfaction of employees.

## RESULTS AND DISCUSSIONS

Table 1: Profile of Respondent

	Frequency	Percent
Gender		
Male	97	43.5
Female	126	56.6
Races		
Malay	184	82.5
Chinese	34	15.2
Indian	5	2.3
Age		
21 - 29 years old	66	29.6
30 – 39 years old	115	51.6
40 – 49 years old	35	15.7
50 years old and above	7	3.1
Working experience		
1 – 9 years	121	54.3
10 – 19 years	95	42.6
20 – 29 years	7	3.1

This study has a total of 223 respondents. Total 97 males (43.5 %) and 126 females (56.5 %) responded to the questionnaires. Table 1 shows 184 workers (82.5%) are Malay, 34 workers (15.2%) are Chinese and another 5 workers (2.3%) are Indian. Respondent have been working experience in between 1 – 29 years. That is 121 workers (54.3%) are working around 1 – 9 years, 95 workers (42.6%) are working in between 10-19 years and balance 7 workers (3.1%) are have 20-29 years working experience. We have four group of age of the respondent.

Respondent age between 21- 29 years old are 66 (29.6%), the majority group of respondent are in between 30 – 39 years old which is 115 workers (51.6%). we also have another group between 40 – 49 years old which is 35 workers (15.7%) and the last group is 50 years old and above which is 7 workers (3.1%).

Table 2: Level of Motivation Among Public Servant at Penang

	N	Mean	Std. Deviation
I really confident with my capability at workplace	223	4.4619	.55111
I will take a responsibility for any mistaken	223	4.2332	.63627
My officer always give a motivation for me to success	223	4.2735	.46651
My workplace provide courses to gain my skill	223	4.2735	.46651
I love challengers at my workplace	223	4.2915	.47483
I am satisfied with my workplace	223	4.3004	.47869
I am satisfied with salary and yearly increment	223	4.3363	.49217

Observing from the mean score, the level of motivation among public servant at Penang was between agree to strongly agree. The mean score ranged from 4.2332 to 4.4619 on a five point Likert scale. Besides that, the variability of the rating exhibited to be relatively high with the standard deviation range of .46651 to .63627, suggesting some inconsistencies in importance pertaining motivation level for Public Servant in Penang Government State. The findings revealed a high mean value of Motivation between Civil Servant at Penang.

Limitation of this study is respondents was consist of Penang Government Civil Servant area Seberang Perai Selatan. Total Respondens in this study is 223 person and it involves 83 person of men and 140 person of women staff.

## CONCLUSION AND IMPLICATION

The results obtained show that the civil servant in Penang have shown rather high motivation level at the workplace. Several factors such as courses, salary and yearly increment or bonus could be the reasons why public servant in Penang State Government are have a high motivation level at the work place. The findings may add to the literature on motivation level, especially in the context of Malaysian public servant. Since the present study only emphasizes

on the public servant at Penang government state only, it would enhance the finding, if future research could also include employees from all public servant in Malaysia. Another major reality is that if there are inadequate facilities to enhance one's effectiveness and efficiency at work and if workers are usually given responsibilities which do not match their skills, they would more likely perform poorly in their various fields. Senior staff and junior staff reacted strongly to issues bothering on motivation interventions at the workplace.

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