CHAPTER VI

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

In Chapter IV, the research findings on the profile, ability, motivation, individual characteristics, job characteristics and the work environment characteristics of the respondents were presented while Chapter V analyzed the variables that influence the levels of work motivation and ability of the respondents. This Chapter summarizes the findings presented in Chapters IV and V, recommends the steps to be taken for future improvements, and lastly provides the conclusion to this research paper.

6.1 Summary Of Research Findings

The summary of research findings in this section are divided into five parts: the levels of work motivation, the levels of ability, relationships between various variables and the levels of work motivation, relationships between various variables and the levels of ability, and relationship between ability and work motivation.

The respondents' perceptions of their individual characteristics, their job characteristics and their work environment characteristics will also be summarized when looking at the relationship between each of these characteristics and the levels of work motivation.

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6.1.1 **The Levels Of Work Motivation**

The majority of the respondents (96.1 percent of them) have either moderate or high levels of work motivation while the rest of them which constitute 3.9 percent of the total respondents have low levels of work motivation. Among those respondents who are work motivated, 59.5 percent have moderate levels of work motivation while 36.6 percent have high levels of work motivation.

A comparison of the respondents' motivation levels in the various divisions of the Department shows that the majority of the respondents in all the eight divisions (ranging from 75 percent to 100 percent in each division) have either moderate or high levels of work motivation. Smaller percentages of the respondents in five of the eight divisions (ranging from 1.9 percent to 25 percent in each division) have low levels of work motivation.

The respondents consist of those holding the posts of Registration Assistant (grade KP8), Low Grade Registration Assistant (grade KP10) and Administrative Assistant (grade N9). Only 4 percent of the Registration Assistants (grade KP8) have low levels of work motivation and 37.1 percent of them have high levels of work motivation. The rest of the respondents holding the post of Registration Assistant (grade KP8) as well as the only Low Grade Registration Assistant (grade KP10) and the only Administrative Assistant (grade N9) have moderate levels of work motivation.
The percentage of motivated respondents in this research is generally higher than the percentage of motivated respondents in the research conducted by Zulkifli bin Hamzah\textsuperscript{1} among professional officers at the Public Works Department. The percentage of motivated respondents in this research is 96.1 percent compared to the 77.9 percent of respondents found to be motivated in Zulkifli's\textsuperscript{2} research. The respondents in this research consist of the 'ordinary rank' clerical staff at the National Registration Department, Malaysia and the higher percentage of motivated respondents among them could be due to the limited job opportunities available to them elsewhere. The professional officers at the Public Works Department who are specialized in their respective professions possessed higher qualifications, have working experience and undergone training in the technical field they are involved might be able to find better job opportunities elsewhere especially in the private sector compared to the lesser qualified and non specialized 'ordinary rank' clerical staff at the National Registration Department. The clerical staff of the National Registration Department thus have no choice but to become committed in their current jobs as the opportunities for better jobs than their current ones are limited.

The percentage of motivated respondents in the research conducted by Wong\textsuperscript{3} at the Ministry Of Defence however, is higher than the percentage of motivated respondents in this research. The motivation levels of the respondents in

\textsuperscript{2} Ibid, p. 192-193.
\textsuperscript{3} Wong Chiang Heng, Motivation in the Accommodation and Works Directorate, Ministry Of Defence, (University Of Malaya MBA research paper, 1996), p. 46.
Wong's research are generally high with none of them having low levels of motivation.\textsuperscript{4} The explanation for this difference could be because the respondents in Wong's research consist of army personnel besides civilians and army personnel are known to be highly disciplined and thus committed in their work.

Based on the findings of this research and those of Zulkifli’s and Wong’s, the three Government Agencies involved in the research do not face any motivation problem among their employees.

6.1.2 The Levels Of Ability

Most of the respondents in this research (68.6 percent of the total respondents) have low levels of ability, 30.7 percent of them have moderate levels of ability and only 0.7 percent of them have high levels of ability.

A comparison of the ability levels of respondents in all the eight divisions of the Department shows that all the divisions have respondents with low ability levels where the percentage of respondents in each division with low ability range from 50 percent to 100 percent. Respondents with moderate ability levels exist in seven divisions where the percentage of respondents with moderate ability in each division range from 5.9 percent to 50 percent. Only one division has respondents with high ability where the percentage is 14.3 percent of the total respondents in the division.

\textsuperscript{4} Ibid, p. 46.
A comparison of the levels of ability among the respondents holding different posts, it is found that respondents with low levels of ability existed among those who hold the posts of the Registration Assistant (grade KP8), Low Grade Registration Assistant (grade KP10) and Administrative Assistant (grade N9). The percentage of respondents with low ability levels for the various posts are 68.2 percent for Registration Assistants (grade KP8), and 100 percent for both Low Grade Registration Assistant (grade KP10) and Administrative Assistant (grade N9). Respondents with moderate and high ability levels only existed among Registration Assistants (grade KP8) where the percentages for moderate ability and high ability among them are 31.1 percent and 0.7 percent respectively.

Prior to this research, the researcher expected that most of the respondents to possess at least moderate levels of ability. So it comes as a surprise to the researcher when the majority of the respondents are found to have low levels of ability. What ever the explanations for this findings, the fact remains that the findings are based on the research conducted on the respondents' own perceptions of their ability and the results indicated low levels of ability among the majority of the respondents. So steps have to be formulated to overcome the situation as low ability among employees will not be beneficial to the organization who aims to achieve both quality and quantity in its performances. During the initial stage of the High Security Card project implementation by the National Registration Department, Malaysia in the early 1990s, 70,000 applications for the new identity cards could not
be processed further because of errors committed by the applicants when submitting their applications forms to the Department and also errors caused by the staff of the Department when receiving and processing the applications at the counters.\(^5\) According to the Director-General of the Department in a newspaper report, 80 percent of the errors were committed by the staff of the Department while 20 percent of the errors were caused by the applicants themselves.\(^6\) The Director-General did not rule out the possibility that the staff who committed the errors were temporary staff and also other staff who had not attended courses on counter services.\(^7\) This case is an example of how employees with inadequate ability could have an effect on the performance of the Department. Many management authors such as Sutermeister\(^8\), Campbell and Pritchard\(^9\) and Middlemist and Hitt\(^10\) have also pointed out that ability and motivation of employees are both crucial to the performance of any organization where they are employed.

A further analysis on the respondents with low levels of ability shows that most of the respondents (72.38 percent) have ability levels nearer to the moderate levels of ability. So the situation is not too bad and can still be rectified.

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\(^7\) Ibid, p.1.


6.1.3. **Relationships Between Various Variables and the Levels Of Work Motivation**

6.1.3.1. **The Background Variables and the Levels Of Work Motivation**

The background variables included in the research are age, sex, marital status, period of working in the Public Services, period of working in the current units, highest academic qualification held, additional qualifications possessed, job status, the frequency of attending courses, and job related courses attendance. The research findings however, show that there is no significant relationship between each of these variables and the respondents' work motivation levels.

The common background variables included in this research and Zulkifli bin Hamzah's research are age, sex, marital status, period of service and training. Zulkifli's research findings also show no significant relationships between each of these variables and the levels of work motivation. Academic qualification and job status are not included in other researches mentioned in Chapter II of this paper on employees' motivation in the public sector in Malaysia. So comparison between the findings of this research and those researches on the relationship between each of these two variables and the levels of motivation cannot be made. In this research, only 28.76 percent of the respondents hold STPM or equivalent qualification, 69.28 percent of them hold the SPM or equivalent, and 1.96 percent of them hold lesser qualification such as the LCE, SRP or SAP. There are no differences of motivation

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11 Zulkifli bin Hamzah, p. 164 - 172.
levels between respondents holding different highest academic qualification. Additional qualification held by the respondents such as typing, bookkeeping and computer certificates also have no effects on their levels of motivation. So education does not affect the work motivation levels of respondents in this research.

As for job status, the majority of the respondents have been confirmed in their jobs and thus have permanent job status while only 2 percent of them are still undergoing the evaluation period. Based on the researcher's experience of working in the public service, it was observed that it was not difficult for low level staff to be confirmed in their jobs as long as they perform reasonably well in their work and do not have any discipline problems. Those who are undergoing evaluation period in this research may be aware that job confirmation and permanent job status are within their reach if they put enough efforts in their jobs. As a result, their motivation levels do not differ from those respondents who have been confirmed in their jobs. This could be the explanation for the finding of this research which indicated the lack of significant relationship between job status and the levels of motivation.

6.1.3.2. **The Individual Characteristics and the Levels Of Work Motivation**

The research findings indicated that only two variables have significant relationships with the levels of work motivation, namely attitude towards the job and achievement need. Interest in the job, need for job security and social need do not have influence on the levels of work motivation.
The majority of the respondents (73.9 percent) have positive attitude towards their job where they regarded their job as important and they should be responsible when carrying out their tasks. Only 26.1 percent of the respondents have negative attitude towards their jobs. The research finding also shows significant relationship between the attitude towards the job and the levels of work motivation where respondents with positive attitude have higher levels of work motivation than those with negative attitude. This finding supports the postulation contained in the conceptual framework after Porter and Miles (1974) that attitude towards the job could influence the motivational process.

More of the respondents that is 68 percent of them have positive achievement need and the rest which constitute 32 percent of the total respondents have negative achievement need. The finding of this research also shows significant relationship between achievement need and the levels of motivation where respondents with positive achievement need have higher levels of work motivation than those with negative achievement need. This finding is in line with the needs theories of Maslow, Herzberg and Alderfer mentioned in Chapter II which postulate that the need for achievement as one of the needs to be satisfied by human beings and this need can influence their behaviour or motivates them. The influence of achievement

need on motivation was also included in the conceptual framework of Porter and Miles (1974).\footnote{Ibid, p. 19-24.}

Other individual characteristics included in the conceptual framework of Porter and Miles (1974)\footnote{Ibid, p. 19-24.} which are postulated to have influence on the motivational process are interest, the need for job security and social need. The findings of this research however fail to support that each of these variables has an influence on the levels of work motivation.

More than half of the respondents (62.7 percent) have negative interest in their jobs while only 37.3 percent of them are interested in their work. Yet, the majority of them have high levels of work motivation. As the findings of this research shows, although the respondents are not interested in their work, they have positive attitude towards their job and the need for achievement, the two factors that have positive effects on their work motivation levels.

More than half of the respondents (62.1 percent) have the need for job security while 37.9 percent of them do not have such need. The research finding shows no significant relationship between the need for job security and the levels of work motivation. This research finding is rather different from the research finding
of Zulkiﬁli\textsuperscript{16} and Lee.\textsuperscript{17} Zulkiﬁli’s research ﬁnding showed signiﬁcant relationship between the need for job security and the levels of motivations while the respondents in Lee’s research indicated that job security as one of the top 6 factors that motivated them. The ﬁnding of this research may be linked to the job status situation among the respondents where 98 percent of them have permanent job status while the rest of the respondents which constitute 2 percent of the total respondent are undergoing the evaluation period. As mentioned in paragraph 6.1.3.1, the chances of respondents undergoing evaluation period to be conﬁrmed in their jobs and thus to have permanent job status are good. Since job security is a privilege already enjoyed by the respondents, there is a possibility that the respondents have taken this privilege for granted and no longer consider it as a factor that motivates them in their work performance, which thus explains the lack of signiﬁcant relationship between the need for job security and the levels of work motivation.

Another variable found not related to the levels of work motivation in this research is social need. This ﬁnding is again different from Zulkiﬁli’s\textsuperscript{18} research ﬁnding where there was a signiﬁcant relationship between relationship with peers and the levels of motivation while Lee’s\textsuperscript{19} ﬁnding showed that the respondents’ relationship with peers as a factor that motivates them in their work performance.

\textsuperscript{16} Zulkiﬁli bin Hamzah, p. 197.
\textsuperscript{17} Michael Lee Jchew Choy, Employees Motivation: A Case Study at the Pos Malaysia Headquarters (University of Malaya MPA research paper, 1994), p. 145.
\textsuperscript{18} Zulkiﬁli bin Hamzah, p. 198.
\textsuperscript{19} Lee, p. 145.
The finding of this research however shows that 77.1 percent of the respondents have positive social need while 22.9 percent of them do not have such need. Despite the fact that the majority of the respondents have social need, this need however do not seem to influence their levels of work motivation. This lack of relationship might be explained by the wide opportunities available to the employees for social interaction in the Departments. The "ordinary rank" clerical staff constitute the largest category of staff in the Department. This situation provides the respondents with a wide choice of peers to mingle with not only during resting hours but also during working hours where the respondents can discuss their work with their peers. The various clubs at the Department level often organize various social activities such as Hari Raya feasts, annual family gathering, religious gathering and sports activities while many of the divisions in the Department also organize social gatherings for the employees working in the divisions in conjunction with various occasions. There is a possibility that the opportunities for social mingling among the employees are always opened to them so much so that these opportunities have been taken for granted by them Thus social need has failed to become a factor that could motivate them.

6.1.3.3. The Job Characteristics and the Levels of Work Motivation

There is no significant relationship between the respondents' perceptions of their overall job characteristics and their levels of work motivation. More of the respondents (68 percent) have positive perceptions of their overall job characteristics while 32 percent of them have negative perceptions of this characteristics. More of
the respondents have positive perceptions of the variety of tasks in their jobs (71.2 percent) and intrinsic value of their jobs (67.3 percent) while slightly more than half of the respondents perceived that their jobs provide feedback on their job performance (56.9 percent) and their jobs gave them autonomy (56.2 percent). The percentages of respondents with negative perceptions of the various facets of their job characteristics are 28.8 percent for the variety of tasks, 32.7 percent for intrinsic value of jobs, 43.1 percent for feedback and 43.8 percent for autonomy.

Nearly all the respondents have worked in the Department during most of their service period as they are permanent staff of the Department. There is a possibility that they have finally accepted that their job characteristics are influenced by many factors such as the various laws, regulations and rules to be followed, specialization of tasks, division of labour and mass processing required in most of the jobs. These factors tend to restrict any attempts to redesign jobs or change job characteristics. The respondents' understanding and acceptance of this problem could be the reason for the lack of relationship between their perceptions of their overall job characteristics and their work motivation.

6.1.3.4. The Work Environment Characteristics And The Levels Of Work

Motivation

The work environment characteristics included in the research are the influence of peers, influence of superiors, salary and fringe benefit, recognition,
promotional opportunities and openness of communication between the employees and their superiors.

The majority of the respondents (73.9 percent) indicated that their work performances are not influenced by the encouragement or examples set by their peers while only 26.1 percent indicated otherwise. The research finding also shows that the respondents' perceptions of their peers' influences on their work performance have no significant effect on their levels of work motivation.

Slightly more than half of the respondents (52.9 percent) indicated their work performance are not influenced by the encouragement from their supervisors while 47.1 percent of them thought otherwise. There is also no significant relationship between the respondents' perception of their supervisors' influence on their work performance and their levels of work motivation.

There is also no significant relationship between the respondents' perceptions of their salary and fringe benefits, and the levels of work motivation. More than half (53.6 percent) of the respondents have negative perceptions of their salary and fringe benefits and 46.4 percents of them perceived otherwise. The respondent may have accepted the fact that salary and fringe benefits in the public sector are not high compared to those in same private agencies. If ever revision of salary and fringe benefits are carried out, there are always limitations. The respondents' understanding of this situation could have resulted in the lack of relationship
between their perceptions of their salary and fringe benefits, and their work motivation.

The research findings also show no significant relationships between the respondents' perceptions of recognition and promotional opportunities, and their levels of work motivation. However, this does not mean that the respondents are happy with these variables. In fact, 76.5 percent of the employees have negative perceptions of the practices by their organization when giving recognition to employees with good work performance and only 26.8 percent of them have positive perceptions of these practices. A high percentage of the respondents (73.2 percent) also have negative perceptions of the promotional opportunities in their career and only 26.8 percent of them perceived otherwise.

The Department is fortunate that at present there is no relationship between the respondents' perceptions of the Department's practices when giving recognition to its employees, and their levels of work motivation. This may be due to the respondents' acceptance of the fact that their work performance have not met the standards required which made them eligible for the recognition. This argument can be supported by the finding of this research on the ability of the respondents where the majority of them perceived their ability levels as low. However, if serious attention is not given by the Department to upgrade the practices of giving recognition to deserving employees, this factor may negatively affect the employees' motivation levels in the future.
There are many reasons for poor promotional opportunities in an organization such as limited number of higher level posts, respondents did not show sufficient ability and work performance, and weaknesses in performance appraisals practices. So the lack of relationship between the respondents’ perceptions of their promotional opportunities and their levels of work motivation could be because the respondents have accepted some of the reasons for their poor promotional opportunities. Another explanation is that the respondents may be comfortable with the present position because they are aware that many of their peers also face the same situation. As the finding of this research shows, 67.6 percent of the respondents have worked in the public service from 13 years to over 30 years. They should be holding higher level posts by now but they are still "ordinary rank" clerical staff. Among these respondents, 41.9 percent of them are already in the 41 years to over 50 years age group.

At present, the respondents’ perceptions of the openness of communication between the employees and their superiors do not seem to influence their levels of work motivation. However, more than half of the respondents (59.5 percent) are not happy with the communication situation in the Department and only 40.5 percent of them perceive otherwise. If this situation is not rectify, there is a possibility that communication between the employees and their superiors could become a factor that lowers the employees’ levels of work motivation in the future.
6.1.4 **Relationships Between Various Variables and the Levels of Ability**

6.1.4.1. **The Background Variables and the Levels of Ability**

The variables found to be significantly related to the levels of ability are marital status, period of working in the public services and period of working in the current units. Other variables are found not to be significantly related to the levels of ability and they are age, sex, highest academic qualification, additional qualifications possessed, job status, the frequency of attending courses and job related courses attendance.

According to the research finding, there is a significant relationship between the marital status of the respondents, and their levels of ability. Married respondents are found to have higher ability levels than unmarried respondents which consist of the single ones, widows and widowers. There might be many factors that could explain this relationship between marital status and the levels of ability. However, to determine the actual factors that explain the difference in ability between married and unmarried employees, separate studies should be carried out. Separate studies can also determine whether the findings of this research applies to employees of other, organization or the situations are not necessarily the same in different organizations.

The research finding shows that there is a significant relationship between the respondents' period of working in the public services and their levels of ability. The employees' period of working in their current units is also significantly related to
their ability levels. This finding is in line with Sutermeister’s 20 postulation that experience is one of the factors that can influence one’s ability. From the research findings, it can be concluded that the employees gain their ability through their working experience. The Chi-square analysis shows however, that the relationship between the period of working in the public services and the levels of ability is stronger than the relationship between the period of working in the current units and the levels of ability. This means that the overall working experience of the respondents in the public service contributes more to their levels of ability than their working experience in their current units.

Age and sex of the respondents do not seem to relate significantly to the levels of ability in this research. This means that the ability to learn and the effort put into acquiring job related knowledge and skills among the employees do not differ with age and sex.

Sutermeister21 also postulated that education and training can influence ability but the findings of this research show otherwise. Highest academic qualification held, additional qualification possessed, frequency of attending courses and job related courses attendance in this research are not significantly related to the levels of ability. Job related knowledge and skills have to be acquired by new employees working in the Department through the learning process. So academic qualification

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20 Sutermeister, p.11.
21 Ibid, p. 11.
alone cannot help the employees to carry out their daily tasks. Additional qualifications possessed by the employees such as typing certificates, bookkeeping certificates and computer certificates are not essential to some employees who carry out certain jobs in the Department. Anyway, employees without additional certificates can always learn new skills such as typing and computer at their workplace either on their own, from their peers or by undergoing on the job training. So different education levels do not necessary affect the working ability of employees. However, education is still important as it can determine the employee mental capability to grasp new knowledge. As for training, the frequency of attending courses and job related courses attendance do not seem to affect ability in this research. However, this does not necessarily mean that training is not important in upgrading the employees’ ability. There are possibilities that courses attended by the employees were not effective enough to improve their ability.

Job status is also found to be not significantly related to the levels of ability in the research. This means that there is no difference between the ability of employees who are still undergoing the evaluation period and those who are already confirmed in their jobs and have permanent job status. Those employees who are still undergoing their evaluation period are normally the new and younger employees while those who have already confirmed in their jobs and have achieved permanent job status are mostly the older employees. Some younger employees are better qualified and thus may have better learning abilities or perhaps they put more effort in learning as they aim to be confirmed in their jobs. The older employees on the
other hand, have gained their abilities through longer working experience than the younger ones. However, if this explanation is to be proven, a separate study have to be carried out.

6.1.4.2. **Interest in the Job and the Levels of Ability**

This research finding shows significant relationship between the employees' interest in the job and their levels of ability where respondents with positive interest in their jobs have higher levels of ability than those with negative interest in their jobs. This finding is in line with Sutermeister's\(^{22}\) postulation that interest could affect ability. A high percentage of the respondents (62.7 percent) indicated that they are not interested in their jobs which explains the low ability among the majority of the respondents. This may be due to the nature of the jobs which are mostly routine and the employees have to understand provisions in the Constitution, Acts, Rules and Regulations related to the Department to enable them to carry out their jobs. So the jobs might be dull to some employees. After all, the employees have been working in the Department most of their career period.

6.1.5. **Ability and Work Motivation**

According to the research finding, there is no significant relationship between the levels of ability and the levels of work motivation. However, if low levels of ability situation among the employees is not rectify, there is a possibility that the employees may lose confidence in their own ability when they cannot

\(^{22}\) Ibid, p. 11.
perform their jobs well and thus unable to fulfil their needs for achievement. The end result may be the deterioration of their work motivation.

6.2. **Recommendations**

6.2.1. **Motivation**

The Department is rather fortunate that the majority of respondents in this research have satisfactory levels of work motivation. The present levels of work motivation among the employees should be maintained or upgraded and steps should be taken to prevent the deterioration of work motivation among the employees in the future. Only two variables are found to be significantly related to the levels of work motivation in this research, namely attitude towards the job and achievement need. Other variables hypothesized to be significantly related to the levels of work motivation did not show such relationship. To maintain or upgrade the present situation of work motivation, steps must be taken to maintain or upgrade the attitude of the employees towards their jobs and their need for achievement. Other variables, although not related to work motivation levels, should also be upgraded if these variables could assist in the development of the employees attitude towards their job and the fulfilment of the achievement need. The variables which the majority of the respondents perceived negatively should also be improved as they could become the cause of decline in work motivation levels in the future. Based on the research findings, the following recommendations are suggested:-
6.2.1.1. **Sending Employees to Attend Courses to Develop Their Attitude, Motivation and Work Ethic**

The Department could identify employees with low motivation and negative attitude towards their work and send them to attend courses which have the objectives of developing positive attitude, motivation and work ethic among them. Although the research shows no relationship between attending course and the levels of motivation, this does not mean that courses are useless in motivating employees if carried out properly. A survey should be done to find out the type of courses attended by them. This is to ensure that priorities are given to employees with negative attitude towards their work and low work motivation to be sent to attend courses aimed at developing positive work attitude, work motivation and work ethic.

6.2.1.2. **Improve the Practice of Giving Recognition**

Recognition is one of the work environment characteristics found to be not related to work motivation. However, the majority of the respondent are not satisfied with the ways recognition is given in the Department. This situation must be improved as it could turn into a factor that could lower the work motivation levels of the employees in the future if not given due attention. Besides, upgraded practices of giving recognition in the Department could support the fulfillment of the employees' needs for achievement.
The practice of giving recognition should be fair and open to all deserving employees who show good job performance. The excellence award in line with the New Remuneration System should be given to a limited number of top performers. As for other employees with good performance, recognition can be given in the form of good annual appraisal reports, best employee of the month award in every division, and praise presented orally in front of other employees or in written form for a job well done.

6.2.1.3. **More Openness in Communication**

Openness in communication is another variable found not to be significantly related to work motivation but more of the respondents have negative perceptions of the openness of communication between the employees and their superiors. This situation should be rectified to prevent this variable from becoming a factor that could lower work motivation in the future and also to support the fulfillment of achievement need among the employees. Upward and downward communication should be improved through frequent formal meetings between the staff and their immediate supervisors and other higher level officers to enable superiors to brief employees on the latest development in the organization such as new directives, procedures and rules and also to enable the employees to voice out their opinion and give feedback on job related matters, and to contribute ideas on ways to overcome problems and to improve job related situations in the Department.
6.2.1.4. **More Active Roles to be Played By Supervisors in Motivating the Employees**

The research finding shows that there is no relationship between the influence of supervisors on the respondents' work performance and their level of motivation. However, more of the respondents have negative perceptions of their supervisors' role in influencing their work performance. Immediate supervisors should play more active roles in influencing the work motivation levels of the employees by giving them proper guidance on their daily tasks when asked by the employees, to provide more feedback to the employees on their work performance, to discuss whatever problems the employees faced in their daily work and to provide encouragement to the employees to achieve their work targets.

6.1.2.5. **Opportunity For More Responsibilities**

Promotion is one way where the employees have the chance to carry more job responsibilities, receive higher salary and fulfil their achievement need. However, the majority of the respondents in this research are not satisfied with the promotional opportunities available to them. Fortunately, this variable has no significant influence on their work motivation at present.

Employees should be provided with opportunities for more responsibilities at their work place as promotional opportunities are limited. Superiors can delegate tasks with more responsibilities to employees who have shown outstanding capabilities in their work in order to maintain the motivation levels of the employees
who have not been promoted and to support their need for achievement. Their contributions should be taken into consideration when preparing their annual appraisal reports and when giving recognition to employees.

6.1.2.6. **Organization of Social Activities**

Salary and fringe benefits do not influence work motivation in this research but slightly more than half of the respondents are not satisfied with their salary and fringe benefits. This is not an easy matter to resolve because salary and fringe benefits are not subjected to big changes although revisions are carried out. This is because the public services cannot afford salaries and fringe benefits as high as that in the private sector. However, the salary and fringe benefits dissatisfaction can be lessened by providing opportunities for the employees to satisfy their other needs. One of these needs is the need for social relationships where the majority of the respondents in the research have achieved such need.

The Department and the various divisions should continue with their previous efforts in organizing various social activities such as religious gatherings, outings, feasts for various occasions, annual dinners, sports, family day, and so on.

6.2.2. **Ability**

The majority of the respondents have low levels of ability and this situations is not beneficial to the Department especially in the long run. The recommendations are as follows:-
6.2.2.1 **Job Rotation Among The Employees**

The research finding shows significant relationship between the respondents' interest in the job and their levels of ability. The majority of the respondents however, show negative interest in their jobs. So the lack of interest in the job is one of the factor that causes the low ability levels among the respondents. One of the factor that affects their interest in their jobs could be that the employees are doing routine jobs for too long. This research finding shows that more than half of the respondents have been in the same unit for more than 3 years. So to overcome the problem of the lack of interest in jobs, employees should be transferred into different units in the same division after 3 years and out of the division or the Head Office after they have worked in all the units in the same division. This is to ensure that the employees have renewed interest in their work when faced with new tasks and surroundings, and thus motivate them to put more effort in learning job related knowledge and skills.

6.2.2.2 **Review of Training Program**

The research findings show that the frequency of attending courses and job related courses attendance do not have significant effect on their levels of ability. However, this does not mean that courses are not useful in developing job related knowledge and skills. There is a possibility that courses attended by the respondents are not effective enough to achieve such objective. The Department could review its training programs to evaluate its effectiveness.
Courses organized by the Department should be reviewed to ensure that the material presented in the courses are relevant to the development of knowledge and skills related to the employees' jobs in the Department. A survey can be conducted among the employees to find out the types of courses they require to improve their ability in their work.

The Department should also ensure that the employees are only sent to attend courses which enable them to utilize what they have learned in their current work regardless of the organizations which organize the courses.

Post evaluation must be carried out on all courses organized by the Department by testing the knowledge acquired by the participants at the end of the courses and also asking for the participants' job performance progress report from their superiors after they attended courses.

The courses attended by the respondents should not be restricted to those organized by the Department. They should also be given the chances to attend more courses organized by other agencies to enable them to exchange ideas with employees from other organizations, to be exposed to a different environment and to give them a chance of creating networks with their counterparts from other organizations.
The Department should conduct a survey to find the number of times the employees have attended courses and the type of courses attended. The findings should be computerized as record for future reference. This step is important in order to avoid sending the employees to attend the same courses more than once and to ensure that all employees have the chance of attending different types of courses.

Officers of the Department who conduct internal courses in the Department should also be sent to attend courses to develop their training skills.

6.2.2.3. **On the Job Training**

Besides formal courses, on the job training is also important to develop the abilities of new employees in a unit. The relevant persons to train new employees should be either the supervisors or staff of the same rank with the new employees but have longer working experience in the units concerned and identified to be well versed in the work to be taught.

6.2.2.4. **Counselling Facilities**

The employees may be facing personal problems or job related problems that can affect their work motivation or their effort to improve their ability. So counselling facilities are necessary to enable the employees to discuss confidentially whatever personal problems or work related problems with someone.
6.2.2.5. **Careful Selection During New Intake of Employees**

For new intake of employees, the Department should be more selective to ensure that the employees recruited could perform well in their jobs and give their best contribution to the Department. Besides interviews, perhaps a written test should be carried out on the candidates to test their ability to learn and absorb new knowledge, and also to gauge their personality whether suitable for the posts to be filled. It is important for an organization to have employees who are good learners as this will ensure their job related knowledge and skills will continuously be upgraded throughout their careers.

It is not necessarily true that salary and fringe benefits received in public services are always lower than those in the private sectors. There are some private companies especially the smaller ones who offer lower salary or equivalent to those received in the public services. Besides, many agencies in the private sector do not offer low interest loan facilities for purchasing houses and vehicles such as those offered in the public services. The most important benefit identified in the public sector is the job security ensured which is not always available in the private sector. As an example, the current economic slowdown has resulted in the retrenchment of some employees in the private sector. The number of retrenchments in January and February, 1998 was 1,774 and 7502 respectively.\(^2\) So the public sector has its own attraction to encourage a wide selection of candidates to apply jobs in the public services and thus enable the public services to make the best choice of recruitment.

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6.2.3. **Future Research**

Future research recommended are as follows:-

(a) A research on the motivation and ability of the ‘ordinary rank’ clerical staff at the state level offices of the National Registration Department, Malaysia, and other organizations in the public sector including the corporatized bodies of the public sector.

(b) A similar research conducted on employees of higher ranks and other service schemes in organizations in the public services.

(c) A research on factors that could influence job performance other than motivation and ability.

6.3. **Conclusion**

This research is limited to the understanding of only two factors that could influence the job performance of employees in the public services namely, their work motivation and ability. Hopefully, this research will lead to many more research which could contribute to the knowledge and understanding of employees’ behaviour and the factors that affect their job performance.