

FACTORS IN JOB CHARACTERISTICS INFLUENCE
EMPLOYEE'S MOTIVATION IN THE
MARA STATE OFFICE OF MELAKA

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CHAPTER I

INTRODUCTION

Background of the Study

Motivation was a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing certain targets (Talimullah et al, 2010; Quratul-Ain, 2011). Employees' individual performance has a significant impact on the organizational performance. Therefore, managers always try to find ways to stimulate their employees' work motivation (Wood et al., 1994; Fang Yang, 2011). This is supported by Rutherford (1990) in Quratul-Ain (2011) reported that motivation formulates an organization more successful because motivated employees are constantly looking for improved practices to do a work, so it was essential for organizations to encourage motivation of their employees (Kalimullah, 2010; Quratul-Ain,2011).

In order to help managers to effectively motivate their employees, a large amount of research has been conducted to identify the factors which can motivate employees. Therefore, Ross (1998) in Fang Yang (2011) stated that several versions of a motivation theory were generated in the nineteenth century and Job Design Theory proposed by Hackman and Oldham in 1980 was used in this research. This theory supposes that the task itself, which refers to internal factors, was a key to employee's work motivation (Ramlall, 2004; Fang Yang, 2011). It reports that the employees can be motivated through five job characteristics; skill variety, task identity, task significance, autonomy and feedback.

The first factor in Job Characteristics Model was skill variety. Through this factor, the instructional involvements were designed to promote knowledge and skill acquisition, workshops were organized and training was imparted through various media to enhance motivation employees towards better performances to meet organization targets (Garg & Rastogi, 2006).

Task identity was the second factor in Job Characteristics Model in which Tanner (1998) in Garg and Rastogi (2006) stated that leaders must motivate people to follow a participative design of work that they were responsible for controlling and coordinating their work, hence making them responsible for their performance. This statement was agreed by Lin and Hsieh (2002) stated task identity was describe when an employee does an entire piece of work from beginning to end and can identify with the results of his efforts.

Task significance involves the important of the task in which involves internal significance that were the important of the task in the organization and external significance such as how proud employees are to tell others outside the organization what they do and where they work (Garg & Rastogi, 2006). This was agreed by Abu Elanain (2009) stated task significance has consistent functional effects on job satisfaction, organizational commitment and turnover intentions that hold motivational potential through experienced meaningfulness of work

Autonomy was the fourth factor in Job Characteristics Model refers to job independence on how much freedom and control employees have to perform their job shows autonomy (Garg & Rastogi, 2006). In addition, employees must be encouraged in produce a thoughtful idea to make their job more involving and challenging to increase motivation.