



THE RELATIONSHIP BETWEEN INDIVIDUAL BEHAVIOUR (MARS MODEL) AND  
JOB PERFORMANCES AMONG NON-EXECUTIVES STAFF AT LONGi, KUCHING.

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## ABSTRACT

The purpose of the correlational research was to investigate the study of the relationship between Individual Behaviours (MARS Model) and Job Performance by adapting Model of Organization Behaviours, Source: Mc Shane (2010). A study conducted by McShan and Glinow (2010), the acronym MARS stands for motivation, ability, role perceptions and situational factors. Independent variables are divided into three which is motivation, ability and role perception. Meanwhile for dependent variables is job performance. The aim of this study is to find the relationship between motivation, ability, role perception and job performance among non-executive staff in LONGi, Kuching. Convenience Sampling was used in this study where questionnaire were distributed to 120 respondents to the non-executive staff and returned only 92 respondents. The respondents came from various departments at LONGi, Sarawak and the data was analysed using IBM Statistic Packages for Science Social version 2.0. The correlation analysis revealed that motivation, ability and role perception have a significant relationship towards job performance among non-executive staff in LONGi, Kuching. Not only that, the results also showed that all the three independent variables have positive relationship with job performance. Motivation has medium relationship with job performance, meanwhile for ability and role perception both have large relationship with job performance. The findings of this study provide a reference to the management in terms of employee's job performance. It is recommended for future researchers to select larger sample of respondents to obtain more information about what really impact job performance and to determine the importance of the factors towards job performance.

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## CHAPTER 1

### INTRODUCTION

#### Background of the Study

A study conducted by Gallant (2013) has pointed that individual behaviour is a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone express different emotions like anger, happiness, love and etc. It's defined that how the person reacts in the organization. Everyone is going to work because of they want to get paid and satisfied with what they had dreams for, but what makes it different is how they performed the job or task. Workers have different reasons and goals on why they are going to work (Pinder, 2013). The achievement of the organizations depends on the employees. Individual performance can be considered as one of the important factors in maintained the effectiveness and efficiency of organization as well as the efforts to make sure the organization can compete with other organizations in the market level (McShane, 2009). Individual performance can be affected by many factors. The factors that can be identified were external and internal forces.

External forces that can influence individual performance technological

changes and working environment.. On the other hand, the internal forces were motivation level, ability, skill and knowledge. The model of MARS individual behaviour was divided into three factors which motivation, ability and role perceptions (McShane, 2008). Motivation can divided into two factors which was intrinsic and extrinsic motivation. Intrinsic motivation was the feeling of satisfaction when self-actualization, self-accomplishment arises when something that is desired for was achieved and intrinsic motivation was free from financial rewards (Chandan, 2008). Extrinsic motivation was induced by external factors which was mainly consisted of financial rewards such as higher pay, fringe benefits, stock options sharing scheme, health and medical insurance and others (Chandan, 2008).

According to the previous researcher Pinder (2008) had pointed out that the effectiveness of job performance can be determined by the natural aptitude or natural talent or skills that a person had develop over time. This statement can be supported by the researcher Dunnette (2008), who conducted a thesis project to test the ability, was more vital than motivation in job performance at the workplace.

Role Perception is about perceived or belief of an individual about his or her responsibilities that they can achieved the task or job given by performed well in the workplace. Role perceptions nowadays is very crucial in producing proper behaviour and thus increased performance level in an organization (Chandan, 2008). In term of Job Performance, is typically conceptualized as an action and behaviours that are under control of the individual that contributed to the goals of the organization (Rotundo & Sackett, 2002).