CHAPTER I

INTRODUCTION

In this chapter, details of the research background conducted and the research design are discussed. The chapter is divided into the following topics: the background of study, area of study and problem statement, objectives of study, significance of study, scope of the study, analytical model, definition of terms, hypotheses, research methodology, processing and analysis of data, limitations of study and organization of the research report.

1.1. Background of Study

Productivity improvement has become an important subject of interest in both the developed and developing countries in recent years. This is because it has been widely recognized that productivity improvement can be an important strategy to promote economic growth and national welfare. Organizations in both the public and private sectors in many countries have set their priorities towards productivity improvement due to the advantages it may bring to their organizations and to their countries. In Malaysia, the concern for productivity improvement has emerged both in the private sector and in the public sector.

Many factors such as raw material, capital, energy, technology, labour and services contribute towards improved productivity of an organization. However,
labour plays a dominant role in any organization in determining its productivity. In some organizations, where labour is the main factor of production, the importance of labour cannot be denied. However, even in organizations where most of the jobs are performed by machines, labour is still needed to operate and monitor those machines. So without good labour, any amount of other factors will not lead to improved productivity.

Factors influencing labour performance have become a topic of interest in the field of industrial-organizational psychology. Many concepts and theories on factors affecting labour performance have been produced. Knowledge on these subjects no doubt will be valuable in human resource management.

There is a possibility that labour performance may be influenced by many factors such as leadership, technology, job design and so on. However, some management authors such as Sutermeister\(^1\), Campbell and Pritchard\(^2\) and Middlemist and Hitt\(^3\) pointed out that the motivation and ability of employees are the two important variables that could affect labour performance. This research is based on the views of these authors where the two variables, namely work motivation and ability are the focus of the study carried out.

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In Malaysia, only a few research have been carried out on employees' motivation in organizations in the public sector. However, those studies only focused on employees' motivation alone. Case studies that include both motivation and ability, the two possible factors that could possibly affect labour performance are difficult to find. The research conducted by Lee\textsuperscript{4} (1994), Zulkifli Hamzah\textsuperscript{5} (1995), and Wong\textsuperscript{6} (1996) are concerned with the motivation levels of employees and the factors that affect their motivation. These studies used different approaches but none of them included the ability of the employees as well.

1.2. **Area of Study and Problem Statement**

Work motivation and ability of employees in an organization in the Malaysian public sector have been chosen as an area of study for this research for two main reasons. One of the reasons is that motivation and ability are two possible factors that could affect labour performance. Labour with good performance will contribute towards improved productivity and better organizational performance. So labour with good performance is important to any organization, especially those in the Malaysian public sector where labour is normally the main factor used to perform jobs.


Another reason for choosing this area of research is that at present, there are few studies carried out on the motivation of the public sector employees in Malaysia. It is also difficult to find researches on employees' motivation in the Malaysian public sector which at the same time focus on their ability as well. In this research, the study is on both variables that may influence labour performance, namely the employees' work motivation and their ability to perform jobs.

This research is designed to find out the levels of work motivation and the ability to perform jobs among the "ordinary rank" clerical staff at the Head Office of the National Registration Department, Malaysia. The term "ordinary rank" used in this research report refers to the job positions held by the clerical staff which are of the lowest level in their service schemes. The research also looks into the employees' perceptions of their own individual characteristics (interest, attitudes and needs), the characteristics of their jobs, and their work environment characteristics (immediate work environment and organizational actions), the effects of the employees' perceptions of each of these characteristics on their levels of work motivation, the effects of the employees' background variables on their levels of work motivation, and the factors that may influence their levels of ability.

The various aspects of this study can be expressed in the following research questions:-

(a) What are the motivation levels of the employees to perform their jobs?
(b) What are the ability levels of the employees to perform their jobs?

(c) What are the employees' perceptions of the types of individual characteristics possessed by them? The individual characteristics components can be broken down into interests in the jobs, attitudes towards the jobs and the needs for job security, social relationships and achievements?

(d) What are the employees' perceptions of the characteristics of their jobs?

(e) What are the employees' perceptions of their work environment characteristics which consist of immediate work environment and organization-wide actions? Immediate work environment elements included in this research are the influence of peers and supervisors on their job performance while organization-wide actions elements are salary and fringe benefits, recognition, promotional opportunities and organizational climate. The organizational climate element chosen for this research is the extent of communication between the employees and their superiors.

(f) To what extent are the effects of the employees' perceptions of each of the individual characteristics possessed by them, their perceptions of the characteristics of their job and their perceptions of each of their work environment characteristics on their levels of work motivation.
To what extent are the effects of each of the employees' individual background variables (age, sex, marital status, level of education, length of working experience, the courses attended by the employees and their job status) on their levels of work motivation.

To what extent are the effects of the employees' interest in their work, each of the employees' individual background variables (age, sex, marital status, level of education, length of working experience, the courses attended by the employee and their job status) on their levels of ability to perform jobs.

1.3. Objectives of Study

The objectives of the study are as follows:-

(a) Fact Finding

The main objectives of this research are to find out the levels of work motivation and the ability to perform jobs among the "ordinary rank" clerical staff at the Head Office of the National Registration Department, Malaysia.

The research is also to determine the employees' perceptions of the individual characteristics possessed by them, their perceptions of the characteristics of their jobs, their perceptions of their work environment characteristics, the effects of the employees' perceptions of their individual characteristics, the characteristics of their job and their work environment characteristics on their levels of work motivation, the effects of the
employees' individual background variables on their levels of work motivation and the factors influencing their levels of ability to perform their jobs.

(b) **Recommendations**

The findings from the study can be used to give recommendations on how to improve the employees' work motivation and ability, and also for appropriate similar research in the future.

(c) **Better Understanding of Theories and Concepts Related to Work Motivation and Ability to Perform Jobs**

The study also aims at a better understanding of the theories and concepts related to work motivation and ability to perform jobs.

1.4. **Significance of Study**

The **significance** of the study are as follows:-

(a) **Fills A Research Gap**

There have been researches on employees' work motivation carried out in the public sector in Malaysia but it is difficult to find researches which at the same time study both work motivation and ability of the public sector employees, the two factors believed to affect labour performance.
(b) **Relates To A Wide Population**

The National Registration Department, Malaysia is a government organization that issues and keeps records of various types of personal documents of the Malaysian population such as identity cards, birth certificates, marriage certificates and so on which require labour with good performance in order to ensure good quality services to the public. So this research relates to the majority of the population in Malaysia.

(c) **Sharpens The Definition of An Important Concept**

Hopefully, the study can help to sharpen the concepts on work motivation and the ability to perform jobs.

1.5. **Scope of Study**

The research is on the work motivation and ability to perform jobs among the "ordinary rank" clerical staff at the Head Office of the National Registration Department, Malaysia. The clerical staff are recruited on a permanent basis to work in all the Divisions of the Department and this research focuses on those staff that are already confirmed in their jobs and also those who are still in their evaluation period.

The justification for the scope of study is based on the grounds that the National Registration Department, Malaysia deals with important personal documents for all citizens, permanent residents and temporary residents of
Malaysia. The process of issuing these important documents and keeping their records require good labour to ensure the quality of services to the public. The "ordinary rank" clerical staff are the largest category of employees in terms of number compared to other categories of employees in the whole Department and at the Department’s Head Office. They are involved in carrying out the functions of the Department, such as providing counter services, processing applications for various documents, collecting and registering important individual information, gathering information for investigation purposes, and enforcing laws and looking after registration records. So it is important that their job performances are satisfactory as they could affect the performances of the whole Department. However, this research only focuses on this category of staff at the Department’s Head Office due to time constraint.

1.6. Analytical Model

An analytical framework is necessary to explain the relationships between the various variables in this study. There are two main variables to be considered, namely work motivation and the ability to perform jobs, the two possible factors that could affect the levels of labour performance. There are three components shown in the analytical model in Figure 1.1. These three components are the motivation components, the ability components and the individual background components.
FIGURE 1.1
ANALYTICAL MODEL OF THE DETERMINANTS
OF MOTIVATION AND ABILITY

<table>
<thead>
<tr>
<th>Motivation And Ability Components</th>
<th>Overall Levels of Motivation and Ability</th>
<th>Individual Background Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>Overall Levels of Motivation and Ability</td>
<td>Age</td>
</tr>
<tr>
<td>(a) Individual Characteristics</td>
<td>Motivation</td>
<td></td>
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<tr>
<td>- Interest in work</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>- Attitude towards work</td>
<td></td>
<td></td>
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<tr>
<td>- Security, social and</td>
<td>Moderate</td>
<td>Sex</td>
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<tr>
<td>achievement needs</td>
<td></td>
<td></td>
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<tr>
<td>(b) The Characteristics of Jobs</td>
<td></td>
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<tr>
<td>(c) Work Environment Characteristics</td>
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<tr>
<td>Immediate Work Environment</td>
<td></td>
<td>Marital status</td>
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<tr>
<td>- Influence of peers</td>
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<td>- Influence of supervisors</td>
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<tr>
<td>Organization wide Actions</td>
<td></td>
<td>Job status</td>
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<tr>
<td>- Salary and benefits</td>
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<tr>
<td>- Recognition</td>
<td></td>
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<tr>
<td>- Promotional opportunities</td>
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<tr>
<td>- Communication</td>
<td></td>
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<tr>
<td>Ability</td>
<td>Ability</td>
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</tr>
<tr>
<td>Knowledge</td>
<td>High</td>
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</tr>
<tr>
<td>Skills</td>
<td>Moderate</td>
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<tr>
<td></td>
<td>Low</td>
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</tbody>
</table>

As can be seen in Figure 1.1, the overall levels of work motivation can be influenced by the motivation components. The motivation components are categorized into the individual characteristics of the employees, the characteristics of jobs and the work environment characteristics. The individual characteristics elements included in the research are the interest of the employees in their jobs, their attitude towards their jobs, and their needs for job security, social relationships and job achievements. The characteristics of jobs are analyzed by looking at the employees' perceptions of the intrinsic rewards from their jobs, the degree of autonomy in their jobs, the variety in tasks, and amount of direct performance feedback they could get while on the job. The work environment characteristics can be divided into immediate work environment and organization-wide actions. Immediate work environment components to be focused are the influence of peers and supervisors on the work performance of the employees while elements of organization-wide actions to be studied will be the perceptions of employees of their salary and fringe benefits, recognition, promotional opportunities and organizational climate. The organizational climate element chosen for this research is the openness of communication between the employees and their superiors.

The ability components consist of knowledge and skills possessed by the employees and the employees' overall levels of ability are the results of their levels of job related knowledge and skills. Education, experience and training which are some of the individual background components, and interest in the job which is one of the individual characteristics elements under the motivation components could
have effects on the employees' levels of job related knowledge and skills which then affect their overall levels of ability to perform jobs.

The individual background components consist of age, sex, marital status, the status of job position, education level, length of working experience, and the courses attended. There is a possibility that these components could have an impact on the level of work motivation and the ability of the employees.

1.7. Definition of Terms

1.7.1. Ability

Campbell and Pritchard\(^7\) (1983) defined ability as the "aptitude level", "skill level" and "understanding of the task". Vroom\(^8\) (1964) on the other hand, referred to ability as "those personal characteristics that relate to the capability to perform the behaviour of interest". Sutermeister\(^9\) (1976) suggested that ability results from knowledge and skill while Middlemist and Hitt\(^10\) (1981) referred to ability as "personal skills".

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Based on the above definitions, ability is defined for the purpose of this research as the knowledge and skills possessed by employees which enable them to perform their jobs.

1.7.2. Motivation


Middlemist and Hitt\(^{11}\) (1981) defined motivation as "the willful desire to direct one's behaviour towards goals". Petri (1991)\(^{12}\) referred to motivation as "the concept we use when we describe the force acting on or within an organism to initiate and direct behaviour". Vroom\(^{13}\) (1964) suggested that "motivation deals with the willingness to invest in the behaviour of interest". According to Mitchell\(^{14}\) (1982), motivation concerns those psychological processes that cause the arousal, direction, and persistence of behaviour. Ilgen and Klein came to the conclusion that "motivation is concerned with the arousal, direction and persistence of behaviour and that these conditions are reflected in individuals' choices (1) of behaviour and (2) of the amount of effort devoted to the behaviour chosen".\(^{15}\)

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\(^{11}\) Middlemist and Hitt, p.136.


\(^{13}\) Vroom quoted by Ilgen and Klein, in Campbell et al, p. 146.


\(^{15}\) Ilgen and Klein, in Campbell et al, p.146.
After reviewing the above definitions, motivation is defined as the keenness and willpower of individuals to behave in a certain manner and a motivated individual will make decisions on which type of behaviour he or she prefers to spend his or her effort and time.

1.8. Hypotheses

The hypotheses formulated are on the relationships between the various variables stated in the research questions. The hypotheses are as follows:

1. Employees who have positive interest in their jobs have higher levels of motivation than those who have negative interest in their jobs.

2. Employees who have positive attitudes towards their job have higher levels of motivation than those who have negative attitudes towards their jobs.

3. Employees who have the need for job security have higher levels of motivation than those who do not have that need.

4. Employees who have the need for social relationships in their work place have higher levels of motivation than those who do not have that need.

5. Employees who have achievement need in their work have higher levels of motivation than those who do not have that need.
(6) Employees who have positive perceptions of the overall characteristics of their jobs have higher levels of motivation than employees who have negative perceptions of those characteristics.

(7) Employees who have positive perceptions of the influences of their peers on their job performances have higher levels of motivation than employees who have negative perceptions of those influences on their job performances.

(8) Employees who have positive perceptions of the influences of their supervisors on their job performance have higher levels of motivation than those who have negative perceptions of those influences on their job performance.

(9) Employees who have positive perceptions of their salary and fringe benefits have higher levels of motivation than those who have negative perceptions of their salary and fringe benefits.

(10) Employees who have positive perceptions of the practices by their organization in giving recognition to employees with good work performance have higher levels of motivation than employees with negative perceptions of those practices.

(11) Employees with positive perceptions of the promotional opportunities in their services have higher levels of motivation than employees with negative perceptions of those opportunities.
(12) Employees who have positive perceptions of the openness of communication between themselves and their superiors have higher levels of motivation than those with negative perceptions of the openness of that communication.

(13) Employees who are older have higher levels of motivation than those who are younger.

(14) The male employees have higher levels of motivation than the female employees.

(15) Married employees have higher levels of motivation than unmarried employees (singles, widows and widowers).

(16) Employees with longer working experience in their services have higher levels of motivation than those with shorter working experience in their services.

(17) Employees with longer working experience in their current units have higher levels of motivation than those with shorter working experience in their current units.

(18) Employees with higher academic qualifications have higher levels of motivation than those with lower academic qualifications.

(19) Employees with additional qualifications have higher levels of motivation than those without additional qualifications.
(20) Employees with permanent job status have higher levels of motivation than those without permanent job status.

(21) Employees who attended more courses in their working life have higher levels of motivation than those who have attended less courses.

(22) Employees who attended courses related to their current work have higher levels of motivation than those who have not attended such courses.

(23) Employees who are older in age have higher ability levels than those who are younger.

(24) The male employees have higher ability levels than the female employees.

(25) Married employees have higher levels of ability than unmarried employees (singles, widows and widowers).

(26) Employees with longer working experience in their services have higher levels of ability than those with shorter working experience in their services.

(27) Employees with longer working experience in their current units have higher levels of ability than those with shorter working experience in their current units.
(28) Employees with higher academic qualifications have higher ability levels than those with lower academic qualifications.

(29) Employees with additional qualifications have higher ability levels than those with no additional qualifications.

(30) Employees with permanent job status have higher levels of ability than those without permanent job status.

(31) Employees who have attended more courses in their working life have higher levels of ability than those who attended less courses.

(32) Employees who have attended courses related to their current work have higher levels of ability than those who have not attended such courses.

(33) Employees who have positive interest in their work have higher levels of ability than those who have negative interest in their work.

(34) Employees with higher ability levels have higher motivation levels than those with lower ability.

1.9. Research Methodology

1.9.1. Procedures of Data Collection

Before the research was conducted at the Head Office of the National Registration Department, Malaysia, approval was sought from the Department to
enable the research to be carried out. The approval letter from the Department is as shown in **Appendix A**.

The data and information were collected using the survey method, by informal interviews and through secondary sources. The methods used are explained below:-

(a) **Survey**

A survey was carried out using questionnaires in Bahasa Malaysia. The copy of the cover letter and the questionnaire in Bahasa Malaysia are shown in **Appendices B and C** while the copy of the translated English version of both the cover letter and questionnaire are shown in **Appendices D and E**. The questionnaires were distributed to be filled up by the "ordinary rank" clerical staff in all the Divisions at the Head Office of the Department for the purpose of collecting data on the employees' ability and work motivation, their perceptions of their individual characteristics, their job characteristics and their work environment characteristics, and factors that could influence their work motivation and ability to perform jobs. Before the questionnaires were distributed to all the respondents, ten copies were first distributed to some of the employees to ensure that the questionnaires could be understood by them and that there were no difficulties faced in responding to the questionnaires. The weaknesses identified in the questionnaire were then rectified before being distributed to all the respondents.
The questionnaire is divided into three sections. Section I is on the background of the individual, Section II is on the ability to perform jobs and the work motivation of the employees, while Section III is on the factors that could influence the work motivation level of the employees.

In Section I, the respondents have to fill in their personal information such as the name of the Division they are working at present, their age, sex, marital status, details of their current service schemes, their working experiences, their academic qualifications and additional qualifications, their job status, and the training they have undergone.

In Section II, respondents were asked to give their perceptions of six statements concerning their ability to perform jobs and ten statements on their work motivation.

In Section III, they have to give their perceptions of statements concerning twelve factors that could influence their work motivation level.

(b) **Informal Interviews**

Informal interviews or casual conversations were carried out with some officers and clerical staff at the Head Office of the Department to obtain background information on the Department such as the different categories of
clerical staff, the staggered working hours implemented in the Department, and so on.

(c) **Secondary Sources**

The secondary sources used in this research were the Department’s Annual Reports, the Department’s Bulletin, and various newspaper reports on the Department. These sources were used to obtain the background information on the Department such as the structure, objectives, functions, power, and so on.

1.9.2. **Population**

The research involved the total population of 314 “ordinary rank” clerical staff in the various Divisions at the Department’s Head Office. As the research includes the total population of this category of staff, sampling techniques were not used in the survey. There are three categories of ordinary rank clerical staff in this research and they are the “Pembantu Pendaftaran” (Registration Assistance) grade KP8, the “Pembantu Pendaftaran Rendah (Low Grade Registration Asssistants) grade KP10, and the “Pembantu Tadbir” (Administrative Assistance) grade N9. At the Department’s Head Office, the grade KP8 employees forms the largest number of employees consisting of 305 employees while there are only 8 grade KP10 employees and 1 grade N9 employee. There are altogether eight Divisions at the Department’s Head Office. The breakdown of the number of “ordinary rank” clerical staff according to the Divisions are as follows:-
(a) The General Administration, Personnel, Financial and Development Division - 26 grade KP8 employees and 1 grade N9 employee.

(b) The Birth, Death and Child Adoption Division - 34 grade KP8 employees and 1 grade KP10 employee.

(c) The Identity Card Division - 160 grade KP8 and 7 grade KP10 employees.

(d) The Citizenship Division - 40 grade KP8 employees.

(e) The Marriage and Divorce Division - 11 grade KP8 employees.

(f) The Information System Services Division - 11 grade KP8 employees.

(g) The Investigation and Enforcement Division - 14 grade KP8 employees.

(h) The Coordination, Legal, Training and Internal Audit Division - 9 grade KP8 employees.

1.9.3 **The Measurement of Variables**

The variables that need to be measured are as follows:-

(a) **Ability**

An instrument to measure the ability of the employees has to be developed as no suitable instrument was found from the surveys of past research. The measurement instrument utilizes the Likert’s method of
summated ratings as it is reliable, easy to implement, and is widely used in social research.

In paragraph 7.2., ability is defined for the purpose of this research as the knowledge and skills possessed by employees which enable them to perform their jobs. The facets included in the measurement of ability are job related skills and knowledge, the two important elements contained in the definition. Six statements or items that could infer the employees' possible levels of job knowledge and skills were included in the questionnaire where respondents were asked to state their opinions on the statements by using the following scale:-

1 - Strongly disagree
2. - Disagree
3 - Uncertain
4 - Agree
5 - Strongly Agree

The score for each statement are then totaled up and averaged in order to obtain the scores which represent the employee's ability level.
(b) **Motivation**

Ilgen and Klein\(^{16}\) identified two criterion of motivation. The first criterion was effort. Time spent in carrying out a certain behaviour is considered as one indicator of effort as it is not easy to measure effort. The second criterion is behavioural choice. The measurement of motivation in this research is based on these two criterion. So the guideline for measuring motivation is to consider the choice of behaviour and the choice of the time and effort to be allocated in the chosen behaviour. The time that the individual is willing to spent on a chosen behaviour can be an indicator of the effort he is investing in the behaviour. In this research, the motivation levels to be measured are the motivation levels of the employees to perform their jobs.

Based on the guideline above, there are six facets of motivation included in the measurement. The facets are the employee’s own work target that is the one that the employees are willing to achieve compared to that set by the organization and peers, the willingness of the employees to spend extra hours just to achieve the work target set by the organization, the way working hours are spent by the employees to complete their tasks, the willingness to carry out extra work when directed by superiors when the employees have achieved the set target, the willingness of the employees to set aside personal affairs when their work demand their attention, the

\(^{16}\) Ilgen and Klein, in Campbell et al, p.146.
willingness to sacrifice resting hours or public holidays when the organization needs them on the job. These facets were included in the 10 statements contained in the questionnaires for the respondents to answer. The measurement procedure is similar to the measurement of ability where the Likert scale is utilized.

(c) **Factors Affecting Motivation**

There are altogether 12 factors included in this research which have the possibility of affecting the levels of work motivation of employees. The considered factors are interest in the job, attitude towards the job, job security need, social relationships need, achievement need, job characteristics, influence of peers on job performance, influence of supervisors on job performance, salary and fringe benefits, recognition, promotional opportunities, and the openness of communication between the employees and their superiors.

The measurements of these factors are similar to the measurements of ability and work motivation where the Likert scale of measurements are used. For the measurement of the employees' perceptions of their job characteristics, only one statement was included in the questionnaire for each of the job characteristics, namely the intrinsic reward from jobs, degree of autonomy in jobs, amount of direct performance feedback obtained while on
the job, and variety in tasks. As for the measurement of perceptions of other factors, two to four statements or items were included.

1.10. **Processing and Analysis of Data**

The data collected through the questionnaires was processed using the SPSSPC (Statistical Package for Social Science) program. The methods used to analyze the data are frequencies and percentages, Chi-square tests, and cross tabulation of data.

Frequencies and percentages are used to describe the general background of the respondents, the ability levels, the motivation levels and the factors that could affect their work motivation and ability.

Chi square and cross tabulation of data are used to analyze relationships between variables in the hypotheses testing. The Chi square method of analyzing are used to determined whether there is a relationship between two variables while cross tabulation of data are also used to analyze the type of relationships that exist between variables, whether they are negative or positive relationships.

1.11. **Limitations of Study**

This limitations of this research are as follows:

(a) This research only includes twelve factors that could possibly influence
the level of work motivation. This is due to time constraint and to ensure that the questionnaire is not too long and does not cause inconvenience to the respondents.

(b) The findings of this research are based on the answers given by the respondents in the questionnaires which depend on their perceptions and judgments at the time when they were completing the questionnaires. So the answers might be subjected to their emotions at that time.

(c) Due to time constraint, the research is limited to the Head office of the Department.

(d) The researcher had to seek the assistance of an Officer from the General Administration, Finance, Personnel and Development Division to distribute the questionnaires to the respondents in every Division at the Head Office of the Department as the letter of approval for this research was issued by that Division. This is also to avoid submitting separate written applications to each of the Divisions for permission to distribute the questionnaires which can be very tedious. Anyway, one of the Divisions indicated to the researcher that the Division preferred that this research be carried out through the General Administration, Finance, Personnel and Development Division. This somehow restricted the researcher's movement in the Department to make observations and to conduct interviews.
(e) Some of the officers that need to be contacted for assistance and information were difficult to reach as they were busy most of the time with their duties.

1.12. The Organization of the Research Report

The report will be divided into six chapters listed as below:-

(a) Chapter 1 - Introduction

The chapter contains the background of the study, the area of research and problem statement, the objectives of the study, the significance of the study, the scope of study, the analytical model, definition of terms, hypotheses, research methodology, limitations of the study and the organization of research report.


The chapter gives an overview of the literature surveyed on the concepts of productivity, labour performance, motivation and ability, and also the findings of past research on employees' motivation in organizations.
(c) **Chapter 3 - The Background Information On The National Registration Department, Malaysia**

The chapter gives the background information on the organization where the study was carried out.

(d) **Chapter 4 - The Profile, Ability, Motivation, Individual Characteristics, Job Characteristics and Work Environment Characteristics of the Respondents**

The chapter contains the analysis, presentation of data and findings of the research concerning the profile of the respondents, their levels of work motivation and ability, their perceptions of their individual characteristics, the characteristics of their jobs and their work environment characteristics.

(e) **Chapter 5 - The Determinants of Motivation and Ability Levels**

This chapter analyses whether the individual background components, the respondents' perceptions of their individual characteristics, their perceptions of the characteristics of their jobs and their perceptions of their work environment characteristics could influence their levels of work motivation, and also to determine the factors that may influenced the ability levels of the respondents.
Conclusion

The chapter summarizes the findings, provides suitable recommendations based on the findings and the conclusion to this research paper.