

UNIVERSITI TEKNOLOGI MARA

**MOTIVATIONAL FACTORS AND
JOB PERFORMANCE: THE
MODERATING ROLES OF
EMPLOYEE ENGAGEMENT**

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ABSTRACT

Job performance pertains to the way individuals execute their assigned job duties and obligations. The optimisation of workplace efficiency and productivity is of utmost importance. Additionally, it demonstrates various significant aspects that influence the expansion, productivity, and advancement of the organisation. The primary objective of this research was to examine the impact of employee engagement on the relationship between motivational variables and job performance within the context of government employees in the Sultanate of Oman. The respondents for the study were employees from the Ministry of Labour, Oman. This study adopted a correlational research design, using quota sampling as the method for data collection. Data was collected via questionnaires consisting of four parts. Prior to the start of the real data gathering procedure, a pilot study was conducted to validate the instruments used. The data was analysed using the Statistical Package for the Social Sciences (SPSS) version 27. The gathered data was analysed using descriptive, correlational, multiple regression, and hierarchical regression analyses. The findings of this study revealed a significant association between motivational variables and job performance among the workforce of the Ministry of Labour. The study revealed that work environment emerged as the most influential element in predicting job performance, with training was identified as the second predictor. Using hierarchical regression analysis has shown that employee engagement acts as the moderator in the relationship between motivational factors and job performance among civil servants in Oman. The findings of the study also revealed that each aspect of employee engagement had a major role in influencing the relationship between motivational factors (training, compensation, work environment, and leadership) towards job performance. The researcher suggested several recommendations for improving work environment and fostering employee engagement. Organisations are advised to consider the physical environment, technological context and cultural environment as means to enhance employee work environment. At the same time, employers must assist their employees to manage stress effectively, foster employees' well-being, and encourage self-management, ultimately leading to heightened levels of employee engagement. It is recommended that in future studies, scholars may explore and assess other forms of incentives given to employees within the public sector, examine additional elements beyond motivation that exert influence on job performance, and scrutinise a broader range of variables that serve as moderators.

Keyword: Motivational Factors, Job Performance, Employee Engagement, Government Sector in the Sultanate of Oman

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The first chapter will be addressing the nine major parts of the research. The parts are the background of the study, statement of the problem, research objectives, research questions, hypothesis development, the significance and the limitations of the study, definitions of terms, as well as the operationalized definition of terms. The background of the research will explain what the research is about, heading to the problem statement that concerns the actual issue that causes the need for this research to be performed. Research goals, the study questions, and hypotheses clarify what the thesis is attempting to do and respond to in the method. This research will have a positive contribution to the academic world and organization and individual practices, and this will be clarified in the significance of the study. The limitations of the research will explain the formation and elimination rules and what will be the potential barriers to this research. In the end, the operational definition and definition of terms will describe each of the key terms used in the study.

1.2 Background of the Study

Job performance is critical for organizations to reach their vision and strategic objectives (Valmohammadi & Roshanzamir, 2015) and is also reported as one of the key causes related to institutional success (June et al., 2013). Job Performance in the sense of institution is a significant consideration in the management of workers (June & Mahmood, 2011) and has been a crucial factor in the success of businesses (Ahmad et al., 2018). In fact, it was reported that improving the performance of employees through efficient engagement and motivational practices is a major aim for the leadership of the institution (Ahmed, 2017). Employees who conduct their roles well will benefit the companies they work for significantly and will achieve long and short terms targets and priorities; hence they play a major role in preserving the competitive edge of the enterprise (June et al., 2013).