

The Relationship between Motivation and Job Performance among Employees in the Manufacturing Companies

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Abstract: Job performance is crucial aspect in ensuring an organizational success. However, employee performance are said not up to the standard, since the outbreak of pandemic Covid-19. Employees are less motivated to perform their work to meet up with the organization standard. Thus, this study aims to identify the level of the motivation among and level of job performance in the manufacturing sector. This study also aim to examine the relationship between motivation and job performance the manufacturing companies. This research was focused on the manufacturing companies in Selangor as this state is one of the biggest manufacturing area in Malaysia. To collect the data, the questionnaire has been distributed to employee who work in manufacturing companies in Selangor. Results shows that there is a moderate level of job performance and extrinsic motivation among employees in manufacturing companies, while intrinsic motivation was reported at high level. Besides, there is a significant relationship between motivation and job performance among employees in manufacturing companies. Results of this study will have implications to the stakeholders, mainly to employees and top management in the manufacturing companies.

Keywords: Motivation, Job Performance

1. Introduction

This study is about the study on motivation and the job performance in the manufacturing companies in Malaysia. In this chapter, the part was covered is background of study, problem statements, research questions, objective of study, scope of study and also significance of study.

In today's world, there are a lot of changes happen especially in technology and innovation. The changes happen when manufacturing company able to improve their product that been produce by their company itself. All company wants to achieve their goals that has been set. At the same time, the goals that has been achieve is depending on various resources. However, the human resource is one of the major factors

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that directly involve in achieving the manufacturing companies' goals. Hence, the performance of the employee is the significant fact of achieving the manufacturing companies' goal.

In a manufacturing company, the human resource is the key of strategic management. At the same time, the human resource is the important role in all the strategic decision that has been made in the manufacturing company. According to Boudreau and Ramstad (2007) "Whether it is called "people", "labor", "intellectual capital", "human capital", "human resource", "talent", or other some term, the resources that lies within employees and how they are organized is increasingly recognized as a critical to strategic success and competitive advantage". It is clearly mean that, the employees are being involved in the strategic success of the manufacturing company. However, the employees also are the competitive advantage which means the employees will help the manufacturing company to compete with their competitors.

Job performance may give an impact to the manufacturing company's business either it will bring to success or failure. There are few factors that related to the job performance that might give an impact which is the quality of the job that be done by the employee, the quantity of job, effectiveness of work and also the behaviors of the employee at the workplace. Job performance is about how the employee behave themselves at the workplace and also how they perform in their job that has been given to them in achieving the manufacturing company's goal. Based on previous studies, they agreed that the performance management is a process of performance that been used in organization, team and individual to make an improvement and it also been used by the leaders in managing (Foot & Hook, 2005; Armstrong, 2002). The statement says that, the performance management has been used for the purpose of making an improvement and also been used by the leaders.

All of the companies will have their own employees that will put an effort in creating a strong relationship among their employees. In addition, the companies should treat their employees by various way in motivating their employees such as giving extra bonus, training, promotions and many more. For example, the companies can give reward to the employees so that they will be motivated by increasing their productivity. Indirectly, by motivating the employees may improve their performance in job. According to Khan *et al.* (2010), motivation strategy may have the power of increasing the motivation in one way and diminishing it in others. It means that, in other to make the motivation tools success it should considered the uniqueness of the situation and also the diversity of the concerned group. At the same time, the management should have different alternatives based on the situation on that time.

There are two issues that motivate this study to be conducted is the performance that may affect the motivation of the employee in an organization. The human resource is the major resource compare to the others where it is direct related to the organization. At the same time, it can give an impact on the performance of the organization. The purpose of the resource is to maintain the efficiency and also the work force in the organization. Other than that, it also helps to solve all the problems that related to the human resources. However, the organization can motivate their employees by using the profitable ways and also showing them the relationship of reward in motivation factors.

The second issues will be about the employee motivation. Due to the pandemic of Covid-19, most of the employee are getting affected. The anxiety that cause by the pandemic lead to the negative impact on the employee's motivation which is it has affected the level of the negative emotion toward the employee and also it difficult for the employee to maintain their performance in their jobs (Assor *et al.*, 2005). According to the International Labour Organization (ILO) report states that the GDP growth of the manufacturing sector on the first quarter of 2020 has decreased 1.5% from 4.1% on the year of 2019. At the same time, only 7.5% of the manufacturing sector did not get affected by the pandemic of Covid-19. The rest of the employee which is 92.5% of the employee in the manufacturing sector in Malaysia has been affected by the pandemics.

Therefore, to achieve the research objectives the level of motivation among employees in the manufacturing sector and the level of job performance among employees in the manufacturing sector

are measured. Consequently, the relationship between motivation and job performance among employees in the manufacturing sector is identified.

This study is to focus on employee motivation and the employee job performance in the manufacturing sector. In this research, there will be two type of motivation which is the intrinsic motivation and extrinsic motivation. The Herzberg's motivation theory explained in this study. There will be two factors in the Herzberg's motivation theory which is motivating factors and hygiene factors. In this research, the method that will be used is convenience to the researcher by selecting the respondents who works in the manufacturing sector in the state of Selangor, Malaysia. The main location that has been focus in collecting the data is the Rawang Industrial area, Sg Choh Industrial area and the Glenmarie Industrial area because the selected area has a lots of manufacturing sector that produces different type of products. The questionnaire will be distributed to the respondents as the research instrument while collecting the data of the respondents.

The stakeholders who will get the benefit from this study are the employees and the upper management of the company. Motivation will make the employee feel confidence in getting their needs as they can stay in the company. Most of the employee will try to find an alternative way as they can stay in the company and try to increasing their income rather than leaving the company. So, the motivation will reduce the turnover of the employee in the company because it created the motivated employee. At the same time, the motivated employee will not leave their jobs in the company.

The next benefits are for the upper management. The motivation can help the upper management in making the changes in the company. The unmotivated employee will not easily accept the changes that will be made by the upper management because most of them will be scared if the changes will give an impact on them. However, the changes that be made by the upper management may affect the company position and also the employee's income. At the same time, the motivated employee will accept the changes that been made by the upper management and also, they will give their full of cooperation on it.

Other than that, in this study it is focusing on the employee's motivation and the employee job's performance that may help the government of Malaysia from any information that they can get in this research. The government can have focused on the theory of motivation that may bring to the benefits for the employees. However, it will help the government in making the decision for the employee in the future based on the benefits.

2. Literature Review

This part is focusing on the fact and information that is related to this study. There are several studies that are related to with this research by the previous scholar. However, there are many of them related with the human resources especially in Malaysia. The sources that has been used for the references in this research including the journal, article, and also thesis. In this chapter, will be a brief of review on the motivation and performance among the employees in the manufacturing company.

2.1 Job Performance

(a) Definition of job performance

According to Samsonowa (2012), job performance can be defined as the level or the degree in achieving the goals of the organization. This means that the performance is about how much effort did the employee put to achieve the performance. Other than that, performance is indicate as the contribution of the employee toward the goals of the company. Based on the statement, it is about what are the employee did for the company to achieve the goals. Job performance can be traced back to the behavior of people on the shop

floor. Those employees work in a certain way or behave in a way that contributes to manufacturing company's goal. It means that the performance of the employees will help the manufacturing company in achieving their goals.

(b) Theory of job performance

Borman and Motowidlo (1993) have distinguished between the task and the contextual performance. The task performance is about the individual's efficiency of the employee perform the job in contributing to achieve the company's goals. However, the contribution can be in two ways which is direct or indirect. The direct contribution is about the productivity level of the workers in accomplishing the job. The indirect contribution is about the manager or the staff personnel which is works in the office while handling the company's position. In a company to observe the employee performance, the employer should look at their task performance either it is on the direct contribution or indirect contribution. Other than that, the contextual performance is about the job or activities that not contributing to the technical core but it supporting the organization, social and psychological environment of the organization goals. The contextual performance is not about helping the co-worker in finishing the job but it is about helping the organization to improve the work procedure.

(c) Past studies of job performance

According to the result of the research conducted by Yang (2008), says that the individual performance cannot be verified. He also says that the organization can give more bonuses or any direct reward to the employee based on their performance if it is noticeable (Yang, 2008). Other than that, there a few factors that may affect the employee performance which is satisfaction, motivation, stress, leadership, organization commitment, organization culture and many more. If all the factor has been used properly it may lead to the high level of employee motivation. According to Sparrowe *et al.* (2001) and Yukl and Falbe (1990) says that there are five tactics that can influence the employee performances which is consultation, inspirational appeals, exchange, pressure tactics and legitimating tactics where it has been used downward influence attempt which related to the employee behaviour. Other than that, according to Yazici (2008) says that the moral and productivity of the employee is been influenced with the effectiveness of performances in the company and also the reward management system.

2.2 Employee Motivation

(a) Definition of employee motivation

The word of motivation is from the Latin word which is *movere* means move (Kreitner, 1998). Other than that, the motivation is defined as the psychological process that has been caused by the arousal, direction and also the persistence of voluntary actions that are oriented goals (Mitchell, 1982). Motivation can be defined as the willingness of doing work with high level effort toward the goals of the organization while satisfying some of the individual's need. According to Nohria *et al.* (2008), it is hard to argue with the empirical evidence that motivated employees mean better organization performance. It shows that there hard to prove evidence that motivates the employees improve the performance. Based on Heathfield (2021) defined motivation as a powerful energy that's drives and excites employees where it may result to maximum contribution. It shows that the higher the motivation will make the employees to give the maximum contribution in their job.

(b) Theory of motivation

Maslow's defined the works as the development of the hierarchy needs. At the same time, Maslow's believed that humans are being desired to self-actualizing and underestimating on the human's potential (Stephens, 2000). In the Maslow's need hierarchy theory, it contains of five needs which are physiological needs, safety needs, social needs, esteem needs and the self-actualization needs. According to Maslow, those people including the employee of the organization are being motivated by

achieving or maintaining various conditions of the basic satisfaction rest and also with the intellectual desired. At the same time, not all the people including the employee are satisfied with all of the need but some of them a satisfied and some of them are not (Maslow, 1943).

The physiological needs are about the basic physical needs such as drinking, eating, breathing and many more. Maslow is considering that the physiological need is an important of our needs. This is because if there are someone who lack in more than one needs, there should refer to the physiological needs first. So, the manufacturing company should make sure their employees get the physiological needs. The second needs will be the safety needs which is about the employee should be in safe environment. Maslow has pointed that the adult living in developing the country, the safety needs of the employee are more apparent in the emergency situation especially when the war or any disasters happen. The third needs are about the social need which is about the social and also the feeling of belongingness. The belongingness is about the human's emotion needs for the interpersonal relationship such as friendship, intimacy, trust, acceptance and many more. The fourth needs are about the self-confident and also feeling goods on valued by others. Those feeling is happened when the people recognize our achievement and also our contribution but when the esteem needs are not met it will make the employee in experiencing to psychologist. The last needs are the self-actualization needs which is about feeling of fulfil. The uniqueness of the self-actualization needs is by looking different compare to others. In this self-actualization needs are involving of helping the other, achievement and many more. According to Maslow, the self-actualization is very rare and his example of the famous self-actualization is Abraham Lincoln, Albert Einstein and also Mother Teresa.

Other than Maslow's theory, On the year 1959, Frederick Herzberg has introduced a theory which is Herzberg motivation theory or motivator-hygiene theory. There are jobs that will bring to the satisfaction on the job and also there are jobs that will prevent the job dissatisfaction (Herzberg *et al.*, 1959). In this theory, it has been divided into two categories which are motivators or intrinsic motivators and hygiene factors or extrinsic motivators. It shows that the job that related will affecting the intrinsic motivation and also the extrinsic motivation that will influence the employee in performing their jobs. According to Ryan and Deci (2000), says that the intrinsic motivation and the extrinsic motivation is not the mutual exclusive. The intrinsic motivation is about the individual motivation that came from their own self. It is because the needs of the individual in completing the job will brings the results to the believes system or to fulfil their own desires. Deep desires may lead to the high level of motivation. The extrinsic motivation is about the individual employee make an action that caused by the external factor (Ryan & Deci, 2000). The extrinsic motivation is about doing any activities that can get the outcomes which can be made the activity separately. In the working situation, the extrinsic motivation is focus on the needs of the individual to achieve the goals which it is not related to their jobs as well. The extrinsic motivation is focus on the external nature which it is well-known motivation that related with the money. According to the Armstrong (2012), says that the example of the extrinsic motivation is the benefit packages, employee's monthly award, bonuses and also the organized activities.

2.3 Conceptual Framework

Figure 1 shows the dependent variable and the independent variable. The independent variable is the motivation factor while the dependent variable is the employee job performance. At the same time, the researcher shows that the independent variable as extrinsic motivation and intrinsic motivation has the strong and the positive effect toward the dependent variable which is the employee job performance.

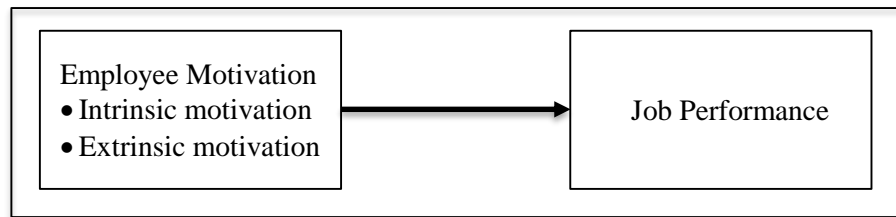


Figure 1: Proposed Conceptual Framework

3. Research Methodology

This section explains method used in getting the information about motivation and the job performance in the manufacturing company. However, several methods that has been used in the research such as research design, source of data, data analysis and data collecting.

3.1 Research Design

In this part, the descriptive research will be used to study the level of employee job performance among the employee in the manufacturing company as a population in this research. Other than that, the relationship between the employee motivation and also the employee performance also will be studied in the research. However, the method that will be used to collect the data is by using the quantitative method.

3.2 Population and Sampling

Population is a group of individuals that have the same characteristics about what the researcher's topic. At the same time, the research population is defined as the specific collection of individuals or objects which is the central focus of a scientific questions. It is also known as well-defined the category of person or objects considered to have comparable of the characteristics within population from which the sample is taken. The population of study will be focuses on the employee who works at the manufacturing company at the state of Selangor, Malaysia. According to Stats Geoportal website, the number of population of the employee who work in the manufacturing company is 646165 employees in Selangor. Sample is the part of number that been taken by the population in detail. At the same time, the sampling is the process of selecting the subjects from the population to be the respondent of this study. Based on the table in determining the sample size by Krejcie and Morgan (1970), the sample size of this study was 384 respondents.

3.3 Research Instrument

In this research the questionnaire is the main research instrument. However, the questionnaire was divided into three sections which are Section A, Section B and Section C. In Section A, it is about the demographic of the respondent such as gender, races, age and many more. In Section B, relate to employee motivation while Section C on job performance. The questionnaire used the Likert-Scale where the respondent should rank with using 5 points from 1 (strongly disagree) to 5 (strongly agree). The questionnaire has been adopted from Pradhan & Jena (2017) for job performance and Altindis (2011) for motivation.

3.4 Data Collection

Data collection is to obtain the accurate and clear information about the study. Therefore, the research can be achieved from the result of data collection process. This is the process of the data being collected and analysed as the useful information that can meet the objectives and answer all the research question while achieving the objective of the studies.

Primary data is the original data that obtained by the researcher. The main data for this study were obtained by using survey research method or known as survey method collected by using information method by submitting a set of questions to a sample of individuals that been selected from the population to be studied. In this study, the survey method through primary data is done in the form of questionnaires that will be distributed to the employees through physical or online

Secondary data are data that have been collected by other researchers. Apart from the primary data obtained through the questionnaire as outlined above, secondary information is also needed to further strengthen on this study. This data is the most important source of information because this data is needed to be explain the title of the study, get the facts and findings that have been made from previous studies. Sources of secondary data obtained are from research journals and manuals obtained manually from the Tunku Tun Aminah Library, Universiti Tun Hussein Onn Malaysia. In addition, online resources such as Emerald, Science Direct, Research Gate, Google scholar, Mendeley and others are also used as references to make the strengthening of research evidence. The secondary purpose of data is to identify problems, construct approaches to problems and answer some of the problems. Secondary data is supporting data to understand more detailed studies done for research than primary data can be in stronger support. Among the supporting data that can be used are data reliability, data sustainability and data adequacy.

3.5 Pilot Test

A pilot study is a preliminary study conducted for various purposes to find that the information is accurate. The aim is to build benchmarks, improve researcher skills and estimate the duration of the study. Pilot studies are very important in research. If no pilot study is used in the research, then the whole research is invalid and unreliable. The pilot study was as an initial attempt for the researcher to conduct an actual study. In addition, the pilot study was able to test the validity and form of the questionnaire. In the pilot study content, the reliability and the validity of the research.

3.6 Data Analysis

Data analysis was required to analyse questionnaire responses from contraction professionals. The data collected from the survey is converted into the results that are been used in presenting and explaining the problem directly. From here, solutions are made to overcome the problems encountered. The data collected will be divided into three parts in a questionnaire that will be distributed to employees. Descriptive analysis is a way of describing or imagine the data that has been collected as it is without intending to make a general conclusions or generalizations. Descriptive analysis refers to the statistics, aggregation and statement of constructs of interest or the relationship between these constructs statistically. Correlation analysis is a type of the research design as the researcher can identify the relationship between the variables. In other word, it is to find whether the two or more variable are related or not.

4. Results and Discussion

4.1 Demographic Analysis

The number of the female respondent that has been answered the questionnaire was 212 where it is equivalent to 55.2% compared to the male respondent is just 44.8% where it is equivalent to 172 of respondents. The next demographic data will be the age of the respondent. According to the analysis, most of the respondent are below 30 years old which is equivalent to 56.5% (217 respondents). The second higher respondents who answering the questionnaire is the respondents who between 41 years old to 50 years old with the number of respondents is 83 or 21.6%. For the respondents who is between 31 years old to 40 years old has been recorded 52 respondents and it is 13.5% from the overall number of the respondents. Other than that, 32 respondents that has been answered the questionnaire is above 50 years old where it is equivalent to 8.3%.

According to the analysis, it shows that most of the respondents who answered the questionnaire were degree holders. The number of the degree holder were 177 respondents where it is equivalent to 46.1%. The second highest number of the education level for the respondents who answered the questionnaire was the STPM or the diploma holders. The number of the STPM holder or the diploma holders was 113 respondents (29.4%). 63 respondents who were answered the questionnaire were the SPM holders. At the same time, it was equivalent to 16.4%. The rest respondents were the master holders with the number of the respondents 31 with equivalents to 8.1%. Based on the Table 4.4, shows that most of the respondents who answered the questionnaire were the senior staff with the number of respondents 168 and it was equivalent to 43.8%. For the number of the respondents that being the junior staff is 112 or 29.2%. The rest of the respondents were the casual staff which is 27.1% from the overall. 47.14% of the overall respondents have not more than two years of working experience.

Other than that, 144 numbers of the respondents from the overall number of the respondents were working for more than seven years. At the same time, 21 respondents who answered the questionnaire have working experience for five to six years. The rest of the respondents have working experience for three to four years. The highest number for the income of the respondents who answered the questionnaire were 97 respondents with the total income more than RM5,001. At the same time, 24.74% of the respondent's income was less than RM 1,000. Other than that, 83 respondents who answered the questionnaire receive their total income between RM 1,001 to RM 2,000. It was equivalent to 21.61%. For the respondents who receive their income between RM 2,001 to RM 3,000 were just 11.72%. Another 10.94% of the respondents were receive their income between RM 3,001 to RM 4,000. The rest of the respondent were getting their income between RM 4,001 to RM 5,000. From this data, it can be concluded that most of the respondent with high level of their education and also longer working experience are receiving high income. At the same time, most of the respondent who receiving higher income were the senior staff.

4.2 Descriptive Analysis for Job Performance

Table 1 shows result of descriptive analysis for job performance. In overall, employees in manufacturing sector in Selangor has moderate level of job performance ($\mu=3.33$, $\sigma=1.207$). However, when looking into details, there is a high level of Item 1, 'My performance was higher than most workers on your job' ($\mu=4.05$, $\sigma=0.750$). This indicate majority of respondents agreed that they have higher performance as compared to their colleagues, which support consistent with Item 2, reported with the lowest mean ($\mu=3.04$, $\sigma=1.222$).

Table 1: Descriptive analysis for job performance

No.	Items	Mean (μ)	Std. Deviation (σ)	Level
1.	My performance was higher than most workers on your job.	4.05	0.75	High
2.	My performance was lower than most workers on your job.	3.04	1.222	Moderate
3.	I do not work at times when you were supposed to be working.	3.11	1.345	Moderate
4.	I did not work at carefully as how I should.	3.22	1.272	Moderate
5.	My quantity of work was lower than it should have been.	3.27	1.297	Moderate
6.	I did not concentrate enough on my work.	3.22	1.328	Moderate
7.	My health problems limit the kind or amount of work that I could do.	3.40	1.235	Moderate
	Overall Job Performance	3.33	1.207	Moderate

4.3 Descriptive Analysis for Motivation

Table 2 reports the descriptive analysis for intrinsic motivation. In overall, respondents possessed with high intrinsic motivation ($\mu=4.29$, $\sigma=0.802$). It shows that respondents are motivated to perform their work based on the internal drives. Specifically, Item 1 reports the highest mean ($\mu=4.59$, $\sigma=0.640$), where they agreed that they are responsible to their work. Despite high level of mean, yet respondents rated Item 5, 'I see myself as an important employee of the company' lowest as compared to other five items. When looking into extrinsic motivation, results in Table 3 reveals that respondents have moderate level of extrinsic motivation ($\mu=3.66$, $\sigma=1.140$). It represent that they are moderately drive by external drivers in performing their work. The respondents have high agreement on two items which related to facilities and resources in the organization. These items are "It is suitable physical conditions in the environment of work" (Item 1) and 'Company equipment and supplies are sufficient' (Item 2). In addition, the respondents tend to agree that managers will helps them to solve the disagreement with my colleagues and working partners ($\mu=3.88$, $\sigma=1.105$).

Table 2: Descriptive analysis for intrinsic motivation

No.	Items	Mean (μ)	Std. Deviation (σ)	Level
1.	I have responsibilities related to work.	4.59	0.640	High
2.	My colleagues appreciate me for what I did for my work.	4.21	0.900	High
3.	I believe that I have full authority to do my job.	4.22	0.879	High
4.	I believe that work which I have done is a respect job.	4.44	0.691	High
5.	I see myself as an important employee of the company.	4.12	0.891	High
6.	I have the right to decide in a subject related to my work.	4.16	0.813	High
	Overall intrinsic motivation	4.29	0.802	High

Table 3: Descriptive analysis for extrinsic motivation

No.	Items	Mean (μ)	Std. Deviation (σ)	Level
1.	It is suitable physical conditions in the environment of work.	4.28	0.755	High
2.	Company equipment and supplies are sufficient.	4.16	0.893	High
3.	There is not an opportunity to promote in my work.	3.25	1.195	Moderate
4.	My manager helps me to solve the disagreement with my colleagues and working partners.	3.88	1.105	High
5.	I get extra payment for high performances.	3.54	1.302	Moderate
6.	I am not awarded due to high performances.	3.25	1.308	Moderate
7.	My colleagues are always with me in solving personal and familial problems.	3.66	1.161	Moderate
8.	I believe that I will be retiring from this company.	3.50	1.305	Moderate
9.	I think that it is enough fees that I get from my works.	3.46	1.232	Moderate
	Overall extrinsic motivation	3.66	1.140	Moderate

4.4 Correlation Analysis for Relationship between Motivation and Job Performance

In this research, the Spearman Rank Order Correlation Coefficient was used because as the data was not normally distributed. Based on result in Table 4, there is a positive significant relationship between motivation and job performance ($r=0.407$) at $p<0.01$. It shows that the higher motivation, the higher job performance will be achieved.

Table 4: Correlation analysis for relationship between motivation and job performance

		Job Performance
Motivation	Correlation Coefficient	0.407**
	Sig. (2-tailed)	0.000
	N	384

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

5. Discussions and Conclusion

The first objective is to identify the level of motivation among the employees in the manufacturing company. Result shows that there is a high level of intrinsic motivation and moderate level for extrinsic motivation. According to the past study, all of the employees have the same needs and also the characteristic that they have been set for them to attend to the works (Kuranchie-Mensah *et al.*, 2016). In fact, Apak and Gumus (2015) stated that the attitude and the behaviour of the public administrators toward motivation are not reflected in their motivation behaviour towards the employees. Based on the research, it can be concluded that motivation is a reflector to the employee's performances and also their behaviour on the workplace. Besides that, Maduka and Okafor (2014) depicted that motivation strategy of the employee in the workplace has not meet their needs because most of the company has not appreciate to their employee's efforts. This may cause to the low of motivation level in their work place. Companies plays a major role as they can improve their employee's motivation level. According to Heathfield (2021), motivation is a powerful energy that drives and excites employees where it may result to the maximum contribution. The employees will be more appreciate for the yearly teambuilding and also the outdoor activities to support the networking among the individual's departments within the company (Gabcanova, 2011). However, based on the Ackah (2014) shows that the intrinsic motivation and also the extrinsic motivation are important that ensuring their employees be the best.

The second objective is to examine the level of employees' job performance among employees in the manufacturing sector. Based on the results, it shows that there is a moderate level of job performance employees in the manufacturing sector. This is supported by Al-Homayan *et al.* (2013), where they found moderate level of job performance among nurses. In addition, Al-Hawary and Haddad (2016) found consistent results, where there is a moderate level of job performance. Therefore, it indicates a room for improvement to ensure the employees achieve high job performance. The third objective is to examine the relationship between motivation and job performance among the employees in the manufacturing sector. Result shows there is positive significant correlation between motivation and job performance. According to the past study, 28% of the last research has shown that the motivation helps the employees to perform or meet their personal goals (Ikupolati, *et al.* 2017). The findings of this study is consistent with Forson *et al.* (2021).

It can be concluded for the study is the employee's motivation is important as it will affect the employees' job performance. When the organization keeps their employees full of motivation, they will give a better performance on their jobs. The higher the employees get motivated, the higher the performance will be shown because the employee motivation and also the employee performance has a strong and positive relationship.

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