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Measuring Factors Influencing Job Performance among Public University Staff

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Abstract

The current study aims to measure the factors influencing job performance among university staff by developing a conceptual framework to delineate the relationships between the factors. This study performed an in-depth examination of relevant literature on the factors influencing job performance at the workplace and among public university staff. The findings identified and assisted in comprehending different dimensions of job performance. Additionally, this study contributed to the existing knowledge corpus by elucidating the associations between motivation, organisational culture, job satisfaction, and job performance, with five primary factors contributing to staff performance within a public university.

Keywords: Job performance, innovation, Public university.

1. Introduction

Job performance has been the most popular topic across the world since the 1970s. Previous researchers discussed several approaches to improve job performance as individual performance is crucial to organisational excellence. A highly performing employee could significantly contribute to achieving organisational goals and improving competitive advantages. The work quality and quantity would determine the employee's job performance. Nonetheless, different interpretations were employed by researchers to investigate job performance. Generally, job performance could be categorised into task performance, contextual performance, and adaptive performance, which should be integrated to develop a solid technical foundation and translated into effective organisational task execution elements.

2. Literature review

2.1. Job Performance at Universities

The key success of organisational performance is staff performance throughout the entire management level. Recruiting an employee with high qualities would drive the staff to contribute personal talents to the highest level. Academic staff are frequently perceived as the firstliners nurturing future professionals, who are the students and the corresponding community. Non-academic staff also play a crucial role in ensuring the main university goals are achieved by producing high-quality graduates. Furthermore, the evolution of teaching and learning methods transforms university operations in terms of services (Aldaihani, 2020). The excellence of an educational institution depends on the quality of programmes and lecturers or graduates and the entire support system, including conducive facilities, sustainable financial resources, technological updates, physical infrastructure, sound human capital, high visibility, and existing reputation, which are the primary focus of the non-academic staff's job routines. Both lecturers and non-academic staff are equally vital at different levels of education, experiences, skills, and traits.

The rapid changes in current technologies, especially artificial intelligence (AI), significantly transform most paper usage into a computerised system. A productive staff will effortlessly adapt to the required changes to alleviate existing job burdens. Acknowledging employee performance with proper methods is also pivotal to managers, wherein annual appraisal is the fundamental process for an organisation to determine the entire performance. Rwothumio et al. (2021) emphasised performing several levels of performance assessments before evaluating the annual organisational performance. The assessment commences with individual assessments, followed by groups, divisions, or organisational branches before measuring the entire organisational achievement. The cycle generally requires more than two months. The organisation could pinpoint the most and least productive employees. Nchimbi (2019) also explicated that the organisation could obtain genuine feedback on employees' perceptions towards the organisation, superiors, working environment, and other job-related aspects.

2.2. Performance Appraisal

Performance appraisal is an integral element within an organisational performance management system to attain both employee and organisational outcomes (Al-Jedaia & Mehrez, 2020). The reviewed performance would determine employee productivity and efficiency while identifying employees' strengths and weaknesses. Simultaneously, the process assesses human resource effectiveness, documents personnel decisions, and improves overall employee performance (Eyoun et al., 2020). Khanna and Sharma (2014) delineated that performance appraisal is to identify an individual's output, which contributes to organisational productivity. Activities that generate positive impacts on organisational performance would be positively rated with recommendations for further improvements. Several methods are accepted globally and practised with certain modifications to address employers' current needs, including 360-degree feedback, performance dashboards, lean management, and employee appraisal. (Shtern et al., 2015).

2.2.1 Performance Appraisal at Public Universities

The annual performance appraisal report (APAR) is the tool utilised to assess employee performance. Table 1 depicts the four criteria being evaluated. Each criterion encompasses several requirements to achieve the allocated percentage. The assessment criteria are presented as follows:

- i. The performance outcome refers to the quantity and quality of the completed task, time management, and the overall result of the assigned task.
- ii. Skills and knowledge include available inputs to perform tasks, the ability to analyse and perform decisions, follow the steps and rules, and be capable of communicating the result to others.
- iii. Personal qualities comprise leadership skills, the ability to lead, discipline, and creative and innovative thinking.
- iv. Other contributions are activities beyond the job description, such as involvement in sports or as a committee member in any society.

Table 1: The Performance Appraisal Report for Public Service Institutions

Assessment Criterion		%
I.	Performance Outcome	50%
II.	Skill and Knowledge	25%
III.	Personal Quality	20%
IV.	Other Contributions	5%
Total		100%

Source: Service Circular No. 14 Year 2011 – Performance Appraisal of Civil Service Officers under the New Remuneration System of the Civil Service (2011)

Two assessments are applied to all employees, namely immediate and upper superiors, along the APAR process. The upper superior will verify the marks provided by the immediate superior, with the final mark extracted from the average mark of the two assessments. Yazid et al. (2017) suggested that the main objectives of the assessment are to review individual productivity and competency through objective, fair, and transparent evaluation at all levels of employees before deciding relevant rewards, posting, promotion, increment, training, counselling, and recognition. The assessment is based on the output-based key performance indicator and the corresponding impact. Positive competition is also encouraged among employees to achieve organisational goals. The appraisal outcome serves as a reference for improvement and strategising the future direction of human resource development.

2.3. Motivation

Imran, Maqbool and Shafique (2014) postulated that each individual's motivation varies due to internal and external factors, such as human behaviours, that will alter with environmental changes. An individual would concurrently and persistently perform an action directed to the targeted result after the mind processes the received information. The presence of motivation would impact organisational effectiveness and increase an employee's job performance. Prior researchers indicated that motivation levels at workplaces directly impacted employee productivity, performance, and organisational success (Beltrán-Martín & Bou-Llusar, 2018; Muhammad Ikhlas Khan, 2012; Selvarajan et al., 2018). Nonetheless, Ganta (2014) discovered that rewards and incentives produced lower impacts on employees as employees would be motivated only when being confident in personal abilities and being recognised in the respective organisational roles, compared to self-motivated and self-disciplined individuals. A motivated employee reflects a personal drive to succeed despite big responsibilities. Managers could not motivate employees without a supportive working environment that inspires higher employee motivation.

Previous research on staff motivation (Chin et al., 2016) among Prudential Assurance Berhad Seberang Perai employees revealed a significant relationship between motivation and job performance. More sales would be generated when the staff received multiple motivational factors, such as rewards, training, promotion, flexible scheduling, and a conducive working environment, which provided a positive expectation of future outcomes. Nevertheless, Dipboye (2018) demonstrated that high motivation with inadequate knowledge and ability would not provide a positive impact. Similarly, low motivation would not constantly correlate to lower performance if employees possess sufficient knowledge. The human resource department should scrutinise the job description and employees' competency before assigning tasks. A specific guideline for each job scope must be prepared before determining the appropriate personnel for certain positions to

prevent demotivation owing to assigning employees to unsuitable job positions. Hence, the process of recruitment and selection is intricate.

2.4. Organisational Culture

An effective organisational culture assists in enhancing the survival rate of an organisation. Several models developed by different scholars examine the concept of organisational culture from different perspectives. Hofstede (Zeqiri & Alija, 2017) introduced six dimensions, Denison proposed four cultural traits of effective organisations (Caraballo, 2016), Cameron and Quinn propounded four types of culture (Jacobs et al., 2013), and Edger Schein provided different types of organisational assumptions (Rajala et al., 2012). All models and scholars agree that organisational culture is vital to organisational performance following the unique impact on shaping internal stakeholders' common behaviours, practices, and experiences towards organisational sustainability and working culture.

An organisational culture is established via several factors to unite common values and beliefs. Naranjo-Valencia et al. (2016) discovered a significant relationship between organisational culture and job performance, namely market culture, clan culture, and adhocracy culture except for hierarchy culture, via Cameron and Quinn's model (1999). Specifically, a combination of external orientation and flexibility dimensions highly impacted individuals' performance. Agwu (2014) also demonstrated that organisational culture directly impacted job performance in the National Agency for Food and Drugs Administration Control (NAFDAC). Decentralised governance would provide employees with more intrinsic rewards and increase employee commitment and productivity. Agwu (2014) posited that a decentralised culture would promote efficient decision-making and operational flexibility. Meanwhile, Shahzad (2014) confirmed a strong relationship between organisational culture and job performance in selected Pakistani software companies. The results demonstrated high employee commitment towards organisational goal achievement and high performance levels. Subsequently, a strong culture was developed to provide employees with career development opportunities. Employee commitment also elevated organisational profits and revenues.

2.5. Job Satisfaction

Job satisfaction is the most popular research topic in the discipline of organisational behaviour. Job satisfaction influences employee loyalty, turnover, and absenteeism. Extensive research has been conducted to appraise the relationship between individual and job performance from different perspectives. Tharikh et al. (2016) propounded that job satisfaction would determine an employee's job attitude. This finding was corroborated by Tamrin and Abdul Raop (2015), who observed that employees' behaviours positively impacted job completion due to high job satisfaction. Ekowati et al. (2013) also discovered that employees with high job satisfaction tended to master tasks swiftly with fewer complaints, resolve issues creatively, and exercise high social behaviour in workplaces.

Valaei and Shokouh (2016) disclosed a strong relationship between job satisfaction and job performance within a group of media practitioners. All aspects of job satisfaction, such as promotion, reward, supervision, and nature of work, would influence employees' performance levels. Earlier studies (Barakat et al., 2015; Trivellas et al., 2015) also discovered the same result. Inuwa (2016) revealed that job satisfaction was highly associated with job performance. Satisfied employees would exhibit higher performance levels compared to dissatisfied counterparts. High satisfaction also enhanced non-academic staff performance at the Bauchi State University Gadau Nigeria (BASUG), which assisted the university in achieving organisational goals.

3. Research Methodology

3.1. Research Design

Correlation methods and a descriptive research design were employed to examine the relationship between the variables (Silva 2017). The hypothesis was tested and supported by relevant theory. A survey was conducted to collect data and determine the relationship between the variables. The total number of respondents was $n = 137$ from all management schemes (B – Art & Talent, F - ICT, J – Engineering, L – Legal, N – Administrative, Q – Researcher, S – Social, W – Finance, and U – Medical and Health). The sampling procedure was performed via random sampling. Table 4.1 portrays respondents' demographic profiles.

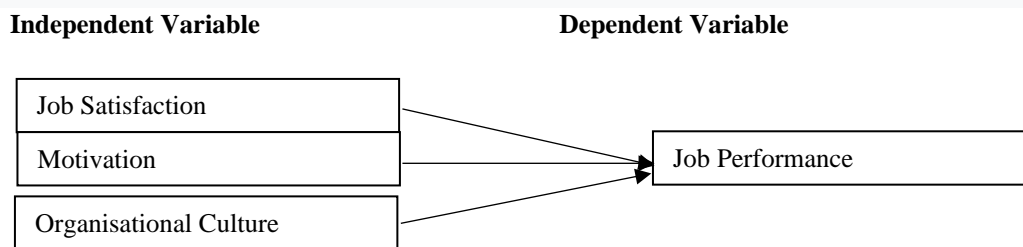


Figure 1: The Current Research Framework

The demographic profile includes age, gender, academic status, marital status, current position, and the duration of service with the organisation, which are contained in Section A – Demographic Background of the questionnaire. Sections B to E employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data were recorded and analysed through the Statistical Package for Social Science (SPSS) version 22.0 software. The reliability and validity of the questionnaire were examined during the pre-test. Cronbach's alpha values were generated to determine whether the questions were comprehensible to respondents (Othman 2014). The validity test is pivotal to ensuring that a test measures the intended scope to be assessed. Meanwhile, the reliability of a test depends on the validity test.

4. Results and Discussion

The relationships between job satisfaction, motivation, and organisational culture were investigated through Pearson's moment correlation coefficients to determine the correlation coefficient (r) between the variables. The interpretation of (r) adheres to the levels of correlation coefficients, namely 0, +1, or -1. No correlation exists between the variables if the r value is 0. A positive correlation exists if the r value is 1, whereas the r value of -1 indicates a negative correlation. Table 2 illustrates the associations between the variables. Table 3 depicts the correlation test results between job satisfaction, motivation, and organisational culture with job performance. Particularly, all variables achieved a significant value ($p < 0.001$), which demonstrated moderate correlations between job satisfaction, motivation, and organisational culture with job performance. Job satisfaction achieved the highest correlation value (r) of .58 ($p < .001$) compared to motivation and organisational culture. Therefore, job satisfaction was a more dominant factor than other independent variables.

Table 2: Correlations between Job Satisfaction, Motivation, and Organisational Culture with Job Performance

		Correlation			
	Variables	Y	X1	X2	X3
Y	Job Performance	1			
X1	Job Satisfaction	.586**	1		
X2	Motivation	.524**	.784**	1	
X3	Organisational Culture	.529**	.732**	.703**	1

Note: ** Significant at the 0.01 level.

Table 3: Correlation Analysis Results between Job Satisfaction, Motivation, and Organisational Culture with Job Performance

Factor	<i>r</i>	<i>p</i> (Significance)
Job Satisfaction	.586	0.001
Motivation	.524	0.001
Organisational Culture	.529	0.001

Note: Significant at the 0.01 level.

Motivation ($r = 0.524$, $p < 0.001$) and organisational culture ($r = 0.529$, $p < 0.05$) achieved a positive and moderate relationship with job performance, respectively. A regression test was conducted to explain the relationship nature between the predictors and the outcome. Multiple linear regression (MLR) analysis was performed after ensuring the assumptions of (1) both independent and independent variables as interval scales, (2) independent errors with Durbin-Watson values ranging between 1.0 and 3.00, (3) equality of variance, normal distribution and linear relationship with equal and linear distribution, and (4) no multicollinearity issue. Table 4 portrays the MLR test results.

Table 4: Multiple Linear Regression (MLR) between the Independent Variables and Job Performance

1. Variable	2. <i>b</i>	3. <i>Beta</i>	4. <i>t</i>	5. <i>Sig-t</i>
6. (Constant)	7. 16.365	8.	9. 7.886	10. .000
11. Job Satisfaction	12. .314	13. .386	14. 3.183	15. .002
16. Motivation	17. .072	18. .082	19. .691	20. .491

21. Organisational Culture	22. .154	23. .176	24. 1.624	25. .107
26.	27.	28.	29.	30.
31. F 23.838		32. R 0.355		33.
34. Sig-F 0.000		35. R² 0.350 = 35%		36.

The MLR model for job satisfaction, motivation, and organisational culture towards job performance demonstrated significant results ($F(137) = 23.838, p < 0.001$). The prediction obtained was $\hat{Y} = 16.365 + 0.314 X_1 + 0.072 X_2 + 0.154 X_3$. Specifically, each unit of increase in job satisfaction would lead to an increase of 0.314 units in job performance. Each unit increase in motivation would result in a job performance increase with 0.072 units, whereas each unit increase in organisational culture would lead to a job performance increase with 0.154 units. The MLR tests were also performed to identify the significant contribution of each predictor. Resultantly, the three independent variables significantly contributed to job performance, namely job satisfaction ($t = 3.183, p < 0.001$), motivation ($t = 0.691, p < 0.001$), and organisational culture ($t = 1.624, p < 0.001$).

A beta value of 0.386 identified job satisfaction as the highest significant contributor to job performance. The value of R^2 (0.350) demonstrated that 35% of the variance in job performance was explained by the three independent variables, in which the percentage of entire independent variables impacting job performance was 35%. Another 65% could be influenced by other factors, such as organisational climate (Hashim, 2018; Othman, 2014), training (Alice, 2014; AL-Sinawi et al., 2015; Mishra & Smyth, 2015), technology (Kipkosgei, 2018; Nuskiya, 2018; Noelle & Britta, 2015), work stress (Arshadi & Damiri, 2013; Hashim, 2018; Hoboubi et al., 2017), and attitude (Dipboye & Dipboye, 2018; Santiago, 2016; Tharikh et al., 2016).

Job satisfaction was the highest significant contribution towards job performance after considering age, working experience, job position, and duration of service in the organisation. The findings were in line with Pawirosumarto et al. (2017a) discovering that job satisfaction positively and moderately impacted performance. This study also revealed that motivation and organisational culture significantly impacted employees' performance. Every increase of one unit in motivation would contribute to an increase of 0.0072% in job performance. Past scholars (Ali Asghar & Mohtsham Saeed, 2012; Andres Gunaldo et al., 2014) also corroborated the moderate relationship between motivation and job performance. Similarly, every increase of one unit in organisational culture resulted in a 1.54% increase in job performance. The moderate association between organisational culture and job performance was also revealed by previous academicians (Aripin et al., 2013; Andres Gunaldo et al., 2014; Pawirosumarto et al., 2017b).

5. Conclusion

The present study discovered that most respondents exhibited a high performance level of 96.4%, followed by job satisfaction (82.5%), motivation (89.1%), and organisational culture (78.1%). The findings indicated that every factor was sufficient for employees to perform respective roles and responsibilities effectively. The continual expansion of public universities in Malaysia raises concerns among employees regarding achieving a work-life balance. The university is also financially supported by the government, wherein governmental initiatives would significantly impact the university policies. All the support systems, resources, and facilities are also implemented as planned, which might contribute to respondents perceiving all the variables at high levels. Therefore, the relationships between job satisfaction, motivation, and organisational culture were moderately positive, with job satisfaction as the strongest contributor towards job performance. Different aspects of job satisfaction, including salary, recognition, promotion, work environment, relationship, communication, and teamwork among employees, were highly adequate, which propounded that employees were satisfied with working at Public university.

6. Research Limitations and suggestions for future research

The study sampling was conducted only in one organisation, which called for several organisations to achieve a more balanced sample size. The majority of the Public university population was Malays, which might limit the applicability of the results. The results would be more diverse if the samples also included respondents from private universities with different ethnic groups. A comparison between several universities might also provide alternative findings on job performance. Alternatively, respondents from different public university categories, such as focus university, research university, comprehensive university, or technical university could be recruited. Conducting in-depth interviews after the survey would also provide more insightful information on the topic and yield high-impact findings

7. Recommendation for Future Research

Several recommendations were proposed for future researchers:

1. A mixed approach could be implemented by integrating the survey and qualitative interviews, as the current study was fully quantitative. In addition, future researchers could provide additional insights into the research topic with high-impact findings.
2. This study could be replicated for other private-sector institutions or other civil service agencies with diverse demographic backgrounds. The findings would assist in discovering job performance determinants and the human resource department to adopt different approaches to improving job performance.
3. The wide scope of job performance necessitates further investigation of other factors or variables that significantly correlate to job performance (Dai et al., 2022).

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