

Corporate Social Responsibility, Output Control and Motivation on Task Performance of the Meter Readers in PAIP Berhad

Khairolina Kamat¹, *Maliza Delima Kamarul Zaman², Dayang Nailul Munna Abg Abdullah²

¹Pengurusan Air Pahang Berhad Pengurusan Air Pahang Berhad, Malaysia

²Faculty of Business and Management, UiTM Puncak Alam, Malaysia

Email: 2021246678@student.uitm.edu.my, *malizadelima@uitm.edu.my, nailul@uitm.edu.my

Corresponding Author: Maliza Delima Kamarul Zaman

Abstract: The research on task performance (TP) has grown linearly throughout the years. However, there is still a lack of complete understanding of the quantitative method to identify the perceived management support (PMS) for Corporate Social Responsibility (CSR), perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM) and controlled motivation (CM) on task performance (TP), especially in Pengurusan Air Pahang Berhad (PAIP) context. Investigating the relationship between the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), controlled motivation (CM), and task performance (TP) is the primary purpose of this study to be conducted. According to the PAIP, in an interview session, the performance review session is held twice throughout the year: Mid-Year Performance Review and Final-Year Performance Review. However, the management noticed that the performance of the employees was not really well for the meter readers in PAIP.

Keywords: *Corporate social responsibility, Output control, Motivation, Task Performance.*

1. Introduction and Background

Task performance (TP) greatly influences the success of organizations. Organizations achieve task performance with good efforts (Borman & Motowidlo, 1997). Employees' performance deals with both financial and non-financial outcomes, with the help of employees working on achieving organizational objectives. (Hanaysha & Tahir, 2016). Employees' determination and organizations' encouragement work together to increase the task performance (TP) of employees (Pattnaik & Sahoo, 2021). Task performance (TP) is the outcome of employee engagement that results from result-oriented behavior (Shantz et al. 2013; Anitha, 2014). Numerous empirical studies have demonstrated employee engagement as a crucial predictor for the enhancement of task performance (TP) at the workplace (Johnson et al., 2018).

In the present study, the researchers will examine the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM) and controlled motivation (CM) on Task Performance with special reference to the meter readers in Pengurusan Air Pahang Berhad (PAIP) which is one of the water operator industries in Malaysia. Many researchers conclude that perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), and controlled motivation (CM) will influence task performance. Therefore, from the literature reviewed, the research objectives were developed as below.

Research Objectives

The study addresses the following research objectives:

- To examine the positive relationship between perceived management support (PMS) for CSR and task performance (TP) of the meter readers in PAIP Berhad.
- To examine the positive relationship between perceived customer support (PCS) for CSR and task performance (TP) of the meter readers in PAIP Berhad.
- To examine the positive relationship between output control (OC) and task performance (TP) of the meter readers in PAIP Berhad.
- To examine the positive relationship between autonomous motivation (AM) and task performance (TP) of the meter readers in PAIP Berhad.

- To examine the positive relationship between controlled motivation (CM) and task performance (TP) of the meter readers in PAIP Berhad.

Scope of the Study

The scope of the study covers the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), and controlled motivation (CM). This study will be conducted among the population of 103-meter readers with 97 sample size in PAIP, which is from eleven (11) districts in Pahang Darul Makmur.

2. Literature Review

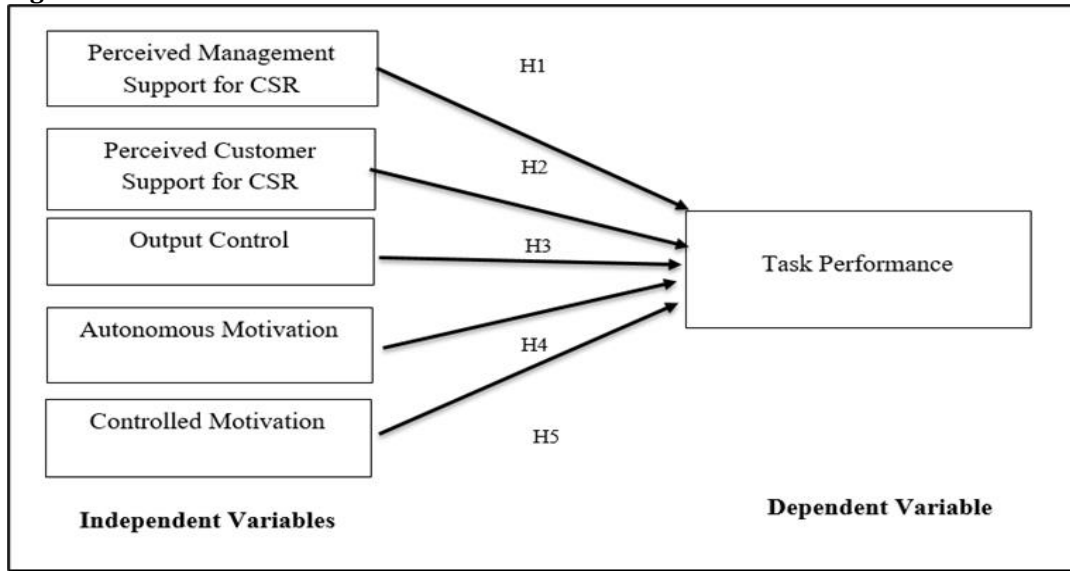
The research on task performance (TP) has grown increasingly over the years. However, there is still insufficient understanding of the quantitative method to identify the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), controlled motivation (CM), on on-task performance (TP), especially in the PAIP context. Investigating the relationship between the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), controlled motivation (CM), and task performance (TP) is the primary purpose of this study to be conducted. According to the PAIP, in an interview session, the performance review session is held twice throughout the year: Mid-Year Performance Review and Final-Year Performance Review. However, the management noticed the performance of the employees was not performing really well for the meter readers in PAIP, based on the low performance indicated by PAIP. The literature review was conducted, and the main variables in the study were identified. The named variables are the perceived management support (PMS) for CSR, perceived customer support (PCS) for CSR, output control (OC), autonomous motivation (AM), controlled motivation (CM), and task performance (TP).

Autonomous motivation is expressed in the interests and personal values of each public servant, in the sense that these human resources endorse the importance or value of their work, and they perform their duty with intrinsic pleasure, satisfaction, and desire (Fernet et al. 2012). Another independent variable for this research is control. Control is the process of aligning the actions of employees with the interests of the organization, and when the company defines its strategic objectives, it must inevitably achieve them, with the estimation and application of control mechanisms (Anthony & Govindarajan, 2007; Snell, 1992), called managerial controls (Merchant & Van der Stede, 2012) or organizational controls (Flamholtz, 1996). While autonomous and controlled motivations vary with respect to their fundamental regulatory processes and their related experiences, generating behaviors that can be characterized by the extent to which they are autonomous or controlled (Deci & Ryan, 1985; Koestner et al. 2008). Based on the literature reviewed, the theoretical framework was developed as shown in Figure 1 below.

3. Research Design

The research design refers to the methodology used in this study. In this research, a quantitative questionnaire was used to analyze the hypothesis and research questions. Tsourvakas and Yfantidou (2018) analyzed research using quantitative methods on employee engagement and found positive correlations between all independent variables (IVs) and the Task performance as the dependent variable (DV). Quantitative research commonly explores specific and clearly defined questions examining the connection between two (2) occasions, or events, in which the subsequent occasion is a result of the primary occasion. Besides, quantitative, the research is correlational, with individual meter-readers as respondents, and using cross-sectional/one-shot data collection.

Figure 1: Theoretical Framework



Primary Data

The primary data that will be used in this research are the results of the distributed survey questions. For the attitudes and intentions measures, the researchers use a 31-item research questionnaire as it is the best method (Bapat & Upadhyay, 2017). According to Sekaran and Bougie (2016), primary data can be referred to as a source of data taken firsthand by the researcher for the proposed research. The primary data will be obtained, will be regarded as original as it was obtained directly from the meter readers in PAIP, highly relevant to the research topic, and to produce high-accuracy data. The meter readers in PAIP are expected to give their most accurate opinion related to all independent variables (IVs) and dependent variables (DVs), which is task performance (TP). Besides, the primary data taken produces a realistic and reliable review of the research topic, as the meter readers in PAIP involved know their working environment.

Validity of the instrument

Validity refers to how consistently a measurement represents what it was created to measure. When analyzing a questionnaire, there are several forms of validity to consider, including face validity, content validity, construct validity, statistical validity, ecological validity, internal validity, and external validity. (Rozali et al. 2022). Assessing the validity of an instrument usually involves interviewing a small group of experts who can give important perspectives into the knowledge and abilities tested by each item. Professionals do a comprehensive analysis of the survey questionnaire's content and face validity. This procedure guarantees that the questions are in line with the study's aims and appropriate for the research setting. Therefore, the instrument was validated by experts both in academia and in the area of subject matter.

Target Population

The proposed target population for this research is 103-meter readers in PAIP in which consists of eleven (11) districts in Pahang, Darul Makmur. Only permanent employees will be taken into account to ensure this research is precise and not biased (Narehan et al. 2014). According to the study conducted by Dirks and Ferrin (2001), the research suggested that employees' actions and perceptions have a strong influence on the organizational image. Moreover, a study conducted by Narehan et al. (2014) emphasized that a sample should represent the whole population.

Sampling Technique and Sample Size

In this research, the sampling technique that will be used is proportionate stratified sampling, which is a probability sampling technique. Proportionate stratified sampling is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process that needs 103-meter readers, as table below. Choosing the correct sample size is very important for any research. The sample size will affect the quality and originality of the data that will be analyzed. According to Malhotra and Birks (2007),

the proper sample size of research should be at least 10 percent of the population. Sampling size is the representation of all the elements in the population which was drawn (Sekaran & Bougie, 2016). The minimum sample size was determined to be around 97 respondents.

4. Conclusion

In this study, the data will be obtained from survey questions, and the analysis of the collected data will be conducted using SPSS version 29. This research also used descriptive statistics and inferential statistics for data analysis. Furthermore, in this research, the standard deviation was used to measure the centreline of the trend. According to Kousar and Azeez (2015) The standard deviation, usually signified with the Greek letter sigma, is the proportion of a spread of information around the mean. The high standard deviation implies that information is spread more generally from the mean, whereas a low standard deviation flags that more information lines up with the mean. In an arrangement of data analysis, the standard deviation is helpful for rapidly determining the scattering of data points. Besides standard deviation, mean, median, mode, skewness, and kurtosis, the researchers will analyse with reliability analysis, correlation, and regression. The researchers are at the proposal stage and recently completed the ethics approval. The researchers are in the stage of collecting the data. Once the sample size has been collected, the analyses will begin.

References

- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Anthony, R. N., & Govindarajan, V. (2007). *Management Control Systems* (12th ed.). McGraw-Hill Education.
- Bapat, S., & Upadhyay, P. (2017). A Study of Employee Participation in CSR and Its Impact on Employee Engagement. *International Journal of Scientific and Research Publications*, 7(6), 1–6.
- Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99–109. https://doi.org/10.1207/s15327043hup1002_3
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. Springer US. <https://doi.org/10.1007/978-1-4899-2271-7>
- Dirks, K. T., & Ferrin, D. L. (2001). The Role of Trust in Organizational Settings. *Organization Science*, 12(4), 450–467. <https://doi.org/10.1287/orsc.12.4.450.10640>
- Fernet, C., Guay, F., Senécal, C., & Austin, S. (2012). Predicting intraindividual changes in teacher burnout: The role of perceived school environment and motivational factors. *Teaching and Teacher Education*, 28(4), 514–525. <https://doi.org/10.1016/j.tate.2011.11.013>
- Flamholtz, E. G. (1996). *Effective Organizational Control: Theory and Practice*. Kluwer Academic Publishers.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 219, 272–282. <https://doi.org/10.1016/j.sbspro.2016.05.016>
- Johnson, K. R., Park, S., & Bartlett, K. R. (2018). Perceptions of customer service orientation, training, and employee engagement in Jamaica's hospitality sector. *European Journal of Training and Development*, 42(3/4), 191–209. <https://doi.org/10.1108/EJTD-11-2017-0094>
- Kousar, J. B., & Azeez, A. (2015). The Importance of Statistical Tools in Research Work. *International Journal of Scientific and Innovative Mathematical Research (IJSIMR0)*, 3(12), 50–58.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing Research: An Applied Approach* (3rd ed.). Pearson Education Limited.
- Narehan, H., Hairunnisa, M., Norfadzillah, R. A., & Freziamella, L. (2014). The Effect of Quality of Work Life (QWL) Programs on Quality of Life (QOL) among Employees at Multinational Companies in Malaysia. *Procedia - Social and Behavioral Sciences*, 112, 24–34. <https://doi.org/10.1016/j.sbspro.2014.01.1136>
- Pattnaik, S. C., & Sahoo, R. (2021). Employee engagement, creativity, and task performance: role of perceived workplace autonomy. *South Asian Journal of Business Studies*, 10(2), 227–241. <https://doi.org/10.1108/SAJBS-11-2019-0196>

- Rozali, M. Z., Puteh, S., Nur Yunus, F. A., Hamdan, N. H., & Mohd Latif, F. (2022). Reliability and Validity of Instrument on Academic Enhancement Support for Student-Athletes Using the Rasch Measurement Model. *Asian Journal of University Education*, 18(1), 290. <https://doi.org/10.24191/ajue.v18i1.17199>
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). John Wiley & Sons.
- Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship, and deviant behaviors. *The International Journal of Human Resource Management*, 24(13), 2608–2627. <https://doi.org/10.1080/09585192.2012.744334>
- Snell, S. A. (1992). Control theory in strategic human resource management: the mediating effect of administrative information. *Academy of Management Journal*, 35(2), 292–327. <https://doi.org/10.2307/256375>
- Tsourvakas, G., & Yfantidou, I. (2018). Corporate social responsibility influences employee engagement. *Social Responsibility Journal*, 14(1), 123–137. <https://doi.org/10.1108/SRJ-09-2016-0153>