

THE RELATIONSHIP BETWEEN MOTIVATION AND  
JOB PERFORMANCE AMONG SUPPORT STAFF AT  
MAJLIS PERBANDARAN HANG TUAH JAYA, MELAKA

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## **CHAPTER I**

### **INTRODUCTION**

#### Background of the Study

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive and also to find a need inside the employees. Motivate the staff leads them to broad skills which meet the organizational demands (Hala, 2009). According to Hala (2009), motivation drives the human beings to reach their goals and organization goals through every challenge and constraint they had been face in the workplace.

Good performance depends on staff whether able to do things and willing to do things, which the level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals (Hala, 2009). According to Harder (2008), there are varying or different set of factors influencing motivation. Basically, motivation is derived by several elements that can be measured to identify the level of motivation that each individual possess (Mohammed Abubakar & Abdullahi Yusuf, 2011).

The elements of motivation had been discussed in this study are reward, job itself and social support. Motivation is influenced by forward-looking perception

about the relationship between performance and rewards, whereas satisfaction involves how people feel about the rewards that employees received (Tan & Amma, 2011). Job satisfaction is an emotional state in which a person perceives various features of the employee work environment (Tan & Amma, 2011). According to Tan and Amma (2011) as cited by Huselid (1995) when the workers are not motivated, turnover will increase and employees will become frustrated and unproductive.

The other element that is important in measuring employee motivation level is job itself. Job itself becomes important when employees who are higher up in the hierarchy are more likely to be satisfied because better work conditions and job characteristics of higher up level employees are better than lower level employees (W. Van Yperan, 2003). In addition, Robyn (2009) maintained that these job and organization characteristics can be used by managers as important levels for creating a more motivating work environment, thereby directly affecting the employee's level of flexible work.

On the other hand, social support at work may come from the organization at large, immediate supervisors and co-workers (Marcinkus, Whelan-Berry & Gordon, 2007). Employees who perceived their organization as less family-supportive experience more work-family conflict, less job satisfaction, less organizational commitment and greater turnover intention than those who perceived their organization as more family-supportive, as cited by Marcinkus, Whelan-Berry and Gordon (2007), adapted from Allen (2001).