

FACTORS THAT AFFECT EMPLOYEE MOTIVATION
TOWARDS THE RETAIL INDUSTRY IN MALAYSIA

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A final year project submitted in partial fulfillment of the
requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS AND PUBLIC
ADMINISTRATION

APRIL 2023





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- (3) Equal contribution has been made by each group member in completing the FYP.
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Date: 21 April 2021

ACKNOWLEDGEMENT

First and foremost, we would like to convey our heartfelt gratitude to Universiti Tunku Abdul Rahman (UTAR) for allowing us to participate in the final-year project (FYP). We obtained many benefits, such as learning, communication, teamwork, and self-development. We completed our FYP thanks to the guidance and contributions of many people.

A special thanks also goes to Mr. Kuek Thiam Yong, our FYP supervisor, who provided numerous hours of guidance, counsel, concern, knowledge, support, and valuable suggestions in completing our FYP. We appreciate his assistance and time invested during and after consultation hours. We would be unable to accomplish our research project properly and smoothly without his guidance and consistent support.

Furthermore, we would like to thank Dr. Ng Lee Peng, Dr. Choong Yuen Onn, and Dr. Peter Tan Sin Howe as our pre-test experts, which provided valuable and constructive suggestions to improve our questionnaire.

Moreover, we would like to express our heartfelt gratitude to all of the respondents who took the time and effort to complete the questionnaire. It would have been hard to gather so many surveys in such a short time without their involvement and assistance in filling out our questionnaire.

Last but not least, having the support of our loved ones and friends helps us stay motivated and committed to finishing this research project. In a nutshell, the dedication and support of all the members are much valued because, without their assistance, this research would not have been as successful.

DEDICATION

This dissertation is dedicated to:

Mr. Kuek Thiam Yong, Dr. Ng Lee Peng, Dr. Choong Yuen Onn, Dr. Peter Tan Sin Howe,
the respondents, and our families and friends

Thanks for your support when we need it the most.

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LIST OF ABBREVIATIONS

C	Competence
CR	Co-worker relationship
EM	Employee motivation
ER	Employee recognition
ET	Employee training
JS	Job security
MRCA	Malaysian Retail Chain Association
PKP-RI	Indonesian Employee Cooperative Center Jember Regency
S	Salary
SDT	Self-determination theory
SKM	Sijil Kemahiran Malaysia
SME	Small and medium-sized enterprise
SPM	Sijil Pelajaran Malaysia
SPSS	Statistical Package for the Social Science
STPM	Sijil Tinggi Persekolahan Malaysia
UEC	Unified Examination Certificate

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PREFACE

In order to complete our bachelor's degree program which is Bachelor of Business Administration (Hons), it is compulsory for us to conduct the research project. The title for our research project is "Factors that Affect Employee Motivation Towards the Retail Industry in Malaysia." The main reasons for us to conduct this research are the lack of motivation among employees in the retail industry and the high turnover rate of the employee in Malaysia.

The motivation of employees in the retail industry is crucial as the Malaysian retail industry has been one of the most important contributors to the country's gross domestic product (GDP) for decades. The motivation of employees is one of the crucial factors that affect the performance and productivity of employees which has been proved by many researchers in different industries. Thus, it is important for us to conduct this study to understand and clarified the factors that affect the employee motivation.

In our research project, we have identified six factors that may affect the employee motivation in the retail industry based on the ERG theory, which are salary, job security, co-worker relationship, employee recognition, competence, and employee training. This research project may be useful for the managers in the retail industry to understand and identify the factors that may affect the employee motivation in the retail industry to develop the appropriate and effective strategies to improve the motivation and performance of the employees.

ABSTRACT

The retail industry has played a major role in Malaysia, as it has been one of the most significant contributors to the country's gross domestic product (GDP) for decades. However, there is a lack of motivation among employees in the retail industry, and a high turnover rate of employees in Malaysia. The main objective of this research project is to examine the factors that affect employee motivation towards the retail industry in Malaysia which are salary, job security, co-worker relationship, employee recognition, competence, and employee training. Our research project is based on ERG theory to identify the factors that may affect the employee motivation. Then, pilot study, pre-test, reliability test, and validity test have been conducted before conducting the main study. A total of 390 response were collected from the large-scale retail stores located in Perak, Penang and Terengganu. Most of the respondents are Malay female employees who are 21 to 29 years old, working for 6 to 9 years and mostly are SPM holders. To analyse the collected data, we applied SPSS Version 26 to run the data. Also, to test whether the factors have positively significant impact on employee motivation in retail industry, the multiple linear regression analysis was carried out. After analysing, the result showed that employee training and employee recognition have positively but insignificant impact on employee motivation, while salary, job security, co-worker relationship and competence have positively significant impact on employee motivation in the retail industry. Competence is the predictor variable that contributes the most to the variation of the dependent variable, following is job security, third is salary, fourth is co-worker relationship, fifth is employee training, and the lowest contribution is employee recognition. Furthermore, this research provides the implication for the manager to understand the factors that affect employee motivation in the retail industry in Malaysia. Also, some limitations and recommendations for the research have been highlighted to let the future researcher make the improvement.

CHAPTER 1: INTRODUCTION

1.0 Introduction

Employee motivation is considered as a key element that make an organization successful because employee motivation is the employee's degree of commitment, motive and effort put into their daily work.

In this research, we are focusing and conducting a study to explore our research topic which is the factors that affect employee motivation in the retail industry in Malaysia. Chapter 1 will cover a variety of topics related to the research, including an introduction to the research background, a statement of the problem, the research objectives, research questions, hypothesis of the study, significance of the study, as well as a discussion of the chapter layout and a concluding statement.

1.1 Research Background

According to Dörnyei and Ushioda (2013), motivation refers to the element that drives an individual to make a certain decision, act, expand effort and adhere to the action. According to Craig (2017), motivation can push people to complete certain things and nothing that people cannot achieve if people are properly motivated.

Therefore, an employee that is being motivated is one of the important keys that ensure the long-term success of an organization. According to Hanaysha and

Hussain (2018), employee motivation is considered as the feelings of internal stimulation and willingness of the employee to put effort in accomplishing the tasks which the tasks or the things needed to accomplish match with the employee's interest. Thus, motivated employees will be more willing to put a higher level of effort and commitment in their work to achieve the organization's goal while also meeting the employee's interest and satisfaction needs. It can improve the overall performance of an organization and make an organization become more competitive. Therefore, it is very important for organizations to know and understand more about employee motivation.

1.2 Problem Statement

Motivation can be either external or internal (Worthy et al., 2020). External motivations come from outside factors and focus on receiving something from others, while internal motivations come from personal satisfaction. In organizational behaviour, external motivation is important in shaping employee behaviour, as it can impact their performance (Corporate Finance Institute, 2021). However, it's important to note that relying solely on external rewards may not be effective in the long term. Strong intrinsic motivation can help maintain motivation and too much external motivation can diminish intrinsic motivation. It's crucial for organizations to assess their workforce to determine the best combination of extrinsic and intrinsic motivators to increase employee motivation.

New studies indicate that concentrating exclusively on internal motivation is more effective, as relying on any type of external rewards or incentives could have a negative impact on performance (Rath, 2015). In a 14-year study of 11,320 military cadets, those who enrolled for intrinsic reasons were more likely to succeed in various measures such as graduation, commissioning, promotion, and remaining in the military than those who enrolled for extrinsic reasons (Wrzesniewski and

Schwartz, 2014). Interestingly, the study found that cadets with both intense internal and external motivations had lower chances of success than those with internal motivation alone, which contradicts the researchers' initial hypothesis.

Employee motivation has been a significant and grave concern in Malaysia for several decades. According to Maitai (2008), motivation is often seen as a factor that has a positive influence on the rate of staff turnover in an organization. In Malaysia in 2021, 82% of professionals considered quitting their jobs, but 39% of them remained in their positions due to their inability to secure new employment (Hazim, 2022). However, if the right conditions were met, about 81% of Malaysian professionals would reconsider their decision to resign, indicating low employee motivation in Malaysia.

Low morale and motivation can result in low productivity and competitiveness, and may even lead to additional problems such as absenteeism and sabotage (Shaban et al., 2017). These issues can impede economic growth in Malaysia, as human capital plays a crucial role in promoting positive economic outcomes (Rahim et al., 2021).

It is argued that there is a lack of motivation among employees in the Malaysian retail industry. "It is safe to say that probably more than 50,000 retail employees have been terminated so far," said Shirley Tan, president of the Malaysia Retail Chain Association (MRCA) (Free Malaysia Today, 2021). This situation leads to workplace survivor syndrome, which is a psychological, emotional, and physical response experienced by employees who feel guilty for surviving retrenchment while their colleagues did not (Davis, 2021). Studies have shown that workplace survivor syndrome can result in an increase in alcohol consumption, smoking, and workplace injury among those who remain. Furthermore, it can have negative effects on mental health, including depression, poor morale, and reduced productivity. It is clear that layoffs harm the motivation of Malaysian retail employees.

For many retailers, providing high-quality service is a crucial aspect of being successful, and this hinges entirely on the performance of their employees who provide service (Boykin, 2013). If employees are unhappy, uninvolved, or lazy, it can have a negative impact on a retailer's profits. Therefore, employee motivation is currently one of the most talked-about but also perplexing topics in the retail sector.

Despite the limited empirical studies on employee motivation in different industries in Malaysia, many studies have been conducted in the Malaysian education industry, such as those by Hanaysha and Hussain (2018), Rahim and Daud (2012), and Rahman et al. (2018). However, there has been limited research on employee motivation in the retail industry in Malaysia.

Although Malaysia's education industry garners more focus when it comes to employee motivation, the significance of employee motivation in the retail sector cannot be disregarded. This is because the wholesale and retail trade industry had sales worth RM133.9 billion in October 2022, which indicated a year-on-year growth of 15.2% (Department of Statistics Malaysia, 2022). The increase was credited to all sub-sectors, namely retail trade (26%), motor vehicles (11.2%), and wholesale trade (7.3%).

This study aims to investigate employee motivation in large-scale retailers in Malaysia, such as hypermarkets, supermarkets, and departmental stores (Lim et al., 2003). The hypermarket, with a market size of RM32.7 billion or 23.7% of all mixed merchandise channels, was the biggest mixed merchandise channel in 2019 (Diamond Retail Review, 2021). The supermarket was the third largest channel, accounting for RM22.9 billion in revenue or 16.6% of the market share. That was followed by the department store cum supermarket (RM15.8 billion or 11.5%) and

the department store (RM12.4 billion or 9%). In other words, those large-scale retailers controlled more than half of the retail market in Malaysia.

Thus, it is crucial to identify the factors that affect employee motivation towards the retail industry in Malaysia. Most researchers have applied Maslow's hierarchy of needs and the two-factor theory to examine the factors that affect employee motivation in Malaysia. Researchers who have used Maslow's hierarchy of needs include Hanaysha and Hussain (2018), Chang et al. (2020), and Ganesh (2011), whereas Rahim and Wan Daud (2012), Islam and Ahmed (2014), and Wan Yusoff and Tan (2013) have used the two-factor theory. However, few or no researchers have applied the ERG theory to examine the factors that affect employee motivation towards the retail industry in Malaysia. This gap is what the current study aims to fill.

Therefore, this study proposes to investigate the impact of three core needs (existence, relatedness, and growth) on employee motivation towards the retail industry in Malaysia. Salancik and Pfeffer suggested that the ERG theory has become famous because it is consistent with other theories of reasonable selection and attributes freedom to individuals (Konopaske et al., 2018). The notion that individuals shape their acts to meet unfulfilled needs provides goals and orientation to their activities. Also, the theory is popular because of its simple and easily articulated opinions of human behaviour, despite little study verification (Ivancevich, 1969).

1.3 Research Objectives

1.3.1 General Objective

The main objective of this research is to examine the factors that affect employee motivation towards the retail industry in Malaysia.

1.3.2 Specific Objectives

1. To examine the positive significant impact of salary on employee motivation towards the retail industry in Malaysia.
2. To examine the positive significant impact of job security on employee motivation towards the retail industry in Malaysia.
3. To examine the positive significant impact of co-worker relationship on employee motivation towards the retail industry in Malaysia.
4. To examine the positive significant impact of employee recognition on employee motivation towards the retail industry in Malaysia.
5. To examine the positive significant impact of competence on employee motivation towards the retail industry in Malaysia.
6. To examine the positive significant impact of employee training on employee motivation towards the retail industry in Malaysia.

1.4 Research Questions

The questions listed below were formulated based on our research objectives and must be addressed upon completion of the study:

1. Is there a positive significant impact of salary on employee motivation towards the retail industry in Malaysia?
2. Is there a positive significant impact of job security on employee motivation towards the retail industry in Malaysia?
3. Is there a positive significant impact of co-worker relationship on employee motivation towards the retail industry in Malaysia?
4. Is there a positive significant impact of employee recognition on employee motivation towards the retail industry in Malaysia?
5. Is there a positive significant impact of competence on employee motivation towards the retail industry in Malaysia?
6. Is there a positive significant impact of employee training on employee motivation towards the retail industry in Malaysia?

1.5 Hypotheses of the Study

Several hypotheses have been formulated to support the research objectives, in accordance with the research questions. The following are the hypotheses that have been devised:

H1: Salary has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H2: Job security has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H3: Co-worker relationship has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H4: Employee recognition has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H5: Competence has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H6: Employee training has a positive significant impact on employee motivation towards the retail industry in Malaysia.

H7: At least one independent variable (salary, job security, co-worker relationship, employee recognition, competence, and employee training) has a significant impact on the dependent variable (employee motivation) towards the retail industry in Malaysia.

1.6 Significance of the Study

Our study would be able to conduce to the existing base of knowledge in the field of employee motivation literature. This study can identify the critical factors that will influence employee motivation in the real-world basis by collecting the responses from the employee working in the retail industry.

Besides, our study will use the ERG theory to examine factors that affect employee motivation which little or no researchers apply the ERG theory to examine employee motivation. This can be the theoretical contribution which using the theory, ERG theory, that less apply by in examining employee motivation. It can help to provide a better understanding of factors that affect employee motivation by using the perspective of ERG theory.

Moreover, our study can provide insight for companies in the retail industry on what are the factors that will affect employee motivation that able to help them to improve their employee's motivation. However, this study is not only restricted to

benefit the retail industry and may provide useful information and beneficial for other sectors as well.

1.7 Chapter Layout

Chapter 1: Introduction

This chapter is an introduction that provides an overview of the study context and explains the research problem. It outlines the research objectives to be met, research questions to be answered, and hypotheses to be tested.

Chapter 2: Literature Review

This chapter involves the documentation of a thorough analysis of the secondary sources of data on employee motivation that have been published and unpublished. It includes underlying theories, review of the literature, proposed conceptual framework, and hypotheses development.

Chapter 3: Research Methodology

This chapter describes the methods used to complete this study. Research design, data collection methods, sampling design, research instrument, constructs measurement, data processing, and data analysis are all included in this section.

Chapter 4: Research Results

This chapter discusses the pattern and analysis of the results. Through sample data from respondents, scale measurement and inferential analysis are used to assess the results of the reliability test and the generation of conclusions, respectively. This part includes descriptive analysis, scale measurement, and inferential analyses.

Chapter 5: Discussion and Conclusion

This chapter is a discussion and summary of the previous chapter's results. This section includes summary of statistical analyses, discussions of major findings, implications of the study, limitations of the study, and recommendations for future research.

Figure 1.1. Chapter layout.

1.8 Chapter Summary

The basic understanding of the research into the factors that affect employee motivation towards the retail industry in Malaysia are discussed in Chapter 1. Also, Chapter 1 offers a basic framework for the study's future development.

CHAPTER 2: LITARATURE REVIEW

2.0 Introduction

Chapter 2 of the research paper will delve into the fundamental theories that are pertinent to this study. Furthermore, it will provide a review of existing literature and define the variables to aid readers in comprehending the research. Additionally, a conceptual framework will be constructed to illustrate the connection between the independent variables and dependent variable. Finally, the study's hypotheses will be developed towards the conclusion of this chapter.

2.1 Underlying Theory

2.1.1 ERG Theory

ERG theory is proposed by Clayton P. Alderfer which is the motivation theory that expanded from Maslow's hierarchy of needs (Yang et al., 2011 & Owoyele, 2017). There are five levels of needs stated by Maslow's hierarchy of needs which are physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Yang et al., 2011 & Owoyele, 2017). For ERG theory, Alderfer expanded and redefined the five basic needs of Maslow's hierarchy of needs to three needs which are existence needs, relatedness needs and growth needs (Yang et al., 2011). For existence needs, it is similar to the physiological needs and safety needs that stated by

Maslow's hierarchy of needs. For relatedness needs, it is similar to the social needs and esteem needs that stated by Maslow's hierarchy of needs. For growth needs, it is similar to the esteem needs and self-actualization needs that stated by Maslow's hierarchy of needs (Owoyele, 2017).

However, there are difference between Maslow's hierarchy of needs and ERG theory. ERG theory is unlike Maslow's hierarchy of needs which Maslow stated that lower level of needs must be fulfil first before moving to pursue for higher level of needs (Owoyele, 2017). ERG theory is not required people to fulfil the lower level of needs first before seeking for higher level of needs (Yang et al., 2011). Besides, ERG theory also stated that more than one level of needs can be satisfied and motivated at the same time (Owoyele, 2017).

2.2 Review of the Literature

2.2.1 Employee Motivation

Employee motivation refers to an employee's intentional desire to direct their behaviour toward a specific goal (Maduka & Okafor, 2014). Also, motivation is the intrinsic drive to satisfy unmet needs and realize specific goals which is a process that begins with a physical or psychological need that stimulates goal-setting performance (Dobre, 2013). There are certain theories that explained employee motivation, such as McClelland's need theory. According to this theory, when employees' needs for authority, affiliation, and achievement are satisfied, they become more motivated

(Rybnicek et al., 2017). According to McClelland and Steele (1972), the need for achievement is the need to perform activities better or more effectively than others and master challenging ones; the need for power is the need to influence or direct behaviour of others; the need for affiliation is the need to form and uphold close friendships with others.

2.2.2 Existence Needs

2.2.2.1 Salary

Salary is considered as a remuneration paid to employees as a return for the contribution of employees to work for organization (Abu Hassan Asaari et al., 2019). According to Trinh et al. (2021), they stated that income is considered as a key role in affecting the employee motivation. People tend to decide whether to accept or reject a job based on the salary and monetary compensations. According to Ryan and Deci (2000), money is the most fundamental factor in motivate industrial workers to enhance the productivity. It has the influence power to retain, magnetize and motivate employees in the organization to enhance their performance and attain greater productivity (Oweyele, 2017). According to Akhtar et al. (2014), high and good salary plan has a greater impact on motivate employees. According to Ross (2022), employees will be feeling they are being treated genuinely when they receive the information about pay correspondence. The perception of employees on the pay equality or fair pay also playing an important role in affecting the employee motivation.

2.2.2.2 Job Security

According to Meltz (1989), job security means that an individual retains the same job that they have had in the past. According to Kraimer et al. (2005), they defined job security as the psychological states of employee based on the expectation of continuity of his or her job in future among an organization and different employees might have different expectation on it.

For job security, it is one of the most important element and major concern of employees that might influence their motivation. Especially in the situation such as high unemployment rate, economic downtown, downsizing and so on, it will significantly affect the motivation of employees when they feel insecure to their job (Haile, 2015; Karodia et al., 2018). When there is lack of job security among the employees, the motivation of employees will decrease (Haile, 2015). According to Trinh et al. (2021), job security can inspire employees. In the condition of stable in job and without volatility and fear of job lose, it will assist in enhance the motivation of employees especially within blue-collar and white-collar employees.

2.2.3 Relatedness Needs

2.2.3.1 Co-worker Relationship

Relatedness needs refers to social needs of people and how they relate to others. Thus, co-worker relationship is chosen for represent the relatedness

needs. Co-workers are people that work with each other in the workplace and have similar ranks or positions (Yoon & Thye, 2000).

An organizational study has continuously shown the importance of co-worker relationship during an individual's employment in a company (Blau, 1964; Burt, 2002). Co-worker relationship is more than simply a by-product of a shared workspace; co-workers may have a great impact on the workplace (Basford & Offermann, 2012). Also, based on the research of Chiaburu and Harrison (2008) and Eder and Eisenberge (2008), co-workers have a great impact on their fellow employees and work surroundings.

In general, employees have more often interactions with their colleagues than their supervisors, making co-workers a more influence power in impact most workers' lives than leaders (Chiaburu & Harrison, 2008). Besides, co-worker relationship is an essential part of most people's daily working life; friendly, supportive co-workers can help to relieve the stress of a long day, whereas harsh, uncooperative co-workers can exacerbate job stress (Basford & Offermann, 2012).

2.2.3.2 Employee Recognition

The relatedness needs of ERG Theory is include senses of belonging and feel respect from others (Yang et al., 2011). Therefore, employee recognition is chosen for represent the relatedness needs of ERG Theory. Garr (2012) defines recognition as one person's expressing gratitude for another's behaviours, activities, or impact. In fact, recognition is not necessarily attached to financial rewards, but it can be non-financial rewards as well.

According to Frey and Neckermann (2008) and Van and Kroon (2020), employee recognition is a key source of motivation. Moreover, employee recognition is proven to be crucial to workplace mental health. It is highlighted that the second-highest risk factor for psychological distress in the workplace is the lack of recognition. (Brun et al., 2002, as cited in Brun & Dugas, 2008).

Employee recognition enhances the employee's desire to take on additional responsibility, as well as encouraging an ethical practice that creates a positive work environment (Masri & Suliman, 2019). Although there are various ways to show employee recognition, the most common feature is that it communicates or delivers the message to employees that their value at work is recognized (Tetrick & Haimann, 2014, as cited in Yang et al., 2022).

2.2.4 Growth Needs

2.2.4.1 Competence

According to Yang et al. (2011), growth needs involve internal component of self-esteem needs. The perceptions of self-competence refers to expresses how much people believe themselves to be capable of achieving desired results which also refers to the internal component of self-esteem (Tafarodi & Swann, 2001). Thus, competence is chosen to represent growth needs. According to Nguyen et al. (2020), an essential characteristic of a person

that enables them to excel among employees is referred to as competence. In addition, according to Ridwan et al. (2020), the specification and application of knowledge and skills in a work or across industries or organization refers to competency. Then, according to self-determination theory (SDT), competence is one of the three innate and psychological needs motivate people to become self-determined, grow and change (Cherry, 2021). According to Cherry (2021), the capacity of an individual to decide for themselves and run their own lives is referred to as self-determined which allows people to feel that they are in control of their choices and their lives and it will make people more motivated to act as when they feel that what they do has an impact on the outcome.

2.2.4.2 Employee Training

According to Yang et al. (2011), growth needs involve self-actualization needs. Self-actualization is considered as the self-accomplishments such as able to develop themselves. Thus, employee training is chosen for represent the growth needs in ERG Theory as Pratt and Bennett (1979) provided a definition of training as the methodical enhancement of an individual's attitudes, knowledge, and skills to enable them to perform a particular task. The process of acquiring or transferring the skills, competencies and knowledge required to perform a specific duty is referred to as employee training (Hammond & Churchill, 2018). Throughout the training program, the employees may have career competencies as they will learn the soft and technical skills required by their jobs which help employees to survive in the future and develop their abilities to cope with new technologies (Jehanzeb & Beshir, 2013).

2.3 Proposed Conceptual Framework

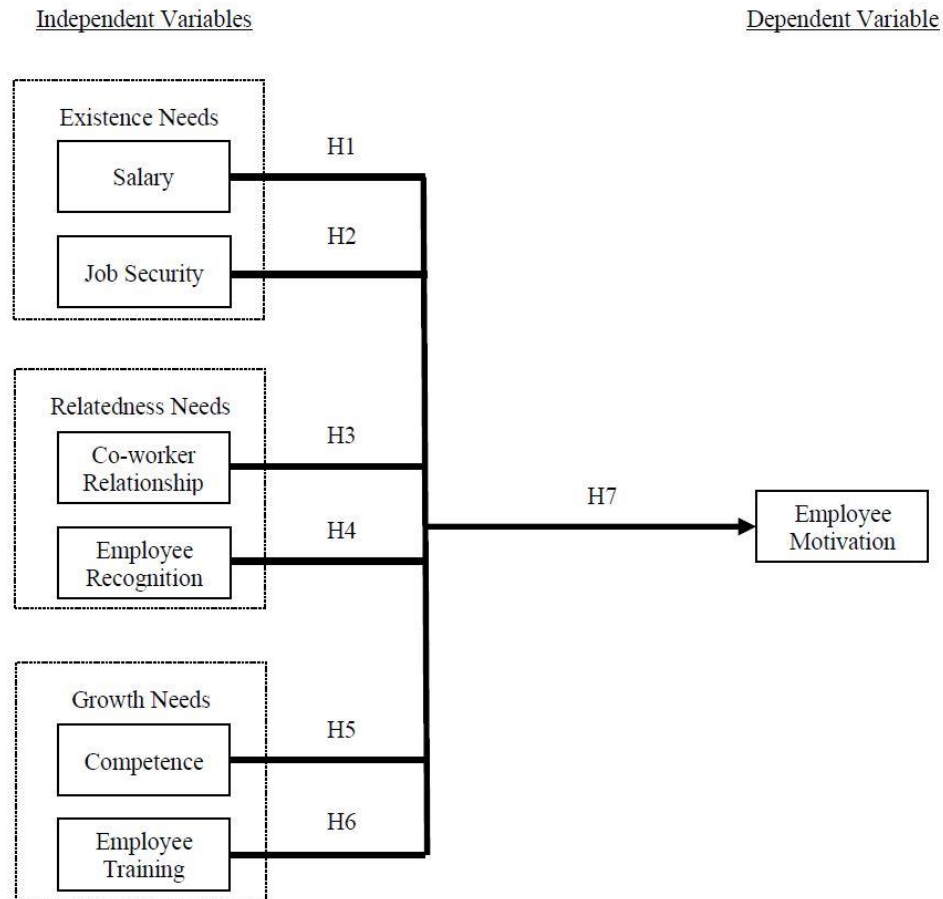


Figure 2.1. Proposed conceptual framework.

Figure 2.1 depicts the proposed conceptual framework for this study. Employee training, competence, employee recognition, co-worker relationship, job security, and salary are the six independent variables for our study, which have positive and significant impacts on the dependent variable, which is employee motivation within the retail industry. Our conceptual framework is based on the ERG theory proposed by Clayton Alderfer. Maslow's basic needs were modified by Alderfer (1969) into growth, existence, and relatedness needs. In terms of the existence needs, we proposed salary and job security will affect employee motivation in the retail

industry, where salary is under material needs and job security is under safety and security needs. Besides, in terms of the relatedness needs, people satisfaction depends on the process of sharing or interrelationships. Therefore, we proposed employee recognition and co-worker relationship will affect employee motivation in the retail industry, where co-worker relationship is under social needs, and employee recognition is under the external component of esteem needs. Furthermore, in terms of growth needs, we proposed employee training and competence will affect employee motivation in the retail industry, where employee training is under self-actualization needs and competence is under the internal component of esteem needs.

2.4 Hypotheses Development

2.4.1 Salary

H1: Salary has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Salary is considered as one of the important factors that affect employee motivation. Many researchers have done the research and found out that there has significant relationship between salary and employee motivation. Barzoki (2012) found out that there is a positive and significant relationship between salary and employee motivation and suggested that management should put more attention on the salary to avoid loss of motivation among employees. According to Trinh et al. (2021), salary has the significant effect on the employee motivation and stated that salary is fulfil the basic human

needs. Karodia et al. (2018) also found out that there is a significant relationship between salary and employee motivation. They stated that money is considered as the most effective factor in affecting motivation and employees are strongly affected by it. According to Jayasuriya (2017), they proved that good pay could influence the motivation of employee in the tile manufacturing industry. Furthermore, Akhtar et al. (2014) proved that there is a positive and significant relationship between salary and the employee motivation. Thus, the hypothesis is proposed.

2.4.2 Job Security

H2: Job security has a positive significant impact on employee motivation towards the retail industry in Malaysia.

One of the crucial factors that impact employee motivation is commonly regarded to be job security. Many researchers have done the research and found out that there has significant relationship between job security and employee motivation. The research conducted by Senol (2011) has been proven that job security has a strong and positive correlation with employee motivation. Besides, Haile (2015) proved that job security is one of the major predictors of the overall motivation of employee and it has significant impact on the employee motivation. Rahman et al. (2018) proved that job security was the significant predictor of employee motivation, and it can influence motivation of employee. Thus, job security should be focus on enhance the employee motivation. Moreover, Trinh et al. (2021) proved that job security is a crucial factor that can greatly and positively impact an employee's motivation to work. Jayasuriya et al. (2017) also proved that employee motivation is positively and significantly correlated with job

security and concluded that enhancing job security can motivate employees. Therefore, the hypothesis is proposed.

2.4.3 Co-worker Relationship

H3: Co-worker relationship has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Basford and Offermann (2012) stated that most firms currently promote positive interpersonal behaviors in the leadership development programs such as strategies for supervisors to help their staff, but only a few highlights the significance of creating strong co-worker relationship. Further, co-worker relationship is usually neglected in research, despite their apparent importance (Tucker et al., 2008). Therefore, additional research is needed to be done. Apart from that, the quality of co-worker relationship is positively related to motivation (Fernet et al., 2010). According to the research conducted by Basford and Offermann (2012), co-worker relationship has a positive significant effect on employee motivation, and strong co-worker relationship was not influenced by the job status, instead, it was positively and significantly associated with both higher and lower-level employees' motivation. Therefore, the hypothesis is proposed.

2.4.4 Employee Recognition

H4: Employee recognition has a positive significant impact on employee motivation towards the retail industry in Malaysia.

According to Frey and Neckerman (2008) and Van and Kroon (2020), employee recognition is a key source of motivation. In addition, incentives, rewards, and recognition are the primary factors for employee motivation (Board, 2007). Based on Vijayakumar and Subha (2013), work supported that there is a positive significant relationship between recognition and work motivation. It is further indicated by Manzoor (2012) that there is a positive relationship between employee recognition and employee motivation toward organizational tasks. Moreover, two studies have shown that there is a positive significant relationship between recognition and motivation (Aruna & Village, 2018; Baskar & Rajkumar, 2013). Besides that, Haile (2015) and Jayasuriya et al. (2017) stated that recognition has also been shown to have a significant and positive relationship with employee motivation. On top of that, Lewis (2013) believes that praise and recognition are effective methods of motivating employee behaviour. Nevertheless, the achievement of the organization relies on how effectively it encourages its staff (Danish & Usman, 2010). Therefore, the hypothesis is proposed.

2.4.5 Competence

H5: Competence has a positive significant impact on employee motivation towards the retail industry in Malaysia.

In accordance with the study of Suyanto (2018), the board of members of Depok city council in Indonesia is affected significantly by competence in terms of work motivation and the result suggests that work motivation can be improved through measures that improve competence. Furthermore, according to Faisal (2020), the research showed that employee motivation is significantly impacted by competence at a beauty service company in

south Jakarta. Then, meeting the competency requirements required to run employment will increase the individual's confidence in achieving expected performance, thereby encouraging higher work motivation (Suyanto, 2018). Additionally, Kurniawan et al. (2021) demonstrated that the competence affects work motivation at the Indonesian Employee Cooperative Center (PKP-RI) Jember Regency. According to the above information, we can know that competence is related to employee motivation. Therefore, the hypothesis is proposed.

2.4.6 Employee Training

H6: Employee training has a positive significant impact on employee motivation towards the retail industry in Malaysia.

In accordance with the study of Hanaysha and Hussain (2018), they proved that employee motivation is positively impacted by employee training in the higher education sector and concluded that organizations should provide ongoing training programs to ensure employees have a better understanding and ability to perform their jobs, as this will ultimately encourage employees to be more productive and strengthen their commitment to the organization. Then, Doan et al. (2020) showed that employee training significantly and positively impacts employee motivation. Employee training is very important in the retail industry. Enlightened retailers such as Costco, Trader Joe's and QuickTrip develop engaged employees by investing heavily in job development and training. Eventually, the motivation of employees increases and generates higher sales and profit per employee than their competitors (Boykin, 2013). According to the above information, we can know that employee motivation is related to employee training. Therefore, the hypothesis is proposed.

2.5 Chapter Summary

This chapter covers all literature on independent variables, dependent variables, and related theory. It provides insight into our research topic in forecasting employee motivation towards the retail industry in Malaysia. Furthermore, a conceptual framework and hypotheses are presented in this chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the approach taken to carry out the study, including the research design, data collection techniques, sample selection method, research tool, measurement of constructs (using scales and operational definitions), processing of data, and analysis of data.

3.1 Research Design

This study is quantitative because we seek to understand the causal relationship between variables by testing hypotheses. Additionally, this study examines whether each independent variable (salary, job security, co-worker relationship, employee recognition, competence, and employee training) and all independent variables collectively affect the dependent variable (employee motivation). Therefore, causal research is applied as we aim to identify cause-and-effect relationships, which will help us better understand whether the independent variables lead to better employee motivation in the retail industry in Malaysia.

3.2 Data Collection Methods

This study utilizes primary data, which is one of the two categories of data, the other being secondary data.

3.2.1 Primary Data

Primary data refers to information gathered from first-hand experience (Kabir, 2016). In this study, questionnaires will be distributed to the target respondents to collect primary data that will be used to answer the described hypotheses and research questions.

3.3 Sampling Design

A sampling design is a specific plan for identifying a sample from a sampling frame (Mistry, 2021). In research, sampling design is a crucial tool and flexible method of data collection (Jawale, 2012).

3.3.1 Target Population

In our research, we aimed to investigate employee motivation in three types of large-scale retailers in Malaysia, which are hypermarkets, supermarkets, and departmental stores. It is because the combination of these three types of retailers comprises more than half of the retail markets in Malaysia.

Hence, the correlated target population is identified as the employees in large-scale retailers.

3.3.2 Sampling Frame and Sampling Location

A sampling frame refers to a group of sample units that are used for selecting a sample (Brown, 2010). In this case, the sampling frame consists specifically of individuals employed in hypermarkets, supermarkets, and departmental stores.

Additionally, the sampling location is the location from which the sample was obtained. In our research, the target respondents are the employees of large-scale retailers in Malaysia. Thus, Malaysia is the location of sampling.

3.3.3 Sampling Elements

In sampling elements, everyone has an equal opportunity of being picked up and chosen for the study (Singh, 2018). Similarly, our target respondents are employees in Malaysia. Hence, our element is the employee.

3.3.4 Sampling Technique

There are two main types of sampling techniques, which are probability sampling and non-probability sampling. For probability sampling, each person in the population has an equal chance of being chosen for study, whereas for non-probability sampling, the probability that a person will be chosen is unknown (Acharya et al., 2013). In this research, convenience sampling has been selected. Non-probability sampling methods like these are commonly used due to their low cost and do not require a list of all population elements (Stratton, 2021).

3.3.5 Sampling Size

The sample size is defined as a group of subjects chosen from the general population who are representative of the real population for that specific study (Omnicore, 2019). In our study, Krejcie and Morgan's table is used to identify our sample size from our population size. Based on Industrial Insights Report 2021, there are a total of 117,482 employees in the hypermarket, supermarket, and departmental stores as of 2020 (HRDcorp, 2021). Hence, we can identify our sample size of respondents as 384 persons as our population size falls outside 100,000 (see Table 3.1).

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	20000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Figure 3.1. Krejcie and Morgan Table. Adopted from Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities.

Educational and Psychological Measurement, 30(3), 607–610.

3.4 Research Instrument

3.4.1 Questionnaire

In our research, questionnaire is chosen as the data collection method to collect the primary data for our research. For our survey questionnaire, it consists of three sections which are section A (employee motivation), section B (factors that affect employee motivation) and section C (demographic profile). Section A and B is using Five-point Likert Scale and

section C is using normal and ordinal scale while section B is to collect the data from respondents.

3.4.2 Pre-Test

Pre-test is conducted before distributing the questionnaire to our target respondents to check for our questionnaire and identify the problem in our questionnaire. According to Yusoff (2019), the minimum number of experts is 6 which has the highest content validity index. Thus, we conducted a pre-test by distributing our questionnaire to three UTAR lecturers who are experts in organizational behavior to review it. We also gave the questionnaire to three employees who work in the retail industry to test whether they could understand it. Overall, the experts did not have much trouble with our questions and were able to understand them.

3.4.3 Pilot Study

Pilot study is a small-sized study that is conducted to test the feasibility of various aspects of full study (Lowe, 2019 & In, 2017). According to Isaac and Michael (1995), the sufficient sample sizes for the pilot study is between 10 to 30. According to Johanson and Brooks (2009), the researchers suggested that 30 respondents are the reasonable minimum for a pilot study. Therefore, we collected a total of 30 respondents for conduct our pilot study.

3.5 Constructs Measurement (Scale and Operational Definitions)

3.5.1 Nominal Scale

Nominal scales provide a value to an object for the purpose of categorization or identification; the value can but need not, be a number because it does not denote any quantity. The questionnaire's Section C will employ the nominal scale which consists of two questions where Question 1 is about gender and Question 3 is about the ethnic group.

Example:

1. Gender
 - () Male
 - () Female

3.5.2 Ordinal Scale

The ordinal scale is a ranking scale that also contains nominal features that allow for ordering objects according to how many concepts they contain; however, it does not indicate the value of the interval between ranks. Section C of the questionnaire employed the ordinal scale which consists of three questions where Question 2 is about age, Question 4 is about education level, and Question 5 is about years of employment.

Example:

2. Age
 - () 20 years old or below
 - () 21 to 29 years old
 - () 30 to 39 years old
 - () 40 to 49 years old
 - () 50 to 59 years old
 - () 60 years old or above

3.5.3 Interval Scale

Although the origin point is arbitrary, the interval scale is thought of as a metric scale with constant, equal distances between values (Marateb et al., 2014). It incorporates both nominal and ordinal characteristics while also providing information on differences in quantities of a particular concept. Sections A and B of the questionnaire both employed the interval scale which consists of 40 questions, where Section A is related to the dependent variable and Section B is related to all independent variables. Also, we set a five-point scale in the questionnaire.

Example:

Question	SD	N	SA
1. Professional and reasonable training policy.	1	2	3 4 5

3.5.4 Origin of Measure of Construct

Variables	Items	Sources
Employee Motivation	6	Adapted from Phuc et al. (2019); adopted from Pham et al. (2020)
Salary	5	Adopted from Trinh et al. (2021)
Job Security	3	Adopted from Altinay et al. (2019)
Co-worker Relationship	6	Adopted from Hain (2005)
Employee Recognition	5	Adopted from Cannon (2015)
Competence	7	Adopted from Nugroho et al. (2021); adopted from Almusaddar et al. (2018)
Employee Training	8	Adopted from Schmidt (2004); adapted from Trinh et al. (2021)

3.6 Data Processing

Data processing is the stage where data is gathered and converted into useful information. This phase involves verifying, modifying, categorizing, and transcribing.

3.6.1 Data Checking

To ensure the data that will be collected in the future is correct and accurate, we have conducted a pre-test as well as a pilot test. Before the pilot test is

conducted, we conducted a pre-test first to ensure the designed questionnaire is correct and suitable for our research. Furthermore, we conducted the pilot test to evaluate the feasibility of the proposed major research to detect the error and modify it immediately. The errors may include missing data and inconsistent responses. Therefore, we have the responsibility to reduce the errors that exist in the research by reviewing all the answers to the questionnaire collected from the respondents.

3.6.2 Data Editing

Data editing is the process that involves the review and adjustment of collected data from the respondent. To ensure the accuracy of the result of the research, we need to adjust or edit the data if there is missing data or inconsistent responses or ambiguous answers from the respondents. The importance of data editing is that it helps maximize the usefulness of the data.

3.6.3 Data Coding

Data coding, also known as the process of developing and assigning codes to categorise data extraction, is the process of converting gathered information or observations into a collection of meaningful, cohesive categories.

The dependent and independent variables are coded as follows in Sections A and B of the questionnaire:

“Employee Motivation” is coded as EM

“Salary” is coded as S

“Job Security” is coded as JS

“Co-worker Relationship” is coded as CR

“Employee Recognition” is coded as ER

“Competence” is coded as C

“Employee Training” is coded as ET

The answers for the variables in each of the questions in Section A and B are coded as below:

“Strongly Disagree (SD)” is coded as 1

“Disagree (D)” is coded as 2

“Neutral (N)” is coded as 3

“Agree (A)” is coded as 4

“Strongly Agree (SA)” is coded as 5

“Missing Data” is coded as 99

The answer for each question in Section C is coded as below:

No.	Question	Coding
1	Gender	<p>“Male” is coded as 1</p> <p>“Female” is coded as 2</p> <p>“Missing Data” is coded as 99</p>
2	Age	<p>“20 years old or below” is coded as 1</p> <p>“21 to 29 years old” is coded as 2</p> <p>“30 to 39 years old” is coded as 3</p>

		<p>“40 to 49 years old” is coded as 4</p> <p>“50 to 59 years old” is coded as 5</p> <p>“60 years old or above” is coded as 6</p> <p>“Missing Data” is coded as 99</p>
3	Ethnic Group	<p>“Malay” is coded as 1</p> <p>“Chinese” is coded as 2</p> <p>“Indian” is coded as 3</p> <p>“Other” is coded as 4</p> <p>“Missing Data” is coded as 99</p>
4	Education Level	<p>“SPM” is coded as 1</p> <p>“Diploma” is coded as 2</p> <p>“Degree” is coded as 3</p> <p>“Other” is coded as 4</p> <p>“Missing Data” is coded as 99</p>
5	Years of Employment	<p>“Less than 3 years” is coded as 1</p> <p>“3 to 6 years” is coded as 2</p> <p>“7 to 10 years” is coded as 3</p> <p>“More than 10 years” is coded as 4</p> <p>“Missing Data” is coded as 99</p>

3.6.4 Data Transcribing

In terms of data transcribing, we will apply SPSS software (Version 28) to transcribe the coded data into useful information to conduct the data analysis which is the final step of data processing.

3.7 Data Analysis

Data analysis is the process of gathering, modelling, and analysing data to obtain information that can be used to make decisions. The objective of data analysis is to abstract useful information from data and use that information to make decisions (Johnson, 2022). In our study, reliability analysis is performed with the help of SPSS software.

3.7.1 Descriptive Analysis

Descriptive analysis is a common type of data analysis, and it is frequently performed before predictive or diagnostic analysis because it simply aims to describe and summarize past data (Bush, 2020). In our study, we will run the descriptive analysis for the questions under our questionnaire Section C: Demographic Profile. According to Prasanna (2021), frequency distribution increase estimation accuracy and efficiency, and its supports focusing on important subpopulations while ignoring irrelevant ones. Apart from that, bar charts and pie charts are appropriate for both demographic data and ranked data (Alchemer, 2015). Hence, the pie chart will be used to show the frequency distribution of the Section C questions.

3.7.2 Reliability Analysis

Reliability analysis can be used to study the properties of measurement scales and items that compose the scales. In addition, the reliability analysis procedure computes several commonly used measures of scale reliability as

well as information about the relationships between individual scale items (IBM, 2021).

In our study, SPSS software is used to conduct the alpha model's reliability analysis. According to Hair et al. (2016), by using the rule of thumb, the value of the reliability analysis can be interpreted based on the strength, as shown in Table 3.2.

Table 3.1:

Strength of Association Determination

Alpha coefficient range	Strength of association
0.9 >	Excellent
0.8 to < 0.9	Very Good
0.7 to < 0.8	Good
0.6 to < 0.7	Moderate
< 0.6	Poor

Note. From Hair, J. F., Page, M., & Brunsveld, N. (2019). *Essentials of business research methods*. Routledge.

According to the reliability analysis outcomes of the pilot study, the Cronbach's alphas for salary and co-worker relationship are 0.756 and 0.772, respectively. These values fall within the range of 0.7 to 0.799, indicating that the items measuring them have good reliability. Furthermore, the Cronbach's alphas for job security, employee recognition, and employee

training are 0.853, 0.882, and 0.825, respectively. These values fall within the range of 0.8 to 0.899, indicating that the items measuring them have very good reliability. In addition, the Cronbach's alpha for competence is 0.906, which is above 0.9, indicating that the items measuring it have excellent reliability.

As for the dependent variable, the Cronbach's alpha for employee motivation is 0.825, which falls within the range of 0.8 to 0.899, indicating very good reliability for the items measuring it.

3.7.3 Validity Analysis

Our validity analysis includes content validity and construct validity. For content validity, the experts had no issues with our questions, as shown in the pre-test results (Section 3.4.2). In addition, we conducted the construct validity using Pearson Correlation. According to Ghozali (2016), validity testing can be done using Pearson Correlation. Based on the correlation table calculations, any question item that has a correlation value greater than the critical value (0.254 as determined by the rtable) indicates that the question item is a valid predictor of the corresponding variable (Fatonah et al., 2020).

According to the results of the pilot study, the correlation values for salary items 1 to 5 range from 0.549 to 0.784, indicating that all the items are valid. The correlation values for job security items 1 to 3 range from 0.730 to 0.821, indicating that all the items are valid. The correlation values for co-worker relationship items 1 to 6 range from 0.711 to 0.866, indicating that all the items are valid. The correlation values for employee recognition items 1 to 5 range from 0.664 to 0.776, indicating that all the items are valid. The

correlation values for competence items 1 to 7 range from 0.682 to 0.854, indicating that all the items are valid. The correlation values for employee training items 1 to 8 range from 0.646 to 0.826, indicating that all the items are valid.

As for the dependent variable, the correlation values for employee motivation items 1 to 6 range from 0.499 to 0.817, indicating that all the items are valid.

3.7.4 Inferential Analysis

The inferential analysis is used to draw and assess the reliability of results about a population based on data collected from a sample of the population. Inferential statistical analysis uses data from a sample to conclude a larger population or group (Calvello, 2020). The inferential analysis has conducted in the Chapter 4.

3.7.4.1 Multiple Regression Analysis

Researchers can use multiple regression analysis to look at how various factors affect a single outcome, as well as the importance of each predictor to the relationship, frequently with the effect of other predictors statistically eliminated (Petchko, 2018). In our study, we aim to examine whether the proposed independent variables have a positive significant impact on employee motivation towards the retail industry in Malaysia. Thus, multiple regression analysis is the most suitable statistical test for our study.

3.8 Chapter Summary

In Chapter 3, we discussed the research methodology for our study, including research design, data collection methods, sampling design, research instrument, constructs measurement (scale and operational definitions), data processing, and data analysis.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter will analyse and describe descriptive analysis, inferential analysis, and scale measurement. IBM SPSS Statistic 28 will be used to generate the results of inferential analysis and scale measurement.

4.1 Descriptive Analysis

The demographic data of target respondents acquired from our questionnaire will be interpreted and presented in tables and pie charts in the descriptive analysis.

4.1.1 Respondent Demographic Profile

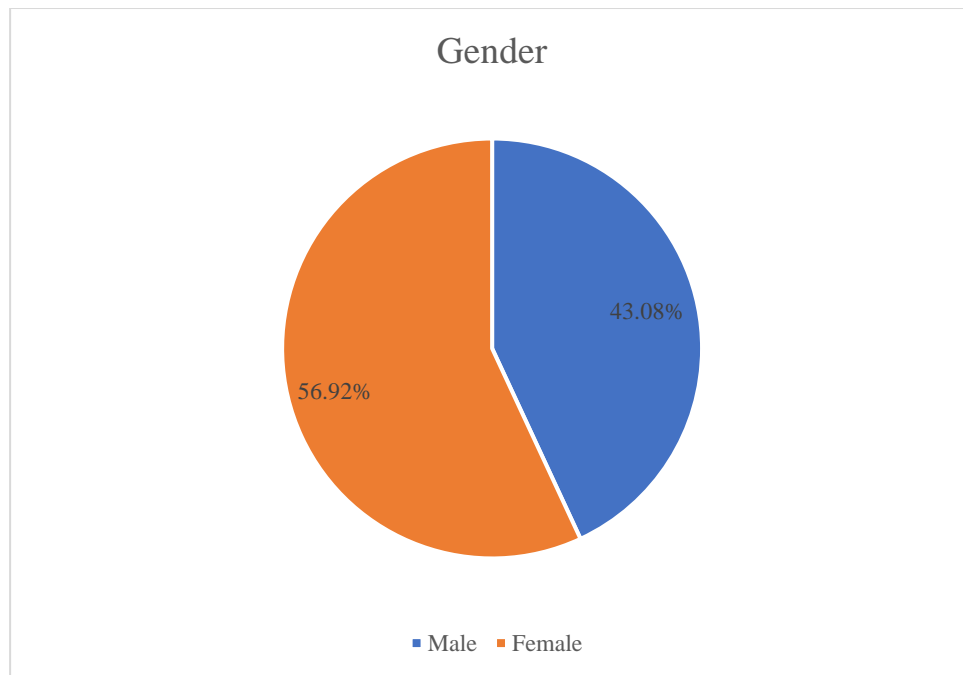
The five demographic questions collected from our questionnaire are gender, age, ethnic group, education level, and years of employment.

4.1.1.1 Gender

Table 4.1:

Gender

Gender	Frequency	Percentage (%)	Cumulative frequency	Cumulative percentage (%)
Male	168	43.08	168	43.08
Female	222	56.92	390	100.00

*Figure 4.1. Gender.*

According to Table 4.1 and Figure 4.1, female respondents are captured 56.92% while male respondents are captured 43.08%, out of 390 respondents in this study.

4.1.1.2 Age

Table 4.2:

Age

Age	Frequency	Percentage (%)	Cumulative frequency	Cumulative percentage (%)
20 years old or below	34	8.72	34	8.72
21 to 29 years old	173	44.36	207	53.08
30 to 39 years old	142	36.41	349	89.49
40 to 49 years old	35	8.97	384	98.46
50 to 59 years old	4	1.03	388	99.49
60 years old or above	2	0.51	390	100.00

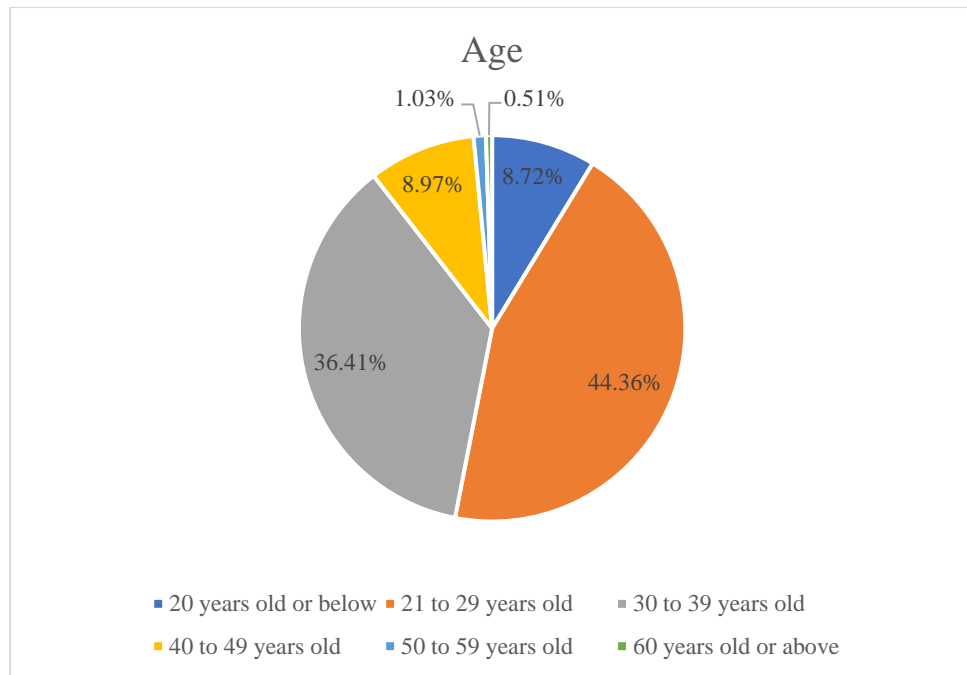


Figure 4.2. Age.

According to Table 4.2 and Figure 4.2, the age group of 21 to 29 years old caught 44.36% of the total 390 respondents, followed by 30 to 39 years old (36.41%), 40 to 49 years old (8.97%), 20 years old or below (8.72%), 50 to 59 years old (1.03%), and 60 years old or above (0.51%).

4.1.1.3 Ethnic Group

Table 4.3:

Ethnic Group

Ethnic Group	Frequency	Percentage (%)	Cumulative frequency	Cumulative percentage (%)
Malay	233	59.74	233	59.74
Chinese	107	27.44	340	87.18
Indian	48	12.31	388	99.49
Others	2	0.51	390	100.00

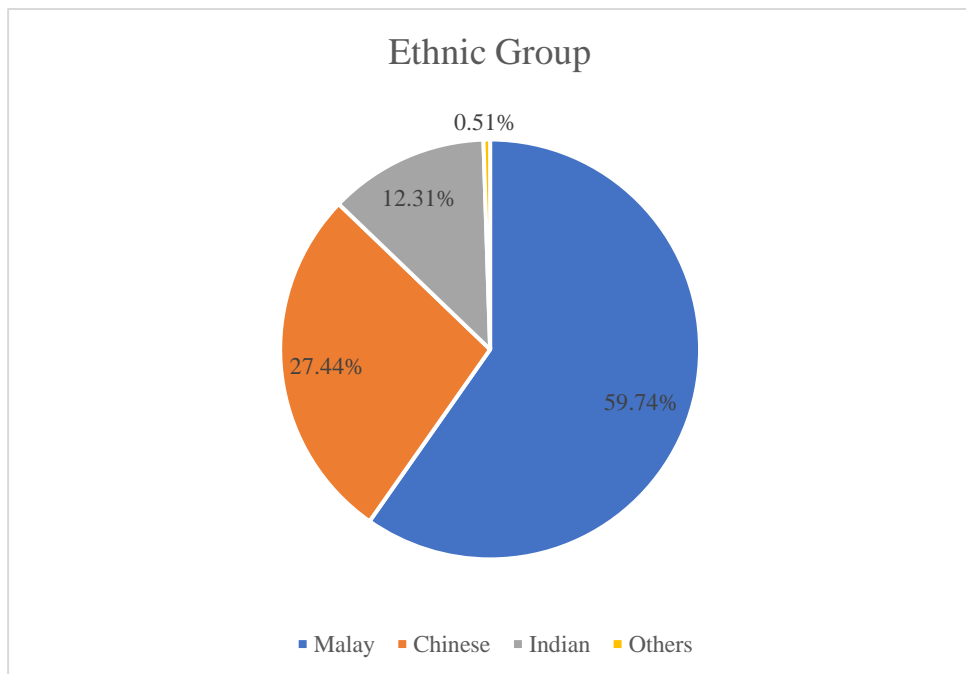


Figure 4.3. Ethnic group.

According to Table 4.3 and Figure 4.3, the Malay ethnic group caught 59.74% of the total 390 respondents, followed by Chinese (27.44%), Indian (12.31%), and others (0.51%) who are Sikh and Punjabi.

4.1.1.4 Education Level

Table 4.4:

Education Level

Education Level	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
SPM	210	53.85	210	53.85
Diploma	92	23.59	302	77.44
Degree	78	20.00	380	97.44
Others	10	2.56	390	100.00

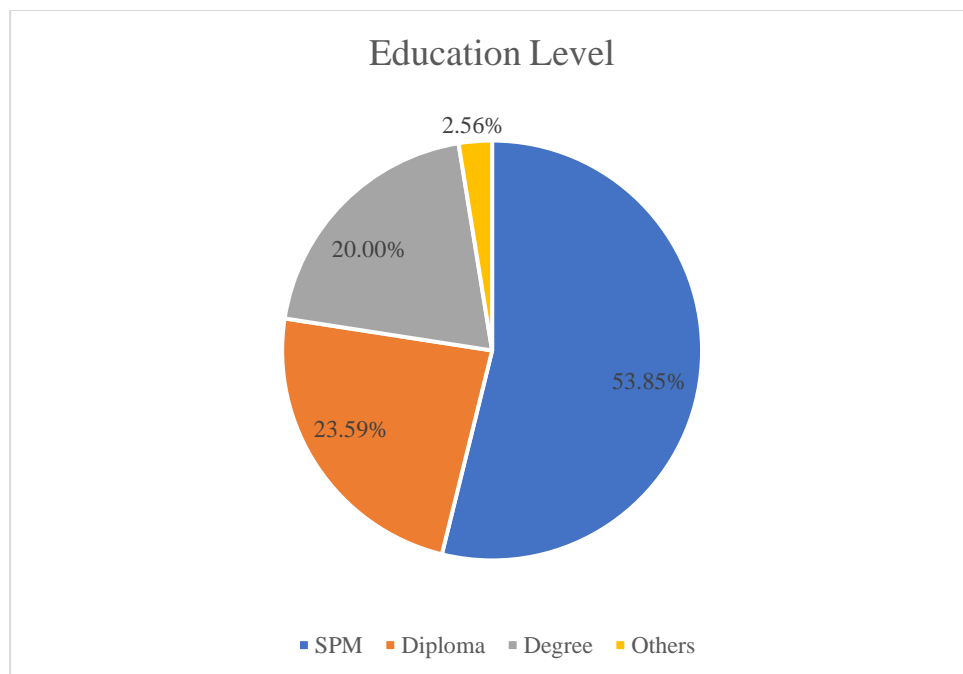


Figure 4.4. Education level.

According to Table 4.4 and Figure 4.4, out of a total of 390 respondents, most of respondents are SPM holders (53.58%), followed by diploma holders (23.59%), degree holders (20%), and others (2.56%), such as master, UEC, SKM, and STPM holders.

4.1.1.5 Years of Employment

Table 4.5:

Years of Employment

Years of Employment	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Less than 3 years	146	37.44	146	37.44
3 to 6 years	154	39.49	300	76.92
7 to 10 years	59	15.13	359	92.05
More than 10 years	31	7.95	390	100.00

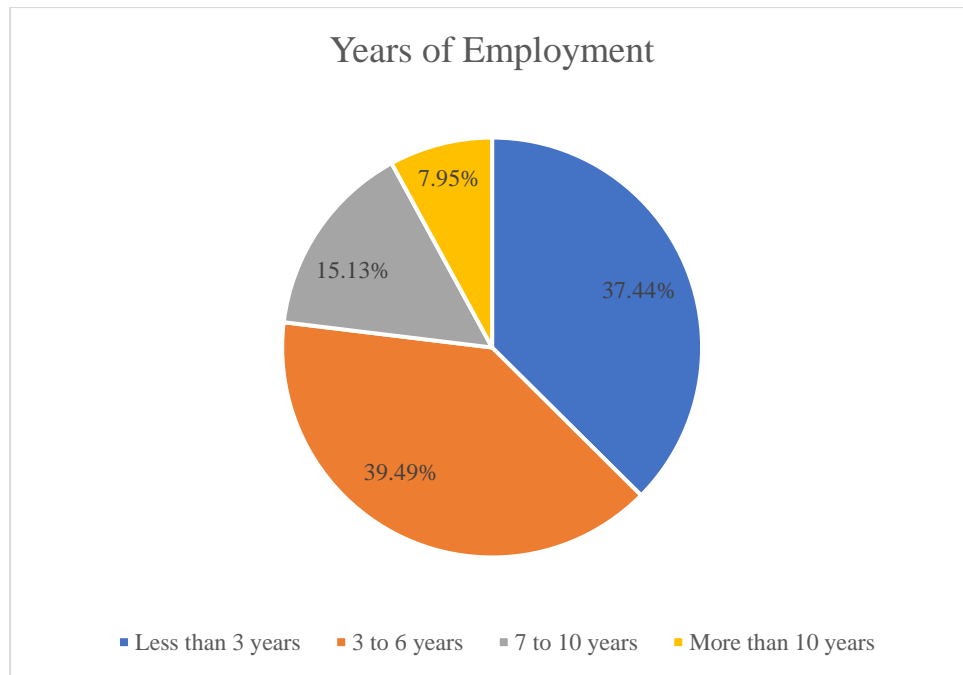


Figure 4.5. Years of employment.

According to Table 4.5 and Figure 4.5, most of respondents work for 3 to 6 years, accounting for 39.49% of a total of 390 respondents, followed by employment less than 3 years (37.44%), 7 to 10 years (15.13%), and more than 10 years (7.95%).

4.1.2 Central Tendencies Measurement of Constructs

This section will present tables indicating the means and standard deviations of both the independent and dependent variables, based on a sample size of 390 respondents. The mean represents the center of the data with a single value, while the standard deviation indicates how spread out the data are from the mean (Minitab, 2023). A higher standard deviation value means greater data spread.

Table 4.6:

Central Tendency Measurement for Employee Motivation

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
EM1	4.2872	0.66849	2	5
EM2	4.0949	0.71612	3	4
EM3	3.9231	0.73770	6	3
EM4	3.9564	0.77602	5	2
EM5	4.4154	0.67779	1	6
EM6	4.0462	0.78083	4	1

Table 4.6 shows that EM5 has the highest mean of 4.4154, and the remaining are ranked accordingly: EM1 (4.2872), EM2 (4.0949), EM6 (4.0462), EM4 (3.9564), and EM3 (3.9231).

Conversely, EM6 has the highest standard deviation of 0.78083, whereas the rest are listed as follows: EM4 (0.77602), EM3 (0.73770), EM2 (0.71612), EM1 (0.66849), and EM5 (0.67779).

Table 4.7:

Central Tendency Measurement for Salary

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
S1	3.9692	0.76832	2	5
S2	3.5974	0.90386	5	1
S3	4.1821	0.80179	1	4
S4	3.9205	0.82465	4	3
S5	3.9641	0.83234	3	2

Table 4.7 shows that S3 has the highest mean of 4.1821, and the remaining are ranked accordingly: S1 (3.9692), S5 (3.9641), S4 (3.9205), and S2 (3.5974).

Conversely, S2 has the highest standard deviation of 0.90386, whereas the rest are listed as follows: S5 (0.83234), S4 (0.82465), S3 (0.80179), and S1 (0.76832).

Table 4.8:

Central Tendency Measurement for Job Security

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
JS1	4.0718	0.74515	1	3
JS2	4.0308	0.80108	2	2

JS3	4.0231	0.82505	3	1
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Table 4.8 shows that JS1 has the highest mean of 4.0718 and the lowest standard deviation of 0.74515. Next, JS2 has the moderate mean of 4.0308 and the moderate standard deviation of 0.80108. Last, JS3 has the lowest mean of 4.0231 and the highest standard deviation of 0.82505.

Table 4.9:

Central Tendency Measurement for Co-worker Relationship

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
CR1	4.3103	0.66390	2	6
CR2	4.1179	0.72163	6	1
CR3	4.2179	0.69975	5	3
CR4	4.2256	0.69175	4	4
CR5	4.2308	0.70843	3	2
CR6	4.3359	0.67454	1	5

Table 4.9 shows that CR6 has the highest mean of 4.3359, and the remaining are ranked accordingly: CR1 (4.3103), CR5 (4.2308), CR4 (4.2256), CR3 (4.2179), and CR2 (4.1179).

Conversely, CR2 has the highest standard deviation of 0.72163, whereas the rest are listed as follows: CR5 (0.70843), CR3 (0.69975), CR4 (0.69175), CR6 (0.67454), and CR1 (0.66390).

Table 4.10:

Central Tendency Measurement for Employee Recognition

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
ER1	3.9077	0.78658	4	2
ER2	4.0128	0.74333	2	3
ER3	4.0128	0.73288	2	4
ER4	4.2308	0.72280	1	5
ER5	3.9564	0.79887	3	1

Table 4.10 shows that ER4 has the highest mean of 4.2308, and the remaining are ranked accordingly: ER2 and ER3 (4.0128), ER5 (3.9564), and ER1 (3.9077).

Conversely, ER5 has the highest standard deviation of 0.79887, whereas the rest are listed as follows: ER1 (0.78658), ER2 (0.74333), ER3 (0.73288), and ER4 (0.72280).

Table 4.11:

Central Tendency Measurement for Competence

Items	Means	Standard deviations	Ranking (means)	Ranking
-------	-------	------------------------	--------------------	---------

				(standard deviations)
C1	4.1564	0.70521	5	3
C2	4.2077	0.65360	3	6
C3	4.2564	0.66564	2	4
C4	4.3513	0.62689	1	7
C5	3.9923	0.77389	7	1
C6	4.0769	0.70927	6	2
C7	4.1590	0.66135	4	5

Table 4.11 shows that C4 has the highest mean of 4.3513, and the remaining are ranked accordingly: C3 (4.2564), C2 (4.2077), C7 (4.1590), C1 (4.1564), C6 (4.0769), and C5 (3.9923).

Conversely, C5 has the highest standard deviation of 0.77389, whereas the rest are listed as follows: C6 (0.70927), C1 (0.70521), C3 (0.66564), C7 (0.66135), C2 (0.65360), and C4 (0.62689).

Table 4.12:

Central Tendency Measurement for Employee Training

Items	Means	Standard deviations	Ranking (means)	Ranking (standard deviations)
ET1	3.9615	0.72137	8	4

ET2	4.0846	0.68440	3	8
ET3	3.9718	0.80597	7	1
ET4	4.0795	0.71080	4	5
ET5	4.1359	0.70583	2	7
ET6	4.0667	0.71031	5	6
ET7	4.0051	0.75882	6	2

Table 4.12 shows that ET8 has the highest mean of 4.1462, and the remaining are ranked accordingly: ET5 (4.1359), ET2 (4.0846), ET4 (4.0795), ET6 (4.0667), ET7 (4.0051), ET3 (3.9718), and ET1 (3.9615).

Conversely, ET3 has the highest standard deviation of 0.80597, whereas the rest are listed as follows: ET7 (0.75882), ET8 (0.73591), ET1 (0.72137), ET4 (0.71080), ET6 (0.71031), ET5 (0.70583), and ET2 (0.68440).

4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.13:

Summary of Reliability Analysis Results

Variables	No. of item	Cronbach's alpha	Level of reliability

Dependent Variable:			
EM	6	0.793	Good
Independent Variables:			
S	5	0.746	Good
JS	3	0.799	Good
CR	6	0.888	Very Good
ER	5	0.827	Very Good
C	7	0.864	Very Good
ET	8	0.920	Excellent

According to Table 4.13, the outcomes of the reliability analysis show that the Cronbach's alphas for salary and job security are 0.746 and 0.799, respectively. These values fall within the range of 0.7 to 0.799, indicating that the items measuring them have good reliability. Furthermore, the Cronbach's alphas for co-worker relationship, employee recognition, and competence are 0.888, 0.827, and 0.864, respectively. These values fall within the range of 0.8 to 0.899, indicating that the items measuring them have very good reliability. In addition, the Cronbach's alpha for employee training is 0.920, which is above 0.9, indicating that the items measuring it have excellent reliability.

As for the dependent variable, the Cronbach's alpha for employee motivation is 0.793, which falls within the range of 0.7 to 0.799, indicating good reliability for the items measuring it.

4.2.2 Validity Analysis

Based on the correlation table calculations, any question item that has a correlation value greater than the critical value (0.083 as determined by the table) indicates that the question item is a valid predictor of the corresponding variable (Fatonah et al., 2020).

Table 4.14:

Validity Analysis for Employee Motivation

Items	r_{item}	r_{table}	Results
EM1	0.638	0.083	Valid
EM2	0.655	0.083	Valid
EM3	0.705	0.083	Valid
EM4	0.720	0.083	Valid
EM5	0.714	0.083	Valid
EM6	0.769	0.083	Valid

According to Table 4.14, the correlation values for employee motivation items 1 to 6 range from 0.638 to 0.769, indicating that all the items are valid.

Table 4.15:

Validity Analysis for Salary

Items	r_{item}	r_{table}	Results
S1	0.747	0.083	Valid
S2	0.744	0.083	Valid

S3	0.528	0.083	Valid
S4	0.724	0.083	Valid
S5	0.777	0.083	Valid

According to Table 4.15, the correlation values for salary items 1 to 5 range from 0.528 to 0.777, indicating that all the items are valid.

Table 4.16:

Validity Analysis for Job Security

Items	r_{item}	r_{table}	Results
JS1	0.858	0.083	Valid
JS2	0.824	0.083	Valid
JS3	0.855	0.083	Valid

According to Table 4.16, the correlation values for job security items 1 to 3 range from 0.824 to 0.858, indicating that all the items are valid.

Table 4.17:

Validity Analysis for Co-worker Relationship

Items	r_{item}	r_{table}	Results
CR1	0.780	0.083	Valid
CR2	0.779	0.083	Valid
CR3	0.790	0.083	Valid

CR4	0.818	0.083	Valid
CR5	0.826	0.083	Valid
CR6	0.814	0.083	Valid

According to Table 4.17, the correlation values for co-worker relationship items 1 to 6 range from 0.779 to 0.826, indicating that all the items are valid.

Table 4.18:

Validity Analysis for Employee Recognition

Items	r_{item}	r_{table}	Results
ER1	0.766	0.083	Valid
ER2	0.742	0.083	Valid
ER3	0.792	0.083	Valid
ER4	0.717	0.083	Valid
ER5	0.823	0.083	Valid

According to Table 4.18, the correlation values for employee recognition items 1 to 5 range from 0.717 to 0.823, indicating that all the items are valid.

Table 4.19:

Validity Analysis for Competence

Items	r_{item}	r_{table}	Results
C1	0.774	0.083	Valid

C2	0.792	0.083	Valid
C3	0.759	0.083	Valid
C4	0.722	0.083	Valid
C5	0.658	0.083	Valid
C6	0.750	0.083	Valid
C7	0.759	0.083	Valid

According to Table 4.19, the correlation values for competence items 1 to 7 range from 0.658 to 0.792, indicating that all the items are valid.

Table 4.20:

Validity Analysis for Employee Training

Items	r_{item}	r_{table}	Results
ET1	0.739	0.083	Valid
ET2	0.770	0.083	Valid
ET3	0.730	0.083	Valid
ET4	0.844	0.083	Valid
ET5	0.826	0.083	Valid
ET6	0.842	0.083	Valid
ET7	0.840	0.083	Valid
ET8	0.823	0.083	Valid

According to Table 4.20, the correlation values for employee training items 1 to 8 range from 0.739 to 0.844, indicating that all the items are valid.

4.3 Inferential Analysis

4.3.1 Multiple Regression Analysis

In this study, multiple linear regression is used to estimate the relationship between six independent variables (employee training, job security, co-worker relationship, salary, employee recognition, and competence) and one dependent variable (employee motivation).

Table 4.21:

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.770 ^a	.593	.587	.32763
a. Predictors: (Constant), employee training average, job security average, co-worker relationship average, salary average, employee recognition average, competence average				

The R-squared value is employed to ascertain the proportion of the independent variables that elucidate alterations in the dependent variable. As per Table 4.21, the independent variables investigated in this study explicate 59.3% of the fluctuations in the dependent variable. However, 40.7% of the changes remain unexplained, implying that there are other crucial

variables that play a significant role in employee motivation, but they were not included in this study.

Table 4.22:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.947	6	9.991	93.080	<.001 ^b
	Residual	41.111	383	.107		
	Total	101.058	389			
a. Dependent Variable: employee motivation average						
b. Predictors: (Constant), employee training average, job security average, co-worker relationship average, salary average, employee recognition average, competence average						

Table 4.23:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.553	.156		3.537	<.001
	Salary average	.129	.039	.148	3.350	<.001

Job security average	.138	.033	.181	4.163	<.001
Co-worker relationship average	.101	.039	.110	2.584	.010
Employee recognition average	.016	.041	.018	.386	.699
Competence average	.441	.050	.441	8.849	<.001
Employee training average	.041	.039	.047	1.065	.287
a. Dependent Variable: employee motivation average					

H1: Salary has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for salary is positive and the p-value is less than 0.001, indicating statistical significance at an alpha level of 0.05. This suggests that salary has a positive and significant impact on the dependent variable in this study, which supports the alternative hypothesis (H1).

H2: Job security has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for job security is positive and the p-value is less than 0.001, indicating statistical significance at an alpha level of 0.05. This suggests that job security has a positive and significant impact on the dependent variable in this study, which supports the alternative hypothesis (H2).

H3: Co-worker relationship has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for job security is positive and the p-value is 0.010, indicating statistical significance at an alpha level of 0.05. This suggests that job security has a positive and significant impact on the dependent variable in this study, which supports the alternative hypothesis (H3).

H4: Employee recognition has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for employee recognition is positive and the p-value is 0.699, indicating statistical insignificance at an alpha level of 0.05. This suggests that employee recognition has a positive and insignificant impact on the dependent variable in this study, which does not support the alternative hypothesis (H4).

H5: Competence has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for competence is positive and the p-value is <0.001 , indicating statistical significance at an alpha level of 0.05. This suggests that competence has a positive and significant impact on the dependent variable in this study, which supports the alternative hypothesis (H5).

H6: Employee training has a positive significant impact on employee motivation towards the retail industry in Malaysia.

Based on the information presented in Table 4.23, the standardized coefficients show that the beta value for employee training is positive and the p-value is 0.287, indicating statistical insignificance at an alpha level of 0.05. This suggests that employee training has a positive and insignificant impact on the dependent variable in this study, which does not support the alternative hypothesis (H6).

H7: At least one independent variable (salary, job security, co-worker relationship, employee recognition, competence, and employee training) has a significant impact on the dependent variable (employee motivation) towards the retail industry in Malaysia.

Based on the information presented in Table 4.22, it can be inferred that the F-statistic holds significance since the p-value (Sig. <0.001) is less than the alpha value of 0.05. This suggests that the model accurately depicts the

association between the dependent and predictor variables. As a result, the independent variables, namely salary, job security, co-worker relationship, employee recognition, competence, and employee training, significantly account for the variation in employee motivation. The findings support the alternate hypothesis (H7).

Based on Table 4.23, the **regression equation** is as follows:

$$y = a + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_5 (x_5)$$

Where,

y = Employee motivation

a = Intercept

b_i = Regression coefficient

i = 1,2,3,5

x₁ = Salary

x₂ = Job security

x₃ = Co-worker relationship

x₅ = Competence

Employee motivation = 0.553 + 0.129 (salary) + 0.138 (job security) + 0.101 (co-worker relationship) + 0.441 (competence)

After rerunning the multiple regression analysis with the four significant independent variables (salary, job security, co-worker relationship, and competence), we found that the results remained significant.

Highest contribution

According to Table 4.23, competence is the predictor variable that contributes the most to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the largest (0.441) when compared to the other predictor variables. This suggests that competence makes the strongest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

Second highest contribution

According to Table 4.23, job security is the predictor variable that contributes the second most to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the second largest (0.181) when compared to the other predictor variables. This suggests that job security makes the second strongest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

Third highest contribution

According to Table 4.23, salary is the predictor variable that contributes the third most to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the third largest (0.148) when compared to the other predictor variables. This suggests that salary makes the third strongest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

Fourth highest contribution

According to Table 4.23, co-worker relationship is the predictor variable that contributes the fourth most to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the fourth largest (0.110) when compared to the other predictor variables. This suggests that co-worker relationship makes the fourth strongest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

Fifth highest contribution

According to Table 4.23, employee training is the predictor variable that contributes the fifth most to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the fifth largest (0.047) when compared to the other predictor variables. This suggests that employee training makes the fifth strongest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

Lowest contribution

According to Table 3, employee recognition is the predictor variable that contributes the least to the variation of the dependent variable, as indicated by its beta value (under standardized coefficients) being the smallest (0.018) when compared to the other predictor variables. This suggests that employee

recognition makes the weakest unique contribution to explaining the variation in employee motivation when controlling for the variance explained by all other predictor variables in the model.

In conclusion, the top management of large-scale retailers in Malaysia should focus more on competence, job security, salary, and co-worker relationship to increase employee motivation because they are positive and significant factors that rank in the top four for contribution.

4.4 Conclusion

This chapter involved conducting various types of analyses, including descriptive analysis, reliability analysis, validity analysis, and inferential analysis. The multiple regression analysis was used to analyze and explore the dependent and independent variables.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

This section aims to provide a summary of the statistical analyses that were discussed in Chapter 4. Furthermore, it will discuss the main discoveries and their implications for the study. Subsequently, it will evaluate the study's limitations and make suggestions for future research before concluding the study.

5.1 Summary of Statistical Analyses

5.1.1 Summary of Descriptive Analysis

5.1.1.1 Summary of Respondent Demographic Profile

As shown in Section 4.1.1, female respondents have a higher number at 56.92% compared to male respondents at 43.08%. Furthermore, majority respondents are between 21 to 29 years old, accounting for 44.36% of the total. Additionally, the largest ethnic group among our respondents is Malay, accounting for 59.74%. Moreover, most of our respondents have an

education level of SPM, accounting for 53.85%. Lastly, most respondents have been working for 3 to 6 years, accounting for 39.49% of the total.

5.1.1.2 Summary of Central Tendencies Measurement of Constructs

Table 5.1:

Summary of Central Tendencies Measurement of Constructs

Variables	Means	Standard deviations
Dependent Variable:		
EM Average	4.1205	0.50970
Independent Variables:		
S Average	3.9267	0.58275
JS Average	4.0419	0.66813
CR Average	4.2397	0.55541
ER Average	4.0241	0.58211
C Average	4.1714	0.50931
ET Average	4.0564	0.58399

Table 5.1 indicates that the co-worker relationship has the most elevated average at 4.2397, while the salary has the lowest mean at 3.9267. On the other hand, job security has the greatest standard deviation at 0.66813, while competence has the least standard deviation at 0.50931.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Summary of Multiple Regression Analysis

Table 5.2:

Summary of Multiple Regression Analysis

Independent variables	P-value	Beta value (under standardized coefficients)	R square
S	< 0.001	0.148	-
JS	< 0.001	0.181	-
CR	0.010	0.110	-
ER	0.699	0.018	-
C	< 0.001	0.441	-
ET	0.287	0.047	-
S, JS, CR, ER, C, and ET	< 0.001	-	0.593

According to Table 5.2, the p-value (Sig. <0.001) is below the alpha value of 0.05, indicating that the F-statistic is significant and the independent variables significantly account for the variation in employee motivation. The four independent variables of salary, job security, co-worker relationship, and competence have a positive and significant relationship with the dependent variable, as evidenced by their p-values being less than 0.05 and positive beta values (in standardized coefficients). However, the

other two independent variables, employee recognition, and employee training, positively predict the dependent variable but are not statistically significant, as their p-values are greater than 0.05 and have positive beta values (in standardized coefficients).

In addition, the R-squared value of 0.593 indicates that the independent variables explain 59.3% of the variability in the dependent variable.

5.2 Discussions of Major Findings

Table 5.3:

Summary of Hypothesis Testing Results

Hypotheses	Results	Outcomes
H1: Salary has a positive significant impact on employee motivation towards the retail industry in Malaysia.	$\beta = 0.148$ p-value = < 0.001 (p-value < 0.05)	Supported
H2: Job security has a positive significant impact on employee motivation towards the	$\beta = 0.181$ p-value = < 0.001 (p-value < 0.05)	Supported

retail industry in Malaysia.		
H3: Co-worker relationship has a positive significant impact on employee motivation towards the retail industry in Malaysia.	$\beta = 0.110$ p-value = 0.010 (p-value < 0.05)	Supported
H4: Employee recognition has a positive significant impact on employee motivation towards the retail industry in Malaysia.	$\beta = 0.018$ p-value = 0.699 (p-value > 0.05)	Not Supported
H5: Competence has a positive significant impact on employee motivation towards the retail industry in Malaysia.	$\beta = 0.441$ p-value = < 0.001 (p-value < 0.05)	Supported
H6: Employee training has a positive	$\beta = 0.047$ p-value = 0.287	Not Supported

significant impact on employee motivation towards the retail industry in Malaysia.	(p-value > 0.05)	
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Salary and employee motivation

Table 5.3 shows that H1 is supported by the result as the p-value for salary is <0.001, which is less than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. It shows that salary has a positive significant impact on employee motivation, which is constant with the findings of previous researchers such as Barzoki et al. (2012), Trinh et al. (2021), Karodia et al. (2018), Jayasuriya (2017), and Akhtar et al. (2014).

According to Barzoki et al. (2012), individuals involve themselves in economic activities to make money and fulfill their physiological needs and support their family. If the salary of an employee is affected, this will impact the employee in the job and their motivation. Based on Trinh et al. (2021) and Akhtar et al. (2014), they also stated that salary can positively influence employee motivation. Based on Karadia et al. (2018), employees are able to keep motivated when they are remunerated sufficiently.

Job security and employee motivation

Table 5.3 shows that H2 is supported by the result as the p-value for job security is <0.001, which is less than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. It shows that job security has a positive significant impact on employee motivation, which is

consistent with the findings of previous researchers such as Senol (2011), Haile (2015), Rahman et al. (2018), Trinh et al. (2021), and Jayasuriya et al. (2017).

According to Rahman et al. (2018), job security is one of the most significant factors that will affect employees' attitude toward their job. According to Trinh et al. (2021), Senol (2011), and Haile (2015), changes in the environment, such as economic downturn, downsizing, and the application of new technology, can affect job security for employees because they worry about their job stability. Thus, job security becomes a factor that can increase employee motivation when there is no volatility and fear of losing their job. Based on Jayasuriya et al. (2017), improving job security can motivate employees.

Co-worker relationship and employee motivation

Table 5.3 shows that H3 is supported by the results, as the p-value for co-worker relationship is 0.010, which is less than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. Therefore, it can be concluded that there is a significant positive impact of co-worker relationship on employee motivation towards the retail industry in Malaysia.

This is supported by Basford and Offermann's (2012) findings, which stated that co-worker relations have a significant positive impact on employee motivation. Like other types of jobs, co-worker relationship is immensely important in the retail industry (Shepherd, 2021). This is further explained in the study of Reich and Bearman (2018), which suggests that workplace relationships are core to employee well-being and motivation. A positive co-worker relationship can provide emotional support to colleagues, help with career advancement, and exchange institutional and job-related

knowledge required to complete tasks (Caillier, 2017). This means that positive relationships between co-workers can enhance employee motivation. If the relationships between co-workers are positive, they become a source of motivation (Parashakti et al., 2020). Co-worker relationship is an important component of most people's everyday working lives, as a kind and supportive co-worker can help to reduce the stress of a long day (Basford & Offermann, 2012).

Employee recognition and employee motivation

Table 5.3 shows that H4 is not supported by the results, as the p-value for employee recognition is 0.699, which is greater than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. Therefore, it can be concluded that employee recognition is not significant but positively predicts employee motivation towards the retail industry in Malaysia.

According to Gikuya (2014), employee recognition was evaluated as less significant towards employee motivation. The reason is that there are cultural differences and personal preferences among the employee values, whereby it is difficult to fulfill each of them differently through recognition. In fact, recognition is found to be subjective for people, some avoid the spotlight because it is an embarrassment to them (Musicante, 2020). Thus, we can conclude that employee recognition is not effective on employee motivation.

Competence and employee motivation

Table 5.3 shows that H5 is supported by the results, as the p-value for competence is <0.001 , which is less than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. Therefore, we might therefore say that competence has a positive significant impact on employee motivation towards the retail industry in Malaysia.

The result of this study is the same as the results from Suyanto (2018), Faisal (2020), Indarti (2018), and Kurniawan et al. (2021), who have stated that competence has a positive significant impact on employee motivation. The reason is that if someone has the expertise or ability that is suitable for the field of work, their work motivation will increase because they have the confidence to perform their duties well, under competence theory and performance theory (Kurniawan et al., 2021). The satisfaction of the necessary competence requirements of employment would boost people's confidence to achieve the desired performance, promoting better work motivation (Suyanto, 2018).

Employee training and employee motivation

Table 5.3 shows that H6 is not supported by the results as the p-value for employee training is 0.287, which is more than the alpha value of 0.05, and the beta value (under standardized coefficients) is positive. Therefore, we might therefore say that employee training has a positive but insignificant impact on employee motivation towards the retail industry in Malaysia.

This result is the same as the result from Trinch et al. (2021), which found that employee training has a positive but insignificant impact on employee motivation. The main reason for this is that employees in Malaysia lack training opportunities, even though they are interested in participating in training programmes, they do not know whether it will be effective for them

or not. According to a survey conducted in Malaysia, 97% of Malaysians are interested in learning and development opportunities, but only 36% responded that their employers provided them with training in the previous 12 months (Chau, 2022). However, due to overwhelming workloads and lack of mental energy to attend training classes, there is still reluctance to upskill despite the eagerness (Chau, 2022). On the other hand, most jobs in the retail industry in Malaysia are considered low-skilled jobs that require low skills and education backgrounds. Thus, employees in the retail industry may not think that training programmes are necessary.

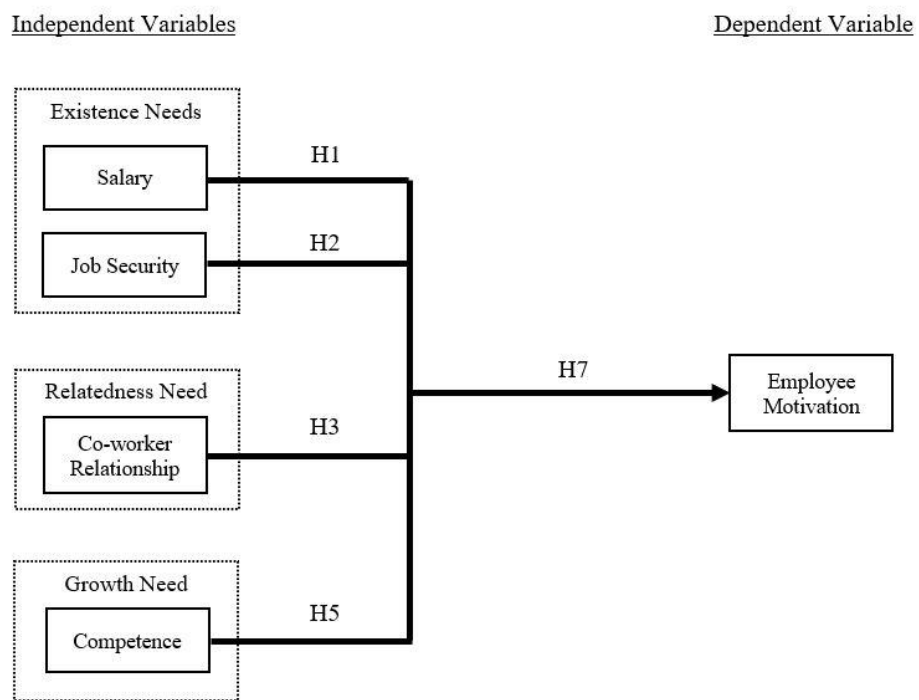


Figure 5.1. Finalized conceptual framework.

The finalized conceptual framework for our study is presented in Figure 5.1, which demonstrates that salary, job security, co-worker relationship, and competence have a positive and significant impact on employee motivation towards the retail industry in Malaysia.

5.3 Implications of the Study

5.3.1 Managerial Implications

By conducting this research, we were able to help define the factors that affect employee motivation in the retail industry in Malaysia. Our research showed that factors such as salary, job security, co-worker relationship, and competence have a positive significant influence on employee motivation. However, employee recognition and employee training were found to be positive but not significant in their influence on employee motivation in the retail industry in Malaysia. Therefore, employers in the retail industry in Malaysia can try to improve salary, job security, co-worker relationship, and competence to increase their employees' motivation. When employees are motivated, it can help improve the performance of the company. According to Tarigan and Setiawan (2020), motivation is a driving force that can make people put forth a great effort to achieve something. When employees are motivated in their job, they will be willing to make the greatest possible contribution to complete their job. Ultimately, the organization will benefit, and the performance of the organization can also be improved.

Furthermore, our research used the ERG theory to examine the factors that affect employee motivation in the retail industry in Malaysia. To our knowledge, little or no research has applied the ERG theory to examine factors that affect employee motivation in Malaysia. By conducting our research using the ERG theory, it can provide a new perspective to examine

and identify the factors that affect employee motivation in the retail industry in Malaysia.

5.4 Limitations of the Study

The first limitation is that the scope of the study is narrow, as it focuses on employee motivation in large-scale retailers in Malaysia. Therefore, the study neglects employees in small and medium-sized enterprise (SME) retailers and convenience store employees. Additionally, data was collected only from employees in Penang, Perak, and Terengganu, which neglects employees in other states who may have different perspectives, perceptions, cultures, norms, and habits.

The second limitation is we collected the data for the study by using self-administered questionnaire since we distribute the questionnaires to the employees in their workplaces and collect back them later. Under the self-administered questionnaire, we cannot obtain the opinion and feedback directly from participants. In addition, under the self-administered questionnaire, there have no one to assist the participants if they have a question on the content of the questionnaire, such as the respondent has language issue.

The third limitation is our questionnaire is based on the close-ended question which means that the respondents can only be answered by selecting from a limited number of options. Under the close-ended question, we cannot collect the opinion from the respondents directly. Besides, we unable to ascertain whether the question was misunderstood by the respondents, if the respondents misunderstood the question and answered accordingly, there is no way to determine if he or she misunderstood.

The fourth limitation is the independent variables utilized in this research can account for 59.3% only to explain the dependent variable which is employee motivation which means there remains 40.7% unexplained by these variables, indicating the existence of other crucial factors that contribute to employee motivation but were not included in this study.

5.5 Recommendations for Future Research

First, the future researcher is advised to expand the scope of the study to fully reflect the employees in the entire retail industry in Malaysia. To achieve this, the researcher can collect data from small and medium enterprise (SME) retailers and convenience store employees, in addition to large-scale retailers in Malaysia. Furthermore, the target respondents should be expanded to include users from different states in Malaysia, such as employees in Selangor, Johor, Melaka, Sarawak, and Sabah. These measures will increase the sample size and broaden the research scope. Since employees of different scales of retailers, as well as those who work in different states, may have different perspectives and perceptions, the results of the study can more accurately represent the whole retail industry workforce in Malaysia and minimize bias issues.

Second, the future researcher is advised to apply both personal interview and self-administered questionnaire to conduct the survey. The future researcher can conduct personal interviews with the target respondent who are nearby and distribute the questionnaire to the target respondents who are located in other states. In addition, under personal interviews, the interviewer can assist the participants immediately when they got a question on the questionnaire to prevent participants misunderstand the content and answer incorrectly. Also, it can reduce the probability for participants to answer the questionnaire perfunctorily since the interviewer can monitor them. Besides, the questionnaire for the study can be

designed with the combination of close-ended and open-ended question to let the respondents express their opinion which enable respondents to provide more detail, insightful, and contextual feedback. By doing so, the research can understand the respondent's genuine thoughts and feelings regarding the survey topic.

Furthermore, the future researcher is advised to expose the effect of other factors or variables on employee motivation to increase the R-Square value as higher as possible, such as work environment, leadership, and work life balance. Also, the intervening effect such as mediator and moderator can be considered. For instance, the future researcher could include job satisfaction (mediator) in research to see if it is a mediating variable of employee motivation. Additionally, the moderating effect can be considered and added, such as whether race or generation is a moderating variable. By doing such actions, the R-Square value may increase.

5.6 Conclusion

To sum up, the purpose of this study is to investigate the elements that influence employee motivation in the retail sector of Malaysia, with the ERG theory as the basis. The outcomes indicate that salary, job security, co-worker relationships, and competence all play a crucial role in enhancing employee motivation in the Malaysian retail industry. Nevertheless, the impact of employee recognition and training was positive, but not significant. This research provides a useful framework for further studies on employee motivation.

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Appendix A: Certification Letter



UNIVERSITI TUNKU ABDUL RAHMAN DU012(A)

Wholly owned by UTAR Education Foundation (200201010564(578227-M))

Faculty of Business and Finance
 Jalan Universiti, Bandar Barat, 31900 Kampar, Perak
 Phone: 05-468-8888
<https://fbf.utar.edu.my/>

3rd October 2022

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 (Honours) 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:

<u>Name of Student</u>	<u>Student ID</u>
Loo Kai Liang	20ABB03364
Lee Jun Han	20ABB01349
Tan Hong Liang	20ABB03770
Tan Kean Hong	19ABB02151

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

Thank you.

Yours sincerely,

.....
 Dr Siti Fazilah Binti Abdul Shukor
 Head of Department
 Faculty of Business and Finance
 Email: sitifazilah@utar.edu.my

Administrative Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E.
 Tel: (603) 9086 0288 Fax: (603) 9019 8868 Homepage: <https://utar.edu.my/>

Appendix B: Questionnaire

**TOPIC: Factors that Affect Employee Motivation Towards the Retail Industry in Malaysia**

Dear respondents,

We are students of Business Administration from Universiti Tunku Abdul Rahman (UTAR). The purpose of this study is to investigate the factors that affect employee motivation toward the retail industry in Malaysia. This study can help us to know more about the factors that will affect the motivation of the employee.

There are THREE (3) sections in this questionnaire. Section A is about the general information on employee motivation, Section B is about the factors that will affect employee motivation and Section C is about demographics. Please read the instructions carefully before answering the questions. Please answer ALL questions in ALL sections. Completion of this questionnaire will take you approximately 5 to 10 minutes.

Your participation in this study is entirely voluntary. The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purposes.

Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation. If you have any question regarding to this questionnaire, you may contact us via email at hongliang6168@utar.my.

If you decide to complete this attached anonymous questionnaire, this will be taken as you voluntarily agree and formal consent to participate in this study. Thank you very much for your cooperation and willingness to participate in this study.

Yours sincerely

Lee Jun Han	20ABB01349
Loo Kai Liang	20ABB03364
Tan Hong Liang	20ABB03770
Tan Kean Hong	19ABB02151

PERSONAL DATA PROTECTION STATEMENT

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 ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - For assessment of any application to UTAR
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at hongliang6168@1utar.my.

Acknowledgment of Notice

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

() I disagree, my personal data will not be processed.

Section A: Employee Motivation

The following set of questions is related to employee motivation. Based on your experience, please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement:

1 – Strongly Disagree (SD)

2 – Disagree (D)

3 – Neutral (N)

4 – Agree (A)

5 – Strongly Agree (SA)

Question	SD		N		SA
1. I always try my best to complete the assigned work.	1	2	3	4	5
2. I can maintain my efforts to do the job for a long time.	1	2	3	4	5
3. I always actively participate in activities at the company/office/store.	1	2	3	4	5
4. I have the opportunity to advance and develop in my job.	1	2	3	4	5
5. I am grateful for a job well done.	1	2	3	4	5
6. I find interest in work.	1	2	3	4	5

Section B: Factors that Affect Employee Motivation

The following sets of questions are related to the factors that affect employee motivation. Based on your experience, please circle the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement:

- 1 – Strongly Disagree (SD)
- 2 – Disagree (D)
- 3 – Neutral (N)
- 4 – Agree (A)
- 5 – Strongly Agree (SA)

Independent Variable 1: Salary

Question	SD		N		SA
1. Salary commensurate with ability and contribution.	1	2	3	4	5
2. My income is enough to meet the needs in life.	1	2	3	4	5
3. I received my full salary on time.	1	2	3	4	5
4. The salary offered is on par with other businesses in the same field.	1	2	3	4	5
5. Salary is paid fairly and satisfactorily.	1	2	3	4	5

Independent Variable 2: Job Security

Question	SD		N		SA
1. I am confident that I will be able to work for my organization as long as I wish.	1	2	3	4	5
2. My job will be there as long as I want it.	1	2	3	4	5
3. I am secure in my job.	1	2	3	4	5

Independent Variable 3: Co-worker Relationship

Question	SD					N					SA				
1. I have good relationships with my co-workers.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
2. I like spending work hours with my co-workers.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
3. Co-workers positively affect my job experience.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
4. I enjoy the time I spend on the job with my co-workers.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
5. I feel lucky to be working with the people that I do.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
6. I feel fortunate that I have good co-worker relationships.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Independent Variable 4: Employee Recognition

Question	SD					N					SA				
1. I am recognized as an individual person by my supervisor.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
2. My supervisor keeps me "in the loop" (informed) of what is going on in our organization.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
3. My personal well-being is important to my supervisor.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
4. My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
5. My supervisor makes me feel that I matter.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Independent Variable 5: Competence

Question	SD					N					SA				
1. I have a strong sense of purpose in doing work.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

2. I am ready to work hard in doing the job.	1	2	3	4	5
3. I am responsible for every job.	1	2	3	4	5
4. With the knowledge I have, I can complete the given task.	1	2	3	4	5
5. I can use work equipment such as computers, and others related to internet access.	1	2	3	4	5
6. I have been able to learn interesting new skills on my job.	1	2	3	4	5
7. Most days I feel a sense of accomplishment from working.	1	2	3	4	5

Independent Variable 6: Employee Training

Question	SD	N	SA
1. Professional and reasonable training policy.	1	2	3 4 5
2. Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale.	1	2	3 4 5
3. Training programs are held periodically to improve the skills of employees.	1	2	3 4 5
4. Training results have helped me improve work efficiency.	1	2	3 4 5
5. Overall, the training I receive is applicable to my job.	1	2	3 4 5
6. Overall, the training I receive on the job meets my needs.	1	2	3 4 5
7. Overall, I am satisfied with the amount of training I receive on the job.	1	2	3 4 5
8. I am generally able to use what I learn in training in my job.	1	2	3 4 5

Section C: Demographic Profile

Please choose the appropriate response by place a tick “√” for each of the items given below.

1. Gender
 - Male
 - Female

2. Age
 - 20 years old or below
 - 21 to 29 years old
 - 30 to 39 years old
 - 40 to 49 years old
 - 50 to 59 years old
 - 60 years old or above

3. Ethnic Group
 - Malay
 - Chinese
 - Indian
 - Other: _____

4. Education Level
 - SPM
 - Diploma
 - Degree
 - Other: _____

5. Years of Employment
 - Less than 3 years
 - 3 to 6 years
 - 7 to 10 years
 - More than 10 years

Thank you for your participation.

Appendix C: Pre-Test (Academic Experts)

Dr Ng Lee Peng



Ng Lee Peng <nglp@utar.edu.my>
to me ▾

Nov 13, 2022, 9:53AM ☆ ↶ ⋮

Hi, Hong Liang,
Pls refer to the attachment.

Best regards,
Ng Lee Peng
Assistant Professor
Room No: H2-231
Universiti Tunku Abdul Rahman (UTAR)
Faculty of Business and Finance (FBF)
31900 Kampar, Perak, Malaysia.
Tel: 05-4688888 (Ext. 4352)
Website: www.utar.edu.my
May you be well and happy always!

One attachment • Scanned by Gmail



Dr Peter Tan Sin Howe



Peter Tan Sin Howe <chtan@utar.edu.my>
to me ▾

Nov 14, 2022, 11:41AM ☆ ↶ ⋮

Dear Hong Liang,

The survey questionnaire looks good to me.

I just have a few minor suggestions.

1. The PERSONAL DATA PROTECTION STATEMENT can be adjusted into a single page.
2. Put a "full stop" for all the measurement items.
3. May add another 1-2 measurement items for the Independent Variable 2: Job Security.
4. For Factor 6: Employee Training, items 5 and 8 are similar. May consider removing one of them.
5. For Section C: Demographic Profile, may consider to include the category of Retail Industry. Refer to the example below.

TABLE 3 : YEAR ON YEAR PERCENTAGE CHANGE IN RETAIL SALES BY RETAIL SUB-SECTOR, 2022

Retail Sub-Sector	1st Qtr	2nd Qtr
		%
Department store own supermarket	18.3	59.7
Department store	39.1	111.3
Supermarket and hypermarket	-7.6	7.3
Mini-market, convenience store & cooperative	7.6	16.7
Fashion and fashion accessories	52.1	152.8
Children and baby products**	2.5	65.0
Pharmacy**	15.5	31.5
Personal care**	5.6	79.8
Furniture & furnishing, home improvement as well as electrical & electronics	4.7	81.9
Other specialty retail stores	-3.9	91.2

Notes:
* - Furniture and baby products include apparels, accessories, equipment, school uniform and toys
** - Pharmacy and personal care stores were grouped under one category in Year 2020

Source: MRA / MRA / Retail Group Malaysia

Source: <https://franchisemalaysia.com/malaysia-retail-industry-report-september-2022-compiled-and-written-by-retail-group-malaysia.html>

All the best to you.

Dr Choong Yuen Onn



Yuen Onn Choong <choongyo@utar.edu.my>
to me

Wed, Nov 16, 2022, 11:56 AM

Dear Tan,

Enclosed with my comments.

Thanks with Best Regards,

Choong Yuen Onn (PhD) (鍾源安)
Associate Professor and Deputy Dean (R&D and Postgraduate Programmes),
Department of Business and Public Administration,
Faculty of Business and Finance (FBF),
Universiti Tunku Abdul Rahman (Kampar Campus),
Jalan Universiti, Bandar Barat,
31900 Kampar, Perak Darul Ridzuan,
Malaysia.
[Room no. H1A-129]

Webpage Extension URL: <http://www.utar.edu.my/cv/index.jsp?cv=choongyo&seoPageId=aboutMe>
Scopus Profile : <https://www.scopus.com/authid/detail.uri?authorId=57217139587>
Google Scholar Profile : <https://scholar.google.com/citations?user=ehaXlK8EAAAAJ&hl=en>
Orcid ID : <https://orcid.org/0009-0002-4888-5785>
Research Gate: https://www.researchgate.net/profile/Yuen_Onn_Choong
LinkedIn: <https://www.linkedin.com/in/yuen-onn-choong-784b4532?originalSubdomain=my>
Web of Science (Clarivate): <https://www.webofscience.com/wos/authorrecord/975934>

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Appendix D: Pre-Test (Industry Experts)

Two Lotus's Kampar employees with 5 years or more of experience



An Aeon Big Bukit Minyak employee with 3 years or more of experience

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 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/study loan
- Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
- Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
- UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.


Consent:

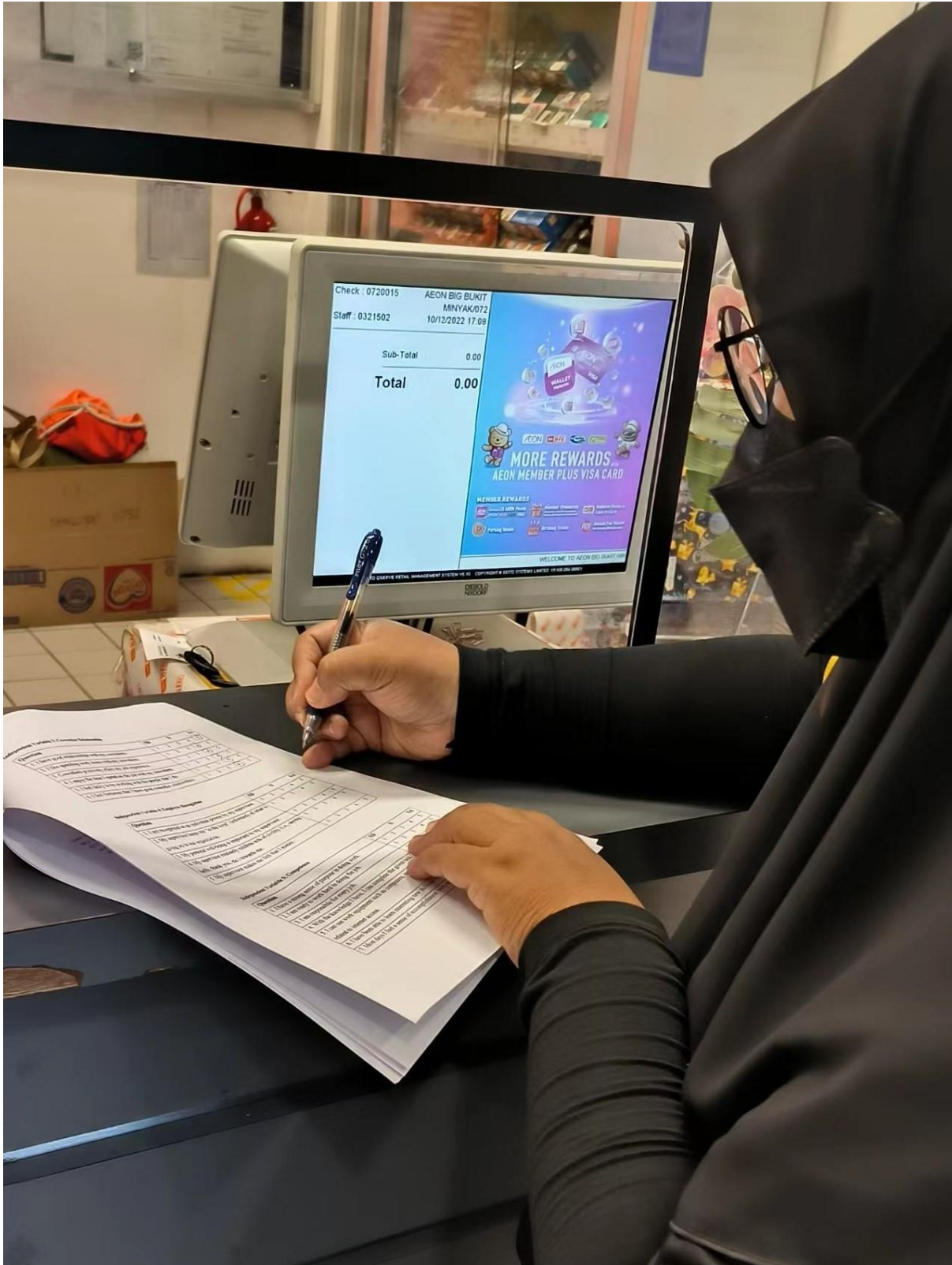
- By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
- If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
- You may access and update your personal data by writing to us at hongliang6168@utar.my.

Acknowledgment of Notice

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

() I disagree, my personal data will not be processed.

Norazian Abdullah Sani




Appendix E: Reliability Analysis for Pilot Study

Reliability (Employee Motivation)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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
.825	.827	6

Inter-Item Correlation Matrix

	I always try my best to complete the assigned work	I can maintain my efforts to do the job for a long time	I always actively participate in activities at the company/office/store	I have the opportunity to advance and develop in my job	I am grateful for a job well done	I find interest in work
I always try my best to complete the assigned work	1.000	.577	.255	.435	.659	.510
I can maintain my efforts to do the job for a long time	.577	1.000	.307	.588	.463	.599

I always actively participate in activities at the company/office/store	.255	.307	1.000	.252	.318	.403
I have the opportunity to advance and develop in my job	.435	.588	.252	1.000	.317	.695
I am grateful for a job well done	.659	.463	.318	.317	1.000	.276
I find interest in work	.510	.599	.403	.695	.276	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I always try my best to complete the assigned work	20.2750	5.538	.680	.577	.779
I can maintain my efforts to do the job for a long time	20.7000	5.292	.694	.513	.774
I always actively participate in activities at the company/office/store	20.6500	6.336	.398	.226	.834
I have the opportunity to advance and develop in my job	20.5000	5.949	.617	.537	.794
I am grateful for a job well done	20.3500	5.464	.539	.498	.812
I find interest in work	20.5250	5.435	.661	.616	.782

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.6000	7.887	2.80841	6

Reliability (Salary)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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	.758	5

Inter-Item Correlation Matrix

	Salary commensurate with ability and contribution	The income is enough to meet the needs in life	Salary is paid in full and on time	Income is on par with other businesses in the same field	Salary is paid fairly and satisfactorily
Salary commensurate with ability and contribution	1.000	.366	.323	.539	.547
The income is enough to meet the needs in life	.366	1.000	.194	.197	.364
Salary is paid in full and on time	.323	.194	1.000	.414	.388
Income is on par with other businesses in the same field	.539	.197	.414	1.000	.527
Salary is paid fairly and satisfactorily	.547	.364	.388	.527	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Salary commensurate with ability and contribution	16.1750	4.661	.606	.419	.654
The income is enough to meet the needs in life	16.6750	4.840	.366	.179	.756
Salary is paid in full and on time	16.1500	4.849	.423	.215	.726
Income is on par with other businesses in the same field	16.3000	5.241	.565	.406	.681
Salary is paid fairly and satisfactorily	16.3000	4.677	.632	.424	.646

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.4000	7.118	2.66795	5

Reliability (Job Security)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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
.756	.763	3

Inter-Item Correlation Matrix

	I am confident that I will be able to work for my organization as long as I wish	My job will be there as long as I want it	I am secure in my job
I am confident that I will be able to work for my organization as long as I wish	1.000	.306	.671
My job will be there as long as I want it	.306	1.000	.575
I am secure in my job	.671	.575	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am confident that I will be able to work for my organization as long as I wish	7.9000	1.836	.537	.460	.726
My job will be there as long as I want it	7.9250	1.661	.484	.342	.803
I am secure in my job	7.8250	1.481	.765	.601	.464

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.8250	3.328	1.82416	3

Reliability (Co-worker Relationship)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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
.853	.854	6

Inter-Item Correlation Matrix

	I have good relationships with my co-workers	I like spending work hours with my co-workers	Co-workers positively affect my job experience	I enjoy the time I spend on the job with my co-workers	I feel lucky to be working with the people that I do	I feel fortunate that I have good co-worker relationships
I have good relationships with my co-workers	1.000	.585	.515	.502	.460	.453
I like spending work hours with my co-workers	.585	1.000	.579	.675	.374	.390
Co-workers positively affect my job experience	.515	.579	1.000	.545	.270	.493

I enjoy the time I spend on the job with my co-workers	.502	.675	.545	1.000	.587	.535
I feel lucky to be working with the people that I do	.460	.374	.270	.587	1.000	.441
I feel fortunate that I have good co-worker relationships	.453	.390	.493	.535	.441	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have good relationships with my co-workers	20.5750	6.815	.656	.462	.826
I like spending work hours with my co-workers	20.8500	6.182	.684	.574	.820
Co-workers positively affect my job experience	20.5500	6.869	.618	.463	.832
I enjoy the time I spend on the job with my co-workers	20.6750	6.122	.764	.632	.803
I feel lucky to be working with the people that I do	20.5500	6.818	.540	.422	.848
I feel fortunate that I have good co-worker relationships	20.4250	7.225	.590	.390	.838

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.7250	9.333	3.05495	6

Reliability (Employee Recognition)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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
.772	.771	5

Inter-Item Correlation Matrix

	I am recognized as an individual person by my supervisor	My supervisor keeps me "in the loop" (informed) of what is going on in our organization	My personal well-being is important to my supervisor	My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	My supervisor makes me feel that I matter
I am recognized as an individual person by my supervisor	1.000	.630	.497	.219	.362
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	.630	1.000	.394	.325	.293
My personal well-being is important to my supervisor	.497	.394	1.000	.365	.465

My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	.219	.325	.365	1.000	.478
My supervisor makes me feel that I matter	.362	.293	.465	.478	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am recognized as an individual person by my supervisor	16.0000	3.538	.589	.487	.714
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	16.0500	3.638	.557	.436	.726
My personal well-being is important to my supervisor	15.8750	3.343	.588	.364	.715
My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	15.6250	3.984	.453	.291	.759
My supervisor makes me feel that I matter	15.9500	3.741	.535	.345	.733

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.8750	5.394	2.32255	5

Reliability (Competence)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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	7

Inter-Item Correlation Matrix

	I have a strong sense of purpose in doing work	I am ready to work hard in doing the job	I am responsible for every job	With the knowledge I have, I can complete the given task	I can use work equipment such as computers, and others related to internet access	I have been able to learn interesting new skills on my job	Most days I feel a sense of accomplishment from working
I have a strong sense of purpose in doing work	1.000	.661	.372	.604	.419	.371	.332
I am ready to work hard in doing the job	.661	1.000	.363	.730	.711	.539	.680
I am responsible for every job	.372	.363	1.000	.331	.609	.623	.348
With the knowledge I have, I can complete the given task	.604	.730	.331	1.000	.554	.400	.472

I can use work equipment such as computers, and others related to internet access	.419	.711	.609	.554	1.000	.797	.567
I have been able to learn interesting new skills on my job	.371	.539	.623	.400	.797	1.000	.613
Most days I feel a sense of accomplishment from working	.332	.680	.348	.472	.567	.613	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have a strong sense of purpose in doing work	25.8500	6.592	.577	.555	.877
I am ready to work hard in doing the job	25.8000	6.318	.811	.811	.848
I am responsible for every job	25.7250	6.666	.546	.471	.881
With the knowledge I have, I can complete the given task	25.8000	6.472	.658	.567	.866
I can use work equipment such as computers, and others related to internet access	25.7000	6.421	.795	.789	.851
I have been able to learn interesting new skills on my job	25.6500	6.541	.720	.729	.859
Most days I feel a sense of accomplishment from working	25.9250	6.276	.632	.597	.871

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.0750	8.635	2.93858	7

Reliability (Employee Training)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	93.0
	Excluded ^a	3	7.0
	Total	43	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
.906	.907	8

Inter-Item Correlation Matrix

Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	Professional and reasonable training policy	Training programs are held periodically to improve the skills of employees	Training results have helped me improve work efficiency	Overall, the training I receive is applicable to my job	Overall, the training I receive on the job meets my needs	Overall, I am satisfied with the amount of training I receive on the job	I am generally able to use what I learn in training in my job
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Professional and reasonable training policy	1.000	.540	.476	.715	.689	.667	.648	.433
Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	.540	1.000	.592	.474	.443	.452	.546	.538
Training programs are held periodically to improve the skills of employees	.476	.592	1.000	.613	.301	.279	.448	.526
Training results have helped me improve work efficiency	.715	.474	.613	1.000	.648	.621	.586	.474
Overall, the training I receive is applicable to my job	.689	.443	.301	.648	1.000	.844	.480	.346
Overall, the training I receive on the job meets my needs	.667	.452	.279	.621	.844	1.000	.688	.525
Overall, I am satisfied with the amount of training I receive on the job	.648	.546	.448	.586	.480	.688	1.000	.777
I am generally able to use what I learn in training in my job	.433	.538	.526	.474	.346	.525	.777	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Professional and reasonable training policy	29.2000	10.831	.774	.685	.888
Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	29.1250	10.830	.639	.504	.900
Training programs are held periodically to improve the skills of employees	29.0500	11.741	.569	.586	.904
Training results have helped me improve work efficiency	28.9750	10.743	.756	.676	.889
Overall, the training I receive is applicable to my job	29.1750	10.558	.696	.802	.895
Overall, the training I receive on the job meets my needs	29.2750	10.051	.762	.828	.889
Overall, I am satisfied with the amount of training I receive on the job	29.2500	10.346	.768	.780	.888
I am generally able to use what I learn in training in my job	29.0500	11.228	.655	.677	.898

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.3000	13.908	3.72930	8

Appendix F: Validity Analysis for Pilot Study

1) Instrument valid if correlation value > 0.30

Correlations								
		Employee Motivation Average	Salary Average	Job Security Average	Co- worker Relations hip Average	Employee Recogniti on Average	Compete nce Average	Employee Training Average
Employee Motivation Average	Pearson Correlation	1	.622**	.683**	.742**	.513**	.627**	.757**
	Sig. (1-tailed)		<.001	<.001	<.001	<.001	<.001	<.001
	N	40	40	40	40	40	40	40
Salary Average	Pearson Correlation	.622**	1	.522**	.614**	.614**	.524**	.606**
	Sig. (1-tailed)	<.001		<.001	<.001	<.001	<.001	<.001
	N	40	40	40	40	40	40	40
Job Security Average	Pearson Correlation	.683**	.522**	1	.523**	.575**	.327*	.629**
	Sig. (1-tailed)	<.001	<.001		<.001	<.001	.020	<.001
	N	40	40	40	40	40	40	40
Co-worker Relationship Average	Pearson Correlation	.742**	.614**	.523**	1	.623**	.519**	.626**
	Sig. (1-tailed)	<.001	<.001	<.001		<.001	<.001	<.001
	N	40	40	40	40	40	40	40
Employee Recognition Average	Pearson Correlation	.513**	.614**	.575**	.623**	1	.331*	.611**
	Sig. (1-tailed)	<.001	<.001	<.001	<.001		.018	<.001
	N	40	40	40	40	40	40	40
Competence Average	Pearson Correlation	.627**	.524**	.327*	.519**	.331*	1	.630**
	Sig. (1-tailed)	<.001	<.001	.020	<.001	.018		<.001
	N	40	40	40	40	40	40	40
Employee Training Average	Pearson Correlation	.757**	.606**	.629**	.626**	.611**	.630**	1
	Sig. (1-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

2) Instrument valid if correlation value $> r$ table (r table value can use formula $DF = n-2$).

Please refer to <https://mathcracker.com/critical-correlation-calculator.php>

Solution:

We need to find the critical correlation values. The following information is provided:

Significance Level (α) =	0.05
Number of Degrees of Freedom (df) =	41
Type of Tail =	right-tailed

The corresponding critical correlation value r_c for a significance level of $\alpha = 0.05$, for a right-tailed test is:

$$r_c = 0.254$$

Observe that in this case, the null hypothesis is rejected if $r > r_c = 0.254$.

3) Level of significance used: 0.05

Correlations (Employee Motivation)

		Correlations						
		I always try my best to complete the assigned work	I can maintain my efforts to do the job for a long time	I always actively participate in activities at the company/office/store	I have the opportunity to advance and develop in my job	I am grateful for a job well done	I find interest in work	Employee Motivation Average
I always try my best to complete the assigned work	Pearson Correlation	1	.525**	.275*	.423**	.638**	.303*	.743**
	Sig. (1-tailed)		.000	.043	.003	.000	.029	.000
	N	40	40	40	40	40	40	40
I can maintain my efforts to do the job for a long time	Pearson Correlation	.525**	1	.249	.582**	.465**	.595**	.817**
	Sig. (1-tailed)	.000		.060	.000	.001	.000	.000
	N	40	40	40	40	40	40	40
I always actively participate in activities at the company/office/store	Pearson Correlation	.275*	.249	1	.235	.288*	.157	.499**
	Sig. (1-tailed)	.043	.060		.072	.036	.166	.001
	N	40	40	40	40	40	40	40
I have the opportunity to advance and develop in my job	Pearson Correlation	.423**	.582**	.235	1	.317*	.576**	.727**
	Sig. (1-tailed)	.003	.000	.072		.023	.000	.000
	N	40	40	40	40	40	40	40
I am grateful for a job well done	Pearson Correlation	.638**	.465**	.288*	.317*	1	.254	.711**
	Sig. (1-tailed)	.000	.001	.036	.023		.057	.000
	N	40	40	40	40	40	40	40
I find interest in work	Pearson Correlation	.303*	.595**	.157	.576**	.254	1	.711**
	Sig. (1-tailed)	.029	.000	.166	.000	.057		.000

	N	40	40	40	40	40	40	40
Employee Motivation Average	Pearson Correlation	.743**	.817**	.499**	.727**	.711**	.711**	1
	Sig. (1-tailed)	.000	.000	.001	.000	.000	.000	
	N	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Salary)

		Correlations					
		Salary commensurate with ability and contribution	The income is enough to meet the needs in life	Salary is paid in full and on time	Income is on par with other businesses in the same field	Salary is paid fairly and satisfactorily	Salary Average
Salary commensurate with ability and contribution	Pearson Correlation	1	.228	.323*	.569**	.574**	.754**
	Sig. (1-tailed)		.079	.021	.000	.000	.000
	N	40	40	40	40	40	40
The income is enough to meet the needs in life	Pearson Correlation	.228	1	.086	.081	.249	.549**
	Sig. (1-tailed)	.079		.299	.310	.061	.000
	N	40	40	40	40	40	40
Salary is paid in full and on time	Pearson Correlation	.323*	.086	1	.440**	.412**	.654**
	Sig. (1-tailed)	.021	.299		.002	.004	.000
	N	40	40	40	40	40	40
Income is on par with other businesses in the same field	Pearson Correlation	.569**	.081	.440**	1	.548**	.709**
	Sig. (1-tailed)	.000	.310	.002		.000	.000
	N	40	40	40	40	40	40
Salary is paid fairly and satisfactorily	Pearson Correlation	.574**	.249	.412**	.548**	1	.784**
	Sig. (1-tailed)	.000	.061	.004	.000		.000
	N	40	40	40	40	40	40
Salary Average	Pearson Correlation	.754**	.549**	.654**	.709**	.784**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Job Security)

		Correlations			
		I am confident that I will be able to work for my organization as long as I wish	My job will be there as long as I want it	I am secure in my job	Job Security Average
I am confident that I will be able to work for my organization as long as I wish	Pearson Correlation	1	.494**	.426**	.812**
	Sig. (1-tailed)		.001	.003	.000
	N	40	40	40	40
My job will be there as long as I want it	Pearson Correlation	.494**	1	.382**	.821**
	Sig. (1-tailed)	.001		.007	.000
	N	40	40	40	40
I am secure in my job	Pearson Correlation	.426**	.382**	1	.730**
	Sig. (1-tailed)	.003	.007		.000
	N	40	40	40	40
Job Security Average	Pearson Correlation	.812**	.821**	.730**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Co-worker Relationship)

		Correlations						
		I have good relationships with my co-workers	I like spending work hours with my co-workers	Co-workers positively affect my job experience	I enjoy the time I spend on the job with my co-workers	I feel lucky to be working with the people that I do	I feel fortunate that I have good co-worker relationships	Co-worker Relationship Average
I have good relationships with my co-workers	Pearson Correlation	1	.608**	.493**	.492**	.458**	.442**	.759**
	Sig. (1-tailed)		.000	.001	.001	.001	.002	.000
	N	40	40	40	40	40	40	40
I like spending work hours with my co-workers	Pearson Correlation	.608**	1	.555**	.640**	.405**	.413**	.804**
	Sig. (1-tailed)	.000		.000	.000	.005	.004	.000
	N	40	40	40	40	40	40	40
Co-workers positively affect my job experience	Pearson Correlation	.493**	.555**	1	.551**	.285*	.515**	.732**
	Sig. (1-tailed)	.001	.000		.000	.037	.000	.000
	N	40	40	40	40	40	40	40
I enjoy the time I spend on the job with my co-workers	Pearson Correlation	.492**	.640**	.551**	1	.663**	.612**	.866**
	Sig. (1-tailed)	.001	.000	.000		.000	.000	.000
	N	40	40	40	40	40	40	40
I feel lucky to be working with the people that I do	Pearson Correlation	.458**	.405**	.285*	.663**	1	.420**	.711**
	Sig. (1-tailed)	.001	.005	.037	.000		.003	.000
	N	40	40	40	40	40	40	40
I feel fortunate that I have good co-worker relationships	Pearson Correlation	.442**	.413**	.515**	.612**	.420**	1	.718**
	Sig. (1-tailed)	.002	.004	.000	.000	.003		.000
	N	40	40	40	40	40	40	40
Co-worker Relationship Average	Pearson Correlation	.759**	.804**	.732**	.866**	.711**	.718**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations (Employee Recognition)

Correlations

		I am recognize d as an individual person by my supervisor	My supervisor keeps me "in the loop" (informed) of what is going on in our organizati on	My personal well-being is important to my supervisor	My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	My supervisor makes me feel that I matter	Employee Recognitio n Average
I am recognized as an individual person by my supervisor	Pearson Correlation	1	.588**	.438**	.219	.362*	.719**
	Sig. (1-tailed)		.000	.002	.088	.011	.000
	N	40	40	40	40	40	40
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	Pearson Correlation	.588**	1	.402**	.385**	.372**	.747**
	Sig. (1-tailed)	.000		.005	.007	.009	.000
	N	40	40	40	40	40	40
My personal well- being is important to my supervisor	Pearson Correlation	.438**	.402**	1	.401**	.516**	.776**
	Sig. (1-tailed)	.002	.005		.005	.000	.000
	N	40	40	40	40	40	40
My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	Pearson Correlation	.219	.385**	.401**	1	.478**	.664**
	Sig. (1-tailed)	.088	.007	.005		.001	.000
	N	40	40	40	40	40	40
My supervisor makes me feel that I matter	Pearson Correlation	.362*	.372**	.516**	.478**	1	.742**
	Sig. (1-tailed)	.011	.009	.000	.001		.000
	N	40	40	40	40	40	40

Employee Recognition Average	Pearson	.719**	.747**	.776**	.664**	.742**	1
	Correlation						
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Competence)

		Correlations							
		I have a strong sense of purpose in doing work	I am ready to work hard in doing the job	I am responsible for every job	With the knowledge I have, I can complete the given task	I can use work equipment such as computers, and others related to internet access	I have been able to learn interesting new skills on my job	Most days I feel a sense of accomplishment from working	Competence Average
I have a strong sense of purpose in doing work	Pearson Correlation	1	.625**	.391**	.570**	.439**	.389**	.360*	.708**
	Sig. (1-tailed)		.000	.006	.000	.002	.007	.011	.000
	N	40	40	40	40	40	40	40	40
I am ready to work hard in doing the job	Pearson Correlation	.625**	1	.335*	.730**	.674**	.508**	.644**	.837**
	Sig. (1-tailed)	.000		.017	.000	.000	.000	.000	.000
	N	40	40	40	40	40	40	40	40
I am responsible for every job	Pearson Correlation	.391**	.335*	1	.306*	.618**	.630**	.370**	.682**
	Sig. (1-tailed)	.006	.017		.027	.000	.000	.009	.000
	N	40	40	40	40	40	40	40	40
With the knowledge I have, I can complete the given task	Pearson Correlation	.570**	.730**	.306*	1	.522**	.372**	.442**	.733**
	Sig. (1-tailed)	.000	.000	.027		.000	.009	.002	.000
	N	40	40	40	40	40	40	40	40
I can use work equipment	Pearson Correlation	.439**	.674**	.618**	.522**	1	.800**	.585**	.854**
	Sig. (1-tailed)								
	N	40	40	40	40	40	40	40	40

such as computers, and others related to internet access	Sig. (1-tailed)	.002	.000	.000	.000		.000	.000	.000
	N	40	40	40	40	40	40	40	40
I have been able to learn interesting new skills on my job	Pearson Correlation	.389**	.508**	.630**	.372**	.800**	1	.628**	.799**
	Sig. (1-tailed)	.007	.000	.000	.009	.000		.000	.000
	N	40	40	40	40	40	40	40	40
Most days I feel a sense of accomplishment from working	Pearson Correlation	.360*	.644**	.370**	.442**	.585**	.628**	1	.759**
	Sig. (1-tailed)	.011	.000	.009	.002	.000	.000		.000
	N	40	40	40	40	40	40	40	40
Competence Average	Pearson Correlation	.708**	.837**	.682**	.733**	.854**	.799**	.759**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Employee Training)

		Correlations								
		Professional and reasonable training policy	Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	Training programs are held periodically to improve the skills of employees	Training results have helped me improve work efficiency	Overall, the training I receive is applicable to my job	Overall, the training I receive on the job meets my needs	Overall, I am satisfied with the amount of training I receive on the job	I am generally able to use what I learn in training in my job	Employee Training Average
Professional and reasonable training policy	Pearson Correlation	1	.582**	.438**	.726**	.659**	.572**	.668**	.398**	.819**
	Sig. (1-tailed)		.000	.002	.000	.000	.000	.000	.005	.000
	N	40	40	40	40	40	40	40	40	40
Employees have the opportunity to learn,	Pearson Correlation	.582**	1	.592**	.525**	.443**	.394**	.582**	.538**	.750**
	Sig. (1-tailed)	.000		.000	.000	.002	.006	.000	.000	.000

develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	N	40	40	40	40	40	40	40	40	40
Training programs are held periodically to improve the skills of employees	Pearson Correlation	.438**	.592**	1	.583**	.301*	.290*	.416**	.526**	.646**
	Sig. (1-tailed)	.002	.000		.000	.030	.035	.004	.000	.000
	N	40	40	40	40	40	40	40	40	40
Training results have helped me improve work efficiency	Pearson Correlation	.726**	.525**	.583**	1	.632**	.556**	.604**	.448**	.818**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.002	.000
	N	40	40	40	40	40	40	40	40	40
Overall, the training I receive is applicable to my job	Pearson Correlation	.659**	.443**	.301*	.632**	1	.829**	.460**	.346*	.775**
	Sig. (1-tailed)	.000	.002	.030	.000		.000	.001	.014	.000
	N	40	40	40	40	40	40	40	40	40
Overall, the training I receive on the job meets my needs	Pearson Correlation	.572**	.394**	.290*	.556**	.829**	1	.601**	.528**	.795**
	Sig. (1-tailed)	.000	.006	.035	.000	.000		.000	.000	.000
	N	40	40	40	40	40	40	40	40	40
Overall, I am satisfied with the amount of training I receive on the job	Pearson Correlation	.668**	.582**	.416**	.604**	.460**	.601**	1	.738**	.826**
	Sig. (1-tailed)	.000	.000	.004	.000	.001	.000		.000	.000
	N	40	40	40	40	40	40	40	40	40
I am generally able to use what I learn in	Pearson Correlation	.398**	.538**	.526**	.448**	.346*	.528**	.738**	1	.726**
	Sig. (1-tailed)	.005	.000	.000	.002	.014	.000	.000		.000

training in my job	N	40	40	40	40	40	40	40	40	40
Employee Training Average	Pearson Correlation	.819**	.750**	.646**	.818**	.775**	.795**	.826**	.726**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Appendix G: Means and Standard Deviations

Frequencies (Employee Motivation)

		Statistics					
		I always try my best to complete the assigned work	I can maintain my efforts to do the job for a long time	I always actively participate in activities at the company/offic e/store	I have the opportunity to advance and develop in my job	I am grateful for a job well done	I find interest in work
N	Valid	390	390	390	390	390	390
	Missing	0	0	0	0	0	0
Mean		4.2872	4.0949	3.9231	3.9564	4.4154	4.0462
Std. Deviation		.66849	.71612	.73770	.77602	.67779	.78083

Frequencies (Salary)

		Statistics				
		Salary commensurate with ability and contribution	The income is enough to meet the needs in life	Salary is paid in full and on time	Income is on par with other businesses in the same field	Salary is paid fairly and satisfactorily
N	Valid	390	390	390	390	390
	Missing	0	0	0	0	0
Mean		3.9692	3.5974	4.1821	3.9205	3.9641
Std. Deviation		.76832	.90386	.80179	.82465	.83234

Frequencies (Job Security)

		Statistics		
		I am confident that I will be able to work for my organization as long as I wish	My job will be there as long as I want it	I am secure in my job
N	Valid	390	390	390
	Missing	0	0	0
Mean		4.0718	4.0308	4.0231
Std. Deviation		.74515	.80108	.82505

Frequencies (Co-worker Relationship)

		Statistics					
		I have good relationships with my co-workers	I like spending work hours with my co-workers	Co-workers positively affect my job experience	I enjoy the time I spend on the job with my co-workers	I feel lucky to be working with the people that I do	I feel fortunate that I have good co-worker relationships
N	Valid	390	390	390	390	390	390
	Missing	0	0	0	0	0	0
Mean		4.3103	4.1179	4.2179	4.2256	4.2308	4.3359
Std. Deviation		.66390	.72163	.69975	.69175	.70843	.67454

Frequencies (Employee Recognition)

		Statistics				
		I am recognized as an individual person by my supervisor	My supervisor keeps me "in the loop" (informed) of what is going on in our organization	My personal well-being is important to my supervisor	My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	My supervisor makes me feel that I matter
N	Valid	390	390	390	390	390
	Missing	0	0	0	0	0
Mean		3.9077	4.0128	4.0128	4.2308	3.9564
Std. Deviation		.78658	.74333	.73288	.72280	.79887

Frequencies (Competence)

		Statistics						
		I have a strong sense of purpose in doing work	I am ready to work hard in doing the job	I am responsible for every job	With the knowledge I have, I can complete the given task	I can use work equipment such as computers, and others related to internet access	I have been able to learn interesting new skills on my job	Most days I feel a sense of accomplishment from working
N	Valid	390	390	390	390	390	390	390
	Missing	0	0	0	0	0	0	0
Mean		4.1564	4.2077	4.2564	4.3513	3.9923	4.0769	4.1590
Std. Deviation		.70521	.65360	.66564	.62689	.77389	.70927	.66135

Frequencies (Employee Training)

		Statistics							
		Profession al and reasonabl e training policy	Employee s have the opportunit y to learn, develop and improve their knowledg e, hard and soft skills at work to improve their skills and morale	Training programs are held periodicall y to improve the skills of employee s	Training results have helped me improve work efficiency	Overall, the training I receive is applicable to my job	Overall, the training I receive on the job meets my needs	Overall, I am satisfied with the amount of training I receive on the job	I am generally able to use what I learn in training in my job
N	Valid	390	390	390	390	390	390	390	390
	Missin g	0	0	0	0	0	0	0	0
Mean		3.9615	4.0846	3.9718	4.0795	4.1359	4.0667	4.0051	4.1462
Std. Deviation		.72137	.68440	.80597	.71080	.70583	.71031	.75882	.73591

Appendix H: Reliability Analysis for Real Study

Reliability (Employee Motivation)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.793	.792	6

Inter-Item Correlation Matrix

	I always try my best to complete the assigned work	I can maintain my efforts to do the job for a long time	I always actively participate in activities at the company/office/store	I have the opportunity to advance and develop in my job	I am grateful for a job well done	I find interest in work
I always try my best to complete the assigned work	1.000	.297	.253	.272	.451	.467
I can maintain my efforts to do the job for a long time	.297	1.000	.403	.341	.348	.374

I always actively participate in activities at the company/office/store	.253	.403	1.000	.578	.316	.381
I have the opportunity to advance and develop in my job	.272	.341	.578	1.000	.362	.419
I am grateful for a job well done	.451	.348	.316	.362	1.000	.566
I find interest in work	.467	.374	.381	.419	.566	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I always try my best to complete the assigned work	20.4359	7.193	.478	.279	.776
I can maintain my efforts to do the job for a long time	20.6282	6.995	.487	.246	.774
I always actively participate in activities at the company/office/store	20.8000	6.716	.547	.392	.760
I have the opportunity to advance and develop in my job	20.7667	6.539	.557	.392	.758
I am grateful for a job well done	20.3077	6.851	.575	.388	.754
I find interest in work	20.6769	6.291	.626	.433	.740

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.7231	9.352	3.05817	6

Reliability (Salary)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.746	.746	5

Inter-Item Correlation Matrix

	Salary commensurate with ability and contribution	The income is enough to meet the needs in life	Salary is paid in full and on time	Income is on par with other businesses in the same field	Salary is paid fairly and satisfactorily
Salary commensurate with ability and contribution	1.000	.526	.247	.406	.481
The income is enough to meet the needs in life	.526	1.000	.108	.416	.517
Salary is paid in full and on time	.247	.108	1.000	.271	.272
Income is on par with other businesses in the same field	.406	.416	.271	1.000	.456
Salary is paid fairly and satisfactorily	.481	.517	.272	.456	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Salary commensurate with ability and contribution	15.6641	5.735	.588	.367	.675
The income is enough to meet the needs in life	16.0359	5.387	.545	.394	.688
Salary is paid in full and on time	15.4513	6.665	.286	.124	.777
Income is on par with other businesses in the same field	15.7128	5.691	.538	.293	.691
Salary is paid fairly and satisfactorily	15.6692	5.415	.615	.388	.661

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.6333	8.490	2.91374	5

Reliability (Job Security)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.799	.801	3

Inter-Item Correlation Matrix

	I am confident that I will be able to work for my organization as long as I wish	My job will be there as long as I want it	I am secure in my job
I am confident that I will be able to work for my organization as long as I wish	1.000	.565	.633
My job will be there as long as I want it	.565	1.000	.520
I am secure in my job	.633	.520	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am confident that I will be able to work for my organization as long as I wish	8.0538	2.010	.687	.477	.684
My job will be there as long as I want it	8.0949	2.014	.599	.363	.773
I am secure in my job	8.1026	1.871	.649	.439	.721

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.1256	4.018	2.00439	3

Reliability (Co-worker Relationship)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.888	.888	6

Inter-Item Correlation Matrix

	I have good relationships with my co-workers	I like spending work hours with my co-workers	Co-workers positively affect my job experience	I enjoy the time I spend on the job with my co-worker's	I feel lucky to be working with the people that I do	I feel fortunate that I have good co-worker relationships
I have good relationships with my co-workers	1.000	.535	.557	.508	.580	.588
I like spending work hours with my co-workers	.535	1.000	.514	.657	.510	.510
Co-workers positively affect my job experience	.557	.514	1.000	.620	.572	.531
I enjoy the time I spend on the job with my co-worker's	.508	.657	.620	1.000	.620	.531
I feel lucky to be working with the people that I do	.580	.510	.572	.620	1.000	.531
I feel fortunate that I have good co-worker relationships	.588	.510	.531	.531	.531	1.000

I enjoy the time I spend on the job with my co-workers	.508	.657	.620	1.000	.575	.564
I feel lucky to be working with the people that I do	.580	.510	.572	.575	1.000	.730
I feel fortunate that I have good co-worker relationships	.588	.510	.531	.564	.730	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have good relationships with my co-workers	21.1282	8.097	.680	.476	.872
I like spending work hours with my co-workers	21.3205	7.879	.668	.495	.875
Co-workers positively affect my job experience	21.2205	7.910	.687	.493	.871
I enjoy the time I spend on the job with my co-workers	21.2128	7.813	.728	.572	.865
I feel lucky to be working with the people that I do	21.2077	7.707	.736	.605	.863
I feel fortunate that I have good co-worker relationships	21.1026	7.902	.725	.593	.865

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.4385	11.105	3.33249	6

Reliability (Employee Recognition)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.827	.826	5

Inter-Item Correlation Matrix

	I am recognized as an individual person by my supervisor	My supervisor keeps me "in the loop" (informed) of what is going on in our organization	My personal well-being is important to my supervisor	My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	My supervisor makes me feel that I matter
I am recognized as an individual person by my supervisor	1.000	.543	.497	.372	.509
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	.543	1.000	.453	.396	.464
My personal well-being is important to my supervisor	.497	.453	1.000	.475	.629

My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	.372	.396	.475	1.000	.538
My supervisor makes me feel that I matter	.509	.464	.629	.538	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am recognized as an individual person by my supervisor	16.2128	5.582	.611	.402	.796
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	16.1077	5.814	.587	.367	.802
My personal well-being is important to my supervisor	16.1077	5.628	.663	.464	.781
My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	15.8897	5.975	.559	.338	.810
My supervisor makes me feel that I matter	16.1641	5.284	.694	.508	.770

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.1205	8.471	2.91055	5

Reliability (Competence)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	100.0

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

Inter-Item Correlation Matrix

	I have a strong sense of purpose in doing work	I am ready to work hard in doing the job	I am responsible for every job	With the knowledge I have, I can complete the given task	I can use work equipment such as computers, and others related to internet access	I have been able to learn interesting new skills on my job	Most days I feel a sense of accomplishment from working
I have a strong sense of purpose in doing work	1.000	.654	.511	.428	.351	.490	.602
I am ready to work hard in doing the job	.654	1.000	.580	.562	.354	.492	.524
I am responsible for every job	.511	.580	1.000	.584	.363	.410	.550
With the knowledge I have, I can complete the given task	.428	.562	.584	1.000	.339	.448	.466
I can use work equipment such as computers, and others related to internet access	.351	.354	.363	.339	1.000	.558	.369

I have been able to learn interesting new skills on my job	.490	.492	.410	.448	.558	1.000	.473
Most days I feel a sense of accomplishment from working	.602	.524	.550	.466	.369	.473	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have a strong sense of purpose in doing work	25.0436	9.317	.673	.537	.839
I am ready to work hard in doing the job	24.9923	9.447	.706	.560	.835
I am responsible for every job	24.9436	9.550	.661	.491	.841
With the knowledge I have, I can complete the given task	24.8487	9.877	.619	.443	.847
I can use work equipment such as computers, and others related to internet access	25.2077	9.677	.506	.338	.865
I have been able to learn interesting new skills on my job	25.1231	9.419	.640	.459	.844
Most days I feel a sense of accomplishment from working	25.0410	9.566	.662	.472	.841

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.2000	12.711	3.56518	7

Reliability (Employee Training)**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	390	100.0
	Excluded ^a	0	.0
	Total	390	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
.920	.921	8

Inter-Item Correlation Matrix

	Professional and reasonable training policy	Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	Training programs are held periodically to improve the skills of employees	Training results have helped me improve work efficiency	Overall, the training I receive is applicable to my job	Overall, the training I receive on the job meets my needs	Overall, I am satisfied with the amount of training I receive on the job	I am generally able to use what I learn in training in my job
Professional and reasonable training policy	1.000	.590	.560	.557	.470	.492	.526	.543
Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	.590	1.000	.545	.583	.540	.538	.588	.573
Training programs are held periodically to improve the skills of employees	.560	.545	1.000	.533	.477	.493	.576	.440
Training results have helped me improve work efficiency	.557	.583	.533	1.000	.706	.687	.647	.710

Overall, the training I receive is applicable to my job	.470	.540	.477	.706	1.000	.782	.671	.674
Overall, the training I receive on the job meets my needs	.492	.538	.493	.687	.782	1.000	.720	.704
Overall, I am satisfied with the amount of training I receive on the job	.526	.588	.576	.647	.671	.720	1.000	.643
I am generally able to use what I learn in training in my job	.543	.573	.440	.710	.674	.704	.643	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Professional and reasonable training policy	28.4897	17.366	.655	.478	.915
Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	28.3667	17.374	.698	.508	.912
Training programs are held periodically to improve the skills of employees	28.4795	16.980	.632	.458	.918
Training results have helped me improve work efficiency	28.3718	16.728	.790	.647	.905

Overall, the training I receive is applicable to my job	28.3154	16.875	.768	.679	.906
Overall, the training I receive on the job meets my needs	28.3846	16.741	.788	.709	.905
Overall, I am satisfied with the amount of training I receive on the job	28.4462	16.448	.780	.629	.905
I am generally able to use what I learn in training in my job	28.3051	16.711	.760	.631	.907

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
32.4513	21.827	4.67190	8

Appendix I: Validity Analysis for Real Study

1) Instrument valid if correlation value > 0.30

Correlations								
		Employee Motivation Average	Salary Average	Job Security Average	Co- worker Relations hip Average	Employee Recogniti on Average	Compete nce Average	Employee Training Average
Employee Motivation Average	Pearson Correlation	1	.532**	.578**	.549**	.550**	.713**	.528**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
Salary Average	Pearson Correlation	.532**	1	.563**	.405**	.551**	.460**	.525**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
Job Security Average	Pearson Correlation	.578**	.563**	1	.432**	.543**	.537**	.411**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390	390
Co-worker Relationship Average	Pearson Correlation	.549**	.405**	.432**	1	.519**	.608**	.477**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390
Employee Recognition Average	Pearson Correlation	.550**	.551**	.543**	.519**	1	.612**	.538**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390	390
Competence Average	Pearson Correlation	.713**	.460**	.537**	.608**	.612**	1	.604**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390	390
Employee Training Average	Pearson Correlation	.528**	.525**	.411**	.477**	.538**	.604**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390	390
**. Correlation is significant at the 0.01 level (1-tailed).								
*. Correlation is significant at the 0.05 level (1-tailed).								

2) Instrument valid if correlation value $> r$ table (r table value can use formula $DF = n-2$).

Please refer to <https://mathcracker.com/critical-correlation-calculator.php>

Solution:

We need to find the critical correlation values. The following information is provided:

Significance Level (α) =	0.05
Number of Degrees of Freedom (df) =	388
Type of Tail =	right-tailed

The corresponding critical correlation value r_c for a significance level of $\alpha = 0.05$, for a right-tailed test is:

$$r_c = 0.083$$

Observe that in this case, the null hypothesis is rejected if $r > r_c = 0.083$.

3) Level of significance used: 0.05

Correlations (Employee Motivation)

		Correlations						
		I always try my best to complete the assigned work	I can maintain my efforts to do the job for a long time	I always actively participate in activities at the company/office/store	I have the opportunity to advance and develop in my job	I am grateful for a job well done	I find interest in work	Employee Motivation Average
I always try my best to complete the assigned work	Pearson Correlation	1	.297**	.253**	.272**	.451**	.467**	.638**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
I can maintain my efforts to do the job for a long time	Pearson Correlation	.297**	1	.403**	.341**	.348**	.374**	.655**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
I always actively participate in activities at the company/office/store	Pearson Correlation	.253**	.403**	1	.578**	.316**	.381**	.705**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390	390
I have the opportunity to advance and develop in my job	Pearson Correlation	.272**	.341**	.578**	1	.362**	.419**	.720**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390
I am grateful for a job well done	Pearson Correlation	.451**	.348**	.316**	.362**	1	.566**	.714**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390	390
I find interest in work	Pearson Correlation	.467**	.374**	.381**	.419**	.566**	1	.769**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000

	N	390	390	390	390	390	390	390
Employee Motivation Average	Pearson Correlation	.638**	.655**	.705**	.720**	.714**	.769**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Salary)

		Correlations					
		Salary commensurate with ability and contribution	The income is enough to meet the needs in life	Salary is paid in full and on time	Income is on par with other businesses in the same field	Salary is paid fairly and satisfactorily	Salary Average
Salary commensurate with ability and contribution	Pearson Correlation	1	.526**	.247**	.406**	.481**	.747**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390
The income is enough to meet the needs in life	Pearson Correlation	.526**	1	.108*	.416**	.517**	.744**
	Sig. (1-tailed)	.000		.016	.000	.000	.000
	N	390	390	390	390	390	390
Salary is paid in full and on time	Pearson Correlation	.247**	.108*	1	.271**	.272**	.528**
	Sig. (1-tailed)	.000	.016		.000	.000	.000
	N	390	390	390	390	390	390
Income is on par with other businesses in the same field	Pearson Correlation	.406**	.416**	.271**	1	.456**	.724**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390
Salary is paid fairly and satisfactorily	Pearson Correlation	.481**	.517**	.272**	.456**	1	.777**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390
Salary Average	Pearson Correlation	.747**	.744**	.528**	.724**	.777**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Job Security)

		Correlations			
		I am confident that I will be able to work for my organization as long as I wish	My job will be there as long as I want it	I am secure in my job	Job Security Average
I am confident that I will be able to work for my organization as long as I wish	Pearson Correlation	1	.565**	.633**	.858**
	Sig. (1-tailed)		.000	.000	.000
	N	390	390	390	390
My job will be there as long as I want it	Pearson Correlation	.565**	1	.520**	.824**
	Sig. (1-tailed)	.000		.000	.000
	N	390	390	390	390
I am secure in my job	Pearson Correlation	.633**	.520**	1	.855**
	Sig. (1-tailed)	.000	.000		.000
	N	390	390	390	390
Job Security Average	Pearson Correlation	.858**	.824**	.855**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Co-worker Relationship)

		Correlations						
		I have good relationships with my co-workers	I like spending work hours with my co-workers	Co-workers positively affect my job experience	I enjoy the time I spend on the job with my co-workers	I feel lucky to be working with the people that I do	I feel fortunate that I have good co-worker relationships	Co-worker Relationship Average
I have good relationships with my co-workers	Pearson Correlation	1	.535**	.557**	.508**	.580**	.588**	.780**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
I like spending work hours with my co-workers	Pearson Correlation	.535**	1	.514**	.657**	.510**	.510**	.779**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390
Co-workers positively affect my job experience	Pearson Correlation	.557**	.514**	1	.620**	.572**	.531**	.790**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390	390
I enjoy the time I spend on the job with my co-workers	Pearson Correlation	.508**	.657**	.620**	1	.575**	.564**	.818**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390
I feel lucky to be working with the people that I do	Pearson Correlation	.580**	.510**	.572**	.575**	1	.730**	.826**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390	390
I feel fortunate that I have good co-worker relationships	Pearson Correlation	.588**	.510**	.531**	.564**	.730**	1	.814**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390	390
Co-worker Relationship Average	Pearson Correlation	.780**	.779**	.790**	.818**	.826**	.814**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Employee Recognition)

		Correlations					
		I am recognize d as an individual person by my supervisor	My supervisor keeps me "in the loop" (informed) of what is going on in our organizati on	My personal well-being is important to my supervisor	My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	My supervisor makes me feel that I matter	Employee Recognitio n Average
I am recognized as an individual person by my supervisor	Pearson Correlation	1	.543**	.497**	.372**	.509**	.766**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390
My supervisor keeps me "in the loop" (informed) of what is going on in our organization	Pearson Correlation	.543**	1	.453**	.396**	.464**	.742**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390
My personal well- being is important to my supervisor	Pearson Correlation	.497**	.453**	1	.475**	.629**	.792**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390
My supervisor routinely exhibits acts of civility (i.e., saying hello, thank you, etc.) towards me	Pearson Correlation	.372**	.396**	.475**	1	.538**	.717**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390
My supervisor makes me feel that I matter	Pearson Correlation	.509**	.464**	.629**	.538**	1	.823**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390

Employee	Pearson	.766**	.742**	.792**	.717**	.823**	1
Recognition	Correlation						
Average	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Competence)

		Correlations							
		I have a strong sense of purpose in doing work	I am ready to work hard in doing the job	I am responsible for every job	With the knowledge I have, I can complete the given task	I can use work equipment such as computers, and others related to internet access	I have been able to learn interesting new skills on my job	Most days I feel a sense of accomplishment from working	Competence Average
I have a strong sense of purpose in doing work	Pearson Correlation	1	.654**	.511**	.428**	.351**	.490**	.602**	.774**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390
I am ready to work hard in doing the job	Pearson Correlation	.654**	1	.580**	.562**	.354**	.492**	.524**	.792**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390
I am responsible for every job	Pearson Correlation	.511**	.580**	1	.584**	.363**	.410**	.550**	.759**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390
With the knowledge I have, I can complete the given task	Pearson Correlation	.428**	.562**	.584**	1	.339**	.448**	.466**	.722**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390
I can use work equipment	Pearson Correlation	.351**	.354**	.363**	.339**	1	.558**	.369**	.658**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390	390

such as computers, and others related to internet access	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390	390
I have been able to learn interesting new skills on my job	Pearson Correlation	.490**	.492**	.410**	.448**	.558**	1	.473**	.750**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390	390	390
Most days I feel a sense of accomplishment from working	Pearson Correlation	.602**	.524**	.550**	.466**	.369**	.473**	1	.759**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390	390	390
Competence Average	Pearson Correlation	.774**	.792**	.759**	.722**	.658**	.750**	.759**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations (Employee Training)

		Correlations								
		Professional and reasonable training policy	Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale	Training programs are held periodically to improve the skills of employees	Training results have helped me improve work efficiency	Overall, the training I receive is applicable to my job	Overall, the training I receive on the job meets my needs	Overall, I am satisfied with the amount of training I receive on the job	I am generally able to use what I learn in training in my job	Employee Training Average
Professional and reasonable training policy	Pearson Correlation	1	.590**	.560**	.557**	.470**	.492**	.526**	.543**	.739**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390	390
Employees have the opportunity to learn, develop	Pearson Correlation	.590**	1	.545**	.583**	.540**	.538**	.588**	.573**	.770**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000	.000	.000

and improve their knowledge, hard and soft skills at work to improve their skills and morale	N	390	390	390	390	390	390	390	390	390
Training programs are held periodically to improve the skills of employees	Pearson Correlation	.560**	.545**	1	.533**	.477**	.493**	.576**	.440**	.730**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390	390
Training results have helped me improve work efficiency	Pearson Correlation	.557**	.583**	.533**	1	.706**	.687**	.647**	.710**	.844**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390	390
Overall, the training I receive is applicable to my job	Pearson Correlation	.470**	.540**	.477**	.706**	1	.782**	.671**	.674**	.826**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	390	390	390	390	390	390	390	390	390
Overall, the training I receive on the job meets my needs	Pearson Correlation	.492**	.538**	.493**	.687**	.782**	1	.720**	.704**	.842**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	390	390	390	390	390	390	390	390	390
Overall, I am satisfied with the amount of training I receive on the job	Pearson Correlation	.526**	.588**	.576**	.647**	.671**	.720**	1	.643**	.840**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	390	390	390	390	390	390	390	390	390
I am generally able to use what I learn in training in my job	Pearson Correlation	.543**	.573**	.440**	.710**	.674**	.704**	.643**	1	.823**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	390	390	390	390	390	390	390	390	390

Employee Training Average	Pearson Correlation	.739**	.770**	.730**	.844**	.826**	.842**	.840**	.823**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	390	390	390	390	390	390	390	390	390

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Appendix J: Multiple Regression Analysis

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.587	.32763

a. Predictors: (Constant), Employee Training Average, Job Security Average, Co-worker Relationship Average, Salary Average, Employee Recognition Average, Competence Average

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.947	6	9.991	93.080	.000 ^b
	Residual	41.111	383	.107		
	Total	101.058	389			

a. Dependent Variable: Employee Motivation Average
 b. Predictors: (Constant), Employee Training Average, Job Security Average, Co-worker Relationship Average, Salary Average, Employee Recognition Average, Competence Average

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.553	.156		3.537	.000
	Salary Average	.129	.039	.148	3.350	.001
	Job Security Average	.138	.033	.181	4.163	.000
	Co-worker Relationship Average	.101	.039	.110	2.584	.010
	Employee Recognition Average	.016	.041	.018	.386	.699
	Competence Average	.441	.050	.441	8.849	.000
	Employee Training Average	.041	.039	.047	1.065	.287

a. Dependent Variable: Employee Motivation Average

Appendix K: Rerun Multiple Regression Analysis

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.592	.587	.32739

a. Predictors: (Constant), Competence Average, Salary Average, Coworker Relationship Average, Job Security Average

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.793	4	14.948	139.467	<.001 ^b
	Residual	41.265	385	.107		
	Total	101.058	389			

a. Dependent Variable: Employee Motivation Average

b. Predictors: (Constant), Competence Average, Salary Average, Coworker Relationship Average, Job Security Average

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.577	.155		3.726	<.001
	Salary Average	.146	.036	.167	4.087	<.001
	Job Security Average	.140	.033	.183	4.276	<.001
	Co-worker Relationship Average	.109	.038	.119	2.836	.005
	Competence Average	.466	.045	.466	10.384	<.001

a. Dependent Variable: Employee Motivation Average

Appendix L: 3.7.2 Reliability Analysis

Variables	No. of item	Cronbach's alpha	Level of reliability
Dependent Variable:			
EM	6	0.825	Very Good
Independent Variables:			
S	5	0.756	Good
JS	3	0.853	Very Good
CR	6	0.772	Good
ER	5	0.882	Very Good
C	7	0.906	Excellent
ET	8	0.825	Very Good

Appendix M: 3.7.3 Validity Analysis

Employee Motivation

Items	ritem	rtable	Results
EM1	0.743	0.254	Valid
EM2	0.817	0.254	Valid
EM3	0.499	0.254	Valid
EM4	0.727	0.254	Valid
EM5	0.711	0.254	Valid
EM6	0.711	0.254	Valid

Salary

Items	ritem	rtable	Results
S1	0.754	0.254	Valid
S2	0.549	0.254	Valid
S3	0.654	0.254	Valid
S4	0.709	0.254	Valid
S5	0.784	0.254	Valid

Job Security

Items	ritem	rtable	Results
JS1	0.812	0.254	Valid
JS2	0.821	0.254	Valid
JS3	0.730	0.254	Valid

Co-worker Relationship

Items	ritem	rtable	Results
CR1	0.759	0.254	Valid
CR2	0.804	0.254	Valid
CR3	0.732	0.254	Valid
CR4	0.866	0.254	Valid
CR5	0.711	0.254	Valid
CR6	0.718	0.254	Valid

Employee Recognition

Items	ritem	rtable	Results
ER1	0.719	0.254	Valid
ER2	0.747	0.254	Valid
ER3	0.776	0.254	Valid
ER4	0.664	0.254	Valid
ER5	0.742	0.254	Valid

Competence

Items	ritem	rtable	Results
C1	0.708	0.254	Valid
C2	0.837	0.254	Valid
C3	0.682	0.254	Valid
C4	0.733	0.254	Valid

C5	0.854	0.254	Valid
C6	0.799	0.254	Valid
C7	0.759	0.254	Valid

Employee Training

Items	ritem	rtable	Results
ET1	0.819	0.254	Valid
ET2	0.75	0.254	Valid
ET3	0.646	0.254	Valid
ET4	0.818	0.254	Valid
ET5	0.775	0.254	Valid
ET6	0.795	0.254	Valid
ET7	0.826	0.254	Valid
ET8	0.726	0.254	Valid
