FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION AT A GLOVE MANUFACTURING COMPANY IN MALAYSIA

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DECLARATION

We hereby declare that:

    (1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

    (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

    (3) Equal contribution has been made by each group member in completing the FYP.

    (4) The word count of this research report is 18,146 words.

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This dissertation is dedicated to:

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For guided us throughout the completion of this research study.

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Families and friends,

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LIST OF ABBREVIATIONS

A	Agree
AR	Achievement and Recognition
ANOVA	Analysis of Variance
B	The Slope
D	Disagree
DF	Degree of Freedom
DOSM	Department of Statistic of Malaysia
DV	Dependent Variable
EM	Employee Motivation
EPF	Employees Provident Fund
FMM	Federation of Malaysian Manufacturers
H_0	Null Hypothesis
H_1	Alternative Hypothesis
HR	Human Resource
IV	Independent Variable
JM	Junior Management
JS	Job Security
LM	Lower Management

MARMA	Malaysia Rubber Glove Manufacturers Association
MLR	Multiple Liner Regression
MM	Middle Management
MOHR	Ministry of Human Resource
N	Neutral
PB	Pay and benefits
PRO	President's Resource Organization
R	Regression
SA	Strongly Agree
SD	Strongly Disagree
Sig.	Significant
SOCSO	Social Security Organization
SPSS	Statistical Package for the Social Sciences
Std. Error	Standard Error
TD	Training and Development
UK	United Kingdom
UM	Upper Management
URL	Uniform Resource Locator
USA	United State America

UTAR   Universiti Tunku Abdul Rahman

WE   Work Environment

α   Coefficient Alpha

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PREFACE

It is compulsory to carry out this research project in order to accomplish our study of Bachelor Degree of Business Administration (Hons). The topic of this research is "Factors that Influence Employee Motivation at a Glove Manufacturing Company in Malaysia". This study is conducted because the rubber glove manufacturing industry plays a significant role in contributing substantially to Malaysia's economic growth.

Malaysia is one of the world's leading producers of high-quality latex, rubber gloves and other rubber related products. Malaysian Rubber Glove Manufacturers Association (MARGMA), established in 1989, it's represents 90% of local glove manufacturers. It shows that Malaysia is the world's top supplier of rubber gloves. However, the rubber gloves manufacturing industry has shown labor shortage. The MARGMA members mentioned that global demand for rubber gloves has been growing, but the gloves manufacturers are unable to meet the needs due to shortage of labor. Manufacturing employees that are demotivated to their job tend to show low productivity, low commitment and have high turnover intention. This leads to the rubber gloves manufacturing industry are lack of labor and workforce. Thus, this research provides a more comprehensive understanding of the factors that influences employee motivation at a glove manufacturing company in Malaysia.

In short, this research outlined the five independent variables, which are pay and benefits, achievement and recognition, work environment, job security as well as training and development that may influence the employee motivation of the employees who work in a glove manufacturing company in Malaysia. It was believed that this research is beneficial for future research.

ABSTRACT

The aim of conducting this research project is to study the factors that influence employee motivation at a glove manufacturing company in Malaysia. The factors that may influence employee motivation included pay and benefits, achievement and recognition, work environment, job security as well as training and development.

The researchers focus on the employees who are working in a glove manufacturing company in Selangor, Perak, Negeri Sembilan, Kedah, Kelantan and Johor. In this research, we distribute our questionnaire through Google form and 375 data had been collected from the respondents successfully. The data collected from the respondents are analyzed by using Statistical Package for the Social Sciences (SPSS) Version 25 in the pilot study and also the full study. Pearson Correlation Coefficient Analysis and Multiple Regression Analysis are used to test the significant relationship between the independent variables (pay and benefits, achievement and recognition, work environment, job security as well as training and development) and dependent variable (employee motivation).

In conclusion, all the independent variables (pay and benefits, achievement and recognition, work environment, job security as well as training and development) are found to be having a positive significant relationship with the dependent variable (employee motivation). Lastly, a summary of the major findings, implications of the research, limitation of the research, and some recommendations are indicated in this study.

Keywords: Pay and Benefits, Achievement and Recognition, Work Environment, Job Security, Training and Development, Employee Motivation

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

Employee motivation is an important aspect of an organization, which leads to the employee's performance that affects company success. Therefore, researchers conducted a study to explore the factors that influence employee motivation at a glove manufacturing company in Malaysia.

This chapter is providing an overview of the research background, problem statement, research objectives, research questions, hypotheses, significance of the study, chapter layout and conclusion.

1.1 Research Background

1.1.1 Industry Background

Malaysia is one of the world's leading manufacturers of high-quality latex, rubber gloves and other rubber-related products. It also supplies latex or rubber products broadly to various foreign countries. From January to June of 2018, exports of rubber products from Malaysia amounted to nearly RM 12 billion (Tan, 2019).

Rubber is one of the important sectors in Malaysia. In 2018, it contributes 2.83 billion for the GDP of Malaysia. Besides, many rubbers glove manufacturing had huge export to various countries, at the same time, it brings higher GDP and improves the economic growth of Malaysia ("*Statista Research Department*", 2020). To go into a more specific part of rubber manufacturing, the researchers had chosen glove manufacturing industry for their research.

1.1.2 Challenge Faced by the Industry

The main challenge faced by the manufacturing industry is shortage of labor. According to news from Frazee (2018), The National Association of Manufacturers had warned that 2.4 million manufacturing jobs could go unfilled between 2018 and 2028. Besides, The Federation of Malaysian Manufacturers (FMM) president Datuk Soh Tian Lai also mentioned that the industry is facing the shortage of workforce ("*The Star Online*", 2019).

1.1.3 Employee Motivation

Since there are many rubber manufacturing industries in Malaysia, therefore, the company needs to inspire its employees to work hard to compete with its competitors. When employees feel satisfied and motivated, they will pop up some creative ideas and products. Therefore, company image will be improved through their attitudes and experiences. There are a lot of glove and rubber manufacturing industries in Malaysia such as Top Glove Corp Bhd, Kossan Rubber Industries Bhd, Supermax Corp Bhd and Hartalega Holdings Bhd (Liew, 2019). These four companies delivered superior performance over the year of 2018.

Employee motivation is important to a company to achieve its company's objectives as employees are the asset to the company. Motivated employees will perform better as well as effective and efficient in completing their job, and it also will increase company productivity and profitability. Besides, with motivated and positive employees, a company will have better culture and it will affect the employees be loyal and will reduce the turnover intention in addition to the company can also have a better reputation. Hence, the researchers are attracted to figure out the factors that influence employee motivation at a glove manufacturing company in Malaysia.

1.1.4 Company Background

In this research, the researchers had chosen one of the top glove manufacturing company in Malaysia as the target research company. The motive to study this company is due to the company is the world's largest and leading manufacturer producing a comprehensive range of gloves and other latex products. The company owns and operates 28 factories and 500 production lines. The founder and the committed Board of Directors who together lead more than 18,000 strong workforces had nurtured the company into the resounding success it is today (A glove manufacturing company, n.d.). Therefore, the researchers can collect information from different states across Malaysia as the result obtained may represent the major glove manufacturing industry employees.

1.2 Problem Statement

Many types of research about factors that affect employee motivation in various areas have been done by other researchers. However, research about the factors that influence employee motivation at a glove manufacturing company in Malaysia is limited. Therefore, this research would like to study factors that influence employee motivation at a glove manufacturing company in Malaysia.

The main problem is the manufacturing industry nowadays are facing shortages of employees. Borden (2019) highlighted that nearly 4.6 million manufacturing careers will become available over the next decade. An executive director from one of the Malaysia manufacturing companies also declared that their company is facing difficulties in finding those skilled workers or motivated workers. His colleagues also spot many Malaysians unwillingly to work in the manufacturing industry (Saieed, 2016). According to a past survey, it stated that around 22% of skilled manufacturing labors (around 2.7 million employees) are going to retire within the next 10 years. Besides, there will be needed another 700,000 workers to support industry growth (Thomas, Bhat, Khan & Devan, 2018).

On the other hand, Datuk Shamsuddin Bardan, the Malaysian Employers Federation executive director worries that without extra skilled labor in the market, the economy will become difficult to move up and will not be able to attract more potential investors (Saieed, 2016). According to the Malaysian Rubber Glove Manufacturers Association (MARGMA), they mentioned that global demand for rubber gloves has been rising, but manufacturers are unable to meet the need because of the shortage of labor. Denis Low, the president of the association, he mentioned that they are crying for workers, because the glove industry finds hard to supply as they do not have the luxury of overtime employees, and simply because of they are lack of workers (Raghu, 2019). At the end of the year 2019, the members are appealing to the government to facilitate more foreign workers to further boost the productivity and growth of the sector (Ooi, 2019).

At the beginning of the year 2020, the coronavirus outbreak in China once again increased the demand for rubber gloves (Zukri, 2020). In January 2020, Denis Low also stated that China is requesting for more urgent shipments. The members will do their utmost best by ramping up production to meet the request (Syuhada, 2020). An analyst mentioned that the Malaysian glove manufacturing companies have been the global preferred supplies to produce more rubber gloves for China. This is because Malaysian glove producers have the capacity to meet the increase of demand (Zukri, 2020).

Other than that, the problem faced by many companies is they are not clear about their employees' condition. The company not sure its employees are motivated or feel interested and meaningful for doing their jobs. According to a news report in the UK, there are nearly a third of employees declared that they feel unmotivated for their work (Contributor, 2019). Motivated workers are valuable assets for an organization, as the company performances are leaded by those employees with highly motivated and highly productive. Hence, motivated employees are very essential for every company to enhance company growth. When employees are not motivated, they will do their minimal best just to get through the workday. They do not seem to care about their job. They also do not care about the company's vision or the success of the company. These employees will not put extra time or effort in their job; therefore, it affects the performance of themselves and the performance of the company (Leonard, 2019).

As mentioned, rubber glove is one of the significant sectors in Malaysia., therefore, the company needs to encourage their employee to be motivated in completing their task to achieving company goals and contributes to the GDP of Malaysia. As the biggest problem faced by the glove manufacturing industry is lack of employees as well as finding qualified employees, therefore, the company not only needs to attract new employees but also needs to retain the old employees. If the employees are motivated and positive, they will be loyal and will not have turnover intention. Hence, researchers are going to study about the factors that influence employee motivation at a glove manufacturing company in Malaysia.

1.3 Research Objectives

1.3.1 General Objective

This research intention is to explore and investigate the factors that influence employee motivation at a glove manufacturing company in Malaysia. In this research, the researchers will examine the relationship between 5 employee motivational factors, which include pay and benefits, achievement and recognition, work environment, job security, training and development with employee motivation.

1.3.2 Specific Objective

1) To determine whether the significant relationship between pay and benefits with employee motivation at a glove manufacturing company in Malaysia.

2) To determine whether the significant relationship between achievement and recognition with employee motivation at a glove manufacturing company in Malaysia.

3) To determine whether the significant relationship between work environment with employee motivation at a glove manufacturing company in Malaysia.

4) To determine whether the significant relationship between job security with employee motivation at a glove manufacturing company in Malaysia.

5) To determine whether the significant relationship between training and development with employee motivation at a glove manufacturing company in Malaysia.

1.4 Research Question

The following research questions had been developed:

1) How do pay and benefits affect employee motivation at a glove manufacturing company in Malaysia?

2) How do achievement and recognition affect employee motivation at a glove manufacturing company in Malaysia?

3) How does work environment affect employee motivation at a glove manufacturing company in Malaysia?

4) How does job security affect employee motivation at a glove manufacturing company in Malaysia?

5) How do training and development affect employee motivation at a glove manufacturing company in Malaysia?

1.5 Hypotheses of the Study

The following hypotheses had been explored about the relationship of those variables:

Hypothesis 1:

H_0: There is no significant relationship between pay and benefits with employee motivation.

H_1: There is a significant relationship between pay and benefits with employee motivation.

Hypothesis 2:

H_0: There is no significant relationship between achievement and recognition with employee motivation.

H_1: There is a significant relationship between achievement and recognition with employee motivation

Hypothesis 3:

H_0: There is no significant relationship between work environment with employee motivation.

H_1: There is a significant relationship between work environment with employee motivation.

Hypothesis 4:

H_0: There is no significant relationship between job security with employee motivation.

H_1: There is a significant relationship between job security with employee motivation**.**

Hypothesis 5:

H_0: There is no significant relationship between training and development with employee motivation.

H_1: There is a significant relationship between training and development with employee motivation.

1.6 Significance of the Study

This research paper is significant to provide a better sight of the factors that influence employee motivation at a glove manufacturing company in Malaysia. It contributes insight into the most critical factor that influences employee motivation in the glove manufacturing company. However, this research not only beneficial to the glove manufacturing company but also may benefit other industries. The significance of the study is related to five independent variables, which included pay and benefits, achievement and recognition, work environment, job security, training and development will be described.

This research is useful for the company to recognize the most important factor that influences employee motivation and the company can improve as it helps the company to deal with better rewards systems. Besides, the company can understand more about its employees. Employee motivation is an important feature in an organization, that will lead to the performance of employees. As employees are motivated, they will put their greatest effort in performing their task by providing better performance to achieve their missions, visions, goals as well as to increase the company profits. Employee motivation is also able to lead the company towards optimistic growth.

1.7 Chapter Layout

Chapter 1: Introduction

Overview of research background, problem statement, research objectives, research questions, hypotheses, significance of the study, chapter layout and conclusion are discussed in this chapter.

Chapter 2: Literature Review

The underlying theory, review of literature, relevant theoretical framework and model, proposed research conceptual framework, and hypotheses development are discussed in this chapter.

Chapter 3: Research Methodology

Research design, data collection methods, sampling design, research instrument, measurement scales, data processing, data analysis have been discussed.

Chapter 4: Research Results

The survey was conducted using Google Form. Data collected will be interpreted through SPSS (Version 25) and the results will be discussed.

Chapter 5: Conclusion and Discussion

All the results and findings will be summarized in this chapter. Besides, theoretical and managerial implications, limitations of this study, as well as recommendations for future study will also be discussed.

1.8 Conclusion

In conclusion, this chapter had discussed the structure and research background including the significance of employee motivation towards a glove manufacturing company in Malaysia. Later, the problem statement had been mentioned, hypotheses, independent variables, and dependent variable had been structured.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Chapter 2 provides the reviews of the dependent variable (employee motivation) and followed by the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development). The relationship between the dependent variable and independent variables are explained based on support from the literature or journal articles. Besides, this chapter will continue with the theoretical model and hypotheses development.

2.1 Underlying Theory

2.1.1 Maslow's Hierarchy of Needs Motivational Theory

Source: Joshua, S. (n.d.). *Maslow hierarchy of needs.* Retrieved April 18, 2020 from https://www.verywellmind.com/thmb/rg799yWpY5SYaJzxUbJtE9P9U54= /1500x0/filters:no_upscale():max_bytes(150000):strip_icc():format(webp)/41367 60-article-what-is-maslows-hierarchy-of-needs-5a97179aeb97de003668392e.png

Maslow's Hierarchy of Needs Motivational Theory (also known as Abraham Maslow's Theory) is a theory used to understand and determine human motivation, personal development and management training. This theory helps employees to realize their self-actualization, and it will motivate them to give their best contribution to the organization (Odukah, 2016). Abraham Maslow developed this theory based on the satisfaction of human needs to achieve motivation. Abraham Maslow said that these needs are universal and fundamental (Kivuva, 2012).

Maslow's Hierarchy of Needs Motivational Theory is divided into five levels of needs which are biological or physiological needs, safety needs, belongingness or social needs, esteem needs and self-actualization needs. Biological or physiological needs are the most basic needs and it is the lowest level of needs in the theory. The organization can satisfy these needs by providing foods, shelters, basic salaries, etc. to their employees. Safety needs refer to the physical and economic protection towards a human. Organization can satisfy these needs by providing benefits such as insurance, retirement plans, financial security, health, wellness and safety benefits. Social or belongingness needs are a human emotional need for being accepted by others. It refers to the relationship with others such as colleagues, subordinates, supervisors and managers. Esteem needs are a human desire to be recognized and valued by others. It also refers to the need for respect, achievement, self-esteem and self-confidence. Self-actualization needs are the highest level needs in the theory. It refers to a person's potential, personal growth and development, self- fulfilment, and peak experiences.

Maslow's Hierarchy of Needs Motivational Theory is related to this research, as those dimensions cover all of the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development). Pay and benefits are under physiological needs; achievement and recognition are under esteem needs; job security and work environment are under safety need; while training and development are under self- actualization needs.

2.2 Review of the Literature

2.2.1 Dependent Variables – Employee Motivation

Motivation stimulates a person to achieve his or her expectation. People can be motivated when they more desired to do something that they want to do (Mullins, 2007). For example, when a manager wants to increase the salary for those employees who can achieve sales target. For employees who desire to get a higher salary, they will be motivated and will try their best to hit the target as they are the one who wishes to increase their salary. At the same time, the productivity of the organization will also be increased. However, different people have different needs, and different people can be motivated in different ways (Kressler, 2003). Hence, not every employee can be motivated by increasing salary, they may also be motivated by achievement and recognition, pleasant work environment and so forth.

It is undeniable that the hardest issue encountered by the managers are to ensure they had hired the right employees, who can perform well in their job (Aktar, Sachu, & Ali, 2012). Employee motivation refers to how employees act toward their job, how committed are they and also how productive and effective they are (Donohoe, 2018). According to Peters, Chakraborty, Mahapatra and Steinhardt (2010), the key factor that can enhance employee productivity and continued success is employee motivation. The majority believe that by raising employees' ethical behavior, motivation, and building a positive company culture can maximize employee productivity and performance (Kawara, 2014). Hence, managers need to identify and satisfy their employees' needs in order to improve their performance (Rodriguez, 2015).

Besides, employee motivation can help an organization reduces its cost (Donohoe, 2018). This is because when employees are satisfied with their job and are highly motivated, then they will perform better to accomplish the goals. Motivated employees will also increase the productivity and quality of the job, which able the organization to reduce its expenses. Furthermore, with greater employee motivation, an organization able to reduce the turnover rate. When employees are highly motivated and satisfy with their jobs, they will not have the intention to leave the organization, at the same time, the organization will not need wasting their time and effort in hiring people. Therefore, employee motivation not only can help an organization to reduce costs but also the turnover intention of its employees.

In short, it is important to motivate the employees in every business. Heryati (2016) highlighted that employee motivation is vital. Employees that are highly motivated able to increase their commitment, satisfaction, efficiency and facilitate their self-development. The most significant thing is a motivated workforce means highly productive employees that able to accomplish business objectives and goals. Hence, employee motivation is one of the major factors for an organization to succeed.

2.2.2 Independent Variables 1 – Pay and Benefits

Pay and benefits can be described as a return or reward that employee expects to get from their job. The minimum requirement of a job is pay and salary. By getting fair and equitable pay or rewards, employees will feel satisfied and motivated. As a proverb goes, "Money is not everything, but without money, you have nothing." Money is known as a universal remedy that can solve most of the problems (Gupta & Subramanian, 2014; Mohammad & Anowar, 2012; Shenq, 2014). Money is often symbolised as a success, aligned with security and comfort (Engelberg & Sjöberg, 2006). Thus, monetary compensations like pay and wages play a significant role in management as it has great impacts on the employees (Gupta & Subramanian, 2014).

Lai (2009) mentioned that salary will influence an individual when choosing their job in the career market. Salary and other monetary compensations can influence an employee's decision to accept or reject a job offer (Owoyele, 2017). Bokorney (2007) also highlighted that employees defined pay as "the salary paid to me is what the company thinks of me. The lower the salary, the less appreciated". Therefore, to satisfy the employees, the organization can pay the employees according to the pay grades or scale that created for each job title.

Employee benefits are non-salary compensation. Under Malaysia Employment and Labour Law 2019, the benefits that need to be provided by the company are minimum wage, maximum hours of work in daily and weekly basis, overtime, family and medical leave act, 11 paid gazette public holidays, Social Security Organization (SOCSO), and Employees Provident Fund (EPF). Besides, female employees can have paid maternity leave that not less than 60 days ("Malaysia: Employment & Labour Law 2019," 2019). Ray Silverstein, the founder of President's Resource Organization (PRO),

mentioned that employees feel that they must have certain basic benefits such as medical insurance, retirement plan, sick leave, and childcare ("The Basics of Employee Benefits," 2005). However, different organization will provide different types of benefits (Doyle, 2019). In fact, some organizations will offer a better benefits package for their employees in order to compete with their competitors. Therefore, the organization can provide better pay and benefits to attract and retain more capable and productive employees.

2.2.3 Independent Variables 2 – Achievement and Recognition

Achievement is someone who done a thing successfully with effort. It also can be defined as a process of achieving something. For example, an employee puts lots of effort to achieve the goals. Recognition is an act of identifying someone or something from a person previous encounter or knowledge ("Recognition Definition and Meaning: Collins English Dictionary," n.d.). Recognition from employers can make the employees feel that they are been valued and appreciated for their accomplishment. Hence, employees will feel happy and satisfied when their effort is being recognized by their employers or organization.

According to psychologists Abraham Maslow, Fredrick Herzberg and David McClelland, they highlighted that needs for achievement is a psychological motivator towards employees (Chinn, 2016). While for employee recognition, it is a factor that can employees to participate in the workplace (Kinicki & Fugate, 2012). Recognition can be considered as a psychological reward gained by those employees who did their job well. Employees will feel proud and appreciated when being recognized, thus they will contribute more to their job.

Recognition can be separated into two forms, which are the identification and rewards (Luthans, 2011). It plays an important role in the organization but some organization may neglect it. Most of the employees are desire that their accomplishment can be recognized and rewarded by the organization (Odukah, 2016). Appreciation is a form of action to recognize employees. It not only can enhance the employees' morale and confidence but also allow them to feel that they are capable (Glanz, 2002).

There are numerous methods to recognize the employees, such as increase salary, pay extra commission, promotion of position, organize annual dinner or celebration feast. Even some appreciation words or consider employee's idea and feedback can also show that they are been recognized by their employers (Lai, 2009). However, equal recognition is important when commending employees. Recognizing employees' achievement not only can build trust but also can encourage them to set and achieve their goals. Wise managers will provide achievement and recognition towards their employees because in other ways it means improved performance, increased productivity and employee retention.

2.2.4 Independent Variables 3 – Work Environment

According to Maslow (1954), the second level of needs is safety and security. When safety and security needs are fulfilled, it will motivate the employees. The component of safety and security needs are including the safe circumstances, stability, protection, and order of a work environment. A positive and safe work environment could bring many benefits to a company. Work environment can be separated into two components, which are physical and psychosocial (Chin et al., 2016).

Physical component means that those physical things and condition in the workplace such as work tools and equipment, office temperature, air, noise, etc. ("Working environment", 2019). According to Vischer (2007); McCoy and Evans (2005), they highlighted that physical of the work environment plays an essential character as employees will be motivated to perform their work with full energy and attention when they are working under a favorable work environment. In contrast, employees will not perform well when they are in an unsafety and distracting work environment (McCoy & Evans, 2005). Scott (2011) also mentioned that the surrounding of work environment is linked to employee's commitment and satisfaction towards their job. Therefore, a company should set up a suitable and pleasant work environment to improve the employees' work effectiveness and efficiency.

Psychosocial work environment factors refer to the relationship, culture and the job itself, such as the interpersonal relationship with others, organization culture, work roles, as well as the design and content of tasks (Rugulies, n.d.). Safiullah (2015) highlighted that the employees not only need to have a good and trustful relationship with their workmates, but also with their superiors and subordinates. Besides, Shaheen, Sajid and Batool (2013) stated that over workload, stressful workplace, lack of cooperation, terrible relationships will negatively affect the employee's emotions, motivation and performance. When a person feels desperate when they cannot cope with stressful situations, their emotional health will be poor and it will affect their productivity (Singh, Almsafir & Al-khrabsheh, 2013). Hence, it is important for a company to also consider the psychosocial factors of work environment.

In a nutshell, work environment not only contains physical component but also the psychosocial factors. Therefore, an organization should consider both work environment components as a significant factor in motivating their employees, as it will affect the performance and productivity of the employees as well as their motivation level.

2.2.5 Independent Variables 4 – Job Security

According to the Hierarchy of Needs Theory, it mentioned that job security is one of the safety needs that every individual wish to acquire. People are motivated by unfulfilled needs. Therefore, if the company can fulfil the safety needs by providing job security for its employees, then the employees will be motivated to perform better for the company.

Job security is the employee's perception towards their career, or a significant feature of their career is secured (Burchell, Ladipo & Wilkinson, 2002). Job security can also be defined as one's expectation about the permanency towards their current job (Abdullah & Ramay, 2012). It also describes how much a person feels safe and protected from losing his or her job involuntarily (Kraja, 2015). It related to the employee feelings on losing their desirable job, lack of opportunities of promotion, current job situations and long-term job opportunities (Abdullah & Ramay, 2012).

The financial situation of an employee is nearly depending on his or her job, so job security plays a critical role for the employees. This is because permanent employment assurances regular income (De Witte, 1999). Without regular income, it will limit everyday life. He or she can only afford fewer things, it may lead to some examples like a smaller place to stay, cannot afford a car, or unable to go for a holiday (Winkelmann, 2009).

Therefore, job security is another factor that motivates employees to perform or commit to their jobs. Most of employee's requirement and wish is to have a secure job (Abdullah & Ramay, 2012). If employees feel secure, they will be more committed to perform their jobs well (Akpan, 2013). This is because, they devote full attention in performing their tasks and without worrying about their job security (Kraja, 2015). Put differently, if

employees feel their job is insecure, they will anxiety about it and will work with less commitment (Borg & Elizur, 1992). According to Sverke, Hellgren and Naswell (2002), they mentioned that when an employee feels job insecure, it will affect their attitudes towards the job and also their health. Employees who feel that they might not be with the company much longer, they will not put much effort into their work and will stop reporting problems they see or might even sabotage the company. Other than that, some nervous employees will try their best to increase their productivity by working more hours until they might suffer to health problems, with the quality of their work decreasing (Ashe-Edmunds, 2014). Therefore, it will affect employees' performance as well as the organization (Ferrie, Shipley, Stansfeld & Marmot, 2002).

In conclusion, when an employee perceived job security, they will feel comfortable and does not fear to lose their employment (Sverke, Hellgren & Näswall, 2002). Then, the employees will be motivated to commit to the jobs and have full attention in performing their tasks.

2.2.6 Independent Variables 5 – Training and Development

Training can continuously improve employees' knowledge, skills and attitude, which essential for them to effectively and efficiently perform their job (Armstrong, 2001). Aswathappa (2000) mentioned that training can also enhance the abilities and behavior of employees to perform well. Training can be used to maintain key talents and ensure the personal growth of its employees in a given career. Development refers to the process where the company supports its employee undergoes various training programs to acquire new skills and knowledge ("Employee Development", n.d.). Therefore, training and development can be described as a subsystem of an organization which emphasize the improvement of employee's performance.

Employee abilities can be improved through training (Purcell, 2009). Training is a method for employees to broaden their knowledge and fill in their abilities gap, in order to let the employees to perform better in achieving their individual and organizational goals (Mugenda, 2008; Springer, 2011). Besides, training can help an organization to identify their employee's performance and recognize what and where to make improvement (Springer, 2006). The organization not only can understand their employees better but also can identify what are the abilities that need to be improved.

Furthermore, training and development can develop the confidence of employees as well as motivating them. This is because it can improve the employees' understanding about how their job fits well into the organization's objectives, mission and structure. Employees would feel motivated when they understand their tasks are important to the organization's success. Moreover, through participating in training and development activities, employees can lower down their fear in trying new tasks, as well as decrease their frustration, conflicts and stress level.

Training has become the main activity in many companies as they believe that well-trained employees can enhance their performance (Sultana, Irum, Ahmed & Mehmood, 2012). Beier and Kanfer (2010) highlighted that companies can acquire proper training facilities to improve the employees' skills, knowledge. Inevitably, when the employees are well prepared and outperformed through the training activities, it can help the company to get competitive advantages among competitors (McDougall & Beattie, 1998).

In short, training and development is a vital factor that will influence the motivation among employee and the organization's success (Odukah, 2016).

2.3 Review of Relevant Theoretical Model

2.3.1 Model 1: Factors Influencing Employee Motivation in Tile Manufacturing Industry in Sri Lanka

Figure 2.1:

Conceptual Model of Jayasuriya, Kumarasinghe, and Perera (2017)
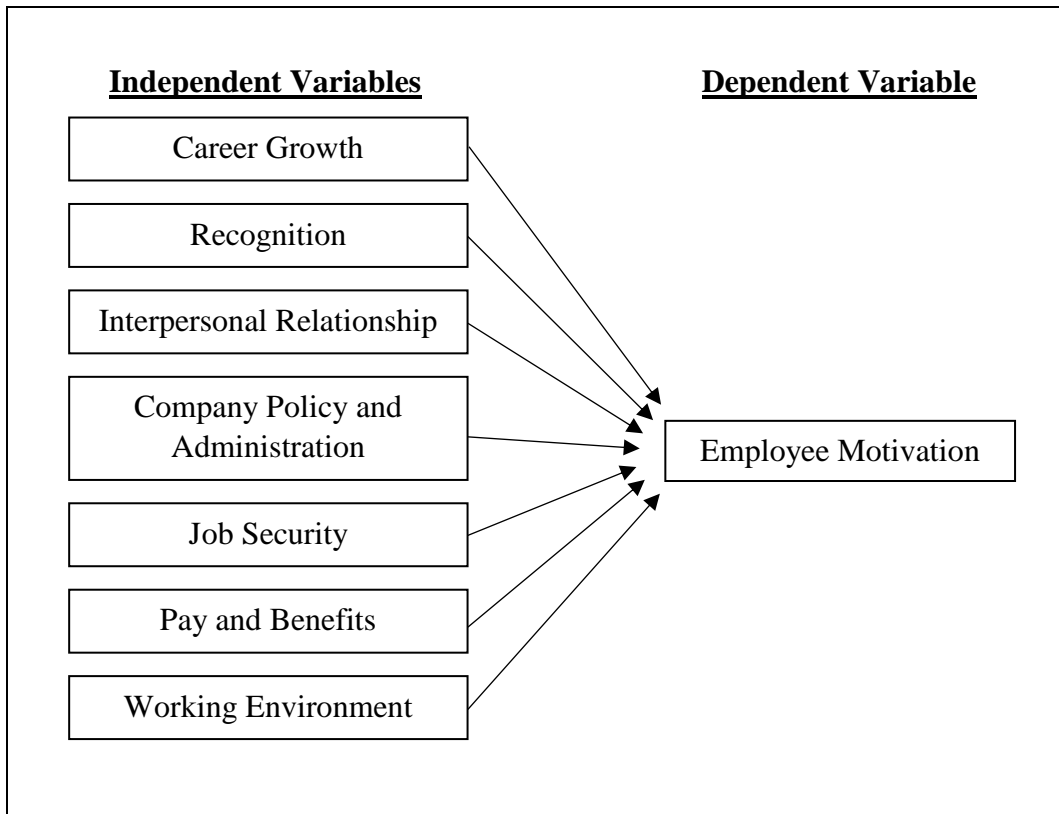
Source: Jayasuriya, N., Kumarasinghe, W. H., & Perera, C. (2017). Factors influencing employee motivation in tile manufacturing industry in Sri Lanka, *6*(1), 1–14

The purpose of this research model is to study the factors of employee motivation in tile manufacturing industry. 65 employees who work in this the tile manufacturing in Sri Lanka were involved in this research. Among

those seven factors, the researchers had recognized that pay and benefits are
the most important factor to motivate employees, followed by interpersonal
relationship and job security. The result of the coefficient analysis revealed
that all the factors indicate significant and positive relationships with
employee motivation. Hence, in our research, pay and benefits, recognition,
job security as well as working environment will be adopted.

2.3.2 Model 2: Factors Affecting Employee Motivation Towards Employee Performance: A Study on Banking Industry of Pakistan.

Figure 2.2:

Conceptual Framework Model of Khan, Ahmed, Paul, Hasnain and Kazmi (2017)
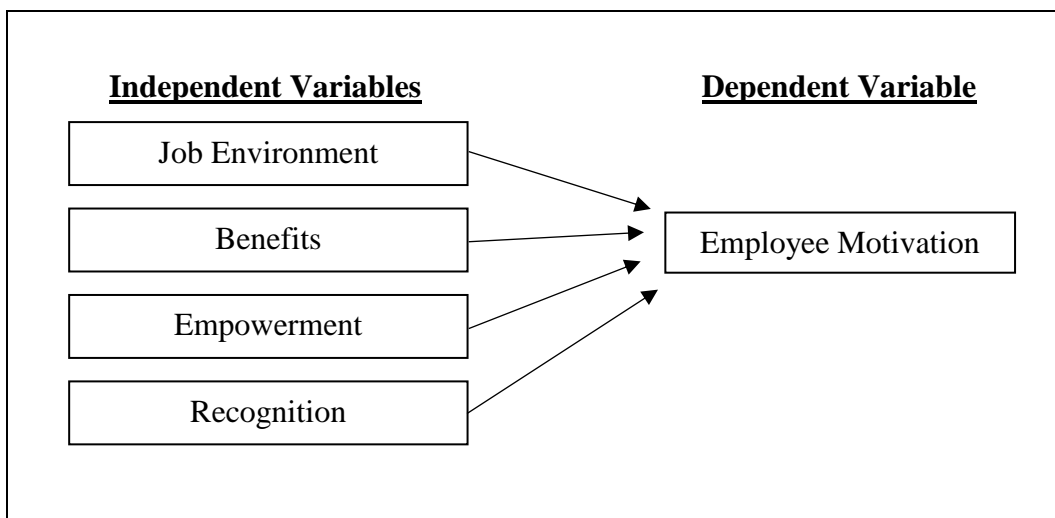
Source: Khan, A., Ahmed, S., Paul, S., Hasnain, S., & Kazmi, A. (2017).
Employee Performance: A Study on Banking Industry of Pakistan, 4.

This research model is studying the factors that affect employee motivation
towards employee performance on banking industry in Pakistan. In this

research, the researchers used questionnaire as the primary tools to collect data. This research model identified four factors that can help to improve employee motivation level. The researchers also proved and explained the satisfactory outcomes from the employees. Hence, job environment, benefits and recognition can be adapted into our research.

2.3.3 Model 3: Factors Affecting Employee Motivation at The Work Place: A Case of Kenya Bankers Sacco Society Ltd.

Figure 2.3:

Conceptual Model of Wanjihia (2016)

Independent Variables   **Dependent Variable**

- Rewards
- Achievement and Recognition
- Performance Appraisal and Feedback

→ Employee Motivation
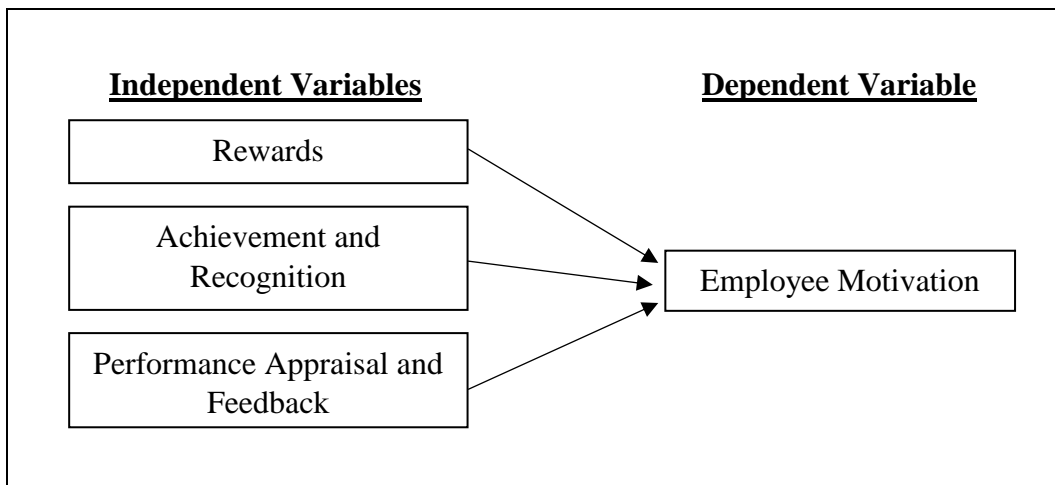
Source: Wanjihia, F.N. (2016). Factors Affecting Employee Motivation at The Workplace: A Case of Kenya Bankers Sacco Society Ltd

The researchers that conducted this research model had proved that motivated employees can be formed by achievement and recognition. Employers should recognize the achievements of their employees based on their performance. Many respondents had expressed their satisfaction when their achievements in the company were recognized. Therefore, in our research, achievement and recognition will be adopted.

2.3.4 Model 4: Factors Affecting Motivation among Employees in Consultancy Companies.

Figure 2.4:

Conceptual Model of Gupta and Subramanian (2014)
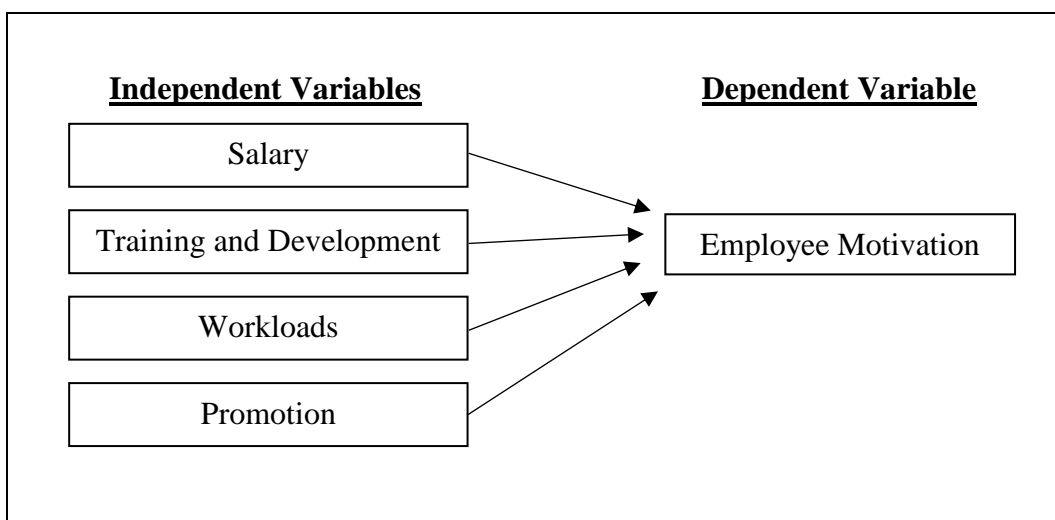
Source: Gupta, B., & Subramanian, J. (2014). Factors Affecting Motivation among Employees in Consultancy Companies Bhumika Gupta, 2 Jeayaram Subramanian. *International Journal of Engineering Science Invention*, *3*(11), 59-66

In this research model, the researchers study the factors affecting employee motivation in consultancy companies. The researchers not only interviewed the managers and coordinators, but also questionnaires to the employees. 135 employees within the organization participated in the questionnaire survey. After analyzing the poll from the employees, the main factors were identified, which are the workloads, salary, training and development are mainly affecting motivation. Therefore, salary, training and development will be adopted in our research.

2.4 Proposed Theoretical Model/Conceptual Framework

Figure 2.5:

Conceptual Framework Model
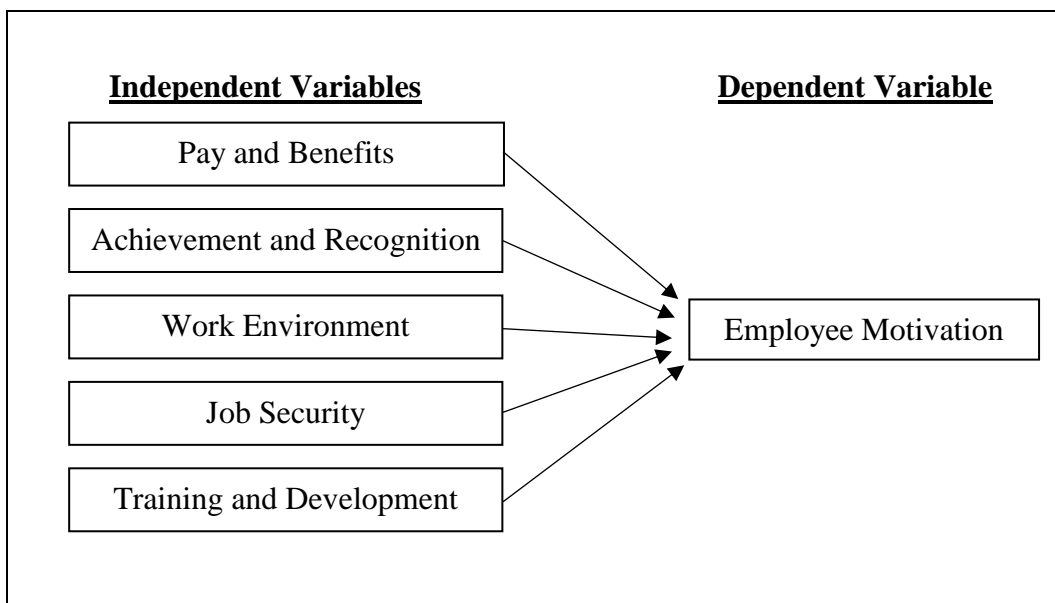
Source: Developed for the research

According to those previous research models, they are a lot of factors that can motivate employees. However, in this research, pay and benefits, achievement and recognition, work environment, job security as well as training and development will be adopted as the main five factors to be studied in this research. A conceptual framework had been constructed for our research as shown in Figure 2.6. This framework is constructed from the practical literature and integrates the elements of Maslow's Hierarchy of Needs Motivational Theory. This framework is trying to express the concepts of employee motivation in the workplace especially on how to increase employee motivation.

The researchers used Maslow's Hierarchy of Needs Motivational Theory to support the relationship between the five independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) with the dependent variable (employee motivation). This is because the theory stated that the five factors will positively affect employee motivation. When all the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) been increased, then the dependent variable (employee motivation) also will be increased. In contrast, if one of the factors been reduced, employee motivation will also be reduced.

2.5 Hypothesis Development

2.5.1 The Relationship between Pay and Benefits with Employee Motivation

Murphy (1981) found out that employees can be motivated by a proportional salary based on their efforts done. Latham (2007) also highlighted that both support and criticism of the conclusion that wages or money is the primary motivation for worker efficiency. In other words, the higher the pay and benefit, the higher the productivity as well as the motivation of employees. In contrast, the lower the pay and benefit, it will decrease the productivity and motivation of employees. According to Jayasuriya, Kumarasinghe, and Perera (2017), it also mentioned that pay and benefits are an impactful factor that affects employee motivation. Hence, pay and benefits have a positive impact and relationship toward employee motivation. Therefore, the hypothesis is proposed.

H1: There is a significant relationship between pay and benefits with employee motivation.

2.5.2 The Relationship between Achievement and Recognition with Employee Motivation

Kamalian, Yaghoubi and Moloudi (2010) mentioned that rewards and recognition are essential factors in improving employee motivation. Luthans (2011) also specified that a research showed that social recognition will impact an employee's performance in every company. The managers or company should consider recognition because it is a powerful motivator. Employees will feel proud, appreciated and respected when they been recognized (Kinicki & Fugate, 2012). The company can identify those employees who perform well and attain good results, this is because by recognizing those employees, it will encourage them to perform better. In short, if employees perceived higher achievement and recognition, then the employees will have higher motivation. Hence, the relationship between achievement and recognition with employee motivation is positive. Therefore, the hypothesis is developed.

H2: There is a significant relationship between achievement and recognition with employee motivation.

2.5.3 The Relationship between Work Environment with Employee Motivation

Chandrasekar (2011) and Stup (2003) stated that the work environment will highly affect employee motivation. The employees will concern about the cleanliness, appropriateness of the facilities, tools and equipment as well as the environmental pressure of a workplace (Odukah, 2016; Willis-shattuck et al, 2008; Tan & Waheed, 2011). With a good working environment, employees can perform well and be more productive in the workplace (Vischer, 2007; Chin et al., 2016). When employees perceived a better work environment, then they will be motivated to perform better. Therefore, there is a significant and positive relationship between the work environment and employee motivation (Rafikul and Ahmad, 2008). Therefore, the hypothesis is proposed.

H3: There is a significant relationship between work environment with employee motivation.

2.5.4 The Relationship between Job Security with Employee Motivation

Job security is a motivational factor that is significantly influencing the employees to perform or commit in their jobs (Adullah & Ramay, 2012; Gallup, 2016; Miller et al., 2001). According to a study conducted by Mukaihata (2018), also highlighted that people are motivated by job security and it is an external motivation factor towards individuals. In Senol's research, job security was graded as one of the three most important motivational tools in all subcategories (Senol, 2011). There is also an investigation indicated that there is a positive relationship between job security with job performance (Gabris & Simo, 1995). When the employee perceived job security, then the employees will be motivated to perform their job. Most of the studies have emphasized job security is a factor that will motivate employees. Therefore, the hypothesis is proposed.

H4: There is a significant relationship between job security with employee motivation.

2.5.5 The Relationship between Training and Development with Employee Motivation

According to Willis-Shattuck et al. (2008), they provided evidence that training and development has a positive effect on employee motivation and organizational performance. This is because, training and development not only can improve their skills and abilities, but also can make them be well-prepared and outperformed (Purcell, 2009; McDougall & Beattie, 1998). Besides, it also can let the employees understand the importance of their job. They would feel motivated when they understood their tasks is vital towards the organization's success. When employees perceived training and development, they will be motivated. Some researchers also proved that training and development had a significant relationship with employee motivation (Hammond & Churchill, 2018; Scaduto, Lindsay & Chiaburu, 2008; Chapman 2003). Therefore, the hypothesis is developed.

H5: There is a significant relationship between training and development with employee motivation.

2.6 Conclusion

This chapter discussed the literature or journal articles on the dependent variable (employee motivation) as well as the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development). Conceptual framework for this research and hypotheses had been constructed based on the literature review.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 contains research design, data collection methods, sampling design, research instruments, construct measurement, data processing and data analysis in evaluating the factors including pay and benefits, achievement and recognition, work environment, job security and training and development.

3.1 Research Design

Quantitative research was conducted in this study as it can gather data easily in a numerical form (McLeod, 2019). Larger data can be collected in lesser time through quantitative research design (Setia, 2016). The researchers do not consider qualitative research method as it is time-consuming, and also emphasized descriptive expressions such as textual, narrative and visual when conducting the face-to-face interview and observations.

Causal research design is the most suitable design due to it can recognize the cause-and-effect relationship between independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and the dependent variable (employee motivation).

A cross-sectional study is also been used in this research as the data collected at only one point in time. It allows the researchers to look into numerous characteristics at once to answer the research questions (Cherry, 2019).

3.2 Data Collection Methods

Primary data collection method was conducted in this research to acquire accurate results. By using primary data collection method, the original data can be collected from the target sample.

3.2.1 Primary Data

Primary data collection method used in this study is the questionnaire because it can help the researchers to get initial data from selected respondents. After setting the questions, Google forms will be created to collect data. The reason for choosing questionnaire survey through Google forms as it is cost-saving, easier and quicker way to collect the data from a large number of sample size (Junio, 2018). Apart from that, the other reasons to use this method is because google forms are sent in an anonymity form to the respondent, and it can also enable higher reliability from the data collection.

3.3 Sampling Design

3.3.1 Target Population

The employees from a top glove manufacturing company in Malaysia are selected as the target respondents and they are going to represent the overall employees at a glove manufacturing company in Malaysia. According to a glove manufacturing company in Malaysia's website (A glove manufacturing company, n.d.), there is a total of more than 18,000 employees work in this glove manufacturing company locally and overseas, but there are only 31 factories out of 40 factories are located in Malaysia. Since the target population are the employees at a glove manufacturing company in Malaysia, so the target population will be estimated as 13,950 (18,000 X $\frac{31}{40}$).

3.3.2 Sampling Frame and Sampling Location

This study covers all branches from different states of this glove manufacturing company in Malaysia. Table 3.2. shows that the states are Selangor, Perak, Kedah, Johor, Kelantan and Negeri Sembilan.

Table 3.1

Number of Employees at a Glove Manufacturing Company in Malaysia's Factories by State

State	Number of Employees	Estimated Respondents
Selangor	10,230	299
Perak	1,395	39
Negeri Sembilan	930	26
Kelantan	465	13
Kedah	465	13
Johor	465	13
Total	13,950	403

Source: [A glove manufacturing company]. (n.d.). Retrieved August 12, 2019, from website (Source from a glove manufacturing company)

Table 3.2

Number of a Glove Manufacturing Company Factories by State

State	Number of Factories
Selangor	23
Perak	3
Negeri Sembilan	2
Kelantan	1

Kedah	1
Johor	1
Total	31

Source: [A glove manufacturing company]. (n.d.). Retrieved August 12, 2019, from website (Source from a glove manufacturing company)

Table 3.1 and 3.2 show that there are total 13,950 of employees are working in 31 factories of the glove manufacturing company in Malaysia. The researchers estimated to get 13 respondents per factory. Therefore, the estimated respondents are 403.

3.3.3 Sampling Element

The targeted sampling element of researches are those permanent or part-time employees having the ages of 21 years old or above that work at a glove manufacturing company in Malaysia. In other words, all the employees that work in a glove manufacturing company in Malaysia which from the state of Selangor, Perak, Negeri Sembilan, Kelantan, Kedah and Johor are having the chance to fill the Google form for the research.

Researchers have contacted the Human Resource Management to further explain the purpose of this survey questions and apply permission for data collection. The URL link for the Google forms questionnaires have been blasted to the employees at a glove manufacturing company in Malaysia, through Email by the HR department of a glove manufacturing company in Malaysia. Furthermore, the researchers also tried to reach the respondents through Facebook through private messaging.

3.3.4 Sampling Technique

In this research, the researchers used one of the probability samplings, which is stratified random sampling to conduct our research. Stratified sampling is used to target the employees at a glove manufacturing company in Malaysia by stratifying the population based on factories per state. This is because this study has a non-equal sample size from each stratum, as the number of factories per state is different. The researchers decided to collect 13 employees as the respondents per factory. Table 3.1 shows that the estimated respondents are 403 from the total number of employees. Table 3.2 shows that the researchers decided to target the respondents proportionally by depending on the number of factories located in different states.

Besides, the researchers also used a simple random sampling technique in distributing the questionnaire. This is because the researchers requested the Human Resources Department to blast the questionnaire through email to all the employees who worked at the glove manufacturing company in Malaysia. In other words, every employee has an equal chance to be chosen as a respondent. The major reason for using this method to distribute the questionnaire is because it can reduce the selection bias.

3.3.5 Sampling Size

Table 3.3

Sample Size for a Given Population Size

Population	Sample
9,000	368
10,000	370
15,000	375
20,000	377
30,000	379

Source: Krejcie, R.V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*, 607-610.

Table 3.1 and 3.2 show that there is a total of 13,950 employees are working in 31 factories and the researchers estimated to get 403 respondents. However, according to Table 3.3, our population 13,950 employees falls between 10,000 and 15,000. Therefore, the researchers chose the larger population to set the sample size as 375 respondents are required in this research. In other words, the required respondents are only 2.69% ($\frac{375}{13950}$x100%) of the total amount of employees.

The researchers collected the data by distributing the questionnaire through Google form. From all of the forms that received, 375 usable responses were collected, and it indicates a response rate of 100%.

3.4 Research Instrument

The main research instrument used in this study was the questionnaire.

3.4.1 Questionnaire Design

The questionnaire had been generated in a straightforward and concise method to let respondents understand the survey of questionnaire easily. The survey questionnaire contains three main sections which are Section A, Section B and Section C.

Section A is the demographic information of the respondents, Section B and Section C designed based on their own experience and opinions about motivation and factors that influence employee motivation. Section A comprises both nominal and ordinal scale. Interval scale with Five Point Likert Scale is used in this research.

3.4.2 Pilot Studies

30 sets of questionnaires have been delivered to the employees at a glove manufacturing company in Malaysia. The respondents voluntarily committed in filling the questionnaire. After completion of collection data, the researchers had generated the data by using SPSS software (Version 25). Besides, the most popular method used by the researchers to compute the internal consistency of variables is using Thumb of Cronbach's Coefficient Alpha. Table 3.4 shows that the level of strength based on the alpha value.

Table 3.4

The Rule of Thumb of Cronbach's Coefficient Alpha

Cronbach's Coefficient Alpha (α) Value	Strength of Association
Less than 0.6	Poor reliability
0.6 to 0.7	Fair reliability
0.7 to 0.8	Good reliability
0.8 to 0.95	Excellent reliability

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business Research Methods (8th ed.). New York: South-Western/Cengage Learning.

Table 3.5

Summary of Reliability Test Result (Pilot Study)

		Cronbach's Coefficient Alpha	**Strength of Reliability**
Dependent Variable:			
Employee Motivation	6	0.901	Excellent
Independent Variables:			
Pay and Benefits	5	0.738	Good
Achievement and Recognition	5	0.882	Excellent
Work Environment	5	0.812	Excellent
Job Security	5	0.789	Good
Training and Development	5	0.905	Excellent

Source: Developed for the research

Table 3.5 shows that the pilot test results for this research. The highest reliability value among all of the other variables is training and development (0.905), follow by achievement and recognition (0.882), work environment (0.812), job security (0.789) and pay and benefits (0.738). Apart from that, the Coefficient Alpha value for the dependent valuable employee motivation is 0.901. As all the values are above 0.7 and 0.8 which means that all of the variables have good and excellent reliability. In short, the questionnaire is reliable and appropriate. Therefore, the researchers can proceed with the research on a larger scale of respondents.

3.5 Construct Measurement

3.5.1 Nominal Scale

Three questions in section A used nominal scale, which is question 1 (Gender), question 3 (Ethnic group) and question 7 (Current working location).

1. Gender:

[ ] Male   [ ] Female

3.5.2 Ordinal Scale

There are four questions in Section A of the questionnaire that used ordinal scale which is question 2 (Age), question 4 (Educational level), question 5 (Position in organization) and question 6 (Years of Employment).

4. Education Level:

[ ] Lower Secondary   [ ] Degree

[ ] Higher Secondary   [ ] Master

[ ] Diploma   [ ] Other: _____

3.5.3 Interval Scale

In this study, the Likert scale widely utilized to measure the attitude directly. Likert scale is applied in this questionnaire survey which is Section B and Section C (McLeod, 2019). The researchers set a five-point scale in the questionnaire are given as below:

1= Strongly disagree (SD)

2= Disagree (D)

3= Neutral (N)

4= Agree (A)

5= Strongly agree (SA)

The Likert scale helps the respondent and the researcher to avoid confusion. The example of an interval scale is shown below:

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel happy in performing my job.	1	2	3	4	5

Table 3.6 shows the types of the scale used for each question in the
questionnaire:

Table 3.6

Types of Scales Used in Questionnaire

Section A		Number of Question	Type of Scales
Q1	Gender	1	Nominal
Q2	Age	1	Ordinal
Q3	Ethic Group	1	Nominal
Q4	Education Level	1	Ordinal
Q5	Position in Organization	1	Ordinal
Q6	Years of Employment	1	Ordinal
Q7	Current Working Location	1	Nominal
Section B & C		**Number of Question**	**Type of Scales**
Part 1	Employee Motivation	6	Interval
Part 2	Pay and Benefits	5	Interval
Part 3	Achievement and Recognition	5	Interval
Part 4	Work Environment	5	Interval
Part 5	Job Security	5	Interval
Part 6	Training and Development	5	Interval

Source: Developed for the research

3.5.4 Origin of Measure of Construct

Operational definition of the key construct is used in the current study.

Table 3.7

Operational Definition of the Key Construct

Variables	Items	Construct Measurement	Sources
Employee Motivation	6	• I feel happy in performing my job. • I am willingly to put a great effort to help the company be successful. • I feel a high degree of personal responsibility for the work I do. • I feel proud to be a part of the company. • I will do the work assigned by superior. • I am motivated to do well because I am empowered by my work environment.	Adopted from Bozeman, Dennis & Perrewe (2001); Erickson, Ives, Duffy & Gibbons (2004)

Pay and Benefits	5	• I am satisfied with my current pay. • I am satisfied with my current benefit [e.g. sick leave, health insurance]. • I am satisfied with the pay scales increment. • The salary is comparable with other manufacturing industry. • Being offered a good salary and compensation package has an impact on my level of motivation.	Adopted from Ellenbecker, Carol, Byleckie & Samia (2008); Owoyele (2017); Wanjihia (2016)
Achievement and Recognition	5	• I feel that the company appreciate towards my achievement. • I feel that the company recognize my ability. • My company's recognition events	Adopted from Nyberg & Anthony (2010); Wanjihia (2016)

		motivate me to excel at work.	
		• Promotion in the company is based on my achievement.	
		• Being recognized for my work achievements motivates me.	
Work Environment	5	• I feel satisfy with the cleanliness of current work environment.	Adopted from Morgeson & Frederick (2006); Belanger, France, Collins & Cheney (2001)
		• I am in a stress-free working environment.	
		• I feel that the work environment is free from health hazards.	
		• I feel that the work environment is safe.	
		• Good work environment increases my motivation.	
Job Security	5	• I am confident that I will be able to work for	Adopted from Kraimer & Maria (2005); Jimenez & Didona (2017);

		my company as long as I wish.	Ahuja, Manju, Chudoba &
		• I will be able to work for my company until my retirement.	Kacmar (2007); Owoyele (2017)
		• Regardless of economic conditions, I will have a job in my company.	
		• I will not look for a job at a different company.	
		• Provision of job security by the company has impact on my motivation level.	
Training and Development	5	• I feel that training and development programs that provided by company are wide range in different area [e.g. communication skills, computer skills and technical skills].	Adopted from Takeuchi, Riki, Takeuchi & Lepak (2007); Kraimer, Maria, Seibert & Wayne (2011); Collins, Christopher & Smith (2006); Sun, Li-Yun,

	• I feel that training and development programs are helpful for my job.	Aryee & Law (2007)
	• I can learn new skills and knowledge through participating training and development programs.	
	• I am willingly to participate in any training and development programs.	
	• Training and development increase my motivation.	

Source: Developed for the research

3.6 Data Processing

Data processing is a part that the researcher must transform the input data collected from the questionnaire into valuable information. Before the researchers carry out the step of data analysis, the researchers must complete this data processing step (Sekaran & Bougie, 2010).

3.6.1 Data Checking

Before researchers carry out the pilot test, the pre-test is conducted to make sure there is no error in the questionnaire before the researchers started the distribution process. Hence, the researcher can get a more accurate answer from the respondent.

3.6.2 Data Editing

The researchers will review all the questionnaire to check whether there is any data error such as incomplete, inconsistent, or ambiguous answer. The reason for data editing is to adjust those questions with the missing answer or those questions with more than one answer. In this case, the data that get by the researchers can be more accurate and complete (Chin et al., 2016).

3.6.3 Data Coding

Data coding is a process that sets a code to represent an answer in the questionnaire. For Section A, the answer from the questionnaire is coded as below:

Table 3.8

Coding of Question in Section A

No.	Question	Coding
Q1	Gender	• "Male" is coded as 1
		• "Female" is coded as 2
		• "Missing Data" is coded as 99
Q2	Age	• "20 and below" is coded as 1
		• "21-29" is coded as 2
		• "30-39" is coded as 3
		• "40-49" is coded as 4
		• "50-59" is coded as 5
		• "60 or older" is coded as 6
		• "Missing Data" is coded as 99
Q3	Ethic Group	• "Chinese" is coded as 1
		• "Malay" is coded as 2

- "Indian" is coded as 3

- "Others" is coded as 4

- "Missing Data" is coded as 99

Q4	Education Level	• "Lower Secondary" is coded as 1
		• "Higher Secondary" is coded as 2
		• "Diploma" is coded as 3
		• "Degree" is coded as 4
		• "Master" is coded as 5
		• "Others" is coded as 6
		• "Missing Data" is coded as 99
Q5	Position in Organization	• "UM Level & Above" is coded as 1
		• "MM Level" is coded as 2
		• "JM Level" is coded as 3
		• "LM Level" is coded as 4
		• "Missing Data" is coded as 99
Q6	Years of Employment	• "3 years or below" is coded as 1
		• "Above 3 years to 5 years" is coded as 2
		• "Above 5 years to 10 years" is coded as 3

		• "Above 10 years" is coded as 4
		• "Missing Data" is coded as 99
Q7	Current Working Location	• "Selangor" is coded as 1
		• "Perak" is coded as 2
		• "Negeri Sembilan" is coded as 3
		• "Kelantan" is coded as 4
		• "Kedah" is coded as 5
		• "Johor" is coded as 6
		• "Missing Data" is coded as 99

Source: Developed for the research

The coding for the dependent and independent variables in Section B and Section C of questionnaire are coded as below:

- "Employee Motivation" is coded as EM
- "Pay and Benefits" is coded as PB
- "Achievement and Recognition" is coded as AR
- "Work Environment" is coded as WE
- "Job Security" is coded as JS
- "Training and Development" is coded as TD

The coding for the answer in questionnaire for Section B and Section C are coded as below:

- "Strongly Disagree" is coded as 1
- "Disagree" is coded as 2
- "Neutral" is coded as 3
- "Agree" is coded as 4
- "Strongly Agree" is coded as 5
- "Missing data" is coded as 99

3.6.4 Data Transcribing

Data transcribing process require the researchers to transcribe the data collected previously into SPSS software (Version 25). SPSS software (Version 25) is a software used to test and perform the statistical analysis. Before running the reliability test, reverse scoring for negative question in the questionnaires is an important step. This is because reverse scoring for the negative question is to sustain the consistency in the meaning of the response. Furthermore, the researchers also have to edit and amend the data of inconsistent response (Chin et al., 2016).

3.6.5 Data Cleaning

Data cleaning is the process that helps the researcher to examine and discover the missing data. Moreover, SPSS software (Version 25) will help the researcher to check the consistency of the data and find out those data which is out of the research objective or irrelevant in the research. However, even though the data had been checked previously, but in this stage, it will

help to confirm that the data have completed preview before the final analysis (Chin et al., 2016).

3.7 Data Analysis

In this step, the researchers will transform all the completed collected data into useful and understandable information. The researchers adopted the SPSS software (Version 25) to transform the data.

3.7.1 Descriptive Analysis

Descriptive analysis is a process of transforming raw data into the form of useful information that the researchers can easily come out with a clearer interpretation and explanation at the same time providing graphics like table and bar chart to the audiences. Besides, descriptive analysis enables the researchers to summarize all the related answers from the questionnaire in a simple statistic. Furthermore, the researchers will be presenting the data by using the percentage analysis to give a clearer view for the readers (Zikmund, 2003).

3.7.2 Scale Measurement

Reliability test is essential for the research as it enables the researcher to determine the reliability by indicating the consistency of the answer from

the respondents. Besides, the reliability test can also help the researchers to indicate the random error in the questionnaire (Chong, Eng, Gwee, Ooi, & Wang, 2013). The coefficient alpha (α) used to determine the consistency and reliability of both independent variables and dependent variable. Table 3.4 shows that Cronbach's alpha ranges.

Based on Sekaran and Bougie (2012), when the coefficient alpha value is less than 0.60, it means that the level of reliability is poor. Besides, when the coefficient alpha value between the range of 0.60 and 0.70 is fair reliability; coefficient alpha value range between 0.70 and 0.80 is good reliability. Furthermore, the coefficient alpha value range between 0.80 and 0.95 show excellent reliability. Moreover, the closer the Cronbach's alpha value to 1, the higher the level of reliability.

3.7.3 Inferential Analysis

Inferential analysis is the technique that enables the researchers to summarize the properties of the population from the sample. In the inferential analysis, it contains the Pearson Correlation Coefficient and Multiple Linear Regression to study the relationship between the independent variables and the dependent variable.

3.7.3.1 Pearson Correlation Coefficient Analysis

Pearson Correlation Coefficient can help the researchers to determine the strength, direction and significance of the linear relationship between dependent variable and independent variables (Sekaran & Bougie, 2012).

The hypotheses tested under Pearson Correlation Coefficient is shown below:

H1: There is a significant relationship between pay and benefits with employee motivation.

H2: There is a significant relationship between achievement and recognition with employee motivation.

H3: There is a significant relationship between work environment with employee motivation.

H4: There is a significant relationship between job security with employee motivation.

H5: There is a significant relationship between training and development with employee motivation.

3.7.3.2 Multiple Linear Regression Analysis

Multiple Regression Analysis enables researchers to indicate the relationship between two or more independent variables on a single dependent variable. Besides, Multiple Linear Regression analyzes additional factors separately to predict the impact of factors among each other (Zikmund, Babin, Carr & Griffin, 2013). The hypothesis tested under Multiple Linear Regression is shown below:

H6: There is a significant relationship between independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and dependent variable (employee motivation) at a glove manufacturing company in Malaysia.

3.8 Conclusion

In chapter three, researchers had described how to conduct all the activities in the research methodology for this study. For example, research design, data collection methods, sampling designs, research instrument, construct measurement, data processing and data analysis has been explained throughout this chapter. Besides, the research group will have further research and will be disclosing the findings from the questionnaire results and explain it in the following chapter.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

The fourth chapter focuses on analyzing and describing the data of descriptive analysis, inferential analysis and scale measurement. The data are collected from 375 respondents in Selangor, Perak, Negeri Sembilan, Kelantan, Kedah, and Johor. The data is generated by using SPSS Software (Version 25). The results of the survey are interpreted in detail through the bar chart and table. Thus, this chapter provides a comprehensive understanding about the relationship between the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and dependent variable (employee motivation).

4.1 Descriptive Analysis

In descriptive analysis, researchers used simple graphics such as bar charts, pie charts and tables to summarize and interpret the data collected in order to provide an easy understanding regarding the demographic profile of the respondents.

4.1.1 Respondent Demographic Profile

The details of the demographic profile of respondents that took part in the survey are collected such as their gender, age, ethnic group, education level, position in the organization, years of employment, and their current working location.

4.1.1.1 Gender

Table 4.1

Respondent's Gender

Gender	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Male	170	45.3	170	45.3
Female	205	54.7	375	100.0

Source: Developed for the research

Figure 4.1

Statistics of Respondent's Gender

Gender

170 (45.3%)

205 (54.7%)
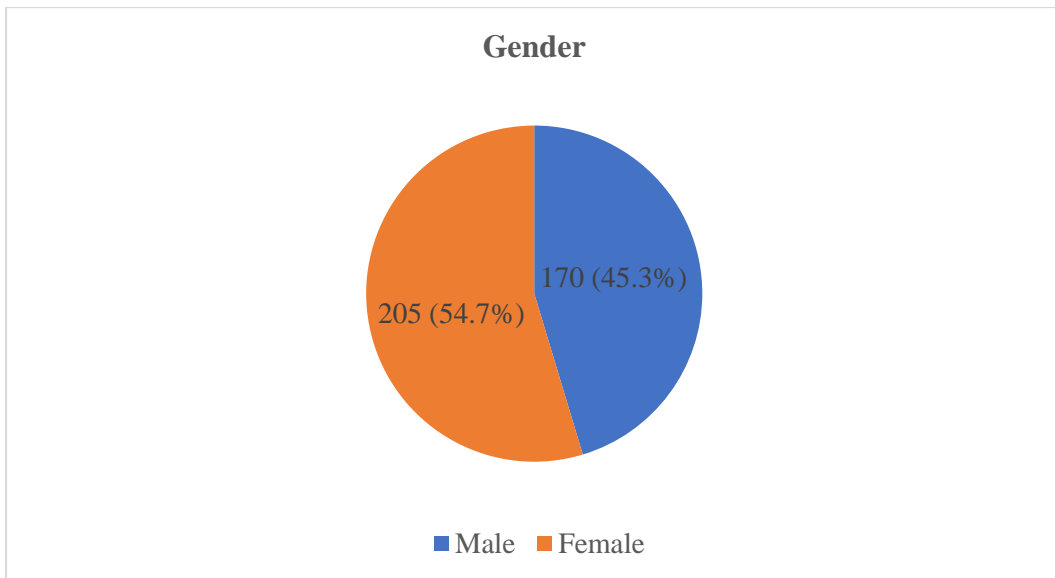
■ Male ■ Female

Source: Developed for the research

Based on Table 4.1 and Figure 4.1, 54.7% (205 respondents) from a total of 375 respondents are females, whereas 45.3% (170 respondents) are males.

4.1.1.2 Age

Table 4.2

Respondent's Age

Age	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
20 and below	0	-	0	-
21-29	227	60.5	227	60.5
30-39	97	25.9	324	86.4
40-49	37	9.9	361	96.3
50-59	11	2.9	372	99.2
60-69	3	0.8	375	100.0

Source: Developed for the research

Figure 4.2

Statistics of Respondent's Age
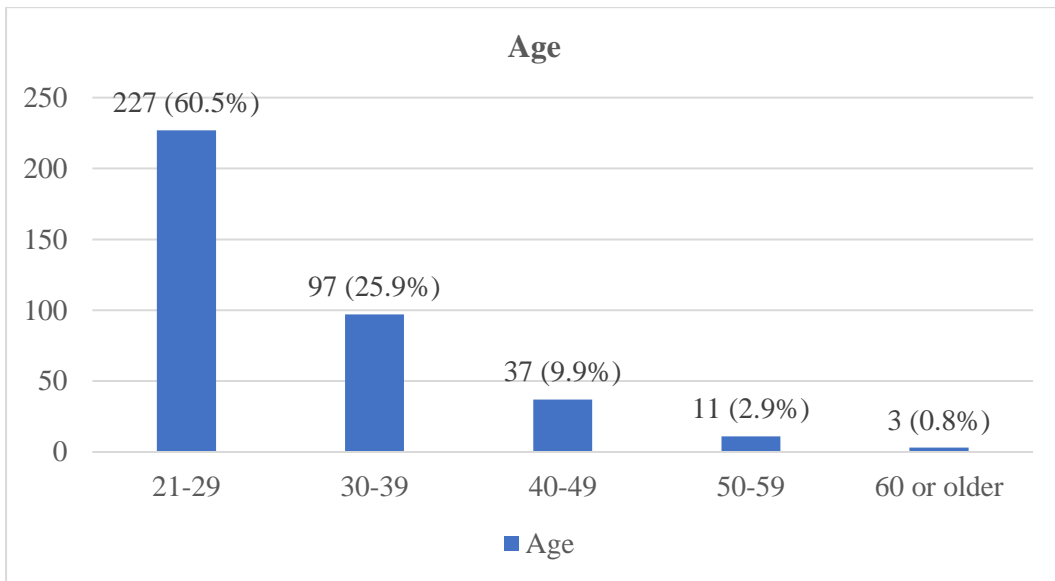
Source: Developed for the research

The respondents' age is categorized into different groups. Table 4.2 and Figure 4.2 shows that 60.5% (227 respondents) from the total of 375 respondents are 21-29 years old, 25.9% (97 respondents) belong to the age group range within 30-39 years old, 9.9% (37 respondents) belong to the age group range within 40-49 years old, and 2.9% (11 respondents) belong to the age group range within 50-59 years old. There are only 0.8% (3 respondents) are 60 years old and above. Lastly, there is no 20 years old and below gets involved in this research survey.

4.1.1.3 Ethnic Group

Table 4.3

Respondent's Ethnic Group

Ethnic Group	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Chinese	152	40.5	152	40.5
Malay	150	40.0	302	80.5
Indian	68	18.1	370	98.7
Others	5	1.3	375	100.0

Source: Developed for the research

Figure 4.3

Statistics of Respondent's Ethnic Group
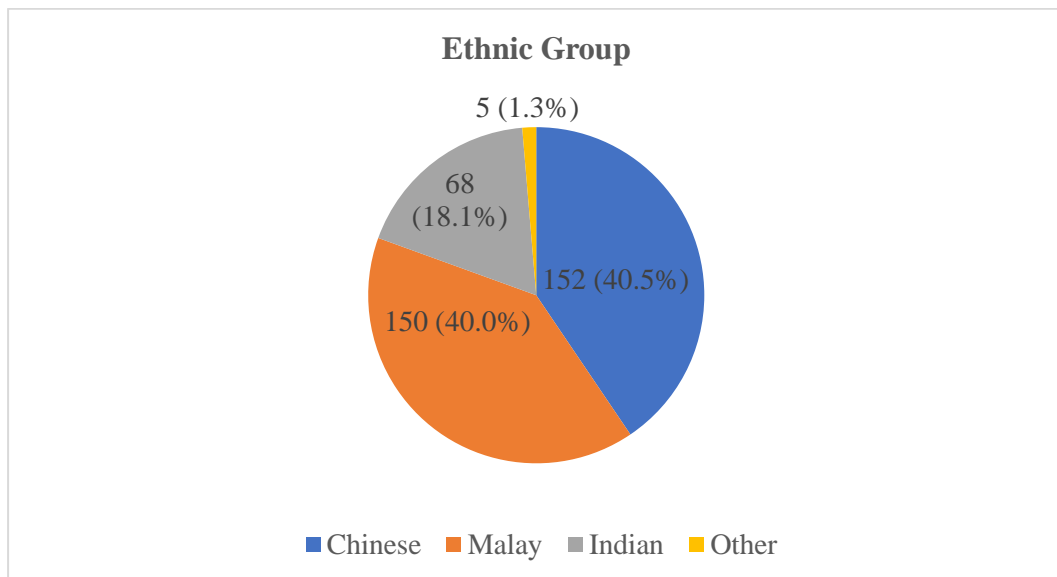
Source: Developed for the research

The respondents' ethnicity is categorized into four different groups. Table
4.3 and Figure 4.3 shows that 40.5% (152 respondents) out of the 375
respondents are Chinese, 40.0% (150 respondents) are Malay, 18.1% (68
respondents) are Indian. Besides, there are only 1.3% (5 respondents)
belong to another ethnic group category.

4.1.1.4 Education Level

Table 4.4

Respondent's Education Level

Education Level	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Lower Secondary	8	2.1	8	2.1
Higher Secondary	22	5.9	30	8.0
Diploma	67	17.9	97	25.9
Degree	236	62.9	333	88.8
Master	35	9.3	368	98.1
Others	7	1.9	375	100.0

Source: Developed for the research

Figure 4.4

Statistics of Respondent's Education Level

Education Level
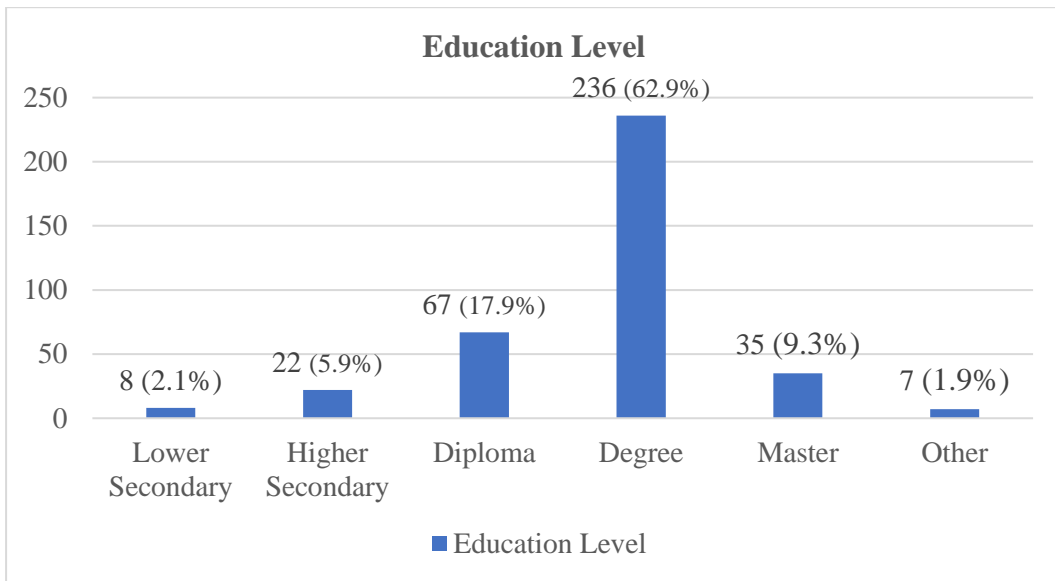
Source: Developed for the research

Table 4.4 and Figure 4.4 shows that 62.9% (236 respondents) out of the total respondents of 375 belong to the category of Degree, 17.9% (67 respondents) belong to the category of Diploma, 9.3% (35 respondents) belong to the category of Master, 5.9% (22 respondents) are higher secondary, and 2.1% (8 respondents) are lower secondary. There are only 1.9% (7 respondents) falls under other education levels.

4.1.1.5 Position in Organization

Table 4.5

Respondent's Position in Organization

Position in Organization	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
UM Level & Above	33	8.8	33	8.8
MM Level	188	50.1	221	58.9
JM Level	79	21.1	300	80.0
LM Level	75	20.0	375	100.0

Source: Developed for the research

Figure 4.5

Statistics of Respondent's Position in Organization
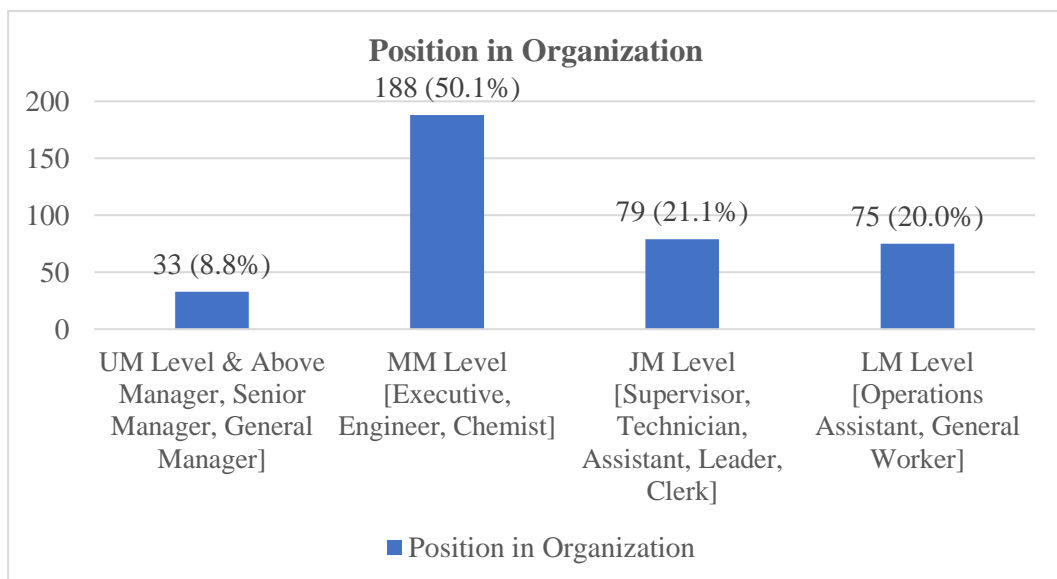
Source: Developed for the research

Table 4.5 and Figure 4.5 shows that the respondent's position in organization. There are 50.1% (188 respondents) out of the 375 total respondents are MM level, which is executive, engineer, or chemist, 21.1% (79 respondents) are JM level which is supervisor, technician, assistant, leader or clerk, and 20.0% (75 respondents) are LM level which is operations assistant or general workers. Lastly, there is only 8.8% (33 respondents) are UM level and above, which is manager, senior manager, or general manager.

4.1.1.6 Years of Employment

Table 4.6

Respondent's Years of Employment

Years of Employment	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
3 years or below	195	52.0	195	52.0
Above 3 years to 5 years	102	27.2	297	79.2
Above 5 years to 10 years	61	16.3	358	95.5
Above 10 years	17	4.5	375	100.0

Source: Developed for the research

Figure 4.6

Statistics of Respondent's Years of Employment
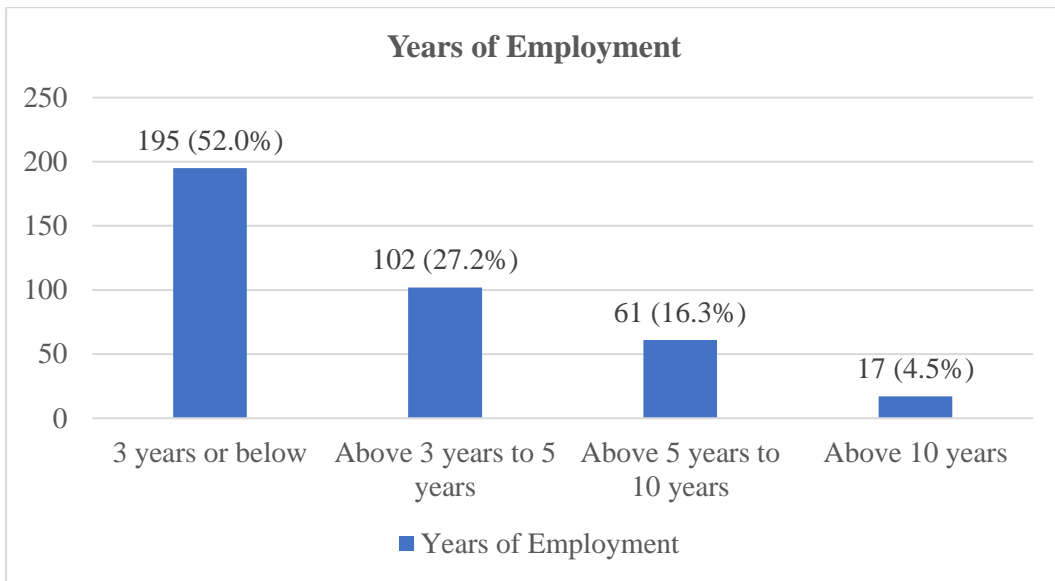
Source: Developed for the research

Table 4.6 and Figure 4.6 shows that the respondent's years of employment is categorized into four groups. There are 52.0% (195 respondents) out of the total respondents of 375 work for 3 years or below, 27.2% (102 respondents) have their years of employment above 3 years to 5 years, 16.3% (61 respondents) have their years of employment above 5 years to 10 years. There are only 4.5% (17 respondents) of respondents have worked in the glove industry for above 10 years.

4.1.1.7 Current Working Location

Table 4.7

Respondent's Current Working Location

Working Location	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Selangor	247	65.9	247	65.9
Perak	90	24.0	337	89.9
Negeri Sembilan	12	3.2	349	93.1
Kelantan	9	2.4	358	95.5
Kedah	10	2.7	368	98.1
Johor	7	1.9	375	100.0

Source: Developed for the research

Figure 4.7

Statistics of Respondent's Current Working Location
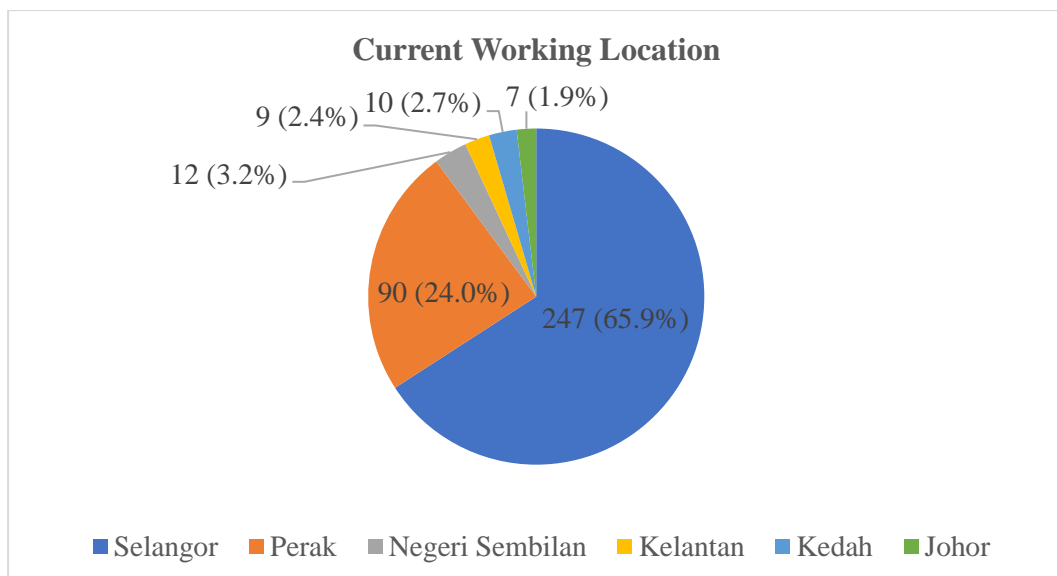
Source: Developed for the research

Table 4.7 and Figure 4.7 shows that 65.9% (247 respondents) out of the 375 total respondents currently working in Selangor, 24.0% (90 respondents) are working in Perak, 3.2% (12 respondents) are working in Negeri Sembilan, 2.7% (10 respondents) are working in Kedah, and 2.4% (9 respondents) are working in Kelantan. Lastly, 1.9% (7 respondents) of the respondents are working in Johor.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Employee Motivation

Table 4.8

Central Tendency Measurement for Employee Motivation

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
EM1	I feel happy in performing my job.	3.95	0.796	1	3
EM2	I am willingly to put a great effort to help	4.17	0.731	4	4

	the company be successful.				
EM3	I feel a high degree of personal responsibility for the work I do.	4.39	0.676	5	5
EM4	I feel proud to be a part of the company.	4.12	0.856	3	2
EM5	I will do the work assigned by superior.	4.40	0.629	6	6
EM6	I am motivated to do well because I am empowered by my work environment.	4.05	0.974	2	1

Source: Developed for the research

Table 4.8 shows the central tendencies measurement of employee motivation. It indicates that has EM5 the highest mean value of 4.40 that is the most respondents agree with that statement. Then followed by EM3

(4.39), EM2 (4.17), EM4 (4.12), and ended with EM1 with the lowest mean of 3.95.

We can also see that EM6 has the highest standard deviation of 0.974. Then continued by EM4 (0.856), EM1 (0.796), EM2 (0.731), EM3 (0.676), and ended with EM5 that has the least standard deviation in answer that more people agreed on the statement.

4.1.2.2 Pay and Benefits

Table 4.9

Central Tendency Measurement for Pay and Benefits

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
PB1	I am satisfied with my current pay.	3.74	0.979	3	3
PB2	I am satisfied with my current benefit [e.g. sick leave, health insurance].	3.59	1.103	1	1

PB3	I am satisfied with the pay scales increment.	3.61	1.069	2	2
PB4	The salary is comparable with other manufacturing industry	3.81	0.944	4	4
PB5	Being offered a good salary and compensate-ion package has an impact on my level of motivation	4.35	0.820	5	5

Source: Developed for the research

Table 4.9 displays the pay and benefits' central tendencies measurement. It indicates that PB5 has the highest mean (4.35) which the questions are being agreed by the most of the respondents. Then followed by PB4 (3.81), PB1 (3.74), PB3 (3.61) and ended with PB2 with the lowest mean of 3.59.

For standard deviation, PB2 has the highest standard deviation of 1.103. Which then continued by PB3 (1.069), PB1 (0.979), PB4 (0.944), and ended with PB5 (0.820) that has the lowest standard deviation in answer.

4.1.2.3 Achievement and Recognition

Table 4.10

Central Tendency Measurement for Achievement and Recognition

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
AR1	I feel that the company appreciate towards my achievement.	3.73	0.936	2	3
AR2	I feel that the company recognize my ability.	3.73	0.914	1	4
AR3	My company's recognition events motivate me to excel at work.	3.87	0.981	3	1
AR4	Promotion in the company is based on my achievement.	3.92	0.974	4	2

| AR5 | Being recognized for my work achievements motivates me. | 4.26 | 0.818 | 5 | 5 |

Source: Developed for the research

Table 4.10 shows the central tendencies measurement of achievement and recognition. It indicates clearly that AR5 has the highest mean of 4.26, which this statement is being agreed by the majority. Then followed by AR4 (3.92), AR3 (3.87) then ended with AR1 and AR2 that has the same lowest mean of 3.73.

We can also know that AR3 has a highest standard deviation of 0.981. Then continued by AR4 (0.974), AR1 (0.936), AR2 (0.914), and ended with AR5 (0.818) that has the lowest standard deviation in answer.

4.1.2.4 Work Environment

Table 4.11

Central Tendency Measurement for Work Environment

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
WE1	I feel satisfy with the cleanliness of current work environment.	3.82	0.992	4	4
WE2	I am in a stress-free working environment.	2.99	1.264	1	2
WE3	I feel that the work environment is free from health hazards.	3.37	1.336	2	1
WE4	I feel that the work environment is safe.	3.65	1.151	3	3
WE5	Good work environment increases my motivation.	4.31	0.767	5	5

Source: Developed for the research

Table 4.11 display the work environment's central tendencies measurement.
WE5 has the highest mean of 4.31, this prove that most of the respondents
agree with this statement. Then followed by WE1 (3.82), WE4 (3.65), WE3
(3.37) and ended with WE2 with the lowest mean of 2.99.

We can also see that WE3 has the highest standard deviation of 1.336.
Which then continued with WE2 (1.264), WE4 (1.151), WE1 (0.992) and
ended with WE5 (0.767) that has the lowest standard deviation in answer.

4.1.2.5 Job Security

Table 4.12

Central Tendency Measurement for Job Security

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
JS1	I am confident that I will be able to work for my company as long as I wish.	3.75	0.986	4	4
JS2	I will be able to work for my	3.32	1.165	2	2

	company until				
	my retirement.				
JS3	Regardless of	3.70	0.996	3	3
	economic				
	conditions, I				
	will have a job				
	in my				
	company.				
JS4	I will not look	3.26	1.237	1	1
	for a job at a				
	different				
	company.				
JS5	Provision of	3.94	0.869	5	5
	job security by				
	the company				
	has impact on				
	my motivation				
	level.				

Source: Developed for the research

Table 4.12 shows the job security's central tendencies measurement. It indicates that JS5 has the highest mean value of 3.94 that is the most respondents agreed with it. Then followed by JS1 (3.75), JS3 (3.70), JS2 (3.32) and ended with JS4 with the lowest mean value of 3.26.

For standard deviation, JS4 has the highest standard deviation of 1.237. Then continued with JS2 (1.165), JS3 (0.996), JS1 (0.986) and ended with JS5 (0.869) that has the lowest standard deviation in answer and the majority agreed with the statement.

4.1.2.6 Training and Development

Table 4.13

Central Tendency Measurement for Training and Development

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
TD1	I feel that training and development programs that provided by company are wide range in different area [e.g. Communication skills, computer skills and	4.11	0.767	2	2

	technical skills].				
TD2	I feel that training and development programs are helpful for my job.	4.10	0.769	1	1
TD3	I can learn new skills and knowledge through participating training and development programs.	4.22	0.706	3	5
TD4	I am willingly to participate in any training and development programs.	4.28	0.711	5	4

TD5	Training and	4.26	0.713	4	3
	development				
	increase my				
	motivation.				

Source: Developed for the research

Table 4.13 indicates the central tendencies measurement of training and development. It shows that TD4 has the highest mean (4.28) which the questions are being agreed by the majority. Then followed by TD5 (4.26), TD3 (4.22), TD1 (4.11) and ended with TD2 (4.10) that has the lowest mean.

We can also see that TD2 has the highest standard deviation of 0.769. Which then continued with TD1 (0.767), TD5 (0.713), TD4 (0.711) and ended with TD3 (0.706) that has the lowest standard deviation in answer and is agreed by most of the respondents.

4.2 Scale Measurement

4.2.1 Reliability Test

Through SPSS Software (Version 25), it can determine whether the result of the 375 sets of questionnaires is reliable. Table 4.14 shown below described the result for the variables.

Table 4.14

Cronbach's Alpha Reliability Test

Question	Cronbach's Alpha Value	Number of Items
Dependent Variable:		
Employee Motivation	0.859	6
Independent Variable:		
Pay and Benefits	0.852	5
Achievement and Recognition	0.893	5
Work Environment	0.858	5
Job Security	0.862	5
Training and Development	0.866	5

Source: Developed for the research

Through SPSS Software, it can determine whether the result of the 375 sets of questionnaires is reliable. Table 4.14 described the result of the variables. Firstly, the Coefficient Alpha Value for the dependent variable (employee motivation) is 0.859. While for Coefficient Alpha Value for the independent variables, achievement and recognition get the highest value (0.893), following by training and development (0.866), job security (0.862), work environment (0.858), as well as pay and benefits get the lowest value (0.852). In conclusion, the Coefficient Alpha Value for every variable is within the range of 0.80 to 0.95, it shows that all the variables have excellent reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

Pearson Correlation Analysis helps to measure the strength, correlation, association and direction of the relationship between two continuous variables in the study (Sekaran & Bougie, 2013). The Rule of Thumb shown in Table 4.15 provided the coefficient range, direction of the relationship and its strength.

Table 4.15

Rule of Thumb for Interpreting the Strength of a Correlation Coefficient

Coefficient Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but Definite Relationship
0.00 to ±0.20	Slight, Almost Negligible

Source: Hair, Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. Chichester. West Sussex: John Wiley & Sons, Inc.

4.3.1.1 Pay and Benefits with Employee Motivation (Hypothesis 1)

H_0: There is no significant relationship between pay and benefits with employee motivation.

H_1: There is a significant relationship between pay and benefits with employee motivation.

Table 4.16

Correlations between Pay and Benefits with Employee Motivation

		Employee Motivation
Pay and Benefits	Pearson Correlation	0.541
	Significant (2-tailed)	<0.000
	N	375

Source: Generated from SPSS software (Version 25)

Based on Table 4.16, it shows that there is a positive relationship between pay and benefits with employee motivation because of the positive value of correlation coefficient. Pay and benefits have a positive value of 0.541 correlation with employee motivation. Thus, when pay and benefits are high, then employee motivation will also be high. The value of this correlation coefficient of 0.541 falls under coefficient range from $\pm$ 0.41 to $\pm$ 0.70. Therefore, the relationship between pay and benefits with employee motivation is moderate and significant because of the p-value (<0.000) is less than the alpha value (0.05).

**4.3.1.2 Achievement and Recognition with Employee Motivation
(Hypothesis 2)**

H_0: There is no significant relationship between achievement and
recognition with employee motivation.

H_1: There is a significant relationship between achievement and recognition
with employee motivation.

Table 4.17

*Correlations between Achievement and Recognition with Employee
Motivation*

		Employee Motivation
Achievement and Recognition	Pearson Correlation	0.669
	Significant (2-tailed)	<0.000
	N	375

Source: Generated from SPSS software (Version 25)

From the results of Table 4.17, there is a positive relationship between
achievement and recognition with employee motivation because of the
positive value of correlation coefficient. Achievement and recognition have
a positive value of 0.669 correlation with employee motivation. This
explains that the better the achievement and recognition, the higher the
employee motivation. The value of this correlation coefficient of 0.669 falls
under coefficient range from ± 0.41 to ± 0.70. Therefore, the relationship
between achievement and recognition with employee motivation is
moderate and significant because of the p-value (<0.000) is less than the
alpha value (0.05).

4.3.1.3 Work Environment with Employee Motivation (Hypothesis 3)

H_0: There is no significant relationship between work environment with employee motivation.

H_1: There is a significant relationship between work environment with employee motivation.

Table 4.18

Correlations between Work Environment with Employee Motivation

		Employee Motivation
Work Environment	Pearson Correlation	0.592
	Significant (2-tailed)	<0.000
	N	375

Source: Generated from SPSS software (Version 25)

By referring to the results from Table 4.18, it shows that there is a positive relationship between work environment and employee motivation because of the positive value for correlation coefficient. Work environment has a positive value of 0.592 correlation with employee motivation. Thus, when perceived better work environment, then employee motivation is high. The value of this correlation coefficient of 0.592 falls under coefficient range from $\pm$ 0.41 to $\pm$ 0.70. Therefore, the relationship between work environment and employee motivation is moderate and significant because the p-value (<0.000) is less than the alpha value (0.05).

4.3.1.4 Job Security with Employee Motivation (Hypothesis 4)

H_0: There is no significant relationship between job security with employee
motivation.

H_1: There is a significant relationship between job security with employee
motivation.

Table 4.19

Correlations between Job Security with Employee Motivation

		Employee Motivation
Job Security	Pearson Correlation	0.602
	Significant (2-tailed)	<0.000
	N	375

Source: Generated from SPSS software (Version 25)

Based on the analysis of Table 4.19, there is a positive relationship between
job security with employee motivation because of the positive value for
correlation coefficient. Job security has a positive value of 0.602 correlation
with employee motivation. Thus, this explains that the better the job security,
the higher the employee motivation. The value of this correlation coefficient
of 0.602 falls under coefficient range from ± 0.41 to ± 0.70. Therefore, the
relationship between job security with employee motivation is moderate and
significant because the p-value (<0.000) is less than the alpha value (0.05).

4.3.1.5 Training and Development with Employee Motivation (Hypothesis 5)

H_0: There is no significant relationship between training and development with employee motivation.

H_1: There is a significant relationship between training and development with employee motivation.

Table 4.20

Correlations between Training and Development with Employee Motivation

		Employee Motivation
Training and Development	Pearson Correlation	0.514
	Significant (2-tailed)	<0.000
	N	375

Source: Generated from SPSS software (Version 25)

From the results of Table 4.20, it shows that there is a positive relationship between training and development with employee motivation because of the positive value for correlation coefficient. Training and development have a positive value of 0.514 correlation with employee motivation. This explains that the higher the training and development, the higher the employee motivation. The value of this correlation coefficient of 0.514 falls under coefficient range from $\pm$ 0.41 to $\pm$ 0.70. Therefore, the relationship between training and development with employee motivation is moderate and significant because the p-value (<0.000) is less than the alpha value (0.05).

4.3.2 Multiple Linear Regression Analysis

Table 4.21

Analysis of Variance

	Model	Sum of Squares	df	Mean Square	F	Sig.
ANOVA						
1	Regression	68.944	5	13.789	76.360	<0.000
	Residual	66.633	369	0.181		
	Total	135.577	374			

Source: Generated from SPSS software (Version 25)

H_0: The five independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) are not significant explain the variance of employee motivation.

H_1: The five independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) are significant explain the variance of employee motivation.

Based on Table 4.21 above, p-value (<0.000) is less than the alpha value (0.05). This explains that the F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent and independent variables. Therefore, all the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) are significant to explain the variance in employee motivation. The alternate hypothesis is supported by the data.

Table 4.22

R-square Value's Model Summary

Model Summary				
Model	**R**	**R-Square**	**Adjusted R-Square**	**Std. Error of the Estimate**
1	0.713	0.509	0.502	0.425

Source: Generated from SPSS software (Version 25)

The R-value is the correlation coefficient between dependent variable and independent variables be taken together. The value of correlation coefficient (R-value) for this study is 0.713. This is a positive and high correlation between dependent variable (employee motivation) and independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development).

Table 4.23

Rule of Thumb for Interpreting the Strength of a Correlation Coefficient

R-squared Value	**Strength**
Less than 0.3	None or very weak
0.3 to 0.5	Weak or low
0.5 to 0.7	Moderate
More than 0.7	Strong

Source: Moore, D. S., Notz, W. I, & Flinger, M. A. (2013). The basic practice of statistics (6th ed.). New York, NY: W. H. Freeman and Company. Page (138).

The R-square indicates the extent or percentage of how the independent variables can explain the variations in the dependent variable. In this study, independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) can explain 50.9% of the variations in dependent variable (employee motivation). Based on table 4.23, it shows that our result (50.9% = 0.509) is moderate. However, it is still left 49.1% (100% - 50.9%) unexplained in this study. In other words, other additional variables that are important in explaining employee motivation that has not been considered in this study.

Table 4.24

The Estimate of Parameter

		Coefficients				
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.715	0.160		10.697	<0.000
	Pay and Benefits	-0.055	0.047	-0.071	-1.162	0.246
	Achievement and Recognition	0.305	0.053	0.393	5.792	<0.000
	Work Environment	0.099	0.039	0.147	2.536	0.012
	Job Security	0.148	0.039	0.209	3.771	<0.000

Training and Development	0.141	0.047	0.139	2.993	0.003

Source: Generated from SPSS software (Version 25)

Regression Equation:

Y = a + b1X1 + b2X2 + b3X3 + b4X4 + b5X5

Where,

Y = Employee Motivation

X1 = Pay and Benefits

X2 = Achievement and Recognition

X3 = Work Environment

X4 = Job Security

X5 = Training and Development

a = the intercept

b = the slope (coefficient of X_n)

Multiple Regression Equation

Employee Motivation = 1.715 – 0.055 (Pay and Benefits) + 0.305 (Achievement and Recognition) + 0.099 (Work Environment) + 0.148 (Job Security) + 0.141 (Training and Development)

Highest Contribution

Achievement and recognition are the independent variables that contribute the highest to the variation of the dependent variable (employee motivation) because beta value (under standardized coefficients) for this independent variable is the largest (0.393) if compare to other independent variables (pay and benefits, work environment, job security, training and development).

This means that achievement and recognition make the strongest unique contribution to explain the variation in dependent variable (employee motivation), when the variance explained by all other predictor variables in the model is controlled for.

Second-Highest Contribution

Job security is the independent variables that contribute the second-highest to the variation of the dependent variable (employee motivation) because beta value (under standardized coefficients) for this independent variable is the second largest (0.209) if compare to other independent variables (pay and benefits, achievement and recognition, work environment, training and development).

This means that job security makes the second strongest unique contribution to explain the variation in dependent variable (employee motivation), when the variance explained by all other predictor variables in the model is controlled for.

Third-Highest Contribution

Work environment is the independent variables that contribute the third-highest to the variation of the dependent variable (employee motivation) because beta value (under standardized coefficients) for this independent variable is the third-largest (0.147) if compare to other independent variables (pay and benefits, achievement and recognition, job security, training and development).

This means that work environment makes the third strongest unique contribution to explain the variation in dependent variable (employee motivation), when the variance explained by all other predictor variables in the model is controlled for.

Fourth Highest Contribution

Training and development are the independent variables that contribute the fourth highest to the variation of the dependent variable (employee motivation) because beta value (under standardized coefficients) for this independent variable is the fourth largest (0.139) if compare to other independent variables (pay and benefits, achievement and recognition, work environment, and job security).

This means that training and development make the fourth strongest unique contribution to explain the variation in dependent variable (employee motivation), when the variance explained by all other predictor variables in the model is controlled for.

Lowest Contribution

Pay and benefits are the independent variables that contribute the lowest to the variation of the dependent variable (employee motivation) because beta value (under standardized coefficients) for this independent variable is the smallest (-0.071) if compare to other independent variables (achievement and recognition, work environment, job security, training and development).

This means that pay and benefits make the least contribution to explain the variation in dependent variable (employee motivation), when the variance explained by all other predictor variables in the model is controlled for.

4.4 Conclusion

In a nutshell, the questionnaire has been distributed, collected, analyzed exactly and explained in this chapter. Moreover, the standard deviation of the data and the mean score were provided and a scale measurement was conducted to show the reliability for the questionnaire survey. The result from Pearson Correlation Coefficient and Multiple Linear Regression (MLR) Analysis that were calculated by using SPSS software (Version 25) to show the relationship between the dependent variable (employee motivation) and the five independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development). Next, there are a short conclusion and some useful implication for the findings will be presented in Chapter 5.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATION

5.0 Introduction

The last chapter delivers a summary as an overview for the statistical analysis such as descriptive and inferential analyzes. Besides, some useful implications will be provided about the major findings. Moreover, the researchers will discuss the limitation of this research and provide some recommendations for future researchers.

5.1 Summary of Statistical Analysis

In this chapter, there will be a deeply discussed on the result of descriptive analysis and inferential analysis generated in the previous chapter and the researcher will summarize it to give an overview.

5.1.1 Summary of Descriptive Analysis

Table 5.1

Summary of Descriptive Analysis

Variables	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Gender				
Male	170	45.3	170	45.3
Female	205	54.7	375	100.0
Age Group				
20 years old and below	0	-	0	-
21 – 29 years old	227	60.5	227	60.5
30 – 39 years old	97	25.9	324	86.4
40 – 49 years old	37	9.9	361	96.3
50 – 59 years old	11	2.9	372	99.2
60 or older years old	3	0.8	375	100.0
Ethnic Group				
Chinese	152	40.5	152	40.5
Malay	150	40.0	302	80.5
Indian	68	18.1	370	98.7
Others	5	1.3	375	100.1
Education Level				
Lower Secondary	8	2.1	8	2.1

Higher Secondary	22	5.9	30	8.0
Diploma	67	17.9	97	25.9
Degree	236	62.9	333	88.8
Master	35	9.3	368	98.1
Others	7	1.9	375	100.0
Position in Organization				
UM Level & Above	33	8.8	33	8.8
MM Level	188	50.1	221	58.9
JM Level	79	21.1	300	80.0
LM Level	75	20.0	375	100.0
Years of Employment				
3 years or below	195	52.0	195	52.0
Above 3 years to 5 years	102	27.2	297	79.2
Above 5 years to 10 years	61	16.3	358	95.5
Above 10 years	17	4.5	375	100.0
Current Working Location				
Selangor	247	65.9	247	65.9
Perak	90	24.0	337	89.9
Negeri Sembilan	12	3.2	349	93.1
Kelantan	9	2.4	358	95.5

Kedah	10	2.7	368	98.1
Johor	7	1.9	375	100.0

Source: Developed for the research

In summary, there is a total of 375 respondents participated in the questionnaire survey for this research. According to the results shown in Chapter 4, The majority respondents are female which is 54.7%. Most of them are 21-29 years old as it represents 60.5% in the survey, however there are no respondent below the age of 20 years old. Moreover, the result showed that a greater part of Chinese respondents, which is 40.5% are involved in this survey. Most of the respondents from this study are belongs to the Degree which consist of 62.9% of the 375 respondents. Furthermore, there are almost half of the total respondents are from the MM Level (50.1%) and have working experience of 3 years or below (52%). Lastly, most of the respondents are from the state of Selangor as it represents 65.9% in this survey.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Test

There are 375 sets of questionnaires were being run for the reliability test. The results for independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and dependent variable (employee motivation) are more than 0.8. It is undeniable that there is excellent reliability for the questions of the survey questionnaire because the coefficient alpha value of employee motivation is 0.859 for the dependent variable while the highest coefficient alpha value among the independent variables is achievement and recognition which is

0.893. Training and development have the second-highest coefficient alpha value with 0.866 for the independent variable. Meanwhile, job security has the third-highest coefficient alpha value with 0.862. The coefficient alpha value for the work environment and pay and benefits are 0.858 and 0.852 respectively.

5.1.2.2 Pearson Correlation Coefficient Analysis

The Pearson Correlation Coefficient test in Chapter 4 shows that the relationship between the independent variables (pay and benefits, achievement and recognition, work environment, job security, and training and development) and dependent variable (employee motivation) is significant.

From the results, there is a positive relationship between the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and dependent variable (employee motivation) because of the positive value for correlation coefficient. The r-value for achievement and recognition is 0.669 based on the Pearson Correlation Coefficient test. The r-value for job security is 0.602 whereas the r-value for work environment is 0.592. Besides, the r-value of pay and benefits is 0.541 and r-value of training and development is 0.514. Therefore, when the independent variable (pay and benefits, achievement and recognition, work environment, job security, training and development) is high, employee motivation is high.

Since all the correlation coefficient of the variables are fall under coefficient range from ±0.41 to ±0.70. Therefore, the relationship between the independent variables (pay and benefits, achievement and recognition, work

environment, job security, training and development) and dependent variable (employee motivation) is moderate.

The relationship between the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) and dependent variable (employee motivation) is significant. It is because the p-value (<0.000) is less than the alpha value (0.05).

5.1.2.3 Multiple Linear Regression Analysis

The F-statistic is significant since the p-value (<0.000) is less than the alpha value 0.05. Pay and benefits have its p-value of 0.246; achievement and recognition were <0.000; work environment was 0.012; job security was <0.000, while training and development were 0.003. This means that the relationships between pay and benefits, achievement and recognition, work environment, job security, and training and development towards employee motivation are significant. The value for R-square is 0.509 which means that the independent variables for this research which include pay and benefits, achievement and recognition, work environment, job security, and training and development can explain 50.90% of the variation with the dependent variable (employee motivation).

5.2 Discussion of Major Findings

Based on the computed result from the test, researchers will identify the status of the hypothesis. There is a positive relationship between the independent variables and dependent variable when the r-value is a positive sign. The p-value can

determine whether the hypothesis should be accepted or rejected. When the p-value is less than 0.05 ($p<0.05$), the alternate hypothesis (H_1) will be accepted and the null hypothesis (H_0) will be rejected.

Table 5.2

The Summary of Pearson's Correlation Coefficient and Multiple Linear Regression for the Independent Variables and Employee Motivation

	Hypothesis	**Results**	**Outcomes**
H1	There is a significant relationship between pay and benefits with employee motivation.	r-value = 0.541 p-value = <0.000 (p-value = 0.246)	Supported
H2	There is a significant relationship between achievement and recognition with employee motivation.	r-value = 0.669 p-value = <0.000 (p-value = <0.000)	Supported
H3	There is a significant relationship between work environment with employee motivation.	r-value = 0.592 p-value = <0.000 (p-value = 0.012)	Supported
H4	There is a significant relationship between job security with employee motivation.	r-value = 0.602 p-value = <0.000 (p-value = <0.000)	Supported
H5	There is a significant relationship between training and	r-value = 0.514	Supported

	development with employee motivation.	p-value = <0.000 (p-value = 0.003)	
H6	There is a significant relationship between independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) with dependent variable (employee motivation).	p-value = <0.000	Supported

Source: Developed for the research

5.2.1 Hypothesis 1: Pay and Benefits with Employee Motivation

The finding shows that pay and benefits have a positive impact on employee motivation and it is in line with the result from the former research of Ryan and Deci (2000). Jayasuriya, Kumarasinghe, and Perera (2017) also highlighted that pay and benefits are impactful factors to motivate employees. Pay and benefits are the basic needs of employees, it is also a powerful tool to motivate employees in order to provide services with high effectiveness and efficiency (Kivuva, 2012; Scott, 2011). According to Dewitt (2020), pay and benefits can improve recruiting. Statistic shows that 75% of the people prefer to accept a job offer if it provides flextime benefits. Then, 61% of the people concentrate on the job offer if it provides health and wellbeing benefits whereas 55% of employees feel that the job that with slightly lower pay but better benefits are accepted. Thus, when the company

offer benefits package to the employee, the company can recruit and attract more talented and skillful employees into the company. Leonard (2019) also emphasized that when the employees are satisfied and pleased with their pay and benefits, they are willing to stay with the company. This statement highlighted that pay and benefits can encourage employee loyalty. Hence, the turnover rate of the company can be decreased.

5.2.2 Hypothesis 2: Achievement and Recognition with Employee Motivation

The finding shows that achievement and recognition positively influence the employee motivation and it is in line with the result from the former research of Kamalian, Yaghoubi and Moloudi (2010). Kinicki and Fugate (2012) also highlighted that the employees who excel in their job will be recognized by their company. According to Daneshkohan, Zarei, Mansouri and Maajani (2015), one of the factors that most worries by employees are whether they are being treated fairly, trusted and appreciated by the organization. Every employee was hired for a reason and all of them work for the same organization. Therefore, everyone should be treated equally in the workplace. They also want to receive the respect that they deserve (Burton, 2012). Managers should also know how to distribute rewards wisely without disrupting their subordinates' motivation (Singh, Almsafir, Al-khrabsheh, 2013). Employees want to feel proud of their accomplishments, and they want their employer to also be proud of them and appreciate their work done (Burton, 2012). This can cause employees to enhance their positive self-evaluation and their ability to contribute to the organization (Safiullah, 2015). According to Mohamma and Anowar (2012), what managers can do other than financial recognition is, the manager can try to listen and consider ideas given by employees, care about them, show respect and trust to their employees. Hence, the managers not only can provide financial

achievement and recognition but also can provide non-financial recognition
to motivate their employees (Burton, 2012).

5.2.3 Hypothesis 3: Work Environment with Employee Motivation

The finding shows that work environment positively influence the employee
motivation and it is in line with the result from the former research of
Rafikul and Ahmad (2008). Tan and Waheed (2011) also stated that work
environment is the most significant factor to motivate the employee. Work
environment should be pleasant and desirable. This is because most of the
people spent their life in the workplace. Therefore, the work environment of
a company should be a place that they can enjoy instead of dreading.
Managers and employees have the responsibility to make sure that the work
environment can be the best that it can be (Burton, 2012). According to
Kivuva (2012), when the employees are happy and motivated by a good
work environment, they will enjoy their daily work and perform the best as
well as the productivity will be better. When a company is having an
excellent work environment, it means that the company is having a certain
standard. The company with standard quality would lead the people and the
organization to a higher position (Brooks, 2007). Organizations are advised
to make the work environment attractive with necessary office equipment
available to reduce stress at the workplace. This can motivate employees a
lot (Olusadum & Anulika, 2018).

5.2.4 Hypothesis 4: Job Security with Employee Motivation

The finding shows that job security positively influence employee motivation and it is in line with the result from the former research of Rafikul and Ahmad (2008). Job security is a motivator when the employees see a direct correlation between their performance and their future with the company ("Why is employee job security so important to company success?", 2019). Lack of job security can cause discomfort and anxiety to the employees. On the other hand, if the employees feel secure, they will be more committed to perform their tasks well, as they can pay full attention in performing their jobs without worrying about whether they are having a secure job (Akpan, 2013; Kraja, 2015). To reduce employee's job insecurity, the company can provide a counsellor in the organization for employees to share out their problems or pressures that they faced (Daud, 2017). The management can also have regular communication with their employees about their job performance to let the employees feel that they are being valued by the company and have high possibility work with the company in future for a long time (Ashe-Edmunds, 2014). When a company have a team of employees who work together for a long time, they will most probably be having strong lifelong friendship, strong bonds and connections and this also will bring a strong sense of corporate culture for the organization ("Why is employee job security so important to company success?", 2019).

5.2.5 Hypothesis 5: Training and Development with Employee Motivation

The finding shows that training and development positively influence the employee motivation and it is in line with the result from the former research of Shattuck et al. (2008). Cao et al. (2003) also mentioned training that provided by the company can improve the self-development of the employees which will greatly affect the employee motivation. According to Springer (2011), training and development can improve particular skills and abilities of the employees. At the same time, it can also help a company to identify the ability level of employees and then give the proper training and development to improve their ability level. The training and development not only beneficial for the company but also for the employees. For example, an organization can get more capable and skillful employees via development so that organization can improve the productivity at the same time the employees will be more satisfied with their ability to achieve jobs via development (Dibble, 1999). Furthermore, when the organization provides relevant training programs to its employees and it will indirectly improve the supportive level from the employees as well as having less intention to quit (Burke, 1995). Besides, if the company provides affordable or free training and development programs to the employees, it also can motivate them to participate in those programs to improve their capability, skills, etc., as the training and development programs outside are expensive. Hence, the company should provide training and development for its employees.

5.3 Implications of the Study

5.3.1 Theoretical Implications

Based on the research, the framework is applicable in rubber glove manufacturing industry. There are five aspects to motivate employees in this research. This research provides empirical evidence for employee motivation of different dimensions in a glove manufacturing company in Malaysia. All independent variables used in this research were able to achieve a significant correlation with employee motivation. After the researchers tested the model, it is related because of the independent variables able to explain significant variation in dependent variables. The model is relevant to determine the motivation factors in glove manufacturing context.

5.3.2 Managerial Implications

Other than financial motivation, the managers can also implement non-financial and other types of motivation to motivate their employees by allowing them to be the best that they can be (Burton, 2012). The company managers need to consider employee motivation as its cardinal objective. This is because the productivity and progress of a company are mostly depending on how readily available and committed the workforce is (Olusadum & Anulika, 2018).

The company management plays a significant role in motivating employees (Singh, Almsafir, Al-khrabsheh, 2013). Every employee is different and has their own different needs. Therefore, the managers need to take this into account and recognize the differences between each employee as not every employee is motivated in the same way (Burton, 2012). According to Doyle (2004), he said that a company should start everything from the beginning of the process, the hiring process. To create a motivating working place, the management can start with hiring motivated people. (Burton, 2012).

As a conclusion, the five factors in this study (pay and benefits, achievement and recognition, work environment, job security, training and development) can affect the motivation of employees. If employees are motivated, they will have better performance as well as effective and efficient in doing their job, and it leads to productivity and profitability of the company increased. Besides, with motivated and positive employees, a company will have a good culture and it will affect the employees be loyal and will not have turnover intention, as well as the company can have a good reputation. Lastly, management plays an important role in motivating employees (Singh, Almsafir & Al-khrabsheh, 2013). Hence, the top management, managers and supervisors must work together in contributing techniques and ways to motivate and help each other and their subordinates in achieving the goals of their organization.

5.4 Limitations of the Study

The researchers faced some limitations while conducting the research project. Firstly, this study targets the employee at a glove manufacturing in Malaysia. However, the scope of the research is quite small and data collected are limited as the questionnaire was only be sent to a top glove manufacturing company in Malaysia, which may result in survey biasness. The research scope could not be larger into other glove manufacturing company due to various reasons such as research cost and a huge amount of time needed to get approval from different authorities.

For data collecting in this research, the company's management had sent emails including our Google Form link to the employees in different branches. Initially, we can get around 150 respondents in the first 3 to 4 days, but then, the number of respondents did not increase. Later on, the researchers tried to use Facebook to communicate with the employees in order to inform them about our survey. By using email, it unable to gather all employee attention to fill in the google form and take a longer time to reach the target respondents.

Besides, the researchers also noticed that some respondents answer the questionnaire by choosing neutral as their answer, approximately 16% of the total questionnaire answers. The respondents may not willing to express their real answers because they may scare it affect their actual job. As a result, this will be reducing the reliability and validity of the research result.

Lastly, this research used cross-sectional approach in data collection instead of longitudinal approach. As the cross-sectional approach only can snapshot the factors of influence employee motivation in a given point of time rather than the factors that influence them in the long term.

5.5 Recommendations for Future Research

The researchers have completed this research study although they faced some limitations during the research. There are several recommendations provided for future researchers who are going to conduct similar research. Future researchers should expand the target respondents to different glove manufacturing companies in Malaysia rather than only focusing on one company. This will increase the number of respondents and widen the research scope. Therefore, the results can be more representative and generalizable at the same time can prevent the bias issue.

In this research study, the researchers overcome the limitation of reaching the employees by contacting them with Facebook. In future, the researchers can contact the management to spread the Google Form link through WhatsApp group. It is because most people use WhatsApp to communicate rather than Facebook and Email. According to Iqbal (2019), WhatsApp is one of the world top apps. 3 million companies are using WhatsApp Business. In short, the management frequently uses WhatsApp as a platform to update the latest information about the company.

In order to overcome the respondents by picking the neutral as their answer in the questionnaire, the company management should have a short explanation about the questionnaire and let them know all the answers are fully private and confidential without affect their job. Hence, this can prevent misunderstanding of the employees while answering the google form.

Lastly, future researchers are suggested to use longitudinal approaches in data collection for their study. This is because the factors that influence employee motivation and their needs may change from different points of time.

5.6 Conclusion

This research study has proven that the independent variables (pay and benefits, achievement and recognition, work environment, job security, training and development) are significantly affecting employee motivation. Therefore, the company should concentrate on all of these independent variables to satisfy all the needs of its employees to improve employee motivation. When the employees are motivated, they will enhance their job performance and lead the company to achieve high achievement in the future. Therefore, it can retain their employees, reduce absenteeism, enhance productivity and efficiency among the employees.

Besides, the researchers have provided several recommendations for future researchers to improve their research. The researchers have fulfilled the main objective of the research study. The information in this research is also useful to other industries as well.

In this research, achievement and recognition have the highest contribution to employee motivation. However, the factors that motivate the employee motivation may change from time to time as their needs will change too. Thus, according to Jayasuriya, Kumarasinghe and Perera (2017), the company should have close observation of factors that motivate the employees to sustain the competitive advantage over their competitors. The future researchers can have in-depth analysis to identify what is the extent of these factors that motivate the employees in other areas.

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Appendix 1: Permission Letter

UNIVERSITI TUNKU ABDUL RAHMAN

UTAR
UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

25th July 2019

To Whom It May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
Lim Xin	16ABB01847
Chang Yin Key	16ABB01356
Er Boon Hua	16ABB04689
Lee Yu Mun	16ABB05911
Yap Jing Fung	16ABB05864

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

....
Dr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

....
Mr Peter Tan Sin Howe
Supervisor,
Faculty of Business and Finance
Email: shtan@utar.edu.my

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888   Fax: (605) 466 1313
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288   Fax: (603) 9019 8868
Website: www.utar.edu.my

Appendix 2: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE (FBF)
BACHELOR OF BUSINESS ADMINISTRATION (HONS)
Factors that Influence Employee Motivation at a
Glove Manufacturing Company in Malaysia.

Dear Respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR Perak Campus). We are currently conducting our final year project on the topic **"Factors that Influence Employee Motivation at a Glove Manufacturing Company in Malaysia"**. The purpose of this survey is to analyse the most significant factors that influence employee motivation at a glove manufacturing company in Malaysia.

This questionnaire comprises of **THREE (3)** sections. **Section A** is about your personal particulars, **Section B** is the general information of employee motivation and **Section C** is related to your perception or opinion on the factors that influence employee motivation based on the statements and scales given.

Your cooperation to answer those questions is very important for helping in our research. Please answer **ALL** questions to the best of your knowledge. Thank you in advance for your time and participation in our research study. Your response will be kept strictly **PRIVATE AND CONFIDENTIAL** and be used solely for **ACADEMIC PURPOSE**.

Your data privacy is important to us. Personal data collected will be protected in accordance to Personal Data Protection Act 2010.

If you have any enquiries, please do not hesitate to contact:

Name	Student ID	E-mail Address
Chang Yin Key	1601356	yinkey98@hotmail.com
Er Boon Hua	1604689	erboonhua98@gmail.com
Lim Xin	1601847	limxin981120@gmail.com
Lee Yu Mun	1605911	ymlee9805@gmaill.com
Yap Jing Fung	1605864	jingfungyap@yahoo.com

Please be informed that in accordance with Personal Data Protection Act 2010 (PDPA) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman is hereby bound to make notice and required consent in relation to collection, recording, storage, usage and retention of personal information.

Acknowledgement of Notice:

( ) I have been notified by you and I hereby understood, consented and agreed per UTAR notice.

UNIVERSITI TUNKU ABDUL RAHMAN
FAKULTI PERNIAGAAN DAN KEWANGAN
SARJANA MUDA PENTADBIRAN PRNIAGAAN (KEPUJIAN)
Faktor-faktor yang Mempengaruhi Motivasi Pekerja di
Syarikat Perkilangan Sarung Tangan di Malaysia.

Responden yang dihormati,

Kami ialah pelajar Sarjana Muda Pentadbiran Perniagaan (Kepujian) dari Universiti Tunku Abdul Rahman (UTAR Kampus Perak). Kami sedang menjalankan projek akhir tahun kami tentang topik "**Faktor-faktor yang Mempengaruhi Motivasi Pekerja di Syarikat Perkilangan Sarung Tangan di Malaysia**". Tujuan kajian ini adalah untuk menganalisis faktor paling penting yang mempengaruhi motivasi pekerja-pekerja di sebuah syarikat perkilangan sarung tangan di Malaysia.

Soal selidik ini terdiri daripada **TIGA (3)** bahagian. **Bahagian A** adalah tentang butiran peribadi anda, **Bahagian B** ialah maklumat umum motivasi pekerja dan **Bahagian C** adalah berkaitan dengan persepsi atau pendapatan anda tentang faktor-faktor yang menpengaruhi motivasi pekerja berdasarkan kenyataan dan skala yang diberikan.

Kerjasama anda untuk menjawab soalan-soalan berikut adalah sangat penting untuk membantu dalam penyelidikan kami. Sila menjawab **SEMUA** soalan dengan pengetahuan sedia ada anda. Didahului dengan ucapan terima kasih atas pengorbanan masa dan penyertaan anda dalam kajian penyelidikan kami. Maklum balas anda **SULIT** dan digunakan untuk **TUJUAN AKADEMIK** sahaja.

Privasi data anda penting kepada kami. Data peribadi yang dikumpulkan akan dilindungi oleh Akta Perlindungan Data Peribadi 2010.

Sekiranya anda mempunyai sebarang pertanyaan, sila hubungi kami:

Nama	ID Pelajar	Alamat emel
Chang Yin Key	1601356	yinkey98@hotmail.com
Er Boon Hua	1604689	erboonhua98@gmail.com
Lim Xin	1601847	limxin981120@gmail.com
Lee Yu Mun	1605911	ymlee9805@gmail.com
Yap Jing Fung	1605864	jingfungyap@yahoo.com

Sila dimaklumkan bahawa menurut Akta Perlindungan Data Peribadi 2010 yang berkuatkuasa pada 15 November 2013, Universiti Tunku Abdul Rahman dengan ini terikat untuk memberi notis dan memerlukan persetujuan berhubung dengan pengumpulan, rakaman, penyimpanan, penggunaan dan pengekalan maklumat peribadi.

Pengiktirafan Notis:

( ) Saya telah dimaklumkan tentang Notis PDPA dan saya dengan ini difahami, memberi kuasa dan bersetuju dengan terma UTAR.

Questionnaire (*Soal Selidik*)

Section A (*Bahagian A*): Demographic Profile (*Profil Demografi*)

Please tick (√) the appropriate answer.

(*Sila tandakan (√) pada jawapan yang sesuai*).

1. Gender (*Jantina*):

[ ] Male (*Lelaki*)   [ ] Female (*Perempuan*)

2. Age (*Umur*):

[ ] 20 and below (*20 ke bawah*)   [ ] 40-49

[ ] 21-29   [ ] 50-59

[ ] 30-39   [ ] 60 or older (*60 ke atas*)

3. Ethic Group (*Kumpulan Etnik*):

[ ] Chinese (*Cina*)   [ ] Indian (*India*)

[ ] Malay (*Melayu*)   [ ] Other (*Lain-lain*): _____

4. Education Level (*Peringkat Pendidikan*):

[ ] Lower Secondary (*Sekolah Menengah Rendah*) [ ] Degree (*Ijazah*)

[ ] Higher Secondary (*Sekolah Menengah Tinggi*) [ ] Master (*Sarjana*)

[ ] Diploma   [ ] Other (*Lain-lain*):
_____

5. Position in Organization (*Kedudukan dalam Organisasi*):

[ ] UM Level & Above [Manager, Senior Manager, General Manager] (*Pengurusan
    Atas dan Ke Atas [Pengurus, Pengurus Kanan, Pengurus Besar]*)

[ ] MM Level [Executive, Engineer, Chemist] (*Pengurusan Tengah [Eksekutif,
    Jurutera, Ahli Kimia]*)

[ ] JM Level [Supervisor, Technician, Assistant, Leader, Clerk] (*Pengursan Junior
    [Penyelia, Juruteknik, Penolong, Pemimpin, Kerani]*)

[   ] LM Level [Operations Assistant, General Worker] (*Pengurusan Rendah
[Penolong
    Operasi, Pekerja Am]*)

6. Years of Employment (*Tahun Perkhidmatan*):

[ ] 3 years or below (*3 tahun atau ke bawah*)

[ ] Above 3 years to 5 years (*3 tahun ke atas hingga 5 tahun*)

[ ] Above 5 years to 10 years (*5 tahun ke atas hingga 10 tahun*)

[ ] Above 10 years (*Lebih dari 10 tahun*)

7. Current Working Location (*Lokasi Bekerja Semasa*):

[ ] Selangor   [ ] Negeri Sembilan   [ ] Kedah

[ ] Perak   [ ] Kelantan   [ ] Johor

Section B (*Bahagian B*): Employee Motivation (*Motivasi Pekerja*)

The following set of statement related to the general information of employee motivation. Please indicate the extent to which you agree or disagree with each statement by circling one number per line on the 5-points Likert scale response framework in which {(1) = strongly disagree; (2) = disagree; (3) = neutral, (4) = agree; and (5) = strongly agree.}

(*Set pernyataan berikut berkaitan dengan maklumat umum motivasi pekerja. Sila nyatakan sejauh manakah anda bersetuju atau tidak bersetuju dengan setiap pernyataan dengan mengelilingi satu nombor per baris pada rangka tindak balas skala Likert 5-point di mana {*(1)= sangat tidak setuju; (2)= tidak bersetuju; (3)= neutral; (4)= setuju; dan (5)= sangat setuju*})*

1= Strongly Disagree (*Sangat Tidak Setuju*)
2= Disagree (*Tidak Setuju*)
3= Neutral
4= Agree (*Setuju*)
5= Strongly Agree (*Sangat Setuju*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel happy in performing my job *(Saya berasa gembira dalam melaksanakan tugas saya).*	1	2	3	4	5
2.	I am willingly to put a great effort to help the company be successful *(Saya dengan sukarelanya berusaha keras untuk membantu syarikat saya mencapai matlamatnya).*	1	2	3	4	5
3.	I feel a high degree of personal responsibility for the work I do *(Saya rasa tanggungjawab secara peribadi yang bertahap tinggi terhadap kerja yang saya lakukan).*	1	2	3	4	5
4.	I feel proud to be a part of the company *(Saya berasa bangga menjadi sebahagian daripada syarikat ini).*	1	2	3	4	5
5.	I will do the work assigned by superior *(Saya akan melakukan kerja yang diberikan oleh penyelia).*	1	2	3	4	5
6.	I am motivated to do well because I am empowered by my work environment *(Saya amat bermotivasi untuk melakukan yang terbaik kerana persekitaran kerja yang diamanahkan).*	1	2	3	4	5

Section C (*Bahagian C*): Factors that Influence Employee Motivation (*Faktor-faktor yang Mempengaruhi Motivasi Pekerja*)

The following set of statement related to the factors that influence employee motivation in rubber manufacturing industry. Please indicate the extent to which you agree or disagree with each statement by circling one number per line on the 5-points Likert scale response framework in which {(1) = strongly disagree; (2) = disagree; (3) = neutral, (4) = agree; and (5) = strongly agree.}

(*Set pernyataan berikut berkaitan dengan faktor-faktor yang mempengaruhi motivasi pekerja dalam industri perkilangan getah Sila nyatakan sejauh manakah anda bersetuju atau tidak bersetuju dengan setiap pernyataan dengan mengelilingi satu nombor per baris pada rangka tindak balas skala Likert 5-point di mana {*(1)= sangat tidak setuju; (2)= tidak bersetuju; (3)= neutral; (4)= setuju; dan (5)= sangat setuju*})*

1= Strongly Disagree (*Sangat Tidak Setuju*)
2= Disagree (*Tidak Setuju*)
3= Neutral
4= Agree (*Setuju*)
5= Strongly Agree (*Sangat Setuju*)

Part 1 (*Bahagian 1*): Pay and Benefits (*Bayar dan Manfaat*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with my current pay (*Saya berpuas hati dengan gaji semasa saya*).	1	2	3	4	5
2.	I am satisfied with my current benefit [eg. sick leave, health insurance] (*Saya berpuas hati dengan kebajikan saya [cth. cuti sakit, insurans kesihatan]*).	1	2	3	4	5
3.	I am satisfied with the pay scales increment (*Saya berpuas hati dengan kenaikan tangga gaji*).	1	2	3	4	5
4.	The salary is comparable with other manufacturing industry (*Gaji saya sebanding dengan industri pembuatan lain*).	1	2	3	4	5
5.	Being offered a good salary and compensation package has an impact on my level of motivation (*Ditawarkan gaji yang baik dan pakej pampasan mempunyai kesan terhadap tahap motivasi saya*).	1	2	3	4	5

Part 2 (*Bahagian 2*): Achievement and Recognition (*Pencapaian dan Pengiktirafan*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel that the company appreciate towards my achievement *(Saya berasa syarikat menghargai pencapaian saya).*	1	2	3	4	5
2.	I feel that the company recognize my ability *(Saya rasa syarikat mengenal pasti keupayaan saya).*	1	2	3	4	5
3.	My company's recognition events motivate me to excel at work. *(Acara pengiktirafan syarikat saya mendorong saya untuk bekerja.*	1	2	3	4	5
4.	Promotion in the company is based on my achievement *(Kenaikan pangkat dalam syarikat adalah berdasarkan pencapaian saya).*	1	2	3	4	5
5.	Being recognized for my work achievements motivates me *(Penghargaan untuk pencapaian kerja saya mendorong saya).*	1	2	3	4	5

Part 3 (*Bahagian 3*): Work Environment (*Persekitaran Kerja*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel satisfy with the cleanliness of current work environment *(Saya berpuas hati dengan kebersihan persekitaran kerja semasa).*	1	2	3	4	5
2.	I am in a stress-free working environment *(Saya berada dalam persekitaran kerja tanpa tekanan).*	1	2	3	4	5
3.	I feel that the work environment is free from health hazards *(Saya berasa persekitaran kerja bebas daripada bahaya kesihatan).*	1	2	3	4	5
4.	I feel that the work environment is safe *(Saya berasa persekitaran kerja saya adalah selamat).*	1	2	3	4	5

5.	Good work environment increases my motivation *(Persekitaran kerja yang baik meningkatan motivasi saya).*	1	2	3	4	5

Part 4 (*Bahagian 4*): Job Security (*Jaminan Kerja*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am confident that I will be able to work for my company as long as I wish *(Saya yakin bahawa saya akan dapat bekerja untuk syarikat saya selagi saya diperlukan).*	1	2	3	4	5
2.	I will be able to work for my company until my retirement *(Saya boleh bekerja untuk syarikat saya sehingga saya bersara).*	1	2	3	4	5
3.	Regardless of economic conditions, I will have a job in my company *(Tidak kira keadaan ekonomi, saya akan mempunyai pekerjaan di syarikat saya).*	1	2	3	4	5
4.	I will not look for a job at a different company *(Saya tidak akan mencari kerja di syarikat yang berlainan).*	1	2	3	4	5
5.	Provision of job security by the company has impact on my motivation level *(Peruntukan keselamatan kerja oleh syarikat telah memberikan kesan terhadap tahap motivasi saya).*	1	2	3	4	5

Part 5 (*Bahagian 5*): Training and Development (*Latihan dan Pembangunan*)

No.	Questions (*Soalan-soalan*)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel that training and development programs that provided by company are wide range in different area [eg. communication skills, computer skills and technical skills] *(Saya berasa program latihan dan pembangunan yang disediakan oleh syarikat merangkumi pelbagai area adalah*	1	2	3	4	5

	komprehensif [cth. kemahiran komunikasi, kemahiran komputer dan kemahiran teknikal]).					
2.	I feel that training and development programs are helpful for my job *(Saya berasa bahawa program latihan dan pembangunan sangat berguna bagi tugas saya).*	**1**	**2**	**3**	**4**	**5**
3.	I can learn new skills and knowledge through participating training and development programs *(Saya dapat mempelajari kemahiran dan pengetahuan baru melalui program latihan dan pembangunan yang disertai).*	**1**	**2**	**3**	**4**	**5**
4.	I am willingly to participate in any training and development programs *(Saya sukarela untuk menyertai mana-mana program latihan dan pembangunan).*	**1**	**2**	**3**	**4**	**5**
5.	Training and development increase my motivation *(Latihan dan pembangunan meningkatkan motivasi saya).*	**1**	**2**	**3**	**4**	**5**

Thank you very much for your participation.
Terima kasih atas penyertaan anda.
Your time and opinion are greatly appreciated!
Masa dan pendapatan anda amat dihargai!

Appendix 3: Descriptive Analysis

Demographic Profile: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	170	45.3	45.3	45.3
	Female	205	54.7	54.7	100.0
	Total	375	100.0	100.0	

Gender

Demographic Profile: Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	227	60.5	60.5	60.5
	30-39	97	25.9	25.9	86.4
	40-49	37	9.9	9.9	96.3
	50-59	11	2.9	2.9	99.2
	60 or older	3	.8	.8	100.0
	Total	375	100.0	100.0	
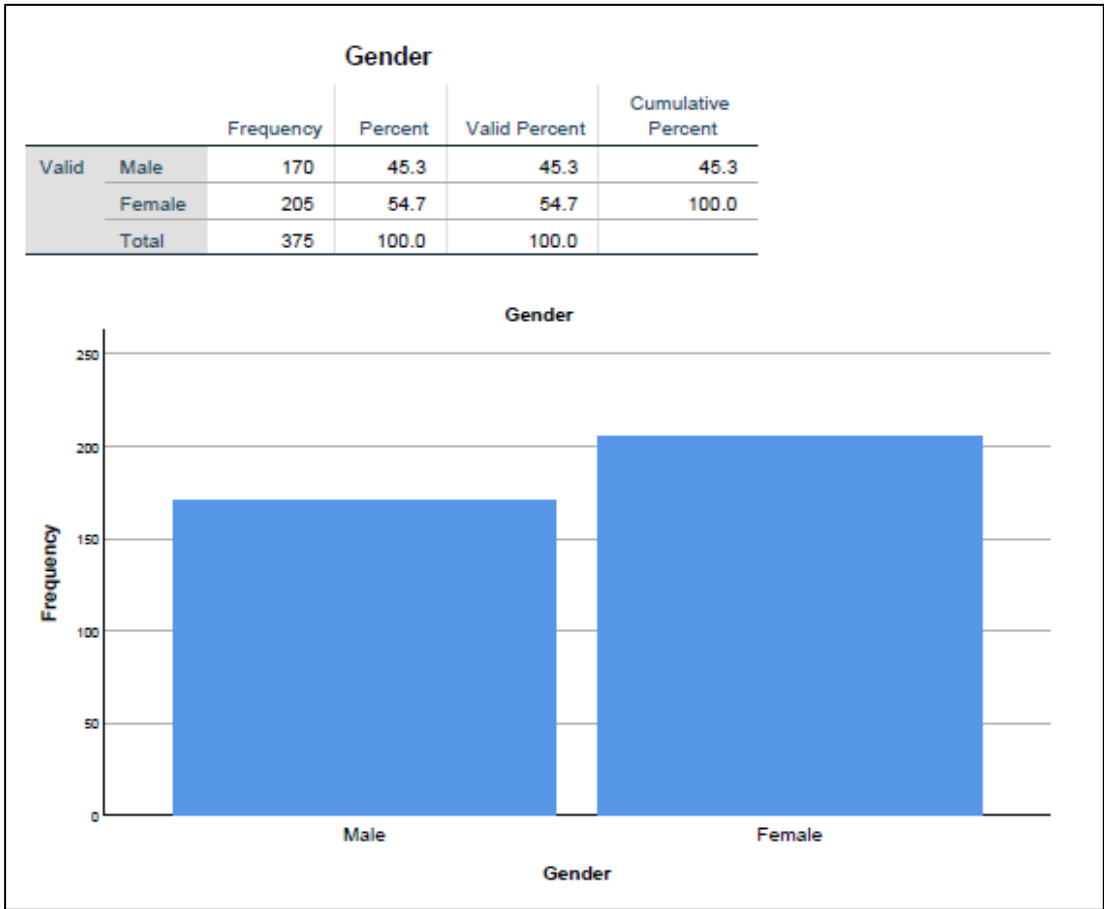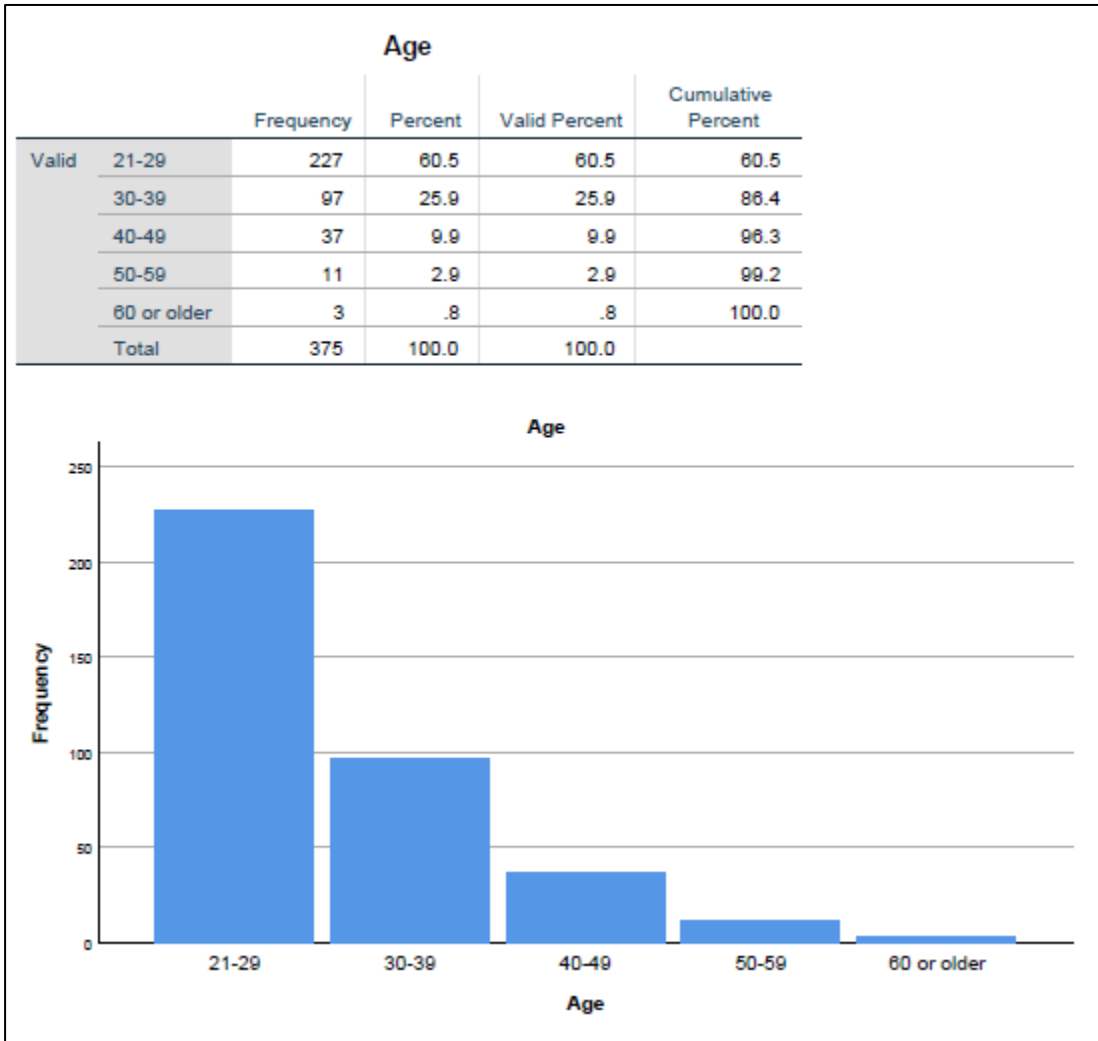
Demographic Profile: Ethnic Group

Ethnic Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	152	40.5	40.5	40.5
	Malay	150	40.0	40.0	80.5
	Indian	68	18.1	18.1	98.7
	Other	5	1.3	1.3	100.0
	Total	375	100.0	100.0	

Ethnic Group
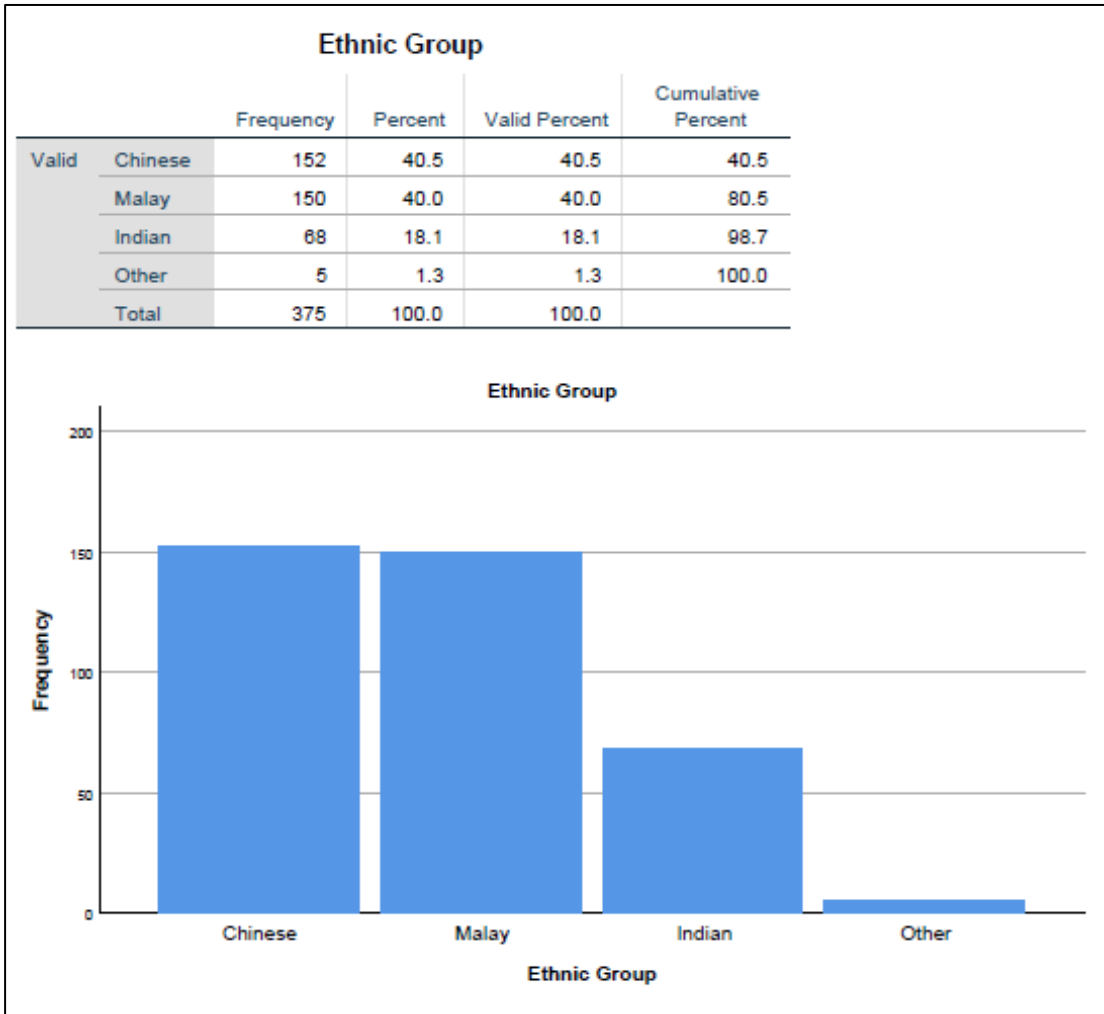
Demographic Profile: Education Level

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower Secondary	8	2.1	2.1	2.1
	Higher Secondary	22	5.9	5.9	8.0
	Diploma	67	17.9	17.9	25.9
	Degree	236	62.9	62.9	88.8
	Master	35	9.3	9.3	98.1
	Other	7	1.9	1.9	100.0
	Total	375	100.0	100.0	
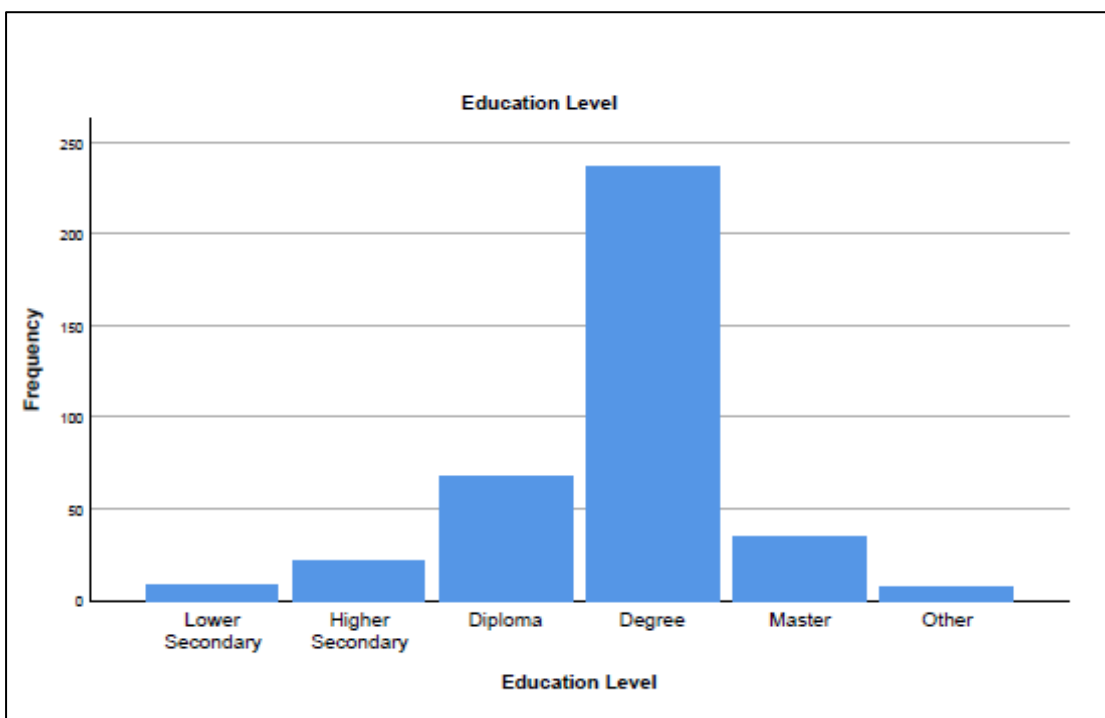
Demographic Profile: Position in Organization

Position in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UM Level & Above [Manager, Senior Manager, General Manager]	33	8.8	8.8	8.8
	MM Level [Executive, Engineer, Chemist]	188	50.1	50.1	58.9
	JM Level [Supervisor, Technician, Assistant, Leader, Clerk]	79	21.1	21.1	80.0
	LM Level [Operations Assistant, General Worker]	75	20.0	20.0	100.0
	Total	375	100.0	100.0	
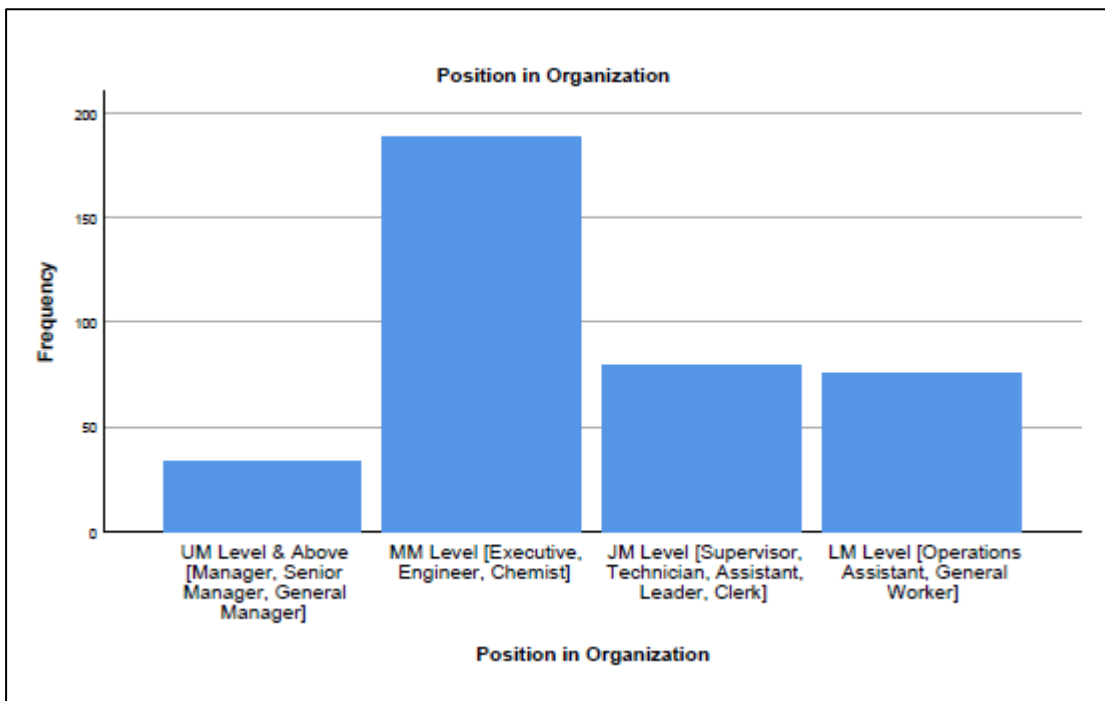
Demographic Profile: Years of Employment

Years of Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 years or below	195	52.0	52.0	52.0
	Above 3 years to 5 years	102	27.2	27.2	79.2
	Above 5 years to 10 years	61	16.3	16.3	95.5
	Above 10 years	17	4.5	4.5	100.0
	Total	375	100.0	100.0	

Years of Employment
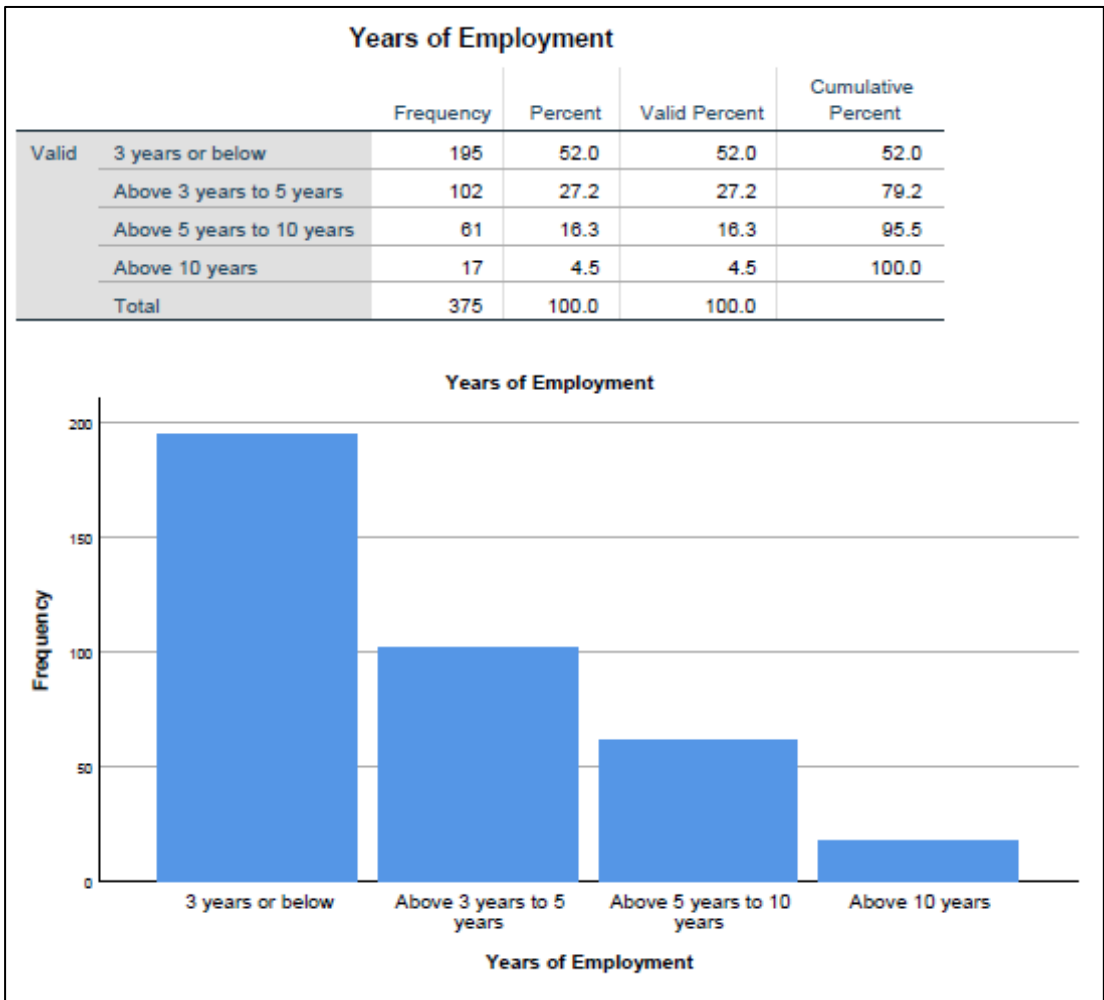
Demographic Profile: Current Working Location

Current Working Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Selangor	247	65.9	65.9	65.9
	Perak	90	24.0	24.0	89.9
	Negeri Sembilan	12	3.2	3.2	93.1
	Kelantan	9	2.4	2.4	95.5
	Kedah	10	2.7	2.7	98.1
	Johor	7	1.9	1.9	100.0
	Total	375	100.0	100.0	
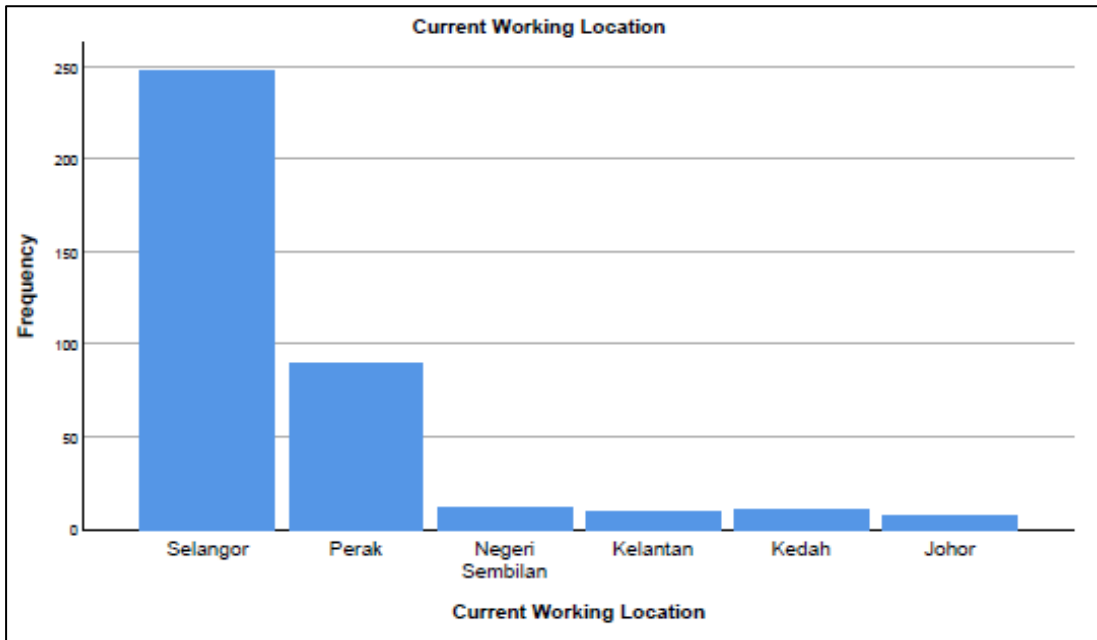
Appendix 4: Reliability Test for Pilot Study

Dependent Variable: Employee Motivation

Scale: Reliability Test (Employee Motivation)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.906	6

Item Statistics

	Mean	Std. Deviation	N
I feel happy in performing my job.	3.60	.814	30
I am willingly to put a great effort to help the company be successful.	3.83	.874	30
I feel a high degree of personal responsibility for the work I do.	4.00	.695	30
I feel proud to be a part of the company.	3.57	.935	30
I will do the work assigned by superior.	4.27	.640	30
I am motivated to do well because I am empowered by my work environment.	3.43	1.040	30

Independent Variable: Pay and Benefits

Scale: Reliability Test (Pay and Benefits)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.745	5

Item Statistics

	Mean	Std. Deviation	N
I am satisfied with my current pay.	3.40	.894	30
I am satisfied with my current benefit [eg. sick leave, health insurance].	2.90	.995	30
I am satisfied with the pay scales increment.	2.93	.907	30
The salary is comparable with other manufacturing industry.	3.43	.817	30
Being offered a good salary and compensation package has an impact on my level of motivation.	4.10	.960	30

Independent Variable: Achievement and Recognition

Scale: Reliability Test (Achievement and Recognition)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.887	5

Item Statistics

	Mean	Std. Deviation	N
I feel that the company appreciate towards my achievement.	3.07	.785	30
I feel that the company recognise my ability.	3.07	.980	30
My company's recognition events motivate me to excel at work.	3.17	1.020	30
Promotion in the company is based on my achievement.	3.43	1.073	30
Being recognized for my work achievements motivates me.	4.03	.999	30

Independent Variable: Work Environment

Scale: Reliability Test (Work Environment)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.807	5

Item Statistics

	Mean	Std. Deviation	N
I feel satisfy with the cleanliness of current work environment.	3.33	1.093	30
I am in a stress-free working environment.	2.33	1.028	30
I feel that the work environment is free from health hazards.	2.33	1.061	30
I feel that the work environment is safe.	2.77	1.165	30
Good work environment increase my motivation.	4.03	.964	30

Independent Variable: Job Security

Scale: Reliability Test (Job Security)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.789	.791	5

Item Statistics

	Mean	Std. Deviation	N
I am confident that I will be able to work for my company as long as I wish.	3.43	1.073	30
I will be able to work for my company until my retirement.	2.77	1.104	30
Regardless of economic conditions, I will have a job in my company.	3.07	.907	30
I will not look for a job at a different company.	2.30	1.088	30
Provision of job security by the company has impact on my motivation level.	3.53	.973	30

Independent Variable: Training and Development

Scale: Reliability Test (Training and Development)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.905	5

Item Statistics

	Mean	Std. Deviation	N
I feel that training and development programs that provided by company are wide range in different area [eg. communication skills, computer skills and technical skills] .	3.73	.980	30
I feel that training and development programs are helpful for my job.	3.80	.997	30
I can learn new skills and knowledge through participating training and development programs.	3.90	1.029	30
I am willingly to participate in any training and development programs.	4.00	.788	30
Training and development increase my motivation.	4.03	.718	30

Appendix 5: Reliability Test for Actual Study

Dependent Variable: Employee Motivation

Scale: Reliability Test (Motivation)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.859	6

Item Statistics

	Mean	Std. Deviation	N
I feel happy in performing my job.	3.95	.796	375
I am willingly to put a great effort to help the company be successful.	4.17	.731	375
I feel a high degree of personal responsibility for the work I do.	4.39	.676	375
I feel proud to be a part of the company.	4.12	.856	375
I will do the work assigned by superior.	4.40	.629	375
I am motivated to do well because I am empowered by my work environment.	4.05	.974	375

Independent Variable: Pay and Benefits

Scale: Reliability Test (Pay and Benefits)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.845	5

Item Statistics

	Mean	Std. Deviation	N
I am satisfied with my current pay.	3.74	.979	375
I am satisfied with my current benefit [eg. sick leave, health insurance].	3.59	1.103	375
I am satisfied with the pay scales increment.	3.61	1.069	375
The salary is comparable with other manufacturing industry.	3.81	.944	375
Being offered a good salary and compensation package has an impact on my level of motivation.	4.35	.820	375

Independent Variable: Achievement and Recognition

Scale: Reliability Test (Achievement and Recognition)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.891	5

Item Statistics

	Mean	Std. Deviation	N
I feel that the company appreciate towards my achievement.	3.73	.936	375
I feel that the company recognise my ability.	3.73	.914	375
My company's recognition events motivate me to excel at work.	3.87	.981	375
Promotion in the company is based on my achievement.	3.92	.974	375
Being recognized for my work achievements motivates me.	4.26	.818	375

Independent Variable: Work Environment

Scale: Reliability Test (Work Environment)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.855	5

Item Statistics

	Mean	Std. Deviation	N
I feel satisfy with the cleanliness of current work environment.	3.82	.992	375
I am in a stress-free working environment.	2.99	1.264	375
I feel that the work environment is free from health hazards.	3.37	1.336	375
I feel that the work environment is safe.	3.65	1.151	375
Good work environment increase my motivation.	4.31	.767	375

Independent Variable: Job Security

Scale: Reliability Test (Job Security)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.860	5

Item Statistics

	Mean	Std. Deviation	N
I am confident that I will be able to work for my company as long as I wish.	3.75	.986	375
I will be able to work for my company until my retirement.	3.32	1.165	375
Regardless of economic conditions, I will have a job in my company.	3.70	.996	375
I will not look for a job at a different company.	3.26	1.237	375
Provision of job security by the company has impact on my motivation level.	3.94	.869	375

Independent Variable: Training and Development

Scale: Reliability Test (Training and Development)

Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded[a]	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.866	5

Item Statistics

	Mean	Std. Deviation	N
I feel that training and development programs that provided by company are wide range in different area [eg. communication skills, computer skills and technical skills] .	4.11	.767	375
I feel that training and development programs are helpful for my job.	4.10	.769	375
I can learn new skills and knowledge through participating training and development programs.	4.22	.706	375
I am willingly to participate in any training and development programs.	4.28	.711	375
Training and development increase my motivation.	4.26	.713	375

Appendix 6: Pearson Correlation Coefficient Analysis

Pay and Benefits with Employee Motivation

Correlations

		Pay and Benefits	Employee Motivation
Pay and Benefits	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000
	N	375	375
Employee Motivation	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	375	375

**. Correlation is significant at the 0.01 level (2-tailed).

Achievement and Recognition with Employee Motivation

Correlations

		Achievement and Recognition	Employee Motivation
Achievement and Recognition	Pearson Correlation	1	.669**
	Sig. (2-tailed)		.000
	N	375	375
Employee Motivation	Pearson Correlation	.669**	1
	Sig. (2-tailed)	.000	
	N	375	375

**. Correlation is significant at the 0.01 level (2-tailed).

Work Environment with Employee Motivation

Correlations

		Work Environment	Employee Motivation
Work Environment	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	375	375
Employee Motivation	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	375	375

**. Correlation is significant at the 0.01 level (2-tailed).

Job Security with Employee Motivation

Correlations

		Job Security	Employee Motivation
Job Security	Pearson Correlation	1	.602**
	Sig. (2-tailed)		.000
	N	375	375
Employee Motivation	Pearson Correlation	.602**	1
	Sig. (2-tailed)	.000	
	N	375	375

**. Correlation is significant at the 0.01 level (2-tailed).

Training and Development with Employee Motivation

Correlations		Training and Development	Employee Motivation
Training and Development	Pearson Correlation	1	.514**
	Sig. (2-tailed)		.000
	N	375	375
Employee Motivation	Pearson Correlation	.514**	1
	Sig. (2-tailed)	.000	
	N	375	375

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 7: Multiple Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713[a]	.509	.502	.425

a. Predictors: (Constant), Training and Development, Work Environment, Job Security, Pay and Benefits, Achievement and Recognition

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.944	5	13.789	76.360	.000[b]
	Residual	66.633	369	.181		
	Total	135.577	374			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Training and Development, Work Environment, Job Security, Pay and Benefits, Achievement and Recognition

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.715	.160		10.697	.000
	Pay and Benefits	-.055	.047	-.071	-1.162	.246
	Achievement and Recognition	.305	.053	.393	5.792	.000
	Work Environment	.099	.039	.147	2.536	.012
	Job Security	.148	.039	.209	3.771	.000
	Training and Development	.141	.047	.139	2.993	.003

a. Dependent Variable: Employee Motivation