

The Motivational Factors and Employee Performance: An Empirical Study in Malaysian Public University

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Abstract

This study aims to determine motivational factors that influence employees' work performance in the public higher education context. Based on the Two-Factor Herzberg theory, five motivational factors were chosen. Using a stratified sampling method, a total of 226 public university employees in the relevant category were used as a study sample. Multiple regression analysis was performed to clarify the five study hypotheses. The study's findings depicted that the work factor itself, monetary reward, job security and work environment influence employee performance. Nonetheless, recognition was insignificant in influencing work performance. The monetary reward was found to be the most significant factor compared to the other four factors involved in the study. This study revealed that work factors, monetary reward, and job security are important factors that motivate workers to remain in the organization. While a conducive work environment with various facilities and support will provide comfort that can stimulate the minds of employees to be more motivated in completing the tasks assigned to them. In the future study, it is suggested that the variance value of some other motivational factors such as non-monetary incentives, relationship with colleagues, leadership, and relationship with leaders, institutional culture, learning and development opportunities, work-life balance, and personal life can be added as variables.

Keywords: Employee Performance, Motivational Factor, Monetary Reward, Job Security, Work Environment

Introduction

The importance of employee performance and work motivation is steadily growing in various sectors. In recent years, there has been an increased interest in discovering the relationship between motivation and employee performance because motivation influences employees' sense of responsibility in performing their duties (Mariyanti et al., 2023). According to

Widarko and Anwarodin (2022), motivated employees devote their energies and skills to their work, thereby implementing and achieving organizational policies and blueprints. This improves workplace ethics and accelerates motivation and employee performance amongst the staff (Rahim et al., 2022). The motivational process often starts with someone recognizing the employee's unfortunate need. Nowadays, more organizations are starting to acknowledge the significance of motivational factors in influencing an employee's performance. Employees' accomplishments and organizational objectives are autonomous mechanisms that correlate to their work encouragement. When employees are motivated to fulfill their personal goals, they also dedicate and direct their hard work to achieve organizational goals (Sugiarti, 2021).

Yusuf et al (2022) believed that employees in developing countries, including Malaysia, are facing motivational issues. They added that although a significant number of research has already focused on employee motivation, most of these were conducted in Western countries. Since employees' priorities and needs in a majority of companies are constantly changing employers must be aware of their staff members' current needs, rights, and priorities (Endeshaw, 2023).

Furthermore, Al-Kharabsheh et al (2023) asserted that motivation is critical for good performance, thus making it increasingly important to study the factors that motivate employees to perform better in their lines of work. Al-Kharabsheh et al (2023) also believed that more studies are needed to identify the factors that significantly affect work performance. In addition, employers should also create a conducive environment at work to increase the performance of workers because their needs and activities tend to become very different due to demographic factors. An organization should develop a good relationship with employees in the workplace to recognize and address their problems and increase their motivation.

Apart from the employers, the government, through the Ministry of Education and the Ministry of Human Resources, plays an important role in supporting Malaysia's public higher education sector. Both ministries emphasize the provision of adequate incentives for employees, such as salary increases and remuneration schemes, in an attempt to ensure the public servants' competency and motivation in carrying out their duties, especially for those working in public universities in Malaysia. A lot of incentive programs were initiated to overcome several issues and complaints regarding employees such as tardiness, unprofessional behavior, and the lack of commitment to delivering services that are up to expectation.

To motivate and retain committed employees, it is important to respond to their needs and recognize the motivation factors that are relevant to them. Failure to ensure continuous motivation among employees could affect not only the individual but also the organization as a whole. Therefore, this study aims to determine whether certain motivational factors positively affect employees' work performance in the public higher education context. The motivational factors examined in this study include intrinsic motivators, specifically the work itself and recognition; and extrinsic motivators, namely, monetary reward, job security, and the work environment (Salim & Ernanda, 2023).

Literature Review

Work performance is a person's ability to perform certain tasks that are measured based on standards of accuracy, completeness, cost, and speed that have been set Sultana, et. al (2012) and the main focus is to achieve organizational objectives (Motowidlo, et al., 1999). Performance should always be evaluated to provide input to management to make decisions related to human resources such as promotions, rewards, and training needs in addition to giving feedback to employees about their achievements. From an employee's perspective, performance is the main source that can trigger job satisfaction (Muchhal, 2014). Performance is also a critical factor that can influence organizational success (Dahkoul, 2018; Bevan, 2012). Many elements can affect employee performance including equipment, physical work environment, standard operating procedures, reward systems provided, feedback on performance, knowledge, skills, and attitudes possessed (Stup, 2003). Since work performance is a key factor in the success of an organization, several researchers further explore the determinants of performance. Many factors are the catalyst for employee performance and the analysis is made from various perspectives depending on the researcher's opinion. Anitha (2013) explains performance from the perspective of organizational activities, policies, management practices, knowledge, and employee involvement. Bataineh (2017) on the other hand relates performance to the efficiency and effectiveness of employees' daily tasks to meet stakeholder expectations. Tuffaha (2020) analyzed five factors that affect employee performance, namely knowledge management, information and communication technology, employee empowerment, innovation and creativity, and organizational culture. While Amha and Brhane (2020) made an analysis involving four factors, namely training, motivation, leadership, and work environment. Bhatti et al (2018) also analyzed the elements of job resources including job characteristics, supervisor and co-worker support, participation in decision-making, and job security. This explains the performance can be seen from various dimensions. For research analysis, a conceptual model consisting of five factors that affect work performance, namely work itself, recognition, monetary reward, job security, and work environment. All of these factors are elements found in the two-factor Herzberg Theory which is classified as a motivation factor (intrinsic) and a hygiene factor (extrinsic). The motivation factor is related to the employees who want to do something so that they can give satisfaction to them. While the hygiene factor (extrinsic) is considered a factor that can reduce motivation and cause dissatisfaction among employees.

Work Itself

According to Bhatti et al (2018), the work itself refers to certain aspects of the job, namely skills and knowledge, physical and mental demands, and conditions that can be recognized, described, and evaluated. It is one of the important elements that can affect work performance (Lam et al., 2011). Those who have a positive response to work will be more motivated, creative, and innovative in carrying out the tasks given. The work characteristics of the model presented by Hackman and Oldham (1980) put forward five elements related to job characteristics, namely skill diversity, task identity, task significance, autonomy, and feedback. To ensure a positive job performance, each employee should have diverse skills, be able to complete tasks, achieve satisfaction from the work done, have the freedom to make decisions, and obtain information about the work performance that has been completed (Zhao & Ghiselli, 2016). The level of freedom given to employees will open up space for them to spark ideas and act with their creativity. Freedom also makes them more motivated to

work and always satisfied with the results. These positive characteristics not only can drive performance among employees but can also improve the organization's ability to form high competitiveness and resilience. Employees need to be constantly inspired to ensure they are more motivated and feel that the work they do is important and valued by the organization. This situation can avoid the existence of an unhealthy work culture among employees that can have an impact on work performance (Landrum 2015). Studies conducted by Kaya and Demirer (2021); Johari et al (2018); Bhatti et al (2018); Wood et al (2012); Chiu and Chen (2005); Christen et al (2006); Grant (2008); Leach et al (2005); Morgeson et al (2005) empirically show the factors of job characteristics has a significant influence on job performance. Based on the literature review, the following hypothesis is presented;

H1: Job characteristics have a significant positive influence on employee performance.

Recognition

Recognition is a process of giving a certain status to an employee who makes a meaningful contribution to an organization (Danish & Usman, 2010). Scherbaum et al (2021) defined it as appreciation expressed to employees in response to behavior related to their achievement and work performance. Recognition can be described as a way how an employee is evaluated and appreciated by the organization appreciating their work contribution. The recognition is given either in a formal form for example through an official program or informally made spontaneously such as giving a thank you note for the work performance achieved. According to Nyakundi et al (2012), the purpose of employee recognition is to enable someone to know and understand that their work is valued, provide a sense of ownership and belonging, increase morale, form loyalty, and retain employees in the organization. Employees may feel more valued if their commitment to the organization is recognized by management. Recognition of employees is seen as a source of motivation (Scherbaum et al., 2021), which can not only improve work performance (Rahim & Daud, 2013; Danish & Usman) but also have a positive impact on organizational objectives (Imran et al., 2014, Applebaum & Kamal, 2010). For that reason, many organizations have designed various recognition programs specifically for their employees (Saunderson, 2009). Recognition is now more relevant at the global level and is adopted in organizations as a strategy to increase organizational competitiveness (Nyakundi, et al., 2012). A study conducted by Scherbaum et al (2021); Angelopoulou and Panagopoulou (2020); Grawitch et al (2006); Luthans and Stajkovic (2000); Peterson and Luthans (2006); Stajkovic and Luthans (2003) empirically explained that there is a positive relationship between recognition and motivation and performance. To explain the relationship between the two factors, the study presents the following hypothesis:

H2: Recognition factor has a positive and significant effect on employees' performance

Monetary Reward

Financial rewards are a very important element in increasing motivation and performance among employees (Pratheepkanth, 2011). The reward is categorized as extrinsic remuneration which involves salary raises, bonuses, cost of living adjustments, gifts, and promotions (Munir et al., 2016; Aguinis, 2013). The main purpose of Monetary Rewards is to motivate and encourage excellence in employee performance. Those who show the best performance deserve to earn a fair financial reward consistent with their work contribution.

Financial incentives play an important role in every work environment whether in the public or private sector. Berger and Berger (2015) argue that employees are more likely to receive financial incentives in return for the achievements they create. In addition to improving employee performance, organizations also use financial rewards to attract the best candidates to join them. Therefore, Monetary Rewards are generally accepted as an efficient and successful way to change employee behavior or performance and can be a very influential determinant of employee motivation and performance (Capelli, 2013). There are many studies such as Khan et. al (2020); Ponta et al (2020); Zaraket and Halawi (2017); Pouliskas (2010); Güngör (2011); Munir et al (2016) who empirically show the importance of monetary reward in increasing employee motivation and performance. The following hypotheses were developed to determine the relationship.

H3: Monetary reward has a positive and significant effect on employees' performance

Job Security

According to Bhatti et al (2018), job security is defined as the ability to maintain desired continuity and stability in a threatened employment situation. Ensuring work safety is important to increase employee satisfaction, motivation, and productivity and subsequently positively impact work performance (Bhatti et al., 2018; Lucky, et al., 2013). According to Guzel (2011), Job security is also important to ensure social survival and avoid employee anxiety about their future. Usually, in a state of economic imbalance, some organizations will reduce the size of the organization to prevent the company from suffering losses. Anxiety about the situation will place employees in the possibility of being fired which will have an impact on employee motivation (Bhatti et al., 2018). The guarantee of the organization does not fire employees without a valid reason in the provisions of the law can reduce anxiety among employees and make them more motivated in performing their duties. Among the studies that explain the presence of a significant positive relationship between job security and employee performance include (De Angelis et al., 2021; Bhatti et al., 2018; Ahmed et al., 2017). To assess the relationship between job security and employee performance, the following hypothesis is derived

H4: Job security has a positive and significant effect on employees' performance

Job Security

According to Bhatti et al (2018), job security is defined as the ability to maintain desired continuity and stability in a threatened employment situation. Ensuring work safety is important to increase employee satisfaction, motivation, and productivity and subsequently positively impact work performance (Bhatti et al., 2018; Lucky, et al., 2013). According to Guzel (2011), Job security is also important to ensure social survival and avoid employee anxiety about their future. Usually, in a state of economic imbalance, some organizations will reduce the size of the organization to prevent the company from suffering losses. Anxiety about the situation will place employees in the possibility of being fired which will have an impact on employee motivation (Bhatti et al., 2018). The guarantee of the organization does not fire employees without a valid reason in the provisions of the law can reduce anxiety among employees and make them more motivated in performing their duties. Among the studies that explain the presence of a significant positive relationship between job security and employee performance include (De Angelis et al., 2021; Bhatti et al., 2018; Ahmed et al.,

2017). To assess the relationship between job security and employee performance, the following hypothesis is derived

H4: Job security has a positive and significant effect on employees' performance

Research Methodology

This section focuses on the research methodology that has been used to examine the factors that positively affect employees' work performance in the public higher education context. It discusses the research design, sample size, sampling technique, research instruments, instrument validity, questionnaire design, data collection procedures, and hypothesis reliability. This section also discusses the analysis that has been utilized to answer each of the research questions.

Research Design

The research design of this study is correlational research because it seeks to clarify the unclear relationship between independent variables and dependent variables. This study used questionnaires to get accurate data and findings. The questionnaire was randomly distributed to the participants. The desired information was obtained from the questionnaire issued to the selected respondents.

Sample Size

The population of this study is 535 support staff from one of the public higher learning institutions in Malaysia. It includes permanent and contract staff that works in three different branches from various groups including N (admin), C (Science), B (talent), W (finance) grade, department, and campus. Overall, there are 20 departments in this institution. The majority of staff from those departments are involved in this study. The organization is operating at 3 different locations which are in Pengkalan Chepa, Bachok, and Jeli. Therefore, the population for the location of the study has been identified by using a stratified sampling method. It is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process.

Table 1

The population of the study

Campuses	Population
UMK City Campus, Pengkalan Chepa UMK Bachok Campus	165
UMK Jeli Campus,	261
UMK City Campus, Pengkalan Chepa UMK Bachok Campus	109
Total	535

Sampling Technique

A population is a group of individuals that comprise the same characteristics as a group of potential participants to whom the researcher wants to generalize the result of the study to the entire group of people, events, or things of interest that the researcher wishes to investigate. The population of this study is 535 support staff. It includes permanent and contract staff that works that operate on 3 campuses. The best sample size is that, it must be over 30 and must be less than 500. It is because a sample size should be big enough to answer the research question accurately, but not so big that it can make the process of sampling

becomes wasteful and inefficient. A study of a sample rather than the entire population was sometimes likely to produce more reliable results. Thus, for this study, the size of the group in the population is 535, and therefore, a sample size of 226 would be appropriate which shows in Table 2.

Table 2

Population and sample size

Campus	Population (N)	Sample Size (S)
UMK City Campus, Pengkalan Chepa	165	70
UMK Bachok Campus	261	110
UMK Jeli Campus	109	46
Total	535	226

Research Instrument

The research instrument for this study is a set of questionnaires. The questionnaires were divided into three sections and each section is based on the identified research question. The first section is Section A which focused on the demographic profile of the respondents consisting of gender, race, age, marital status, highest educational level, working experience, salary, grade, department, and campus. The second section is Section B which consists of motivational factors questions related to work itself (5 items), recognition (7 items), monetary reward (8 items), job security (7 items), and work environment (7 items). The last section of the questionnaire is Section C which covered employee performance which is the dependent variable. There are six items were developed to be answered by respondents related to employee performance. Thus, the total number of items was 50. The data obtained from the questionnaire were then analyzed using the Statistical Package for Social Science (SPSS) Version 22.0. The breakdown of the questionnaires for this study is shown in Table 3.

Table 3

Breakdown of the Questionnaire

Section	Item	Number of question
Section A	Gender	1
	Race	1
	Age	1
	Marital Status	1
	Highest Educational Level	1
	Working Experience	
	Salary	
	Grade	
	Department	
	Campus	1
Independent Variable	Work Itself	5
	Recognition	7
	Monetary Reward	8
	Job Security	7
	Work environment	7
Dependent Variable	Employee Performance	6
Total		50

Instrument Validity

For the instrument validity, two experts in this area of study were chosen to validate the instruments. The experts have reviewed the contents to ensure that the questionnaire is understandable and reliable. The first expert is a Senior Lecturer from Universiti Kebangsaan Malaysia (UKM) and the other one is a Senior Lecturer from Universiti Malaysia Kelantan (UMK). They reviewed the questionnaire set and made some comments for improvement to make it better. The comments and suggestions from both academicians helped improve the questionnaire. Once the instrument was ready, a pilot test has conducted. validity of the instrument. The pilot test was using Cronbach's Coefficient Alpha analysis to advocate its validity. Once the validity was found valid, real- time distribution of the questionnaire took place. The researcher needs to conduct a validity test to determine the reliability, dependability, and understanding of the questionnaire used. Apart from that, to ensure that the questionnaires were easier to be understood, it was available in bi-lingual, English, and Malay.

Reliability and Validity of Data

In order to determine the reliability and validity of data several statistical tests of the test are performed. The reliability analysis of the instrument is shown in table X. Based on the high Cronbach's alpha coefficients, it is clear that all the variables are reliable. While the factor loading values for all constructs under the independent and dependent variables are above 0.5 which explains the presence of standardized regression coefficients in the input of the study.

Table 4

Reliability test and factor loading

Construct/measure	Coefficient alpha	Factor loading
Work Itself	.822	
W1 Freedom of decision how to accomplish my assigned task		.806
W2 Freedom of choice when performing my duties		.849
W3 Flexible work procedures		.882
W4 Clear job position, scope and responsibilities		.871
W5 Sufficient professional authority and autonomy at work		.720
Recognition	0.665	
R1 Employee Recognition is important		.735
R2 Formal and informal Recognition		.618
R3 Recognition come from a committee of peers		.678
R4 Praised regularly for my work		.670
R5 Formal Recognition in the form of job awards		.620
R6 Constructive criticism about my work		.713
R7 Making progress		.652
Monetary Reward	0.751	
MR1 Satisfied with salary		.668
MR2 Earn the same as or more than other people in a similar job		.682
MR3 Monetary Reward system for good job performance		.864
MR4 Salary increases decided on a fair manner		.708
MRS Organization pays well (Salary)		.687
MR6 Salary is suitable with qualification		.658
MR7 Satisfied with the reward system		.773
MR8 Encouraged to work harder because of salary		.634
Job Security	0.716	
JS1 The organization provides job responsibilities		.643
JS2 I feel uneasy about losing job		.737
JS3 My salary scheme is promising		.792
JS4 Never leave my job		.767
JS5 There is a job promotion opportunity		.569
JS6 Risk to leave job		.506
JS7 The organization needs skills		.616

Source: Based on the sample survey (n=266)

Data Analysis and Findings

Table 5 shows the descriptive statistics analysis (mean and standard deviation) and correlation between the study variables. Based on the value of the mean range (4.148 - 4.490) and the standard deviation (0.3279 - 0.50945) shows that the value for both descriptive statistics is moderate. The majority of the resulting correlations between the variables are positive and show relatively moderate values. Only the correlation between job security and recognition is negative. Table III shows the tolerance value (more than 0.2) and VIF (less than 10). Based on the statistical correlation and collinearity values, it shows that there is no problem of multicollinearity in the study data Pallant (2011) and this allows the study data to be analyzed through the multiple regression method.

Table 5

Descriptive statistics and correlation

Variable	Mean	SD	1	2	3	4	5
1. Work itself	4.261	.50945					
2. Recognition	4.443	.37065	0.331***				
3. Monetary reward	4.249	.45704	0.389***	0.299***			
4. Job security	4.490	.32790	0.111	-0.127	0.109		
5. Work environment	4.148	.47195	0.284***	0.016	0.388***	0.027	
6. Job performance	4.343	0.4221	0.375***	0.174***	0.443***	0.239***	0.394***

Notes: $N = 226$, *** $P < 0.01$

Source: Based on the sample survey

The standard multiple regression method was used to evaluate the relationship between each independent variable (Work itself, recognition, monetary reward, job security, and work environment) and job performance. The findings of the study are shown in Table III. The total variance explained by the model as a whole was 32.2 percent, $F(5,220) = 20.87$, $p < 0.01$. Based on the value of R^2 , it means that 33.2 percent of the variation in job performance can be explained by the five independent variables that are considered in the model. For hypothesis testing, the relationship between all five independent variables and job

performance was analyzed simultaneously. Based on Table 6, the study findings show that the variable work itself, has a positive and significant effect on job performance ($\beta = 0.142$, $p < 0.05$), thus supporting H1. As for the recognition variable, the analysis of the study found that the factor does not influence job performance. Accordingly, the study could not confirm H2. The findings of the study also show that the relationship between the variable monetary reward and job performance is also positive and significant ($\beta = 0.234$, $p < 0.01$). Based on the analysis, the study confirms H3. In addition, the analysis of the study also found that the variable job security has a positive and significant influence on job performance ($\beta = 0.244$, $p < 0.01$), therefore supporting H4. Analysis of the relationship between work environment and job performance also empirically show that there is a significant positive relationship ($\beta = 0.215$, $p < 0.01$), therefore the study confirms H5.

Table 6

Multiple regression analysis

Model	Collinearity statistics		Unstandardized coefficients		Standardized coefficients	t	Sig
	Tolerance	VIF	β	Std Error	Beta		
(Constant)			0.615	0.504		1.220	0.224
Work itself (X1)	0.599	1.670	0.142	0.059	0.172	2.397	0.017
Recognition (X2)	0.635	1.575	0.031	0.079	0.027	0.391	0.696
Monetary reward (X3)	0.728	1.374	0.234	0.060	0.254	3.899	0.000
Job security (X4)	0.924	1.082	0.244	0.074	0.189	3.278	0.001
Work environment (X5)	0.784	1.275	0.215	0.056	0.241	3.841	0.000
Model Summary							
R ²	0.322		Adjusted R ²		0.306		
F statistics	20.866		Sig F change		0.000		

Dependent Variable: Job Performance

In summary, the research model shows that four variables have a significant positive influence on job performance in addition to one variable (Recognition) that empirically explains that it has no relationship with job performance. The job performance model study can be summarized as follows:

$$Y = 0.615 + 0.142X_1 + 0.031X_2 + 0.234X_3 + 0.244X_4 + 0.215X_5$$

Based on the overall findings of the study, show that the work factor itself has a significant relationship with employee performance and it is consistent with studies conducted by (Kaya and Demirer, 2021; Johari et al., 2018; Bhatti et al., 2018; Wood et al., 2012). Employees who have a positive perception of their role in the organization will be more motivated, able to generate creative and innovative ideas in carrying out their assigned tasks, and subsequently produce better work quality. Analysis of the relationship between factor recognition and employee performance shows that the two variables do not have a significant relationship. This explains that employees do not see the recognition factor as an important element in improving their performance. This finding is contrary to most previous studies Scherbaum et al (2021); Angelopoulou & Panagopoulou (2020); Grawitch et al (2006); Peterson & Luthans (2006) which explain the importance of factor recognition as a driver of

employee motivation and performance. The study also found that the monetary reward factor showed a very large influence on employee performance. Monetary reward is the most significant factor compared to the other four factors involved in the study. This finding is consistent with the results of studies conducted by (Khan et al., 2020; Ponta et al., 2020; Hoskin, 2016; Zaraket and Halawi, 2017; Munir et al., 2016). This explains that monetary rewards can have a great impact on employee motivation to perform their roles in the organization. The study also found that the respondents explained that the job security factor is important to ensure that they continue to be in the organization. The analysis of the study shows that the factor has a significant influence on employee performance. This finding is similar to (De Angelis et al., 2021; Bhatti et al., 2018; Ahmed et al., 2017). The employees will feel safer if they get a guarantee from the employer to stay in the organization as long as they do not commit any offense in the provisions of the law. The analysis of the study also found that the work environment factor has a very strong influence on motivation and subsequently the performance of employees. This finding is consistent with the results of studies conducted by (Zhenjing et al., 2022; Saidi et al., 2019; Diamantidis et. al., 2018). A conducive work environment with various facilities and support will provide comfort that can stimulate the minds of employees to be more motivated in completing the tasks assigned to them.

Conclusion

This study aims to analyze various intrinsic and extrinsic factors that can influence the performance of support group employees in the public sector. A total of 226 public university employees in the relevant category were used as a study sample. Multiple regression analysis was performed to clarify the five study hypotheses. The finding of the study shows that the role of the four factors that show a significant influence on employee performance is consistent with the Two-Factor Herzberg theory which relates the importance of the relevant elements in increasing employee motivation. Nonetheless, the non-existence of the influence of the recognition factor on employee performance is not surprising as the culture of giving such recognition is too foreign in the public sector in Malaysia and is too rarely given to support groups. In terms of policy implications, various stakeholders, especially the government and management in public sector organizations, need to look more thoroughly at the importance of various factors that can drive motivation among employees. Based on Herzberg's two-factor theory, the concerned parties need to increase employee satisfaction by focusing on the motivation factor and avoid employee dissatisfaction by addressing the cleanliness factor. Job satisfaction will result when they are not burdened with inappropriate tasks, obtain monetary rewards in line with the performance created, focus on the principles of job security, and provide the best work environment to stimulate the minds of employees to be more motivated and retain them in the organization. The practice of giving recognition as practiced in the private sector and given to academics who successfully get research grants, and produce innovative products and high-impact publications should also be practiced for support groups. Motivation will be created when they feel that they are not marginalized in the implementation of the organization's strategy.

Limitations and Future Research

This study only involved support group staff in the public sector. In the wider scope of the study, management and professional groups should also be involved as a study sample. The involvement of private sector staff as a study sample also allows the study to make a comparative analysis and subsequently produce more meaningful findings. In addition, the

study only considered five motivational factors as independent variables that accounted for a 32.2 percent variance in job performance. To increase the variance value of some other motivational factors such as non-monetary incentives, relationship with colleagues, leadership, and relationship with leaders, institutional culture, learning and development opportunities, work-life balance, and personal life can be used as research variables. The findings of the study can not only provide a more comprehensive picture but also contribute to the literature in the field of study.

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