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INVESTIGATING THE MULTIFACETED DRIVERS OF JOB  
PERFORMANCE: INSIGHTS FROM SETIAUSAHA KERAJAAN  
NEGERI SEMBILAN (SUKNS) EMPLOYEES AT WISMA  
NEGERI, NEGERI SEMBILAN

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**Abstract:**

This study investigates the multifaceted determinants influencing job performance among employees of Setiausaha Kerajaan Negeri Sembilan (SUKNS) at Wisma Negeri, Negeri Sembilan, with a keen focus on their implications for organizational success and individual satisfaction. In addition to exploring critical factors such as motivation, workload, work experiences, technology advancement, and stress levels, this research delves into nuanced issues within the public sector context. Through a comprehensive examination of these dynamics, the study offers insights into the complex interplay shaping job performance outcomes. Utilizing a convenient sampling method, the research engages 169 SUKNS respondents, employing a meticulously crafted questionnaire as the primary data collection tool. Statistical Package for Social Science (SPSS) serves as the analytical lens to interpret the collected data. Notably, the influence of technology advancement on job performance emerges as a significant finding, prompting strategic recommendations for intervention. Proposed initiatives encompass skill development programs, motivation enhancement strategies, and an enhanced focus on employee well-being, all aimed at optimizing job performance at Wisma Negeri, Negeri Sembilan. This research contributes to a deeper understanding of the dynamics driving job performance within the public sector and offers actionable insights for organizational enhancement.



## Introduction

Organizational success, particularly within the public sector, hinges profoundly on the exemplary performance of its workforce. This performance, encompassing individual capabilities and the execution of work-related tasks, is gauged across various dimensions including quality, quantity, originality, reliability, and teamwork. Jayaweera (2015) emphasizes the pivotal role of job performance, asserting its significant impact on an organization's profitability. Beyond merely contributing to business triumphs, the emphasis on performance is paramount for individual satisfaction, serving as a profound source of personal fulfillment.

The efficacy of performance-enhancing interventions in public organizations relies heavily on their alignment with institutional and motivational determinants of public sector performance, as well as how these factors manifest in governance design choices. A misalignment between performance logics and governance design may potentially render interventions ineffective or even counterproductive (Virani & van der Wal, 2023).

Malaysia's standing in government effectiveness surpasses that of its regional counterparts but falls short of high-income Organisation for Economic Cooperation and Development (OECD) nations, according to the World Bank Worldwide Governance Indicators (WGI). The Economic Outlook 2022 report attributes the national attention towards public sector productivity improvement to initiatives dating back to the 6th Malaysia Plan 1990-1995. Since then, various endeavors have aimed to link public sector performance with productivity (Bernama, 2021). Consequently, it advocates for a multidimensional approach, scrutinizing various facets of the public sector and its performance, to paint a more comprehensive picture of productivity's drivers and its implications for the broader economy.

In this context, the present study delves into the multifaceted determinants influencing job performance among employees of Setiausaha Kerajaan Negeri Sembilan (SUKNS) at Wisma Negeri, Negeri Sembilan. With a keen focus on the implications for organizational success and individual satisfaction, the research explores critical factors such as motivation, workload, work experiences, technology advancement, and stress levels within the public sector context.

## Literature Review

### *Dynamics of Optimal Job Performance*

In the intricate tapestry of organizational success, the threads of effective leadership, contextual influences, work environments, and robust support systems are woven together to create the fabric of optimal job performance. This exploration delves into four pivotal dimensions that shape and enhance the workforce potential, shedding light on the nuanced interplay within organizational settings.

**a) Leadership and Environmental Impact**

Leadership and a conducive work environment stand out as foundational keystones influencing job performance (Yáñez-Araque et al., 2021). The interplay of leadership, commitment, and a positive work atmosphere contributes significantly to fostering commendable performance within organizational settings. Simultaneously, in critical sectors like the emergency department, the holistic consideration of personal psychological factors and environmental conditions emerges as essential for sustaining and enhancing job performance (Chen et al., 2019). Recognizing the symbiotic relationship between effective leadership and a supportive work environment is pivotal for organizations aiming to optimize their workforce potential.

**b) Contextual Influences on Job Performance**

Understanding the contextual nuances that mediate job performance is crucial for tailoring strategies to specific organizational settings. In district-level contexts, the study by Wang et al. (2022) highlights the mediating roles of organizational commitment and burnout between job satisfaction and job performance. This emphasizes the need for a nuanced approach that considers the unique organizational dynamics influencing employee well-being and, consequently, their job performance.

**c) Shaping Work Environments for Productivity**

The intricate interplay of factors shaping work environments emerges as a pivotal theme influencing both organizational impact and individual job performance. Work similarity, technological accessibility, quality performance management practices, and effective supervision collectively contribute to fostering a positive organizational impact and enhancing individual job performance (Park & Jae, 2022). This thematic section underscores the importance of creating an ecosystem that optimizes various facets of the work environment to facilitate optimal employee performance.

**d) Support Systems and Determinants**

Comprehensive support systems play a pivotal role in elevating job performance across various levels within organizations. Liu et al. (2022) emphasize the necessity for support spanning family, organizational, societal, and policy levels, with a specific focus on job satisfaction and social support. Additionally, factors influencing job performance for specific demographics, such as manual older workers, highlight the need for tailored support structures that go beyond conventional approaches (Previtali et al., 2022). Furthermore, the strategic aspects of human resource management, including partial home working, flexible hours, and adaptable workspaces, underscore the multifaceted nature of support needed for optimal performance (Davidescu et al., 2020).

***Factors That Affect Job Performance***

Effective job performance is a critical factor for organizational success, influencing not only individual job satisfaction but also contributing to the overall achievement of organizational goals. Understanding the multifaceted dynamics that shape job performance is imperative for employers and managers seeking to optimize their workforce potential. This exploration delves into various factors that exert a significant impact on job performance, examining key studies that shed light on the nuanced interplay between motivation, workload, professional history, technological innovation, and stress levels in the workplace.

#### a) Motivation's Impact on Job Performance

Salleh, Dzulkifli, Abdullah, and Yaakob (2011) conducted a study investigating the relationship between motivation and job performance among state government employees in Malaysia. Their findings unveiled a highly positive connection between motivation and performance, evident through annual wage advancement.

#### b) Workload-Induced Pressure and Employee Quality

López and Peters (2012) explored the impact of workload-induced pressure on employee quality. Their research highlighted a potential decline in the quality of an employee's work under the burden of increased workload, pointing to a crucial aspect affecting job performance.

#### c) Positive Professional History's Influence on Performance

In a distinct exploration, Dokko, Wilk, and Rothbard (2009) delved into the correlation between a positive professional history and job performance. Their study illuminated the impact of past performance on current job performance, adding a valuable perspective to the understanding of employee performance dynamics.

#### d) Technological Innovation and its Effects on Employee Performance

Imran et al. (2014) focused on the impact of technological innovation on employee performance in the banking sector. Their research underscored the significant influence of technological advancements on staff motivation and training, revealing a nuanced relationship with overall job performance.

#### e) Stress Level's Impact on Job Performance

Imtiaz and Ahmad (2009) addressed the pressing concern of stress level in management and its adverse effects on employees' job performance. This aspect emphasized the need for stress management strategies to enhance overall job performance. Job performance is a multifaceted construct influenced by various interconnected factors. Motivation emerges as a powerful driver, positively impacting employee performance and contributing to tangible outcomes. On the flip side, increased workload can lead to diminished quality of work, emphasizing the delicate balance required in managing employee tasks. The enduring influence of a positive professional history highlights the significance of recognizing and valuing past achievements in shaping present performance dynamics. Moreover, technological innovation has become a significant force, reshaping the landscape of job performance through its impact on motivation and training. Finally, the adverse effects of stress on job performance necessitate a proactive approach to stress management within organizations.

Table 1 summarizes these factors discussed, providing a clear overview of the research findings and the strengths and weaknesses of the approaches employed.

**Table 1: Summary of Factors Affecting Job Performance**

Factor	Key Study	Findings	Positive Aspects of Methods	Negative Aspects of Methods
Motivation	Salleh, Dzulkifli, Abdullah, and Yaakob (2011)	Highly positive connection between motivation and performance, evidenced	<ul style="list-style-type: none"> <li>Clear quantitative measure of performance</li> </ul>	<ul style="list-style-type: none"> <li>Self-reported data may be subjective</li> <li>Specific to state government</li> </ul>

		through annual wage advancement.	<ul style="list-style-type: none"> <li>• Direct correlation established</li> </ul>	employees, may not generalize to other sectors
Workload-Induced Pressure	López and Peters (2012)	Potential decline in quality of work under increased workload, affecting job performance negatively.	<ul style="list-style-type: none"> <li>• Focuses on quality of work as a key performance indicator</li> <li>• Highlights important aspect of workload management</li> </ul>	<ul style="list-style-type: none"> <li>• Negative impact might not be universally applicable</li> <li>• Does not account for individual differences in handling workload</li> </ul>
Positive Professional History	Dokko, Wilk, and Rothbard (2009)	Positive correlation between past performance and current job performance.	<ul style="list-style-type: none"> <li>• Emphasizes long-term impact of professional history</li> <li>• Valuable perspective on employee development</li> </ul>	<ul style="list-style-type: none"> <li>• Historical performance data might be inconsistent</li> <li>• Does not consider changes in job roles or responsibilities</li> </ul>
Technological Innovation	Imran et al. (2014)	Significant influence of technological advancements on staff motivation and training, enhancing overall performance.	<ul style="list-style-type: none"> <li>• Focus on modern workplace factors</li> <li>• Addresses both motivation and training</li> </ul>	<ul style="list-style-type: none"> <li>• Specific to the banking sector, may not generalize to all industries</li> <li>• Rapid technological changes can make findings quickly outdated</li> </ul>
Stress Level	Imtiaz and Ahmad (2009)	Adverse effects of stress on job performance, highlighting the need for stress management strategies.	<ul style="list-style-type: none"> <li>• Identifies crucial aspect of workplace well-being</li> <li>• Provides actionable insights for stress management</li> </ul>	<ul style="list-style-type: none"> <li>• Correlation does not imply causation</li> <li>• Self-reported stress levels may be inaccurate</li> </ul>

(Self-developed Table)



### Research Methodology

This study, focusing on Setiausaha Kerajaan Negeri Sembilan (SUKNS), delves into the complex interplay of factors influencing job performance. Employing a cross-sectional design and a quantitative approach, the research aims to provide a nuanced understanding of the relationships between motivation, workload, work experience, technology advancement, stress level, and job performance. The data collection for this study was conducted over a period of three months, from January to March 2023.

The participants in this study consist of 169 SUKNS respondents, selected through a convenient sampling method based on Krejcie and Morgan's (1970) table for determining sample size. With a population of 300, a sample size of 169 was deemed sufficient to ensure statistical reliability. The research instrument, a meticulously crafted questionnaire, serves as the primary tool for data collection. To accommodate language preferences, the questionnaire is bilingual, with Malay as the primary language and English as the secondary language. The bilingual approach ensures inclusivity and facilitates a comprehensive understanding among respondents.

The questionnaire is thoughtfully structured into seven sections, each capturing a distinct facet of the employee experience. The demographic information section covers personal details such as gender, marital status, job position, income, age, and years of service, providing a holistic background for the subsequent analyses. Following this, five independent variables—Motivation (M), Workload (W), Work Experience (WE), Technology Advancement (TA), and Stress Level (SL)—are explored. These variables are crucial components influencing the intricate tapestry of job performance.

The dependent variable, Job Performance, takes center stage, and respondents are prompted to self-report their performance using a 5-point Likert scale. This nuanced scale ranges from "Strongly Disagree" to "Strongly Agree," offering a gradient for individuals to express their perceptions. The meticulous design of the questionnaire ensures a comprehensive and granular insight into the multifaceted aspects of job performance.

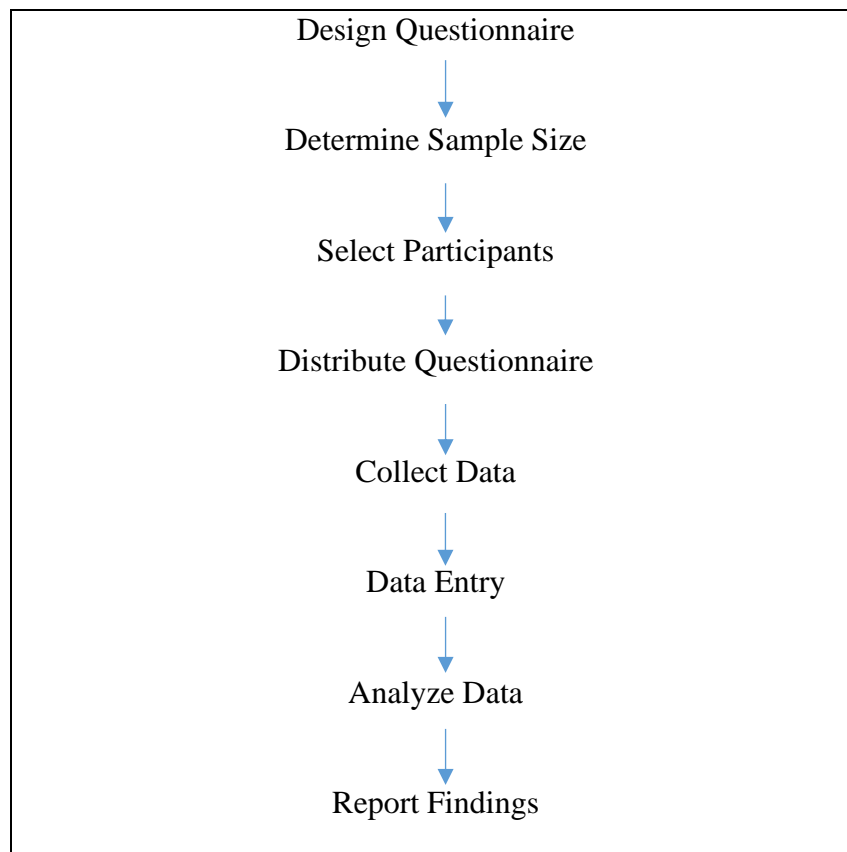
To ensure the smooth execution of the data collection process, respondents were provided with assistance to understand and complete the questionnaire. Ethical considerations were paramount, with informed consent obtained from all participants, and measures implemented to safeguard participant anonymity and confidentiality.

However, the research encountered several challenges during the data collection phase. Firstly, ensuring that respondents fully grasped the questionnaire's content proved to be challenging, particularly due to language barriers. Despite efforts to provide assistance, some participants may have struggled to comprehend the questions accurately, potentially affecting the quality of their responses.

Secondly, encouraging participation within a busy work environment presented its own set of obstacles. With employees juggling multiple tasks and responsibilities, finding time to dedicate to the questionnaire amid their daily duties was a significant challenge. This could have led to difficulties in securing a sufficient number of responses, potentially impacting the representativeness of the data collected.

Lastly, addressing potential response biases inherent in self-reported data posed a considerable challenge. Self-reported data relies on participants' subjective perceptions and interpretations, which may not always accurately reflect their true experiences or attitudes. Despite efforts to mitigate biases through careful questionnaire design and data analysis techniques, the risk of response bias remained a concern throughout the research process.

The Statistical Package for Social Science (SPSS) emerges as the analytical tool, providing a robust platform to interpret the collected data. Correlation analysis was employed to explore the relationships between the independent variables (Motivation, Workload, Work Experience, Technology Advancement, Stress Level) and the dependent variable (Job Performance).



**Figure 1: Flow Chart of Research Methodology**

Figure 1 outlines the step-by-step process employed in this research, clarifying each stage from the design of the questionnaire to the reporting of findings.

### **Research Findings and Discussion**

The research findings reveal significant correlations between various factors and job performance among SUKNS employees.

#### ***Motivation***

Motivation emerges as a robust driver of job performance, supported by a strong positive correlation of 0.715 ( $p < 0.01$ ). This finding aligns with the study conducted by Salleh, Dzulkifli, Abdullah, and Yaakob (2011) among state government employees in Malaysia. Their research revealed a highly positive connection between motivation and performance, as

evidenced by annual wage advancement. Prospective encouragement, recognition, and financial incentives can enhance motivation (Deressa & Zeru, 2019). The correlation in our study echoes this, suggesting that as motivation levels increase, there is a notable improvement in job performance.

### ***Workload***

Workload, a critical aspect of an employee's professional life, also exhibits a positive correlation with job performance ( $r = 0.686$ ,  $p < 0.05$ ). López and Peters (2012) explored the impact of workload-induced pressure on employee quality, highlighting a potential decline in work quality under increased workload. Therefore, managers should monitor and promote work engagement, particularly when high workloads and the potential risk of workaholism are unavoidable (Spagnoli, Haynes, Kovalchuk, Clark, Buono, & Balducci, 2020). However, in our findings, a moderate increase in workload appears associated with improved job performance, emphasizing the delicate balance required in managing employee tasks.

### ***Work Experience***

Work experience demonstrates a highly positive correlation with job performance ( $r = 0.811$ ,  $p < 0.01$ ). This suggests that employees with more extensive work experience tend to exhibit better job performance. The positive correlation aligns with the findings of Dokko, Wilk, and Rothbard (2009), who explored the correlation between a positive professional history and job performance. Their study illuminated the enduring impact of past performance on current job performance, reinforcing the significance of recognizing and valuing employees' professional history. Additionally, a study by Lee and Kim (2023) found that employee experience positively influences organizational commitment, with job satisfaction and psychological well-being acting as mediators. The study also highlights that the impact of employee experience on organizational commitment varies based on the level of mental toughness.

### ***Technology Advancement***

Technology advancement emerges as a potent factor, showing an extremely strong positive correlation with job performance ( $r = 0.992$ ,  $p < 0.01$ ). Imran et al. (2014) focused on the impact of technological innovation on employee performance in the banking sector, revealing a significant influence on staff motivation and training. Our findings underscore the profound impact of technological progress on enhancing employee performance, emphasizing the need for organizations like SUKNS to invest in technological infrastructure and provide ongoing training. Still, it is important to recognize the barriers to technology adoption caused by organizational challenges, such as insufficient human resource management practices, especially in the area of training, as well as issues related to the specific characteristics of the technology (Mansour & Nogues, 2022).

### ***Stress Level***

Stress levels exhibit a moderate positive correlation with job performance ( $r = 0.622$ ,  $p > 0.05$ ). Imtiaz and Ahmad (2009) highlighted the adverse effects of stress on employees' job performance. While our findings indicate a positive correlation, suggesting that increased stress may be associated with improved job performance to a certain extent, this should be interpreted cautiously. The complex interplay between stress and performance requires a nuanced approach to stress management within organizations. Moreover, it is crucial to recognize that stress-inducing management practices encompass various factors, such as unrealistic demands, inadequate support, unfair treatment, limited decision-making latitude, lack of appreciation, imbalance between effort and reward, conflicting roles, absence of transparency, and



ineffective communication (Bhui, Dinos, Galant-Miecznikowska, de Jongh, & Stansfeld, 2016).

These findings underscore the intricate relationships between motivational factors, workload, work experience, technology advancement, stress levels, and job performance among SUKNS employees.

### **Recommendations for Organizational Excellence at SUKNS**

Based on the findings, the researcher proposes several recommendations to enhance organizational excellence at SUKNS. These recommendations include:

#### ***Strategic Motivational Initiatives***

SUKNS should embark on a deliberate journey of developing and implementing motivational strategies tailored to its unique organizational context. Recognizing the diverse motivations of its workforce and aligning them with overarching organizational goals will foster sustained high levels of employee motivation.

#### ***Balanced Workload Management***

Regular assessments of workload distribution are paramount for SUKNS. Striking a delicate balance that optimizes performance without compromising the well-being of its employees is crucial. Periodic reviews and adjustments will ensure a sustainable and harmonious work environment.

#### ***Leveraging Work Experience***

SUKNS should harness the wealth of experience within its workforce by implementing mentorship programs. Recognizing the invaluable contribution of seasoned professionals and facilitating knowledge transfer will not only enhance individual skills but also contribute to the overall organizational knowledge base.

#### ***Continuous Technological Investment***

To stay at the forefront of technological advancements, SUKNS should consistently invest in its technological infrastructure. This includes providing ongoing training to employees, ensuring they are equipped with the latest tools and knowledge necessary to navigate a tech-driven work environment effectively.

#### ***Proactive Stress Management***

SUKNS must prioritize the well-being of its employees by implementing proactive stress management programs. Creating a conducive work environment involves identifying stressors, providing necessary resources, and fostering a culture that encourages open communication about mental health.

These tailored recommendations aim to position SUKNS on a trajectory of organizational excellence by addressing key facets that influence employee performance and well-being.

### **Conclusion**

In conclusion, the study has navigated the intricate landscape of job performance, emphasizing its pivotal role in organizational success and individual satisfaction. Motivation, workload, work experience, technology advancement, and stress levels have been scrutinized as

interconnected factors influencing job performance among Setiausaha Kerajaan Negeri Sembilan (SUKNS) employees.

The research methodology, employing a quantitative approach and convenient sampling, sought to unravel the complex interplay of these factors within the SUKNS context. Findings revealed substantial correlations, highlighting the profound impact of motivation, workload, work experience, technology advancement, and stress levels on job performance.

The objectives of the study were achieved by providing a comprehensive analysis of the factors affecting job performance within SUKNS. The study's contributions are significant, offering valuable insights for policymakers and organizational leaders aiming to enhance employee performance and satisfaction. By identifying key drivers of job performance, this research aids in the development of targeted strategies for workforce optimization.

However, it is crucial to acknowledge the limitations of this study. The use of a convenient sampling method may limit the generalizability of findings to a broader population. Additionally, the reliance on self-reported data through questionnaires introduces the possibility of response bias. The cross-sectional design captures a snapshot of relationships, but a longitudinal approach could provide a more nuanced understanding of the dynamics over time.

In light of these findings and limitations, recommendations for organizational excellence at SUKNS were proposed. These included strategic motivational initiatives, balanced workload management, leveraging work experience, continuous technological investment, and proactive stress management. These tailored recommendations aim to optimize workforce potential and contribute to SUKNS's trajectory of organizational excellence.

Future plans include expanding the scope of the research to encompass a larger and more diverse sample, employing longitudinal studies to observe changes over time, and integrating qualitative methods to capture deeper insights into employee experiences. These steps will further refine our understanding of job performance determinants and enhance the applicability of the findings across different organizational contexts.

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