

The Relationship between Motivation, Training, and Job Suitability with Employee Performance: A Study of Employees in the Private Sector

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Abstract: Employee performance is an important factor in the success of an organization in the profit-oriented private sector. Deterioration of performance among employees will affect negatively towards the quality and productivity of the organization. The paper aims to examine the relationship between motivation, training, and job suitability for the performance of employees. A total of 136 respondents was involved in this study through distributed to employees working in a private company in northern Peninsular Malaysia. The findings of the study indicate that there is a moderate and significant correlation between motivation, training, and job suitability with employee performance. The findings reveal motivational factors are the most significant contributing factors to employee performance, which motivation is claimed to be crucial in improving employee performance. Employees will be more enthusiastic and strive to perform their duties if they are motivated. In addition, training and job suitability are also important elements in determining the level of performance among employees.

Keywords: motivation, training, job suitability, employee performance

1. Introduction

The main goal of an organization in the private sector is to maximize profits for company owners (Jakob, 2017; Mijic et al., 2015). According to Mijic et al. (2015), the performance of a company is measured through productivity and profit earned. High performance workers are very much needed in the production process to ensure the results of the product production are of good quality. According to Groover (2016), the productivity process requires a group-like assistance system that will assist in managing production, solving technical problems and engaging with logistics processes. Employees involved in the logistics process need to solve problems in ordering raw materials, shipping, packaging of production products, and ensuring the product is in good quality before being delivered to customers. Employees are people who have a bounty inward needs. These needs inspire the fundamental thought processes of person movement. Hence, workers will act or carry on in specific manners that lead to the get together of delegates dependent on more remarkable points of view at that point (Pawirosumarto, Sarjana & Muchtar, 2017). The desire of organizations to increase the use of resources to produce good product, sometimes, has limitations where there are unforeseen factors (Uzorch et al., 2017). Lack of production results leads to losses and affects the profit rate of a company. Most organizations fail due to the lack of commitment from the employee towards exhibiting high job performance (Baker et al., 2019; Osei et al., 2017).

Workers at all levels should comprehend the association's technique including their have responsibility and continually push ahead their work execution (Becker & Huselid, 2010). Sultana et al. (2012) expressed that representative execution is characterized as the capacity of a worker to accomplish the guidelines set in the presentation of errands as per the precision, culmination, cost, and speed of an undertaking being finished. In substance, representatives are persuaded to perform their obligations depending on the quality of the thought processes that impacted them (Pawirosumarto et al., 2017). A few studies recommended that HR sharpens can be ordered agreeing to similar three classifications, which drives to three HR groups (i.e., a blend of HR sharpens): inclination overhauling, inspiration upgrading and opportunity-improving (Bailey, 1993; Appelbaum et al., 2000). Motivation refers to the needs of employees in raising their spirit to continue to do their job and able to achieve the direction of an organization (Abdi Mohamud et al., 2017). Motivation is the earnestness to accomplish something by significant degrees of effort for the association's goals, which adapted by the effort to satisfy individual need (Robbins, 2005). Inspiration is a motivation from inside or an inside pressure, which causes, channels, and is the foundation basic the behaviour of an individual (Pawirosumarto et al., 2017). Motivation is one of the achievement elements of an association to keep up the progression of work in the most ideal manner and assist the association with supporting in the business. additionally one of the elements that influence employee

performance (Robescu & Iancu, 2016; Ekundayo, 2018). If the employee's motivation is low, it will cause the performance to decline. According to Omollo (2015), expanded motivation among workers turns into a standard of HR where most associations endeavor to create, keep up and improve techniques with the goal that representatives become more persuaded and superior. However, motivation is not just a thing that can influence the level of representative execution. There are likewise a few other of different segments incorporated the degree of comprehension of one's ability and level of workers needed to understand the awesomeness. Inspiration, limit, and comprehension to reinforce one another; if one of these factors is moo, the achievement levels will in general rot, notwithstanding the way that different factors are tall (Pawirosumarto et al., 2017).

Training is characterized as the securing and improvement of information, abilities and states of mind by representatives to play out their work reasonably (Goldstein, 1980; Latham, 1988). According to Faiza and Nazir (2015), training alludes to the advancement parts of an association that is completed to improve worker execution and empower the association to accomplish the destinations and objectives that have been set. Training is a key of HRM practice that impacts the work commitment and related social and execution results through authoritative environment and the work demands just as resources experienced by representatives in their work scope (Albrecht et al., 2015; Shantz et al., 2016). Training can be characterized as an arranged, efficient movement and the consequence of this action permits the improvement of abilities and information on workers in playing out their obligations all the more successfully (Sultana et al., 2012). At the firm level, training, especially administrative training, is emphatically related to firm efficiency, financial performance, innovative performance and sustainable development (Guan & Frenkel, 2019). At the individual level, a few of considers have outlined a positive connection among planning and specialist execution (Bartel, 1995; Elnaga & Imran, 2013; Khan, 2012). In addition to developing the ability of employees in performing their duties, training can also improve the ability of employees to think creatively to make good decisions in any situation (Elnaga & Imran, 2013). Training might be scarcely focused on learning specific aptitudes or it could be more extensive, hoping to make a comprehension of the age handle, invigorate reflection in transit the work is endeavoured in association with different limits and make creative mind to execute tasks all the more effectively (Sung & Choi, 2014; Vough et al., 2017). The weakness of the organization in providing training and development to employees will negatively impact employee performance (Halawi & Haydar, 2018; Ukandu & Ukpere, 2013). Therefore, training needs are important to improve the ability of employees in completing their duties in the organization and achieve the direction of the organization itself. Training has been found to have basic outcomes for representatives: higher work satisfaction obligation to the association and decreased the turnover intentional. Enhancement in these related perspectives is likely to extend the efficiency, adaptability and quality, which subsequently lifting the execution (Guan & Frenkel, 2019). According to Tharenou et al. (2007), the intervening forms between preparing hones and employees' job performance remain vague. In extension, less is known around how association important factors may coordinate the ampleness of preparing (Arthur et al., 2003).

Weibo et al. (2010) highlighted that job suitability is associated with the compatibility of an employee with a given task. In addition, employees will find it easier to adapt to an organization that makes them feel more qualified in terms of job needs and meet their interests. This is because employees will be more successful in their work when the job or task, they received is compatible with their interests, values, and abilities (Kahya, 2009). The incompatibility of a job can also leave a negative impact on employee performance (Ritonga et al., 2019). In fact, according to Kartal (2018), the push to improve the degree of worker execution is by expanding the degree of occupation appeal.

2. The Influence of Motivation, Training and Job Suitability on Employee Performance

A study by Ali et al. (2016) found the degree of representative execution and worker fulfilment in the IT Park area (programming focal point) of Peshawar, Pakistan is because of inspiration. Meanwhile, Pawirosumarto et al. (2017) assess the presentation in various shapes, for example, key execution pointers or key execution record is basically an even handed and exact get ready to assemble, examine, and use the information to choose the efficiency and suitability of representatives' commitments and achievement of targets. Then, execution evaluation depends on the comprehension of data, capacity, and conduct expected to accomplish extraordinary work and a more extensive assessment of the characteristics and conduct of individuals.

A study by Diamantidis and Chatzoglou (2019) further strengthens the evidence that motivation, work environment, management support and employee adaptability can further improve job performance. Beltrán-Martín and Bou-Llusar (2018) suggested that inside the setting of workplaces, imagination and advancement are needed to perform tasks as opposed to adding to outside remunerations as a wellspring of motivation for R&D agents (e.g., salary increases dependent on execution). Meanwhile, other hones, such as strengthening or formative activities, can be utilized as it acts as inspirations for workers. In view of Katou, (2017), employee motivation

prompts determined work practices and discretionary undertakings that add to operational outcomes. Delegate limits and motivation can be improved by tallying sharpens, for example, exhaustive staffing and planning works out, and by giving specialists with the likelihood to take an interest inside the firm (Beltrán-Martín and Bou-Llugar, 2018).

In exact investigations, training is extensively perceived as adding to changes face to face and authoritative execution (Tharenou et al., 2007). In an investigation by Salah (2016), there is a positive cooperation among advancement and preparing with employee performance and work results among representatives. Meanwhile, Motloka, Sekantsi, and Monyoloc (2018) found that there is a constructive outcome between preparing factors in worker inspiration and occupation fulfillment just as improving the presentation of representatives of the financial area in Lesotho, South Africa. A study conducted by Padmasiri (2018) on the executive officers in Apparel Organizations, Sri Lanka likewise found that there is a positive connection among advancement and preparing on worker execution in the association.

Past studies have shown that organizations consist of employees who are fit for their jobs, will perform better and more efficiently. Organizations will find it easier to adapt to change than other organizations that have employees who do not match their jobs. Individuals who pay close attention to the aspects of employee job suitability and adapt employees to the organization are important aspects to reduce work stress (Deniz, Noyan & Ertosun, 2015). This view is reinforced through a study conducted by Riaz and Mahmood (2017) on civil servants. It was demonstrated that there is an immediate connection among training and occupation fittingness to the improvement of employee performance. There is likewise a critical intervening impact between work appropriateness and occupation execution in this examination. Another study conducted by Chinedu and Becky (2017) on employees at Anambra bank, Nigeria found that work suitability is important in determining employee performance, which can affect the organization.

This study is based on the approach introduced by scholar Frederick Irving Herzberg, who triggered the theory of motivation, which is Herzberg Theory. This theory describes two factors that can influence a person's job satisfaction in performing tasks and jobs in an organization (Herzberg & Mausner, 1959). When employees get less of one of the motivators and hygiene factor needs, they will focus more on the needs of other factors. For example, if an employee has fewer needs in the motivating factor, the employee will be more focused on the hygiene factor. The motivator factor is the internal factor. This factor is used to motivate the employee with the internal desire derived from the job itself (Herzberg & Mausner, 1959). These internal factors are not influenced by the environment of an employee. Employees affected by this factor are more focused on their satisfaction with work performance. This satisfaction can be achieved if the task received by the employee is challenging, where it can improve and develop the employees' skills and abilities (Herzberg & Mausner, 1959). In this study, the internal factors that can increase the desire to exhibit high performance are the factors of self-motivation of employees.

Meanwhile, the hygiene factor is a factor that can increase the motivation of an employee with external methods, such as giving money for each achievement achieved by the employee. However, this factor does not necessarily produce positive motivation (Herzberg & Mausner, 1959). This is because these factors are used to reduce employee dissatisfaction with the job (Ball, 2003). External factors that are the components to be tried in this investigation are training elements and job suitability.

In this study, we applied the AMO framework (Appelbaum et al., 2000) to clarify the influence of motivation, training, and job suitability on employee performance, as shown in Figure 1. In this model, abilities (A), motivation (M) and opportunities (O) are in correct combination for workers that are essential to attain for great organizational execution. The connecting component between the two could be a variable known as "discretionary exertion" (Appelbaum et al., 2000).

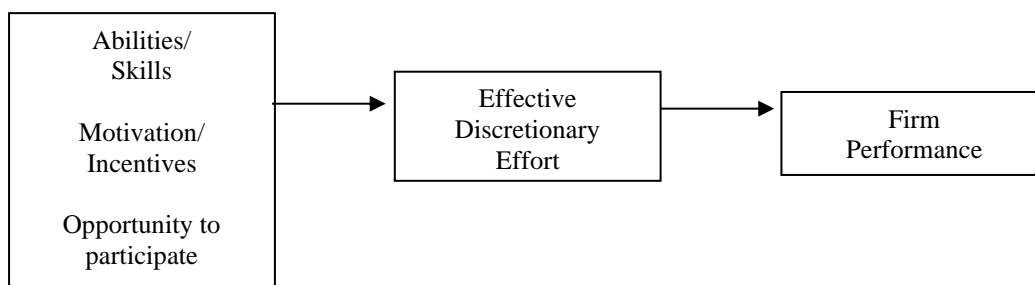


Figure 1. AMO-Model (Appelbaum et al., 2000)

According to AMO-Model, Boxall and Purcell (2016) define ability as employee access to proper information, state of mind and aptitudes to embrace the work. Motivation alludes to representatives having the availability or sensation of obligation to accomplish the work, and opportunity shows the work design and climate, empowering work to be cleared out the route supported by the representatives. Developing labourer capacities, establishing worker motivation and giving experts with satisfactory openings to perform reasonably have been proposed as the key instrument associating the HRM to the organizational performance (Jiang et al., 2012).

Therefore, based on the highlights of the study and the concepts that have been discussed, the hypotheses studied in this study are:

- H1: There is a significant positive relationship between motivation and employee performance.
- H2: There is a significant positive relationship between training and employee performance.
- H3: There is a significant positive relationship between job suitability and employee performance.

3. Method

This study is based on quantitative methods through Simple Random Sampling by using descriptive analysis and correlation in describing the findings of the study. Study data were collected using questionnaires distributed to employees working in a private company in northern Peninsular Malaysia. The distribution of surveys is roughly 200 sets, and the all out number of questionnaires that have been returned is 136 sets with the level of feedback of 68%. The instrument used in this study is a set of motivational questions adapted from a study by Saleem, Mahmood and Mahmood (2010), while the set of questions for training was adapted from the study of Naong (2009). Meanwhile, the set of questions for job suitability was adapted from the set of research questions (Brkich et al., 2002).

4. Result

A total of 136 questionnaires was analysed as a result of the feedback received from the study respondents. Table 1 classifies the consequence of a demographic analysis of respondents, which has been directed utilizing the Statistical Package for Social Science (SPSS) programming. The results of this descriptive analysis found that the total gender of the respondents was balanced with 67 male respondents (49.3%) and 69 female (50.7%). The majority of respondents aged between 21 years to 30 years with 87 respondents (64%), Malays with a total of 131 respondents (96.3%), educated Bachelor with 64 respondents (47.1%), status as single with 86 respondents (63.2%), earning an income of RM1500 and below with 80 respondents (58.8%) and period of service under 4 years with 80 respondents (58.8%).

Table 1: Characteristics of respondents

Demographic		N	N (%)
Sex	Male	67	49.3
	Female	69	50.7
Age	< 20	3	2.2
	21 – 30	87	64.0
	31 – 40	12	8.8
	41 – 50	16	11.8
	51 >	18	13.2
Ethnicity	Malay	131	96.3
	Chinese	3	2.2
	Indian	1	0.7
	Others	1	0.7
Education	< SPM	28	20.6
	STPM/STAM/Diploma	37	27.2
	Bachelor	64	47.1
	Master	6	4.4
	Ph.D.	1	0.7

Marital Status	Single	86	63.2
	Married	49	36.0
	Divorced	1	0.7
Income	< RM1500	80	58.8
	RM1500 – RM2500	15	11.0
	RM2501 – RM3500	17	12.5
	RM3501 – RM4500	9	6.6
	RM4501 – RM5000	4	2.9
	RM5001 >	11	8.1
Service	4	92	67.6
	5 – 10	9	6.6
	11 – 15	9	6.6
	15 >	26	19.1

Correlation analysis was directed utilizing the Statistical Package for Social Science (SPSS) programming to test the hypotheses of this study. In view of Table 3, it is discovered that there is a moderate positive relationship among motivation and employee performance with an estimation of $p = 0.001 < 0.05$, $r = 0.678$. This correlation value is the second highest compared to other variables. Based on this decision, the H1 is accepted. Further testing of the H2 was also conducted. Table 3 shows a moderate positive relationship between training and employee performance with a value of $p = 0.001 < 0.05$, $r = 0.686$. The results of the analysis also found that this correlation value was the highest among the other three variables. Therefore, the H2 for this test is acceptable. At last, the H3 testing was directed and the consequences of the examination showed that there was a moderate positive relationship between job suitability and employee performance with an estimation of $p = 0.001 < 0.05$, $r = 0.639$. The testing of this hypothesis is also acceptable, where the value of this correlation is the lowest compared to the correlation value of other variables.

Table 2: Relationship between Motivation (X₁), Training (X₂), Job Suitability (X₃) and Employee Performance (Y)

Variable	Mea n	SD	Y	X ₁	X ₂	X ₃
Y Performance	4.17 50	.521 50	1			
X ₁ Motivation	4.14 80	.517 11	0.678	1		
X ₂ Training	4.26 32	.601 21	0.686	0.660	1	
X ₃ Job Suitability	3.95 42	.723 69	0.639	0.605	0.666	1

** Correlation is significant at levels 0.01 (2-tailed)

Table 3: Analysis of Relationship between Motivation, Training, and Job Suitability with Employee Performance

	Performance		
	Magnitude	Correlation (r)	p-value
Motivation	moderate	0.678	0.000
Training	moderate	0.686	0.000
Job Suitability	moderate	0.639	0.000

5. Discussion and Conclusion

This study was directed to look at the elements that impact the performance of workers in a private company. The consequences of the examination found that there is a significant relationship between motivation, training, and job suitability with employee performance, which motivation is the most elevated contributing component to

employee performance contrasted with different variables. These findings are in accordance with past studies showing that these three factors impact employee performance (Ali et al., 2016; Chinedu & Becky, 2017; Deniz et al., 2015; Diamantidis & Chatzoglou, 2019; Motloka et al., 2018; Padmasiri, 2018; Riaz & Mahmood, 2017; Said et al. 2017; Salah, 2016;). This study apparently helps employers find out about the elements that influence employee performance. There is a need for organizational management to focus on motivation, training, and job suitability among employees to ensure that the level of employee performance can be improved, resulting in high productivity. In addition, this study can be a source of literature for other researchers as well as assist the human resource practitioners in formulating the training and career development and increasing the level of employee motivation in an organization.

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