The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia

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ABSTRACT
Background: Motivation in organizations is important and is needed for improving the performance of employees in an affirmative manner. The current study aims to determine the relationship between motivation and job performance, and also to identify the most dominant motivational factor that influences employees' job performance. Objectives: The current study has three objectives. The first objective is to determine the level of motivation and job performance among the respondents. The second objective is to determine the relationship between motivational factors and job performance. The third objective of the study is to identify the most dominant motivational factor that influences employees' performance. In the current research, the researcher has tried to explain the impact of motivation on job performance, through conducting the study in Universiti Teknologi Malaysia (UTM). The population of this study was non-academic staff grade N17 at Universiti Teknologi Malaysia (UTM). The research instrument was a structured questionnaire. Total samples of 150 non-academic employees were chosen through a multi stage sampling. A Total of 108 questionnaires gathered and the analysis was done for 103 questionnaires. The current study applied a descriptive and co-relational research design in an effort to explore the statistical relationship between the identified variables. The mean score, correlation and multiple regression analyses were conducted through applying SPSS 22.0. Results: The analysis showed that the most significant motivational factor for job performance was responsibility, while fringe benefits was the second significant factor. Conclusion: Human capital management can use diverse plans or factors to simulate workers, but human capital management should remember that different motivational factors or plans would have different motivational influences on different employees. Also managers should consider that the diverse incentive plans may influence employees in different ways, at different positions in time, because of the continual changes in situations, needs and individual purposes. To obtain good results from a motivational plan, the human capital management has to comprehend the differences of employees’ values, needs, tasks, and satisfaction’s levels in terms of increasing job performance and productivity.

INTRODUCTION

Motivational encouragements of workforce contribute to a higher quality of human resources and better performance in organizations. Motivation in governmental and non-governmental organizations is vital and needed because it could change and improve the performance of workers in an affirmative manner (Aarabi et al., 2013).
Bateman and Snell (1996) argued that motivation is the power that invigorates, and directs the work of a person towards the accomplishment of an objective. As a result, motivation is one of the most important issues and an effective factor on job performance and a necessity for leading the employees towards major objectives. Moreover, the main challenge facing the organization is the implementation of suitable motivational factors for enhancing job performance to achieve the main objectives of the organizations (Stella, 2008). The expectations of each approach are different from one organization to another. For classifying and addressing these expectations, the comprehension of motivating employees is required. Therefore, the idea of motivation has become a common driving power for the most successful businesses. Motivation is essential for employee’s performance. It plays a significant function in job performance and other behaviours (Roberts, 2005).

The motivation process includes important tools: 1. Enhanced Salary: monetary incentives are important factors in motivational process. Though paying money is not a direct causal element of satisfaction in job, but payment is an external factor which motivates the workers towards their better performance (Akintoye, 2000). 2. Supervision: in addition, supervision can also be a contributor to workers turnover (Buzzle, 2010). 3. Promotion: promotion is an improvement of the recent position. Riketta and Dick (2005) suggested that behaviour of employees in the workplace is related to satisfaction in their careers. 4. Responsibility: responsibility as Medura (2007) stated is one of the most important motivation tools taken by all companies. Responsibility grants more authority for decision-making to the employees to carry out their given tasks. That intrinsically can motivate the employees to present creative and innovative ideas to the company. 5. Training: training and development are useful tools to motivate the employees in the companies. Training improves the skills and knowledge of employees therefore the performance would be improved (Gomez-Mejia et al., 2007). In addition, training the employees of the organizations by providing learning opportunities is a significant motivational factor for job performance (Kress et al., 2004). 6. Fringe benefit: Fringe benefits also are one of the monetary incentives that can be used to motivate the workers and increase their performance. Bonuses and fringe benefits are cash awards given to employees who had achieved specific performance objectives (Kinicki & Williams, 2008). Consequently, motivation is crucial to any organization since motivated employees are creative personnel, who contribute the organizations in achieving its organizational goals. So this is considered as a main target in any organizational plan. So, the motivation is an essential need within UTM’s staff for achieving organizational goals.

Problem Statement:

Motivation is one of the most important concepts of psychology and vital for the managers who direct subordinates for obtaining worthwhile goals (Ali et al., 2012). In the past, especially for the behavioural disciplines in organizational and individual development, managers concentrated on fully analysing the organization’s technological and mechanical capacities, and often neglected a vast untapped resource: its human assets. Since increasing the motivation and commitment of the members can improve the organization’s performance (Brown, 2011), therefore this issue be found important for concentration. The current study contributes to investigate the relationship between the six motivational factors (enhanced salary, fringe benefits, supervision, promotion, responsibility and training) and job performance of non-academic employees in Universiti Teknologi Malaysia (UTM).

Literature Review:

Rajput (2011) asserts that motivation is the word that originated from a Latin word “Movere” this word means “to move”. Therefore, motivation can be defined as “the person’s need to display the performance and readiness to apply effort”. Darmon (1990) stated that motivation is a process that begins with psychological or physiological requirement that promotes a specific behaviour.

According to the objectives and the factors of the research, the current study focuses on need theories especially Herzberg’s hygiene and motivational factors (Herzberg’s two-factor theory) and Maslow’s theory of needs. The current study directly depends on Herzberg’s theory, all of the independent variables in the research (salary, supervision, responsibility, fringe benefits, promotion, growth “training and development”) are found in Herzberg’s theory. Herzberg divided the factors of his theory into two categories motivational and hygiene factors. Motivational Factors that include: growth, work itself, responsibility, achievement, advancement, and recognition. While hygiene factors include: salary, company policies and administration, supervision, interpersonal relations, working conditions and job security. For enabling people to work and feel motivated to perform their tasks well, the hygiene theory spells out an exclusive and distinct issue. This supports the importance of the current study for addressing the impact of motivational factors on performance well. Maslow developed one of the most common categorization for needs. His hierarchy of needs elucidates incentive and performance as the consequence of diverse basic needs that guide individuals. In his theory, motivation is necessary in assuming action. This theory required that the managers be able to identify and understand the needs of their employees to appreciate the appropriate way to motivate them and direct their behaviours. The empirical aspect of Maslow’s theory on employee’s motivation causes the directors of the organization capable and ready to recognize and optimistically provide the motivational factors that stimulate its human resources within the context of the job performance. This is because high motivated workers are the cause of high levels of performance and generating higher productivity for the organization (Ajang, 2005).
According to Herzberg (1966), salary includes all forms of reward and concentrates on earnings or salary increases or unfulfilled expectation of increases. The option of enhanced salary by workers raises some essential concerns on the corporate needs in the organization. According to Maslow’s theory (1943), organizations must provide employees with a salary that enable them to afford adequate living conditions.

Bacon (2002) stated that the list of fringe benefits included: life insurance, health insurance, pension, vacation, holidays and sick leave. On the other hand, it is not required that all employees participating in a fringe benefit plan be entitled to receive benefits from the plan at all times. Fringe benefits can be called pecuniary benefits. Fringe benefits are part of incentive which is supposed to motivate managers and employees (Kwak, 2009). Muralidharan and Sundaraman (2009) provide supporting evidence that payment is associated with output of employees and serves as incentive to enhance workers’ performance. The enhanced salary and fringe benefits are financial factors of motivation.

Supervision is a developmental process designed to support and enhance an individual’s acquisition of the motivation, autonomy, self-awareness, and skills which are necessary for accomplishing the job effectively (Drucker, 2005). Pierce and Rowell (2006) said “All too often, employees are promoted to the role of supervisor because of their strong technical expertise.

Promotion is an improvement of the recent position. Riketta and Dick (2005) suggested that behavior of employees in the workplace is related to satisfaction in their careers. Harrison and Novak’s study (2006) declared about the efforts that be done by management to establish promotion opportunities which contribute to employee’s job satisfaction and act as a motivator for job performance.

Dose and Klimoski (1995) defined responsibility as a situation in which an individual feels a sense of obligation to a state of affairs or events. Employee’s responsibility is a key component to motivation in the workplace. Therefore, managers need to make each employee accountable in his respective role (Craemer, 2010).

Training is a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford, 2002). Truelover (1992) stated that “training is characterized as an instructor-led, content-based intervention leading to desired changes in behavior”. In the current study, the term “training” was used to refer to both training and development as one of motivational factors. Employees’ training and development do not imply only obtaining new knowledge, abilities and skills, but also the possibility to promote entrepreneurship and performance (Vemic, 2007).

Performance is the process through which managers ensure the employees’ activities and outputs are congruent with the organization’s goal. Therefore it is the organizations’ priority to ensure that motivational tools which encourage initiative and stimulate the efforts of the employees, lead to better performance and deliverance of quality service (Frimpong & Fan, 2009). In summary, theories of motivation try to identify the types of needs people have and the situations under which they would be motivated to satisfy these needs in a way that contribute to the performance and productivity.

Some Approaches on the Impact of Motivation on Job Performance:

The achievements of individual and organizational goals are independent process linked by employee motivation. It means that organizational goals are directly related to the personal goals of individuals, and motivational factors have an effect on the performance of employees (Robert, 2005). The employees’ motivation, their enthusiastic and energetic behaviour towards task fulfillment play key role in successes of an organization to its benefit (Cheng, 1995).

Salary and fringe benefits are financial factors of motivation. The effects of these factors on job performance are obvious since they can increase organizational productivity and employees’ performance. Supervision has impact on individuals’ performance as motivational factor, since poor supervision has a massive impact and cost for both the individual employee, as well as the organization as a whole (Pierce & Rowell, 2006). In addition, Harrison and Novak (2006) showed that efforts by management to establish promotion opportunities contribute to employees’ job satisfaction and has an effect on job performance. Madura (2007) contended that empowerment and the responsibility grant more authority to the employees to carry out the tasks which are given. It can motivate the employees to present creative and innovative ideas. Moreover, Shahzadi et al. (2014) studied the influence of promotion and training on employees’ job performance.

The following hypotheses are presented in this study:

- H1: There is a significant relationship between enhanced salary and job performance.
- H2: There is a significant relationship between fringe benefit and job performance.
- H3: There is a significant relationship between supervision and job performance.
- H4: There is a significant relationship between promotion and job performance.
- H5: There is a significant relationship between responsibility and job performance.
- H6: There is a significant relationship between training and development and job performance.
- H7: There is a significant influence of salary on job performance.
- H8: There is a significant influence of fringe benefits on job performance.
- H9: There is a significant influence of supervision on job performance.
- H10: There is a significant influence of promotion on job performance.
- H11: There is a significant influence of responsibility on job performance.
H12: There is a significant influence of training and development on job performance.

Research Purpose and Objectives:
The current study aims to address the following problem: To find the relationship between the level of motivational factors and job performance of non-academic employees in UTM. In addition, the main concern of the current study is addressing various motivational factors that may increase the level of performance among the non-academic employees in UTM. Therefore, the main purpose of the current study is “To find which motivational factor influences the job performance of non-academic employees in UTM”.

Objectives:
The current study is carried out:
1. To determine the level of motivation and job performance among the respondents.
2. To determine the relationship between motivational factors and job performance.
3. To identify the most dominant motivational factor that influences employees’ performance.

Conceptual Framework:

Conceptual Framework

Research Method:
Since the nature of the study and the research objectives, aimed to assess the impact of motivational factors on job performance, the current study seek to identify if there is relationship between motivational factors and job performance. The quantitative approach was applied. In addition, the current study used a descriptive and co-relational research design in an effort to explore the statistical relationship between the identified variables of the study.

Demographic Profile:
The population of this study is non-academic employees grade N17 in Universiti Teknologi Malaysia (UTM), Johor. And the target respondents are the non-academic employees of the university, who are from different faculties and departments. The target population was 150 employees who are serving at the thirteen faculties in UTM as non-academic employees. According to krejcie and Morgan’s (1970) reliable table, only 108 out of 150 of the clerical employees were selected as respondents of the current study and picked up randomly. The research instrument was a questionnaire. Totally 108 questionnaires were distributed. The results discussed based on 103 questionnaires out of 108. The response rate of the research was 95%.

Data Analysis:
Data gathered from the questionnaires which were analysed with “Statistical Package for Social Science” (SPSS) version 22.0. Descriptive statistics includes the mean, standard deviation and Inferential Statics includes Pearson Correlation Analysis and Multiple Regression were used for achieving the objectives of the study.

Results:

Demographic Background:

<table>
<thead>
<tr>
<th>Table 1: Demographics Characteristic of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographics</td>
</tr>
<tr>
<td>(n = 103)</td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Female (f = 83; 5%)</td>
</tr>
<tr>
<td>Male (f = 16; 5%)</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Between 26-35 years old; 50.5%</td>
</tr>
<tr>
<td>Academic Qualification</td>
</tr>
<tr>
<td>Diploma holders; 84.5%</td>
</tr>
<tr>
<td>Working experience</td>
</tr>
<tr>
<td>4 - 7 years: 37.9%, 8 - 11 years: 21.4%</td>
</tr>
</tbody>
</table>

Levels of Motivational Factors and Job Performance:
Table 2 shows the levels of motivational factors among the non-academic employees in UTM. The table shows all of the respondents had moderate level of motivational factors.
The Relationship between Motivational Factors and Job Performance:

In order to describe the relationships between the motivational factors and job performance Pearson correlation was applied. Table 3 presents these relationships.

Table 3: The Relationship between Motivational Factors and Job Performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Job performance</th>
<th><strong>Significance (2-tailed)</strong></th>
<th>Strength of relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced salary</td>
<td>.360*</td>
<td>.000</td>
<td>Moderate</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>.465**</td>
<td>.000</td>
<td>Moderate</td>
</tr>
<tr>
<td>Supervision</td>
<td>.397**</td>
<td>.000</td>
<td>Moderate</td>
</tr>
<tr>
<td>Promotion</td>
<td>.280</td>
<td>.043</td>
<td>Low</td>
</tr>
<tr>
<td>Responsibility</td>
<td>.628**</td>
<td>.000</td>
<td>Moderate</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>.464**</td>
<td>.000</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed)

The Table shows that there are significant positive relationships between all motivational factors and job performance. Moreover, the results show that there is a significant relationship between salary and job performance ($r = 0.360$, $p < 0.01$), there is a significant relationship between fringe benefits and job performance ($r = 0.465$, $p < 0.01$), there is a significant relationship between supervision and job performance ($r = 0.397$, $p < 0.01$), there is a significant relationship between promotion and job performance ($r = 0.280$, $p < 0.05$), there is a significant relationship between responsibility and job performance ($r = 0.628$, $p < 0.01$), and there is a significant relationship between training and development and job performance ($r = 0.464$, $p < 0.01$). Therefore, H1, H2, H3, H4, H5, and H6 are accepted.

The Impact of Motivational Factors on Job Performance:

This section has answered the last research question, what are the most dominant motivational factors that influence employees’ job performance. In order to know the influence of motivational factors on job performance; multiple regression analyses were performed. This section has tested the remaining six hypotheses of this study.

Table 4: Multiple regression of Analysis with Motivational Factors as Predictors of Job Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.691*</td>
<td>.478</td>
<td>.445</td>
<td>.33427</td>
</tr>
</tbody>
</table>

* Predictors: Training & Development, Fringe Benefits, Supervision, promotion, Responsibility, Enhanced Salary

According to multiple regression analysis, in table 4, the R-squared value from model summary is 0.478 which means 47.8% of variation in job performance is accounted by variation in the six motivation factors namely, Enhanced Salary, Fringe Benefits, Supervision, promotion, Responsibility and training and development in Universiti Teknologi Malaysia (UTM).

The results of ANOVA are presented in table 5, where $F= 14.639$ and $p < 0.05$ indicated that the regression model of motivational factors on job performance was found statistically significant. That means at least one of the 6 independent variables can be used to explain job performance of clerical employees in UTM. Also, this indicates the regression of job performance on the dimensions expressed through the adjusted R square ($R^2$ adj) $= 44.5\%$ is statistically significant. These variables accounted for 44.5% of the variance in job performance. This finding suggests that other unexplored variables could account for the rest of the variation in job performance.
The results show that both responsibility and fringe benefits had impact on job performance. However, there is no significant impact of salary on job performance (B = 0.082, p > 0.05). Therefore, H8 and H11 are accepted, while, H7, H9, H10 and H12 are rejected.

Therefore, the results exposed only two of the six motivational factors were found to be significant in this study. The analysis demonstrated that the most significant motivational factor on job performance was responsibility as the first significant factor, while, fringe benefits was the second significant factor.

Health benefits were found to be the second best motivational factor for employees. They mentioned that all motivational factors were positively related with people’s work in his research, the motivational factors were relatively related with job performance. Such findings are confirming with the findings of previous studies like Aydin (2012) found that there is a significant positive relationship between supervision and responsibility with job performance of clerical employees in GCB bank.

Table 6 above presents the influence of motivation variables and job performance. The results show that fringe benefits (B = 0.260, p < 0.05) and responsibility had effect on job performance (B = 0.547, p < 0.05). Therefore, both of responsibility and fringe benefits had impact on job performance. However, there is no significant impact of salary on job performance (B = 0.082, p > 0.05), supervision on job performance (B = 0.081, P > 0.05), promotion on job performance (B = -0.081, P > 0.05); and training and development on job performance (B = 0.082, p > 0.05). Therefore, H8 and H11 are accepted, while, H7, H9, H10 and H12 are rejected.

Table 6: Regression Coefficients for the Influence of Predictor Variables on Job Performance a

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.279</td>
<td>.290</td>
</tr>
<tr>
<td>Salary</td>
<td>-.110</td>
<td>.062</td>
</tr>
<tr>
<td>Fringe Benefit</td>
<td>.260</td>
<td>.076</td>
</tr>
<tr>
<td>Supervision</td>
<td>.002</td>
<td>.062</td>
</tr>
<tr>
<td>Promotion</td>
<td>-.081</td>
<td>.056</td>
</tr>
<tr>
<td>Responsibility</td>
<td>.547</td>
<td>.098</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>.082</td>
<td>.084</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Job performance

Discussion:

Regarding the motivational factors, enhanced salary, fringe benefits, supervisor, promotion, responsibility and training, the results showed the clerical employees in Universiti Teknologi Malaysia had moderate levels of motivational factors. These mean values indicate the areas that employees were most likely to be motivated by. Thus, the employees in the sample are most likely to be motivated by their training and development, responsibility and fringe benefits, enhanced salary and supervision more than promotion dimension as determined by the research questionnaire. The results of the current study are consistent with the results of previous studies by Roberts (2006) and Aydin (2012).

Moreover, the results of correlation analysis demonstrated that all of the motivational factors were positively related with job performance. Such findings are confirming with the findings of previous studies like Aydin (2012) found that there is a significant positive relationship between supervision and responsibility with job performance of clerical employees in GCB bank.

The significant impact of responsibility and the fringe benefits on job performance is consistent with the findings of Aydin (2012), which his study concentrated on the impact of motivation and hygiene factors on research performance and he found the significant influence of responsibility and payment (fringe benefit) on the job performance. Also, the results about the impact of responsibility on job performance supported by Herzberg (1986) who mentioned responsibility as a motivational factor was related with people’s work in his two-factor theory. Moreover, the result of findings about fringe benefits is consistent with Owusu’s (2012) study which found that the second best motivational factor for employees was fringe benefit. Akerlof and Kranton (2010) provide supporting evidence that payment as a fringe benefit was associated with output of employees and serves as incentive to enhance employees’ performance. They mentioned that all types of businesses use fringe benefits, bonuses or other types of rewards to motivate and increase the level of performance in their employees.

In the current research, the motivational factors of salary, fringe benefits, supervision, promotion, responsibility and training were found to be contributed significantly to job performance. According to the results of the influence of motivational factors as predictor variables of job performance, two motivational factors which are responsibility and fringe benefits were found to be more significant factors in comparison to other predictors of job performance. The best predictor of job performance was found to be responsibility,
which can be considered as the most dominant factor that influences job performance. Fringe benefits was the second factor.

Conclusion:
Organizations should take advantage of the important opportunities to develop the return on their human capital investment by integrating the incentive plans with organizational strategy and improving the value presented to human resources.

The current study indicated that human capital management can use diverse plans or factors to simulate workers, but human capital management should remember that different motivational factors or plans would have different motivational influences on different employees. Also managers should consider that the diverse incentive plans may influence employees in different ways, at different positions in time, because of the continual changes in situations, needs and individual purposes. To obtain good results from a motivational plan, the human capital management has to comprehend the differences of employees’ values, needs, tasks, and satisfaction’s levels in terms of increasing job performance and productivity.

The management of Universiti Teknologi Malaysia (UTM) should provide enough and suitable motivational resources to its clerical employees for improving the level of performance. Apart from this, the clerical employees, themselves should attempt to get consciousness about the sources and consequences of motivational factors on job performance. Thus in this way the success of the university could be ensured in the era of turbulent competition.

Practical Implications:
Human capital management in Universiti Teknologi Malaysia (UTM) should constantly offer a number of motivational factors such as responsibility, enhanced salary, fringe benefits, promotion, supervision, training and development to stimulate their employees to develop their performance and productivity. Indeed, incentive factors have effective roles on job performance. Human Resource in UTM should assist in identifying the internal and external barriers that impede the offering of vital motivational factors. The management of the university should try to provide a favorable working environment for the employees, where the employees are motivated. They should provide everything that causes employees’ involvement with the work itself, such as the relationship with co-workers, also providing a positive work environment which makes employees feeling good about coming to work, for intense regarding responsibility. Universiti Teknologi Malaysia can offer a certain degree of authority to employees, and employees can be allowed to decide on the methods of doing their tasks, and regarding fringe benefits, employees can be offered increasing in bonus, and developing health insurance for the families of all the employees.

Recommendations for Future Research:
The current study identified the relationship between motivational factors and job performance of clerical employees in one university. Although the scope of this study was small and it was limited only to one public higher education institution with a limited number of respondents, in general, researchers could conduct a multi-stage study by taking larger sample size from diverse types of organizations. Therefore, it is suggested that further studies are needed to be conducted on a bigger population and sample size to increase the generalization of the results.

The findings of this study pointed out that there is a necessity to determine more other motivational factors that the employees may care about and have impacts on their job performance. Since there are many motivational factors in the working environment, which have not been covered in the current study, therefore by adding those factors more inclusive understanding about the impact of motivational factors on job performance of employees could be obtained.

The future researchers should include the moderating variables such as satisfaction to know its moderating effect on the job performance and productivity.

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