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Selected Motivational Factors and Job Performance Among Lembaga Tabung Angkatan Tentera (LTAT) Staff

Adlin Shuraiya Abd Hamid[1], *Dayang Nailul Munna Abang Abdullah[2], Ridhawati Zakaria[2], Noor Azura Dahalan[2], Syarifah Mastura Syed Abu Bakar[2]
[1]Ground Floor, Chulan Tower, No. 3, Jalan Conlay, Kuala Lumpur, Malaysia
[2]Faculty of Business and Management, Universiti Teknologi MARA, Puncak Alam Campus, Kuala Selangor, Selangor, Malaysia
Email: adlinshuraiya@gmail.com, *nailul@uitm.edu.my, ridhawati@uitm.edu.my, azuradahalan@uitm.edu.my, syarifahmastura@uitm.edu.my
Corresponding Author: Dayang Nailul Munna Abang Abdullah

Abstract: This study examined the relationships between selected motivational factors—namely pay and benefits, working environment, training and development, and promotion—and job performance among Lembaga Tabung Angkatan Tentera (LTAT) staff. A quantitative research approach was employed, involving 115 respondents from LTAT. Data were collected using a structured questionnaire and analyzed using descriptive statistics, reliability analysis, and multiple regression analysis. The findings revealed that the regression model was statistically significant and explained 44.8% of the variance in job performance. Among the selected motivational factors examined, training and development was the only factor that demonstrated a significant positive relationship with job performance. In contrast, pay and benefits, working environment, and promotion were not significantly related to job performance. These findings indicate that employees who perceive greater access to training and development opportunities are more likely to demonstrate higher levels of job performance. The study highlights the importance of employee development initiatives in enhancing employee competencies, skills and workplace effectiveness. The findings provide valuable insights for organizational leaders and human resource practitioners in designing human resource strategies that support employee development and improve organizational performance. It is recommended that organizations continue investing in training and development programs to strengthen workforce capabilities and achieve long-term organizational success.

Keywords: *Job Performance, Pay and Benefits, Working Environment, Training and Development, Promotion*

1. Introduction

Job performance is considered a crucial component of an organization's effectiveness, productivity, and long-term sustainability. Employees who perform their job functions effectively complete tasks and solve problems that enable the organization to achieve its set goals and objectives. Thereby contributing to the organization's overall success. Consequently, organizations continuously seek strategies to enhance job performance, with motivation being regarded as one of the most important determinants of workplace performance. Motivated employees are generally more committed, productive, and engaged in their work, whereas inadequate motivation may lead to lower job performance, reduced job satisfaction, and higher turnover intentions (Robbins & Coulter, 2007; Gillet et al., 2013).

Previous studies have identified several motivational factors associated with job performance, including pay and benefits, working environment, training and development, and promotion opportunities. Fair compensation and benefits can enhance employee satisfaction and organizational commitment, while a supportive working environment promotes employee well-being and productivity (Ranta & Ylinen, 2024; Zhenjing et al., 2022). Similarly, training and development programs help employees acquire the knowledge, skills, and competencies required to perform their jobs effectively, whereas promotion opportunities provide recognition and career advancement prospects that may encourage higher levels of performance (Noe, 2023).

Despite the extensive literature on motivation and job performance, the relative importance of different motivational factors may vary across organizational settings. Understanding these relationships is critical for organizations to develop HR strategies to improve the performance of their workforce. This study will examine the impact of the selected motivators - compensation and benefits, work environment, training and development, and promotion opportunities - on the job performance of employees of Lembaga Tabung

Angkatan Tentera (LTAT). The outcome of this study is intended to provide valuable insights for organizations in designing motivational practices that enhance job performance and support organizational success.

2. Literature Review

Employee Motivation and Selected Motivational Factors

Employee motivation refers to the forces that initiate, direct, and sustain work-related effort towards achieving individual and organizational goals. Motivated employees are more likely to demonstrate commitment, persistence, and productive work behavior, whereas insufficient motivation may reduce engagement and job performance (Robbins & Coulter, 2007; Gillet et al., 2013). Motivation may arise from intrinsic sources, such as achievement and personal growth, or extrinsic sources, such as financial rewards, supportive working conditions, development opportunities, and career advancement.

In the present study, the term 'selected motivational factors' refers to four organizational and human resource practices—pay and benefits, working environment, training and development, and promotion—that may encourage staff to exert greater effort and perform their duties effectively. Pay and benefits represent extrinsic rewards and perceived fairness, as explained by Equity Theory (Adams, 1965). A supportive working environment can motivate staff by providing favorable physical and psychosocial conditions. Training and development can strengthen competence, confidence, and opportunities for professional growth, while promotion provides recognition and valued career outcomes consistent with Expectancy Theory (Vroom, 1964). These considerations provide the basis for examining pay and benefits, working environment, training and development, and promotion as factors associated with job performance.

Motivation itself was not measured as a separate construct or tested as a mediating variable. Rather, the study examined the direct relationships between the four selected motivational factors and job performance. This distinction is important because the findings indicate whether each organizational practice is associated with performance, but they do not establish the psychological mechanism through which employee motivation may produce that relationship.

Job Performance

Job performance refers to the extent to which employees effectively carry out their assigned duties and responsibilities, thereby contributing to the achievement of organizational goals. It encompasses various aspects of work behavior, including task completion, productivity, quality of work, problem-solving ability, and overall effectiveness in performing job-related activities (Kamaruddin et al., 2021). Job performance is widely recognized as a critical determinant of organizational effectiveness, productivity, and competitiveness, making it an important area of interest among researchers and human resource practitioners (Tamunomiebi & Oyibo, 2020).

An employee is considered to have achieved satisfactory job performance when assigned tasks are completed effectively and efficiently with minimal workplace constraints (Bashir et al., 2020). Previous studies have shown that job performance is influenced by various organizational and individual factors, including motivation, compensation, workplace environment, training, leadership, and employee engagement. As valuable organizational assets, employees' productivity, competencies, and work behaviors significantly contribute to organizational success (Thevanes & Mangaleswaran, 2018).

Organizations seeking to improve job performance should provide fair compensation, supportive working conditions, and opportunities for employee development. Research has shown that employee welfare, compensation, and organizational support positively influence motivation, job satisfaction, and performance (Ranta & Ylinen, 2024). Therefore, identifying and understanding the factors that contribute to job performance remains an important concern for organizations and human resource practitioners. Such understanding enables organizations to develop appropriate strategies and workplace practices that support employees in performing their jobs effectively.

Pay and Benefits

Pay and benefits are important motivational factors that influence employees' attitudes and job performance. Employees generally expect fair compensation in return for their effort, skills, and contributions to the organization. When employees perceive that they are fairly rewarded, they are more likely to be motivated, satisfied, and committed to their work.

The relationship between pay and job performance can be explained through Equity Theory (Adams, 1965), which suggests that employees evaluate the fairness of their compensation by comparing their contributions with the rewards they receive and those received by others in similar positions. Fair and equitable compensation is associated with higher levels of motivation and job satisfaction, whereas perceived inequity may lead to dissatisfaction, reduced motivation, and lower performance.

Recent studies have highlighted the importance of compensation in enhancing job performance. Competitive salaries, attractive benefits, and transparent reward systems have been found to positively influence employee motivation and work performance (Ardianto et al., 2024; Ranta & Ylinen, 2024). Similarly, Nurpribadi et al. (2024) reported that compensation significantly contributes to job performance when employees perceive rewards as fair and aligned with their contributions. Therefore, pay and benefits remain an important motivational factor associated with employees' job performance.

H1: *There is a relationship between pay and benefits and job performance.*

Working Environment

The working environment refers to the physical and non-physical conditions that influence employees' behavior, well-being, and job performance (Kohun, 1992). It includes workplace facilities, organizational culture, interpersonal relationships, management practices, and working conditions. A supportive working environment enables employees to perform their duties effectively while enhancing motivation and productivity.

A positive working environment promotes collaboration, knowledge sharing, and employee well-being, which may contribute to improved job performance (Benner, 2004). Previous studies have shown that employees who work in safe, comfortable, and supportive environments are more likely to demonstrate higher levels of motivation and performance (Bushiri, 2014). Recent evidence also suggests that the workplace environment positively influences employee performance through enhanced commitment, well-being, and achievement-oriented behavior (Zhenjing et al., 2022). Similarly, Mohd Nasurdin et al. (2022) found that supportive organizational resources and favorable workplace conditions contribute positively to employee motivation and job performance.

The relationship between working environment and job performance can be explained through Social Exchange Theory (Blau, 1964), which suggests that employees tend to reciprocate favorable treatment from their organisation through positive work attitudes and behaviors. Therefore, a supportive working environment remains an important motivational factor associated with higher levels of job performance.

H2: *There is a relationship between working environment and job performance.*

Training and Development

Training and development are important human resource practices that enhance employees' knowledge, skills, and competencies, enabling them to perform their jobs more effectively. According to Holton and Baldwin (2000), the effectiveness of training depends on the successful transfer of acquired knowledge, skills, and behaviors to the workplace. Effective transfer of training enables employees to apply newly acquired competencies in their daily work, thereby improving job performance.

Training equips employees with the knowledge and skills required to perform their duties effectively, adapt to changing work requirements, and respond to organizational challenges (Noe, 2023). In addition, training and development opportunities contribute to employees' confidence, competence, and professional growth, which may positively influence job performance.

Recent evidence suggests that organizational resources and supportive workplace practices play an important role in enhancing employee performance through increased motivation and capability development. In the Malaysian context, Mohd Nasurdin et al. (2022) found that organizational-based resources positively influence employee job performance through enhanced motivation. Therefore, training and development remain an important motivational factor that may contribute to higher levels of job performance.
H3: *There is a relationship between training and development and job performance.*

Promotion
Promotion is an important human resource management practice that provides employees with opportunities for career advancement, greater responsibilities, and improved rewards. Employees often perceive promotion as recognition of their contributions and achievements, making it a significant motivational factor associated with job satisfaction, commitment, and job performance.

According to Nitisemito (2008), promotion refers to the movement of an employee from a lower position to a higher position with increased authority, responsibility, and benefits. From the perspective of Expectancy Theory (Vroom, 1964), employees are motivated when they believe that their efforts and performance will lead to valued outcomes, such as promotion and career advancement. Employees who perceive promotion opportunities as fair and attainable are therefore more likely to be motivated to improve their performance.

Prior research has shown a positive correlation between the presence of promotion paths and job performance. Firdaus et al. (2024) have shown that job promotions facilitate employees' performance through career development, indicating that employees perceive as more positive the availability of opportunities for advancement and growing more committed and achieving higher levels performance. Additionally, from the standpoint of employees, the promotion system based on transparency and merit creates a stimulating environment for employees to focus on developing their skills and capabilities. As such, the promotion process retains its position as a key element in the motivational system designed to enhance levels of job performance.
H4: *There is a relationship between promotion and job performance.*

3. Methodology

This study employed a quantitative cross-sectional research design to examine the relationships between selected motivational factors and job performance among staff of Lembaga Tabung Angkatan Tentera (LTAT). For the purposes of this study, LTAT staff comprised employees in the executive and support staff categories. A survey approach was adopted, whereby data were collected at a single point in time using a structured self-administered questionnaire. The target population comprised 160 LTAT staff employed in Kuala Lumpur. The online questionnaire was distributed to all 160 target staff, and 115 usable responses were received, representing a response rate of 71.88%. This number also satisfied the minimum sample size of 115 recommended by Krejcie and Morgan (1970) for a population of 160. Convenience sampling was employed, and the individual staff member served as the unit of analysis.

Data were collected using an online survey administered through Google Forms. The questionnaire was adapted from previously validated instruments and consisted of six sections. The first section collected respondents' demographic information, while the remaining sections measured job performance, pay and benefits, working environment, training and development, and promotion. The measurement items were primarily adapted from Koopmans et al. (2013), Omar (2019), Raziq and Maulabakhsh (2015), Bai et al. (2018), and Mavale and Narkhede (2016). Minor wording modifications were made to ensure that the items were clear, relevant, and appropriate to the LTAT organizational context while retaining the original meaning of the constructs. All study variables were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data were analyzed using SPSS 25.0. Descriptive statistics were generated for each study component. Frequencies, means, and standard deviations were calculated for demographic variables and study variables. Cronbach's alpha was used to assess the measurement instruments. After determining the internal consistency of the measurement instruments, the relationship of pay and benefits, working environment, training and development, promotions, and job performance was analyzed using multiple regression. The analysis also

helped the researcher determine the relative contribution of the motivational factors used in explaining the performance of LTAT employees and identified the motivational factor that was most correlated to the performance of LTAT employees.

4. Results and Discussion

Respondents' Demographic Characteristics

Table 1 below presents the demographic profile of the respondents. Respondents in the 36-45 age group made up the largest segment at 41.7%. The 26-35 group made up 33%, while the 18-25 and 46-55 age groups combined made up the remaining 25.3% of the sample. Women made up 53% of the sample, while men made up 47%. Respondents made up 80% of the sample who were married. Single respondents made up 13.9% of the sample, while other statuses made up 6.1%.

Regarding family size, 49.6% of respondents had 1-3 children, 26.1% had no children, and 24.3% had four or more children. When it came to education, 37.4% of the sample held Diplomas, while 33% of the sample had a bachelor's degree. For work experience, 53% of the sample had over 5 years of experience at LTAT. Therefore, this sample represented employees with experience.

Table 1: Demographic Profile of Respondents

Demographic Variables	Category	Frequency (n)	Percentage (%)
Age	18–25 years	14	12.2
	26–35 years	38	33.0
	36–45 years	48	41.7
	46–55 years	15	13.0
Gender	Male	54	47.0
	Female	61	53.0
Marital Status	Single	16	13.9
	Married	92	80.0
	Others	7	6.1
Number of Children	No children	30	26.1
	1–3 children	57	49.6
	4 and above	28	24.3
Education Level	Malaysian Certificate of Education (SPM)	14	12.2
	Malaysian Higher School Certificate (STPM)	4	3.5
	Diploma	43	37.4
	Bachelor's Degree	38	33.0
	Master's Degree	7	6.1
	Doctorate	1	0.9
	Other Qualifications	8	7.0
Working Experience	Less than 6 months	4	3.5
	6 months – 1 year	9	7.8
	1–3 years	25	21.7
Working Experience	3–5 years	16	13.9
	More than 5 years	61	53.0

Descriptive Statistics of Study Variables

As shown in Table 2, all of the study variables' mean scores were greater than 3.67, illustrating generally positive perceptions among study participants. The mean score for job performance was the highest of all variables (M = 4.15, SD = 0.52), which was interpreted to mean participants had relatively positive perceptions about performance. Of the study variables, training and development was perceived most positively (M = 4.09, SD = 0.58) and was ranked the next highest among the study variables, followed by the work environment (M = 4.05, SD = 0.59) and pay and benefits (M = 3.99, SD = 0.53). The mean score for the perception of the opportunity for promotion was the lowest among the study variables (M = 3.73, SD = 0.80); however, this score fell in the high range, which is positive.

According to the results, participants perceived the training and development as the most positive of the selected motivating factors, followed by the work environment and pay and benefits. For the factor of promotions, the high standard deviation indicates that participants perceived the motivating factor of promotions differently relative to the other selected motivating factors. The results describe employee perceptions of the selected motivating factors and job performance at LTAT.

Table 2: Descriptive Statistics of Study Variables

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Job Performance	115	1.00	5.00	4.15	0.52
Pay and Benefits	115	2.14	5.00	3.99	0.53
Working Environment	115	2.25	5.00	4.05	0.59
Training and Development	115	1.50	5.00	4.09	0.58
Promotion	115	1.00	5.00	3.73	0.80

Note: Mean interpretation: 1.00–2.33 = Low; 2.34–3.66 = Moderate; 3.67–5.00 = High.

Reliability Analysis

Reliability analysis was conducted using Cronbach's alpha coefficient to assess the internal consistency of the measurement scales. Table 3 summarizes the reliability statistics for all study variables. The Cronbach's alpha values ranged from 0.821 to 0.910, indicating good to excellent reliability based on the guidelines proposed by George and Mallery (2003). Training and development recorded the highest reliability coefficient (α = 0.910), followed by working environment (α = 0.904), promotion (α = 0.896), job performance (α = 0.867), and pay and benefits (α = 0.821). Since all Cronbach's alpha values exceeded the recommended threshold of 0.70, the measurement scales were considered reliable and suitable for subsequent statistical analyses.

Table 3: Reliability Analysis of Study Variables

Variables	Number of Items	Cronbach's Alpha (α)	Internal consistency
Job Performance	10	0.867	Good
Pay and Benefits	6	0.821	Good
Working Environment	8	0.904	Excellent
Training and Development	8	0.910	Excellent
Promotion	5	0.896	Good

Multiple Regression Analysis

A multiple regression analysis was conducted relating pay and benefits, working environment, training and development, promotion, and job performance of LTAT staff. Results are available in Table 4. The model summary shows that the 4 selected motivating factors explained 44.8% of the variance in job performance (R^2 = 0.448). The adjusted R^2 of 0.428 shows that the selected model can explain about 42.8% of the variance in job performance. Results of the ANOVA show that the overall regression model was significant, $F(4, 110) = 22.355$, $p < 0.001$, which shows that the selected motivating factors have a significant influence on job performance.

Table 4: Multiple Regression Analysis of Selected Motivational Factors and Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.728	0.282	–	6.135	0.000
Pay and Benefits	0.126	0.088	0.145	1.439	0.153
Working Environment	0.102	0.085	0.132	1.210	0.229
Training and Development	0.363	0.086	0.462	4.237	0.000
Promotion	0.007	0.062	0.012	0.109	0.913
R			0.670		
R Square			0.448		
Adjusted R Square			0.428		
F			22.355		
Sig.			0.000		

a. Dependent variable: job performance

b. Predictors: pay and benefits, working environment, training and development, and promotion.

The results revealed that training and development was the only variable that exhibited a significant positive relationship with job performance ($\beta = 0.462$, $p < 0.001$), thus supporting H3. This finding indicates that employees who perceive greater access to training and development opportunities tend to report higher levels of job performance. Among the four selected motivational factors examined, training and development emerged as the strongest factor associated with job performance. The finding is consistent with previous research that emphasizes the importance of training and development in enhancing employees' knowledge, skills, and competencies, which are essential for effective job performance (Noe, 2023). The result also supports the transfer of training theory proposed by Baldwin and Ford (1988), which suggests that employees who successfully apply the knowledge and skills acquired through training to their workplace are more likely to demonstrate improved performance. Furthermore, continuous training and development initiatives contribute to the creation of a learning-oriented work environment that encourages employees to continuously improve their competencies and remain competitive in their respective roles. In addition, employees who receive training opportunities often perceive that the organisation values their professional growth and career development, which may enhance their motivation, morale, and commitment to organizational goals (Reyes, 2023). Training and development also play a strategic role in preparing employees to respond effectively to organizational changes, technological advancements, and evolving job requirements (Diwedi & Nema, 2023). Therefore, the findings highlight the importance of investing in employee training and development as a means of enhancing job performance and supporting organizational success.

In contrast, no significant relationship was found between pay and benefits and job performance ($\beta = 0.145$, $p = 0.153$). Therefore, H1 was not supported. Although respondents generally perceived pay and benefits positively, the results suggest that compensation alone may not be sufficient to explain variations in job performance. This finding is consistent with previous research indicating that while remuneration is valued by

staff, it often exerts a weaker influence on performance outcomes compared to non-monetary motivational strategies or work-life balance initiatives (Dangaiso et al., 2024). Furthermore, this empirical outcome aligns with observations that monetary perks demonstrate only a moderate link with employee outcomes, suggesting that organizational retention and productivity are heavily mediated by additional factors beyond basic salary (Halim & Latiff, 2024). For instance, organizational culture, leadership dynamics, and specific job demands frequently exert a more profound influence on overall productivity than extrinsic rewards alone (Boakye et al., 2024).

Similarly, working environment was not significantly related to job performance ($\beta = 0.132$, $p = 0.229$). Thus, H2 was not supported. One possible explanation is that respondents may have perceived the working environment at LTAT as relatively stable and satisfactory, resulting in limited variation in responses. Consequently, the working environment may not have emerged as a distinguishing factor in predicting job performance. This lack of significance aligns with findings in other organizational contexts where environmental variables failed to demonstrate a measurable impact on individual output (Masharyono et al., 2023). For instance, studies in dynamic corporate settings have similarly reported that environmental factors, such as ambient noise or physical facilities, do not always exert a statistically significant influence on employee efficiency (Lismanto, 2022). Furthermore, in cases where essential infrastructure or resources are lacking, environmental factors may fail to correlate with performance, as the primary impediments to productivity remain institutional rather than physical (Sukriyani, 2021).

The results also indicated that promotion was not significantly related to job performance ($\beta = 0.012$, $p = 0.913$). Therefore, H4 was not supported. This finding suggests that promotion opportunities may not be a primary determinant of job performance among LTAT employees. Employees may place greater emphasis on opportunities to develop their knowledge and skills rather than on career advancement opportunities alone. Furthermore, the disconnect between promotion and performance outcomes challenges traditional expectations, as institutional advancement does not automatically translate into improved employee task execution (Sichinsambwe et al., 2020). This observation aligns with findings in other contexts where promotion-related responsibilities do not necessarily incentivize higher performance, potentially due to the increased administrative burden that may detract from core professional tasks (Ratemo et al., 2021).

The results show that out of the four motivational factors, training and development were the only factors connected to job performance. These results also indicate the necessity of employee development in the organisation. This shows the importance of developing employees as it can help improve both the workforce and the organisation as a whole.

5. Conclusion, Limitations and Recommendations

This research analyses how certain motivational factors affect job performance among the staff of Lembaga Tabung Angkatan Tentera (LTAT). The results showed that among the motivational factors, only training and development were significantly related to job performance. Pay and benefits, working environment, and promotion, on the other hand, were not related to job performance. These findings show that for workplace performance to improve, employee development is necessary.

These findings have their own limitations. First, the cross-sectional design of the study was limited to a single point in time and therefore captured the perceptions of the employees at that point. It may not reflect how motivation and job performance may change over time. Second, the results may not apply beyond the staff of LTAT, since the study focused solely on that group. Third, the sampling method used (i.e. convenience sampling) and the use of a self-reported questionnaire introduced sampling bias and response bias, respectively.

Training and development programs should continue to receive funding at LTAT to foster employees' knowledge, skills and competencies. It is also important to study other factors associated with job performance such as leadership style, engagement of employees, organizational commitment, culture of the organisation and work-life balance. Longitudinal studies may generate a substantial amount of knowledge about employee motivation and job performance. Other studies should focus on larger and more heterogeneous populations.

Overall, this study contributes to the literature by demonstrating that selected motivational factors differ in their relationships with job performance. Among the four factors examined, training and development emerged as the only significant predictor of job performance among LTAT staff. Therefore, organizations should prioritize relevant and continuous training and development initiatives to strengthen employees' knowledge, skills, competencies, and overall job performance.

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